

TOD'S

GROUP

SUSTAINABILITY REPORT 2024

TOD'S
GROUP

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LETTER TO STAKEHOLDERS

Sustainability and social responsibility are part of the TOD'S Group DNA, values which inspire our principles and have always guided our actions. The rapidly changing institutional, regulatory and competitive ecosystem in which we operate motivates us to double down on our commitment every year. In pursuing this path, we have extended and strengthened our sustainability strategy, renewing and forming new partnerships with multistakeholder organisations while defining a course of action that affects all company processes.

Our **people** are our most precious resource and we are committed to looking after their safety, well-being and “know-how”. With this in mind, the programme to promote, enhance and spread the values of diversity, equity and inclusion within the organisation and in relations with third parties continued this year. This commitment was confirmed with the renewal of the Gender Equality Certification and the expansion of project initiatives and training activities on diversity, equity, and inclusion.

During the course of the year, the corporate welfare programme was renewed, reaffirming our appreciation for the work that has been done while providing additional concrete income support for our employees.

The TOD'S Group has always supported young people in learning a trade through the “Bottega dei Mestieri” programme, set up to facilitate generational turnover and preserve the skills needed to ensure the survival of Made in Italy.

We care about our **supply chains** and promote qualification, monitoring and growth programmes for our raw material suppliers and workshops in order to make environmental and human protection an integral part of the entire value chain.

TOD'S has renewed its partnership with Aura Blockchain Consortium and has recently extended the Digital Product Passport to My Gommino Custom Made, which guarantees the value of the goods, the traceability of the production phases and the authenticity of the materials used, involving customers in a virtuous path of transparency.

We are aware of the important role the **environment** plays in the sustainability of our business and have been working on projects to monitor and gradually reduce our impact on ecosystems. With this in mind, we have submitted our emission reduction targets to the Science-Based Targets initiative for approval, in accordance with current international scientific protocols, confirming the Group's dedication to climate change mitigation. We are glad to announce that in 2024 a new photovoltaic plant was activated at the Montecosaro logistics site, which produces enough power to cover approximately 18% of the site's energy needs. Additionally, work has recently begun on the construction of a new photovoltaic plant at the Monteprandone logistics hub, and should be completed within the first half of 2025. In addition, as of 1 January 2025, a contract was signed for the supply of electricity exclusively from certified renewable sources, extending the use of renewable energy to the entire Italian operations of the Group.

In accordance with our Sustainability Plan, we are developing **ecodesign and**

circular production processes with the valuable cooperation of our supply chains. At the SDA Bocconi multistakeholder observatory “Monitor for Circular Fashion”, we presented the pilot project “*One Next Step*”, which involved the TOD’S brand, interpreting the principles of ecodesign through a co-creation and partnership approach to the supply chain.

We support initiatives that enable us to contribute to the growth of the **communities** in which we operate and to generate development and value for local areas, and in 2024 reiterated our commitment to helping vulnerable categories, protecting children, assisting young people and supporting women who are victims of violence.

Finally, we help preserve the **beauty of Italy and the territories in which we operate** by supporting initiatives to protect and promote artistic, cultural and environmental heritage, and by involving our main stakeholders in an open and inclusive process of “promoting beauty”. Thanks to financing by the TOD’S Group, in 2024 work began on the restoration of Palazzo Marino – a 16th-century building designed by the architect Galeazzo Alessi which has served as the headquarters of Milan’s City Council since 1861: a true symbol of the city of Milan.

Aware of the strategic role that the TOD’S Group plays in promoting the fair and sustainable growth of communities and territories, we remain steadfast on the challenging and commendable path of environmental and social sustainability. Thanks to the results achieved and reported in this Sustainability Report, we proudly reaffirm our desire to collaborate with our stakeholders and continue to generate shared value, for a positive and lasting impact on people and the planet.

Diego Della Valle
Chairman
TOD’S Group

TOD'S
GROUP

SUSTAINABILITY REPORT 2024





METHODOLOGICAL NOTE

The 2024 Sustainability Report (hereinafter also “Report” or “document”) of the TOD’S Group (hereinafter also the “Group” or “TOD’S”) illustrates the results achieved by the Group in the economic, social and environmental fields and demonstrates its commitment to sustainable development and the creation of shared value for the local area and for its stakeholders. This document is drafted voluntarily. Indeed, 2024 marks a year of transition for TOD’S, as the Group is no longer required to submit reports in accordance with the Legislative Decree 254/2016 and, for FY 2024, it is not subject to the stipulations of the Legislative Decree 125/2024 – Decree transposing EU Directive 2022/2464 Corporate Sustainability Reporting Directive (CSRD) into Italian law; it has, however, decided to continue with disclosure, on a voluntary basis, confirming its commitment to transparent reporting of its environmental, social and governance performance. This choice reflects TOD’S desire to establish itself as a best practice in the sector, consolidating the link between its business strategies and an in-depth, shared analysis of the operating methods and the results obtained in the various areas covered in this document.

This Report relates to the 2024 financial year (from 1 January to 31 December) and was prepared in accordance with the GRI standards (“Global Reporting Initiative Sustainability Reporting Standards” – GRI Universal Standards 2021), according to the “*in accordance*” option. The appendix to the document contains the “GRI content index”, with the details of the content reported in accordance with the guidelines mentioned above.

In light of the regulatory changes and the relevant disclosure frameworks, in 2024 the Group

launched an analysis of the main information and process gaps with respect to the provisions of the new Sustainability Reporting Regulations (CSRD). This document is inspired by the “European common enforcement priorities for 2024 annual financial reports” published by the European Securities and Markets Authority (ESMA) on 24 October 2024, and, on a voluntary basis, meets the requirements of EU Regulation 852/2020 and the Delegated Regulation relating to article 8 of the aforementioned Regulation regarding activities, capital expenditure and operating expenditure associated with environmentally sustainable activities, as reported in the relevant paragraph “EU Taxonomy”. For further details, please refer to the section “*EU Taxonomy*”¹.

The Report is published annually. The previous edition, referring to the 2023 financial year, drafted to meet the obligation arising from the Legislative Decree no. 254/2016, was published in March 2024. This document aims to illustrate to stakeholders the sustainability strategy and policies adopted by the Group, describing the ESG performance recorded in the reporting year. The analysis covers environmental, social and governance issues, the characteristics of the company and the expectations of stakeholders.

For previous reporting, the TOD’S Group conducted a materiality analysis in accordance with the 2021 GRI Universal Standards. In 2024, this analysis was updated to review the priority issues for the Group in response to emerging regulatory factors, evolving ESG ratings, the competitive environment and ESG standard setters.

Further details on the process are provided in the section “*Stakeholders and Materiality Analysis*”.

¹ It should be noted that the limited assurance activity performed by the auditor excluded the information in the above paragraph.

The process of collecting data and information to draft this Sustainability Report was managed in collaboration with the TOD'S Group corporate functions, with the aim of providing a clear and precise indication of the information considered significant for stakeholders according to the principles of accuracy, balance, clarity, comparability, sustainability context, timelines and verifiability set out in the GRI guidelines.

The scope of the data and information reported in this document is limited to the fully consolidated companies in TOD'S Group as of 31 December 2024, which are grouped into the following regions: Italy, Europe, Greater China, Americas and Rest of the World². The scope of the data and information reported is the same as that of the Group's 2024 Consolidated Financial Statements.

The consolidation scope, as of 31 December 2024, has not changed compared to that resulting as of 31 December 2023.

For the sake of completeness, it should be noted that the liquidation process of the company TOD'S OAK Ltd, which had already begun in the financial year 2023, was completed in 2024.

Any specifics and exceptions to the reporting scope³ are detailed in the relevant sections.

Where available, data relating to the previous fi-

ancial year is shown for comparative purposes and in order to provide an overview of the Group's activities over a longer period of time. The document also clearly indicates where estimates have been used for quantitative information and where data from the previous period has been restated. Finally, the following terms have been used in the document to facilitate reading:

- “The Parent Company” and “The Company” with reference to TOD'S S.p.A.;
- “The Group” with reference to the TOD'S Group (Parent Company and fully consolidated companies);
- “Italy” with reference to the area that is home to the business of TOD'S S.p.A., Roger Vivier S.p.A. and Re.Se.Del. S.r.l.

This Report is also subject to a limited assurance engagement according to the criteria indicated in ISAE 3000 Revised by Deloitte & Touche S.p.A. Checks were carried out according to the procedures indicated in the “Independent Auditor's Report” included in this document.

This document was approved by the TOD'S S.p.A. Board of Directors on 31 March 2025 and published on the company's website www.todsgroup.com. For more information on the TOD'S Group's sustainability strategy and the contents of this Report, please contact sustainability&csr@todsgroup.com

² For further information on the companies that are fully consolidated within the TOD'S Group, please see the sections “*Composition of the Group*” and “*Organisational chart of the Group*”.

³ In cases of limitations, the scope coverage was calculated as a percentage of the total number of Group employees at the end of the reference year.

COMPANY DATA

Registered Office of the Parent Company

TOD'S S.p.A.
Via Filippo Della Valle, 1
63811 Sant'Elpidio a Mare (Fermo) – Italy
Tel. +39 0734 8661

Legal data of the Parent Company

Share capital resolved 66,187,078 euros
Share capital subscribed and paid 66,187,078 euros
Tax code and registration no.: 01113570442 of the Reg. of Companies at Marche Chamber of Commerce
Reg. Marche Chamber of Commerce under Economic and Administrative Index (REA) no. 114030

Offices and Showrooms

Munich – Domagkstrasse, 1/b, 2
Hong Kong – 35/F Lee Garden One, 33 Hysan Avenue, Causeway Bay
London – Wilder Walk, 1
Milan – Corso Venezia, 30
Milan – Via Serbelloni, 1-4
New York – 555, Madison Avenue
Paris – Rue de Faubourg Saint-Honore, 29
Paris – Rue du Général FOY, 22
Paris – Rue Royale, 25
Seoul – 11/F Pax Tower 609, Eonju-ro, Gangnam-gu
Shanghai – 1717 Nanjing West Road, Wheelock Square 45/F
Tokyo – 1-5-8 Jingumae Shibuya Ku
Singapore – 391B Orchard Road, 17-08/09 Ngee Ann City Tower B
Dubai – Design District, building 6

TOD'S Group Headquarters

and main production site
Via Filippo Della Valle, 1
63811 Sant'Elpidio a Mare (Fermo) – Italy

Production facilities

Arquata del Tronto (AP) – Zona Industriale Pescara del Tronto
Pontassieve (FI) – Via Tifariti, 10
Comunanza (AP) – Via Merloni, 7
Comunanza (AP) – Via S. Maria, 2-4-6
Durrës (Albania) – Rr. Jakov Xoxa Prane – Nish Goma – Shkozë
Tolentino (MC) – Via Sacharov 41/43

GROUP STRUCTURE

TOD'S S.p.A.

Parent Company, owner of TOD'S, HOGAN and FAY brands and ROGER VIVIER brand under a licence agreement and manages DOS in Italy and on-line sales

TOD'S International B.V.

Sub-holding for operation of international subsidiaries and DOS in the Netherlands

An.Del. Usa Inc.

Sub-holding for operation of subsidiaries in the United States

Gen.del. SA

Company that operates DOS in Switzerland

TOD'S Belgique S.p.r.l.

Company that operates DOS in Belgium

TOD'S Deutschland GmbH

Company that operates DOS in Germany

TOD'S España SL

Company that operates DOS in Spain

TOD'S France Sas

Company that operates DOS in France

TOD'S Japan KK

Company that operates DOS in Japan and on-line sales

TOD'S Macao Ltd

Company that operates DOS in Macao

TOD'S Hong Kong Ltd

Company that operates DOS in Hong Kong Sub-holding for operation of subsidiaries in Asia

TOD'S Korea Inc.

Company that distributes and promotes products in Korea and operates DOS and on-line sales in Korea

TOD'S Retail India Private Ltd

Inoperative company

TOD'S (Shanghai) Trading Co. Ltd

Company that distributes and promotes products in China and operates DOS and on-line sales in China

TOD'S Singapore Pte Ltd

Company that operates DOS in Singapore

TOD'S UK Ltd

Company that operates DOS in Great Britain

Cal.Del. Usa Inc.

Company that operates DOS in California (USA)

Deva Inc.

Company that distributes and promotes products in North America, and manages DOS in the State of NY (USA)

Flor. Del. Usa Inc.

Company that operates DOS in Florida (USA)

Hono. Del. Inc.

Company that operates DOS in Hawaii (USA)

Il. Del. Usa Inc.

Company that operates DOS in Illinois (USA)

Neva. Del. Inc.

Company that operates DOS in Nevada (USA)

Or. Del. Usa Inc.

Inoperative company

TOD'S Tex. Del. Usa Inc.

Company that operates DOS in Texas (USA)

Alban.Del Sh.p.k.

Production company

Un.Del. Kft

Production company

Re.Se.Del. S.r.l.

Company for services

Roger Vivier S.p.A.

Owner of ROGER VIVIER brand and Sub-holding for operation of international subsidiaries and DOS in Italy

Roger Vivier Hong Kong Ltd

Company that operates DOS in Hong Kong Sub-holding for operation of subsidiaries in Asia

Roger Vivier Singapore PTE Ltd

Company that operates DOS in Singapore

Roger Vivier (Shanghai) Trading Co. Ltd

Company that operates in China and on-line sales

Roger Vivier UK Ltd

Company that operates DOS in Great Britain

TOD'S Georgia Inc.

Inoperative company

Roger Vivier France Sas

Company that operates DOS in France

Roger Vivier Korea Inc.

Company that distributes and promotes products in Korea and operates DOS and on-line sales in Korea

Roger Vivier Switzerland S.A.

Inoperative company

Roger Vivier Macau Lda

Company that operates DOS in Macao

Roger Vivier Japan KK

Company that operates DOS in Japan and on-line sales

TOD'S Austria GmbH

Company that operates DOS in Austria

TOD'S Washington Inc.

Inoperative company

Ala Del Inc.

Company that manages DOS and on-line sales in the USA market

TOD'S Massachusetts Inc.

Inoperative company

Roger Vivier Paris Sas

Company that operates DOS in France

Roger Vivier Deutschland GmbH

Company that operates DOS in Germany

Roger Vivier España SL

Company that operates DOS in Spain

Roger Vivier Australia PTY Ltd

Company that operates DOS in Australia

TOD'S Australia PTY Ltd

Company that operates DOS in Australia

Roger Vivier Canada Ltd

Company that operates DOS in Canada

Italiantouch USA Inc.

Company that manages on-line sales in the USA market.

TOD'S New Jersey Inc.

Company that operates DOS in New Jersey (USA)

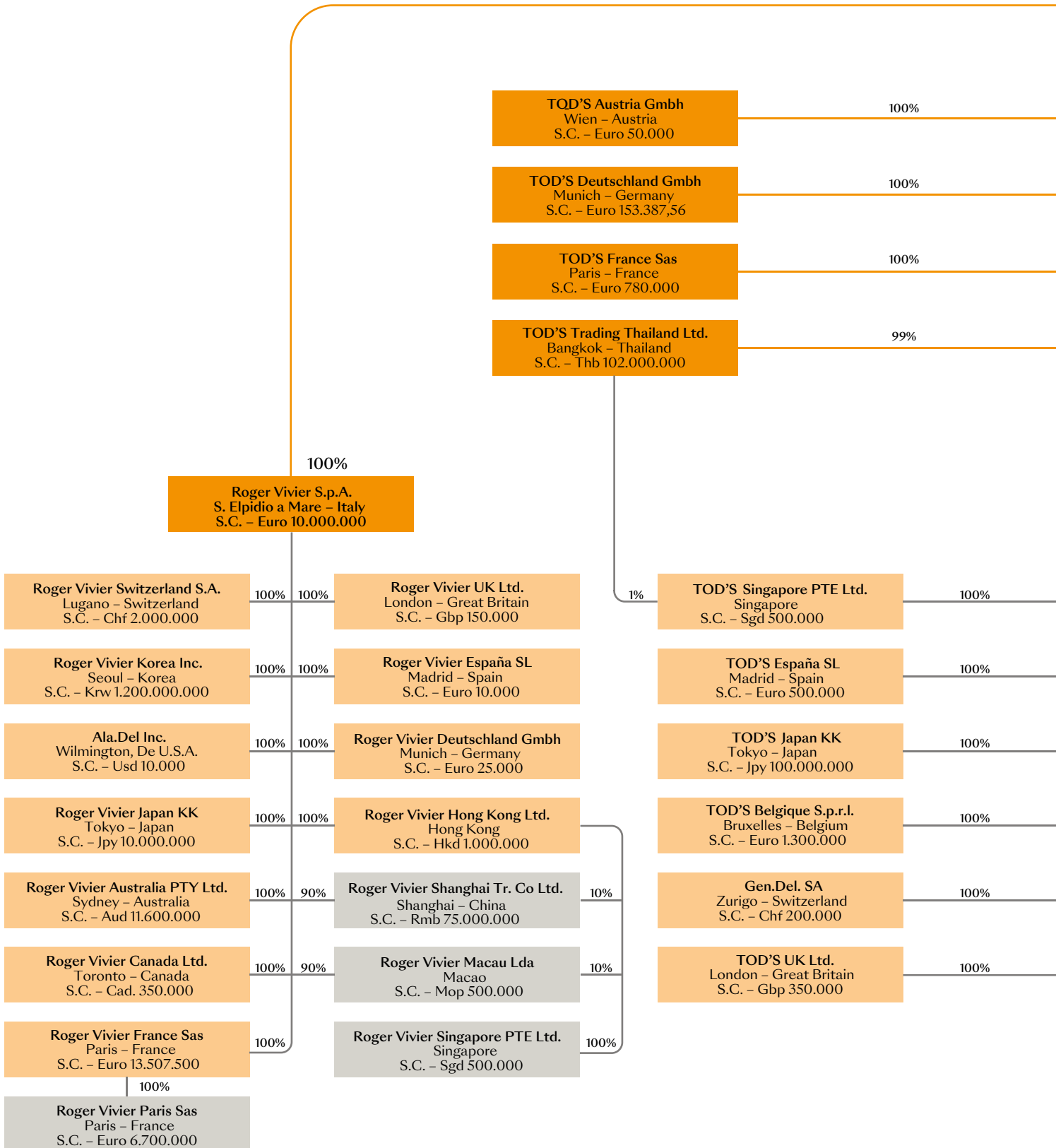
TRV Middle East Trading LLC

Company that operates DOS in the United Arab Emirates

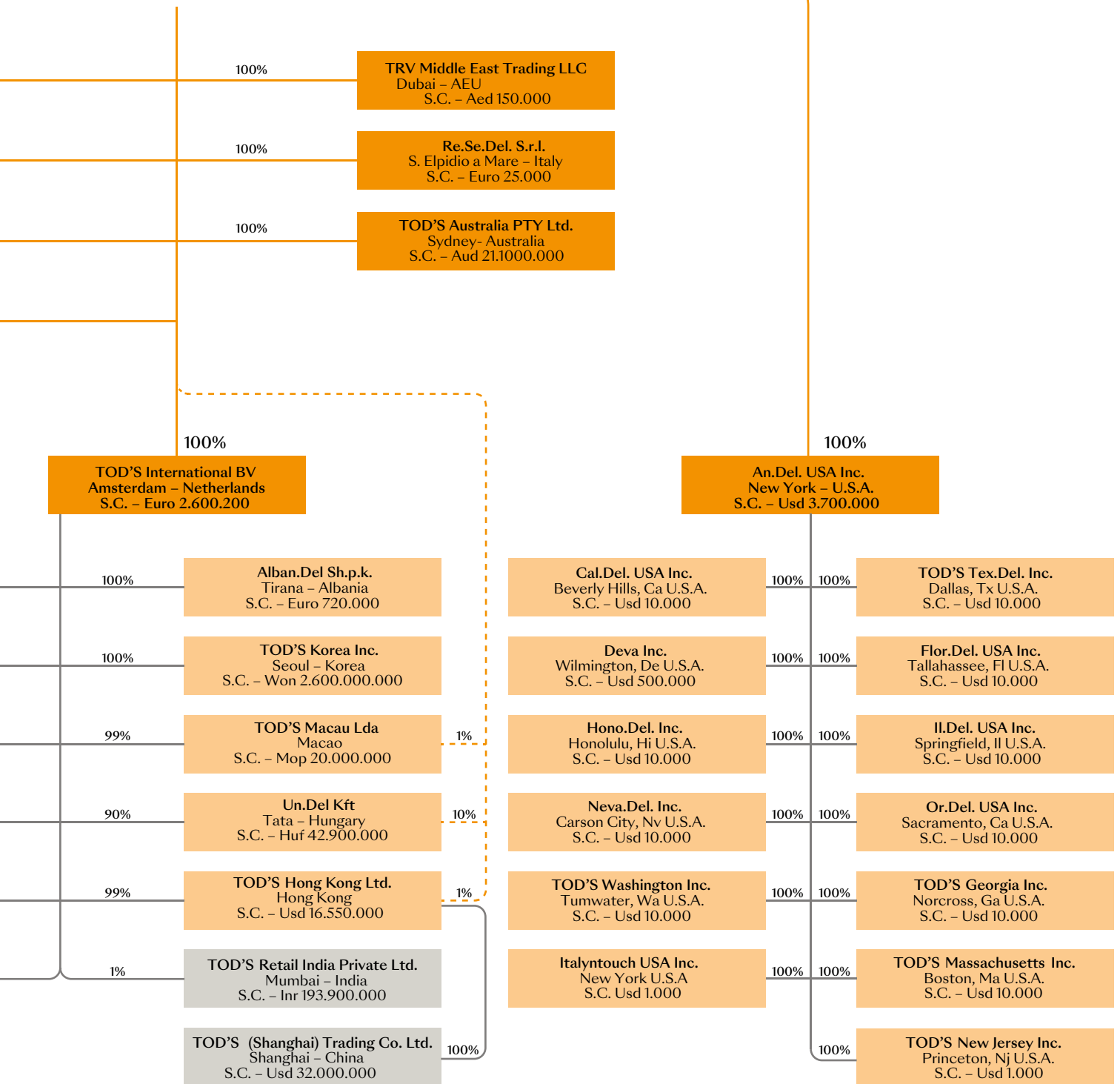
TOD'S Trading Thailand Ltd.

Company that operates DOS in Thailand

GROUP'S ORGANISATIONAL CHART



TOD'S GROUP

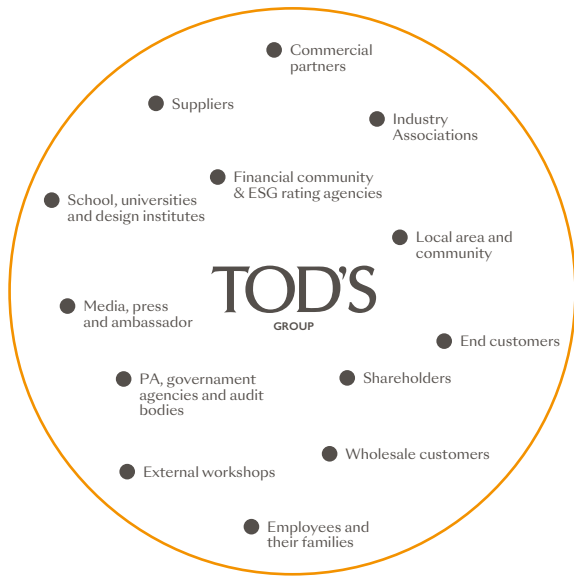


1. STAKEHOLDERS AND MATERIALITY ANALYSIS

Openness, dialogue and continuous interaction with internal and external stakeholders are key elements for achieving corporate goals, allowing us to understand the needs, interests, and expectations of stakeholders and identify the most effective strategies for creating shared value in the medium and long term

In 2024, in light of the evolution of the corporate and competitive environment and the Sustainability Plan, the TOD'S Group updated, through internal and benchmark analyses, the mapping and prioritisation of its stakeholders, grouping them into 13 categories. The following changes from what was previously published should be noted:

- the stakeholder category “Investors, shareholders and the Financial Community” was split into “Shareholders” and “Financial Community & ESG Rating Agencies”, in order to reflect the evolution of the corporate and governance structure following the exit from the stock exchange in June 2024, as well as to recognise the increasing relevance of ESG issues for rating agencies;
- the name of the category “Media and Influencers” was updated to “Media, Press and Ambassadors” to more comprehensively represent all entities and channels that contribute to the Group’s visibility and corporate communication;
- the category “Business Partners” was added in order to include the Group’s wide range of strategic partnerships, including the Landlord category.



TOD'S carries out various kinds of **dialogue and engagement activities** with its stakeholders using the Group's wide range of communication channels.

Stakeholder categories	Main dialogue and engagement initiatives
Employees and their families	<ul style="list-style-type: none"> • Company welfare plan (in Italy) • Gym services, childcare centre, media library/library and company canteen at HQ • Work-life balance programmes • Induction initiatives for new employees • “<i>Italian Orientation</i>” project for retail employees • Skills development and training programmes tailored to the needs of different professionals, encompassing issues of sustainability, diversity, inclusion and equal opportunities, environment, health and safety at work • On-line surveys to get feedback on sustainability priorities (materiality analysis) • On-line surveys to understand employees’ mobility habits • Performance evaluation process • On-line surveys on gender equality issues to identify potential areas for improvement and promote increasingly targeted and inclusive initiatives
End users	<ul style="list-style-type: none"> • Different “selling ceremony” for each of the Group’s brands • Direct interaction through traditional and digital channels and through new tools, such as the Digital Product Passport • Introducing novel methods of storytelling for brands and collections • Option to customise products • Customer care and customer delight services • Presentation of new collections and press previews • Dedicated surveys to measure satisfaction levels and gather input on priority sustainability issues (materiality analysis)
Shareholders	<ul style="list-style-type: none"> • Shareholders’ Meeting • Meetings and conference calls

Stakeholder categories	Main dialogue and engagement initiatives
External workshops	<ul style="list-style-type: none"> • Definition and sharing of technical, stylistic and quality standards, and the state of play in terms of production • Visits to start the production process and monitor product quality • Audits on social, environmental, human rights, ethical and health and safety issues • On-line surveys to get feedback on sustainability priorities (materiality analysis) • Survey and data collection on the management of ESG issues
Suppliers	<ul style="list-style-type: none"> • Definition and sharing of technical, stylistic and quality standards • On-line surveys to get feedback on sustainability priorities (materiality analysis) • Survey and data collection on the management of ESG issues
Wholesale Customers	<ul style="list-style-type: none"> • Meetings in showrooms and launch of the Virtual Showroom • Communication dedicated to sharing business trends • Invitations to fashion shows, events and collection presentations
Local area and community	<ul style="list-style-type: none"> • Collaborations with non-profit organisations and entities, including in the context of the allocation of 1% of the Group's net profits to support initiatives that benefit the neediest segments of the local community • Collaborations and initiatives aimed at the promotion and protection of the Italian spirit worldwide • Stakeholder dialogue with associations engaged in social sustainability issues (such as labour inclusion, migrant support, protection of vulnerable minors, eating disorders) in order to continually update the Group's Ethical Marketing and Responsible Communication Policy • On-line surveys to get feedback on sustainability priorities (materiality analysis)
Schools, universities and design institutes	<ul style="list-style-type: none"> • Support for initiatives that facilitate students' entry into the professional world, including internships, career days and job fairs • Collaborative development of projects and training courses • TOD'S Academy" project to support new creative talent • Participation in dedicated working groups in the field of sustainable research and innovation • On-line survey to identify relevant sustainability issues (materiality analysis)
Financial Community & ESG Rating Agencies	<ul style="list-style-type: none"> • Corporate website • Participation in sustainability workshops and assessments of the leading ESG rating agencies
Industry associations	<ul style="list-style-type: none"> • Participation in working groups, including those dedicated to sustainability issues • Design and development of shared projects • Participation in trade fairs • On-line surveys to get feedback on sustainability priorities (materiality analysis)

Stakeholder categories	Main dialogue and engagement initiatives
Media, press and ambassadors	<ul style="list-style-type: none"> • Corporate communication conferences, events and initiatives • Press releases and press days • Interviews with top management • Invitations to fashion shows and events • Collaborations with important national and international ambassadors
PA, government agencies and audit bodies	<ul style="list-style-type: none"> • Regular meeting on specific topics • Constant dialogue and collaboration to develop joint initiatives
Business partners	<ul style="list-style-type: none"> • Regular discussion of business opportunities and trends • Collaboration and discussion in mutually providing information and data on the management of ESG issues, including through surveys and assessments • Invitations to fashion shows, events and collection presentations

MATERIALITY ANALYSIS

As described in the previous Report, in order to identify the economic, social and environmental aspects relevant to stakeholders, identify the areas towards which strategic decisions should be directed and define the aspects to be reported in view of the new Corporate Sustainability Reporting Directive (CSRD), between 2022 and 2023 the TOD'S Group combined the impact materiality analysis (**inside-out perspective**) – already implemented in previous years in alignment with the **GRI Universal Standard 2021** (GRI 3 – Material Topics) – with a preliminary analysis of sustainability risks and opportunities which may influence the Group's financial performance and results (**outside-in perspective**), create or erode the organisation's corporate value in the short, medium or long term, or influence its development and positioning. In addition to an **impact materiality** analysis, the Group therefore conducted a **financial materiality** analysis.⁴

During 2024, the materiality analysis was updated in order to review the priority issues for the Group in response to emerging regulatory factors and developments in ratings, the competitive environment and ESG standard setters. The analysis was also adapted to align with the peculiarities of

the new ESRS (European Sustainability Reporting Standard) of the CSRD; specifically, the following points were updated:

- **Climate change and energy consumption:** this topic has been isolated from the former grouping “Climate change and responsible consumption” to align with the divisions of the ESRS reporting standards and now encompasses energy consumption and GHG emissions.
- **Management of water resources and natural resources:** this theme, also isolated from the grouping “Climate change and responsible consumption” to align with the divisions of the ESRS, includes water and waste management.
- **Supporting the local community and enhancing the local area and cultural heritage:** the two former topics “Supporting the local community and the local area” and “Safeguarding art and culture” were merged to match the approach of the new ESRS reporting standards. The enhancement of territory, art and culture is now linked to the protection of local communities.
- **Responsible marketing, information accessibility and customer experience:** The topic previously named “Customer Experience and Digitisation of Sales Channels” has been updated to match the ESRS structure.
- **Protection and enhancement of artisanal intel-**

⁴ The auditor's verdict and related verification activities did not cover the process of determining “financial materiality” and related outputs, carried out during a preliminary phase prior to the requirements of the Corporate Sustainability Reporting Directive (CSRD).

ligence: the name of the topic, formerly “Protection and enhancement of craftsmanship”, was revised in accordance with the Group’s strategic guidelines.

Finally, the topic “Risk Management” was removed from materiality analysis related considerations in the Sustainability Report 2024, as it was integrated into each material topic for the Group.

With reference to the materiality analysis carried out between 2022 and 2023 (approved by the Board of Directors of TOD’S S.p.A. on 6 March 2023), which is also representative of the year 2024, it should be noted that the process, led by the Group’s Sustainability & Corporate Social Responsibility Function, **involved numerous internal and external stakeholders** and the support of an external consulting firm specialised in analysing, monitoring and reporting on ESG impacts.

This process consisted of four stages:

1. Understanding the context in which the organisation operates

The characteristics of the TOD’S Group were analysed to determine its activities, business relations and the sustainability context in which it operates, as well as identifying its most important stakeholder categories. To this end, the analysis took account of (i) corporate documents: policies, procedures, codes, press releases, internal reports and presentations – in order to understand the business model and define the level of ESG integration in the organisation’s practices; (ii) external sources: reporting standards, ESG rating agencies, industry associations, papers, research and publications, industry benchmarks – in order to confirm the most relevant categories of stake-

holders and identify sustainability issues for the sector.

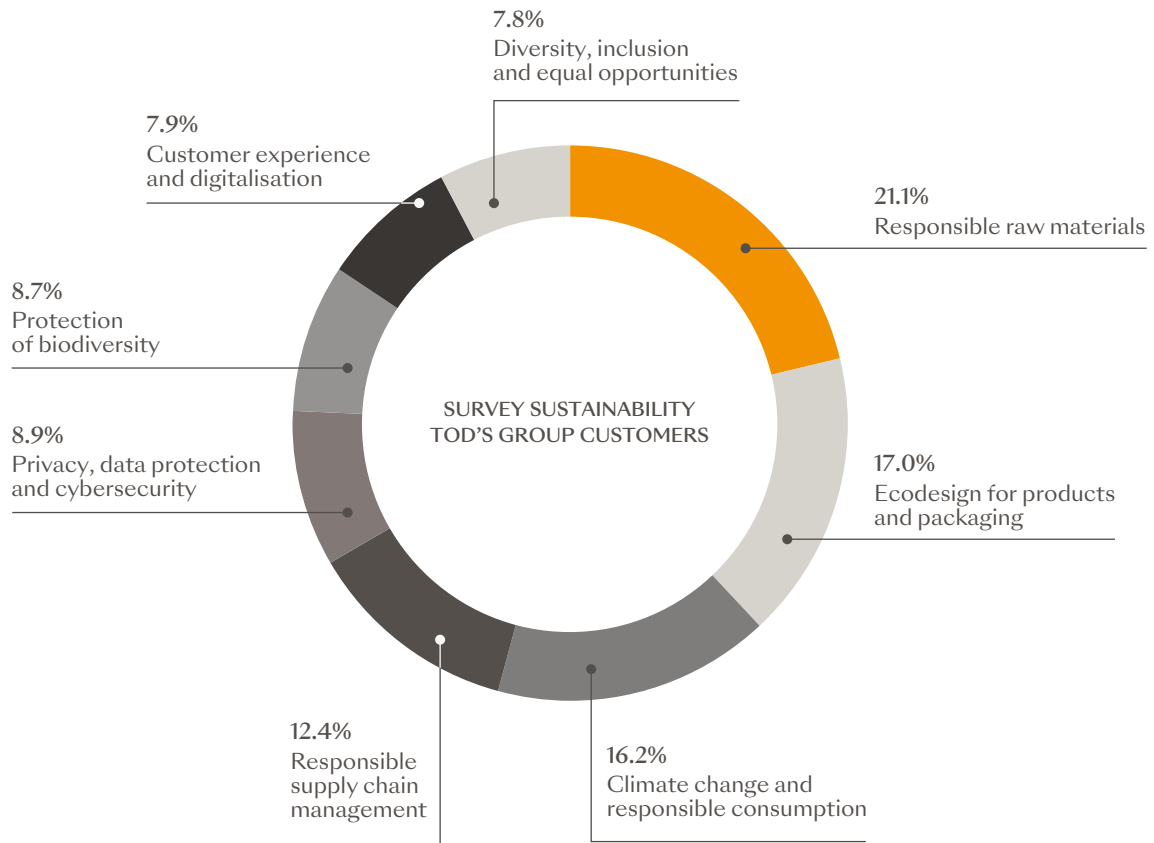
2. Identification of current and potential impacts

Attention was focused on the positive and negative impacts (i) directly related to the Group’s activities, products and services on the environment, economy and people, including impacts on human rights; (ii) that may influence the Group’s performances and results.

3. Assessment of the significance of impacts

Approximately **400 stakeholders** from different categories were involved, including top management, employees, suppliers and external workshops, universities and design institutes, industry associations, bodies and associations that operate in the area. These dialogue activities allowed a complete and comprehensive representation of the actors who, in various ways, influence and are influenced by the Group’s activities. Stakeholder engagement activities took various forms, including dedicated workshops, specific interviews and on-line questionnaires, which had a valid response rate of about 70%. Each stakeholder was asked to rate the probability of each impact occurring and its relative significance using a numerical scale.

To these, the involvement of the **Customers** was added. This was carried out through an on-line survey specifically designed and administered to retail and e-commerce channel customers of the TOD’S, HOGAN and FAY brands. In the analysis conducted for the 2023 NFS, which is also representative for the fiscal year 2024, approximately 1,270,000 customers were involved globally, and 8,360 responses were collected, as shown in the graph.



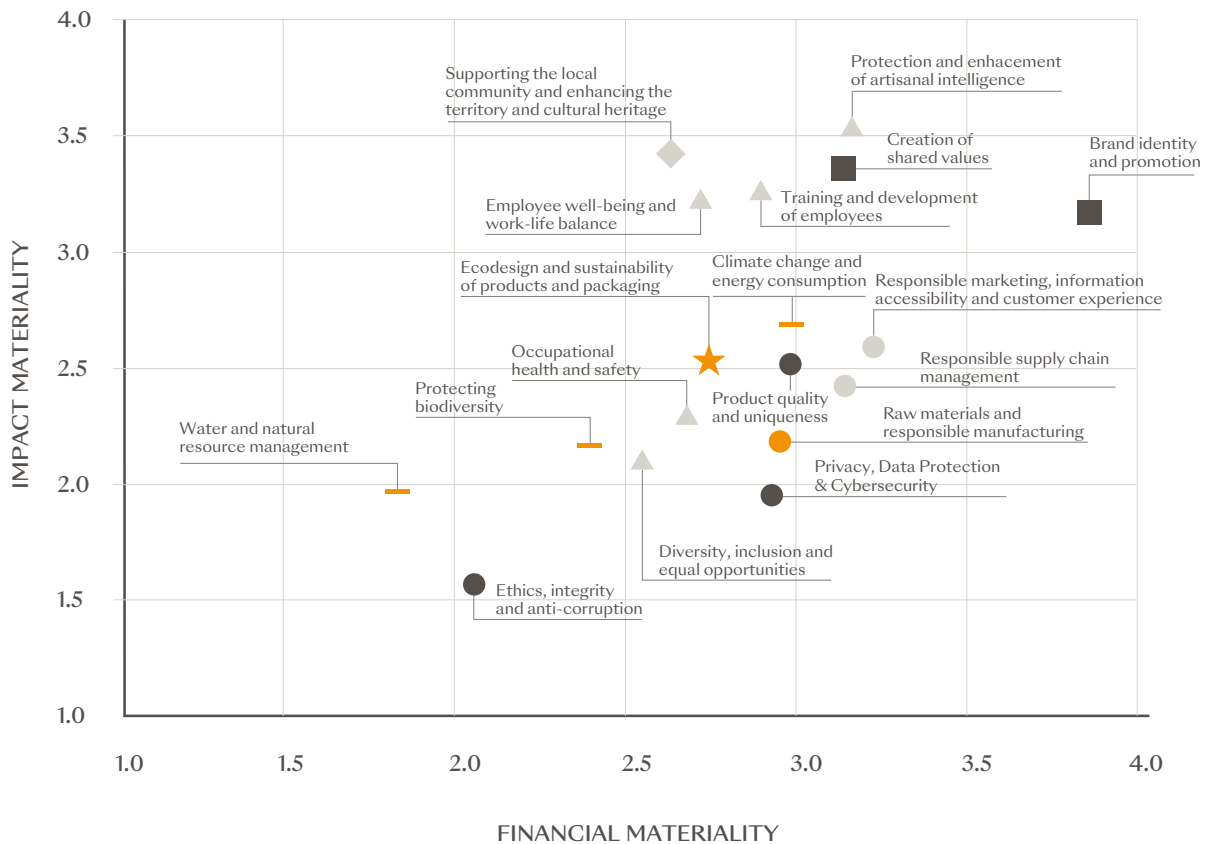
- **Period of analysis:** February 2023
- **No. of customers involved:** 1,271,504
- **No. of customers who have opened the e-mail:** 476,163
- **No. of responses received:** 8,360
- **Brands:** TOD'S, HOGAN, FAY
- **Regions:** Europe, Japan, China, Korea, America, SEA, Middle East & India, Africa
- **Object:** Of the following sustainability issues identified by Tod's Group, which three do you consider the most relevant?
 - Customer experience and digitisation
 - Climate change and responsible consumption
 - Ecodesign for products and packaging
 - Protection of biodiversity
 - Responsible supply chain management
 - Responsible raw materials
 - Privacy, data protection & cybersecurity
 - Diversity, inclusion and equal opportunities

4. Prioritisation of the most significant impacts for the report with the aim of producing the Materiality Matrix.

In view of the evaluations provided by the various stakeholder categories and customers' responses, which proved to be consistent with the analysis carried out previously, the impacts were grouped into material issues, i.e. those of greatest importance to the Group. A mate-

riality threshold was defined (2.0;2.0) which, based on the rating scale used, excludes from the materiality area those issues whose associated impacts are unlikely and/or insignificant, as represented in the **Materiality Matrix** shown below. It should be noted that no topic assessed during the materiality analysis was found to be non-material for the Group.

MATERIALITY MATRIX 2024



LEGEND

- Environment
- Social
- Governance

Pillars of Sustainability Plan

- ▲ Well-being, protection and enhancement of people and their uniqueness
- Traceability and sustainable supply chain
- Protection of the environment and ecosystems
- ★ Ecodesign and circular processes for products and packaging
- Solidarity with communities and territories
- ◆ Support for artistic and cultural heritage

In general, the most relevant topics are brand identity and enhancement, protection and enhancement of artisanal intelligence, supporting the local community and enhancing the local area and cultural heritage, creation of shared value, training and development of employees and worker well-being and work-life balance.

For an overview of the **impacts** deemed material by the Group, the **material issues** and the **Sustainable Development Goals (SDGs)** with which they were associated, see the Appendix to this document.

2. APPROACH TO SUSTAINABILITY

For the TOD'S Group, **Sustainability** means conducting its activities with an eye on the future and focusing its business strategy on creating value for stakeholders in the medium and long-term.

In line with recent years, the TOD'S Group is committed to reporting its sustainability performances, consolidating the integration of environmental, social and governance issues in its business model and in the projects undertaken by the Group.

This commitment is formalised in the policies and procedures the Group has adopted over time,

which make TOD'S commitments to environmental, social and governance issues public and tangible. These include the **Sustainability Policy**, the first release of which was approved by the Board of Directors in 2019 and which, together with the **2023-2025 Sustainability Plan**, confirms the organisation's commitment to pursuing **sustainable development** and the values of environmental and social responsibility as strategic levers of the business model.

This commitment is also established by the following **ESG Policies** adopted by the Group:

Document	Date first issue	Last date revision
Sustainability Policy	01/23/19	03/06/23
Environmental Policy	03/12/20	03/12/25
Energy Policy	05/15/24	03/12/25
Diversity, Equity and Inclusion Protection Policy	01/25/23	01/15/25
Occupational Health and Safety Policy	09/09/21	03/12/25
Anti-Corruption Policy	01/21/19	03/13/23
Code of Conduct	07/01/09	03/13/23
Supplier Code of Conduct	08/07/19	03/13/23
Human Right Protection Policy		09/06/23
Policy for philanthropy, solidarity and community support initiatives		03/06/23
Guidelines on Preferred Materials with Sustainability and Circularity Characteristics		01/15/25
Ethical Marketing and Responsible Communication Policy		01/15/25

The Group is also continuing its **certification activity of the management system** in compliance with ISO standards. Below is a summary of the Certifications obtained as of 31 December 2024.

Site	Location	No. Employees as of 12/31/2024	% Employees covered by Certified Management System	ISO 14001 Environmental	ISO 45001 Health and Safety	ISO 50001 Energy
Brancadoro Complex (HQ)	S. Elpidio a Mare (FM)	1,060				
Leather goods production plant	Tolentino (MC)	89	23.6%			
Logistics Hub	Monteprandone (AP)	96				

This activity will continue, during 2025 with the extension of the ISO 14001 and ISO 45001 certifications to the production site in Arquata del Tronto (AP) dedicated to footwear production.

All documents and certifications mentioned are available at the following link:
<https://www.todsgroup.com/en/sustainability>.

THE TOD'S GROUP'S SUSTAINABILITY PLAN

The **2023 – 2025 Sustainability Plan** (approved by the Board of Directors of TOD'S S.p.A. on 6 March 2023)⁵ is set out into objectives and guidelines for specific priority areas for the Group.

The Plan is based on the results of an internal and external analysis process, including the **materiality analysis**, the understanding of the **competitive environment** and the evaluation of reports by leading analysts and **ESG** rating agencies, as well as an analysis of relevance and materiality in relation to the Sustainable Development Goals (SDGs) of the UN 2030 Agenda.

The Plan is updated periodically with the aim of

creating a shared vision and promoting a culture of sustainability which fully respects and protects the needs of the stakeholders with whom the Group interacts. The Plan also aims to **monitor** the achievement of the set goals and to promote the integration of sustainability along the entire value chain, taking into account potential impacts on the economy, the environment and people. The document was shared with top management and the Control Committee and approved by the Board of Directors. Below is an overview of the six **Pillars** of the 2023-2025 Sustainability Plan:

WELL-BEING, PROTECTION AND ENHANCEMENT OF PEOPLE AND THEIR UNIQUENESS

Our people are our most valuable asset and we take care of their safety, well-being and 'know-how'

TRACEABILITY AND SUSTAINABLE SUPPLY CHAINS

We care about our supply chains and intend to promote programmes for the qualification, monitoring and sustainable growth of our raw material suppliers and workshops to integrate environmental and human protection along the production cycle

PROTECTION OF THE ENVIRONMENT AND ECOSYSTEMS

We care for the environment and have initiated projects to progressively reduce our impact on ecosystems

ECODESIGN AND CIRCULARITY

We are constantly researching ecodesign and circular production processes, involving our supply chains

SOLIDARITY TOWARDS COMMUNITIES AND TERRITORIES

We support initiatives that enable us to grow the communities in which we operate and to generate development and value for their areas

SUPPORTING CULTURAL AND ARTISTIC HERITAGE

We care for our country's beauty and support initiatives to protect and enhance its cultural, artistic and environmental heritage

⁵ This Plan updates and replaces the previous 2021-2023 Sustainability Plan (approved by the Board of Directors of TOD'S S.p.A. on 10 March 2021.)

On 24 May 2024, the Video Manifesto of the TOD'S Group's commitment to sustainability was launched and published on-line, as a pact signed with its stakeholders. The acronym **PACT** (which stands for People, Environment, Culture and Territory in Italian) perfectly encapsulates the guide-

lines that the Group's Sustainability Plan will continue to follow in the coming years.

Specific **goals** and **guidelines** have been established for each Pillar, enabling the Group to translate its ambitions into tangible actions.

Sustainability Plan Guidelines			
Pillar	Project Initiative	% Completed	Target
Welfare, protection and promotion of people and their uniqueness	Promoting the protection of diversity, equity and inclusion by launching employee awareness and training programmes and by joining multistakeholder, national and international initiatives	Ongoing	Maintenance of Gender Equality Certification pursuant to UNI PdR 125/2022
	Extension of training and competence-building programmes for employees	Ongoing	
	Initiatives and programmes aimed at developing craft skills and know-how among young people (e.g. "Bottega dei Mestieri" project)	Ongoing	
	Development of partnerships with schools, universities, industry associations and design institutes to promote initiatives that support research and innovation around sustainability issues in the fashion industry	Ongoing	
	Extension of the ISO 45001 occupational health and safety management system to other company sites	75%	Extension of the ISO 45001 Health and Safety in the Workplace Certification to all Italian production sites by 2030
	Strengthening of welfare initiatives for employees and their families	Ongoing	
	Development of sustainable mobility plans for employees	50%	
	Initiatives to involve employees in local community projects	25%	
	Formalisation of an Ethical Marketing and Responsible Communication Policy	New	
	Specific training programmes in the ESG field	New	

Traceability and sustainable supply chains	Strengthening and promotion of supplier qualification, monitoring and sustainable development programmes	50%	Extension of the mapping of strategic suppliers of raw materials and processing in the ESG field by 2026
	Extension of research and development activities relating to innovative materials and the sourcing of raw materials with certified sustainability profiles	Ongoing	
	Involvement in multistakeholder initiatives that promote the traceability and transparency of the supply chain, the efficient use of raw materials and natural resources, sustainable management of chemical substances	75%	
	Strengthening initiatives to foster the traceability of ESG data and information along the entire value chain	50%	
	Onsite audits of production chains focusing on environmental and social issues, human rights, health and safety, and compliance with ethics principles	Ongoing	
	Extension of the Digital Product Passport to My Gommino Custom Made footwear	New	
	Continuous review of the Product Restricted Substances List (PRSL) and conduct of specific testing campaigns	New	

	Definition of programmes, objectives and targets for the gradual reduction of the climate, water and biodiversity footprint of the entire value chain	50%	Pursuance of scope 1-2 and scope 3 GHG emission reduction targets, in line with current scientific protocols (Science-BasedTargets), by 2034
	Identification and quantification of climate risks and opportunities for the Group	100%	
	Launch of environmental compensation and regeneration initiatives in the areas where the Group operates	<i>Stand-By</i>	
	Initiatives to reduce and streamline energy consumption in the Group's production and logistics sites and stores	Ongoing	
	Initiatives to reduce the environmental impact of distribution and logistics flows	25%	
Protection of the environment and ecosystems	Extension of the ISO 14001 environmental management system to other company sites	75%	Extension of the ISO 14001 Environmental Certification to all Italian production sites by 2030
	Attainment of ISO 50001 energy management system certification for the Group HQ	100%	
	Extension of the purchase of energy from certified renewable sources with Guarantee of Origin (GO) to all of the Group's Italian operations	100%	
	Extension of investments in self-production plants for energy from renewable sources	New	
	Formalisation of an Energy Policy	New	
	Identification of impacts and dependencies of business activities on biodiversity and ecosystem health	New	Development and approval of a Policy for the protection of biodiversity by 2027
	Participation in the Rating Carbon Disclosure Project (CDP) – Climate Change Programme	New	

Ecodesign and circularity	Development of ecodesign and circular production initiatives with the involvement of the supply chain	25%	
	Extend and strengthen participation in multistakeholder initiatives geared towards the analysis and implementation of ecodesign and circular economy practices	50%	
	Initiatives to assess and measure the environmental profile of products, including by means of life cycle assessments	50%	
	Projects focused on up-cycling, recovering inventory and scrap recycling, including through the development of new partnerships with the supply chain	Ongoing	
	Extension of after-sales product care and repair services, involving end customers in order to improve product durability	50%	
	Formalisation of Guidelines on Preferred Materials with Sustainability and Circularity Characteristics	New	Procurement of raw materials and packaging in accordance with the Guidelines, progressively increasing the percentage of coverage year on year
Solidarity with communities and regions	Donation of 1% of net profits to support the more vulnerable segments of the local population	Ongoing	Quantification and enhancement of the economic, environmental and social impacts generated by the Group in the Country System, by 2027
	Launch of solidarity and social inclusion initiatives in the areas where the Group operates with the involvement of employees	25%	
	Inclusion of small-scale traditional artisan businesses in Brand projects	Ongoing	
Supporting cultural and artistic heritage	Initiatives to protect and promote cultural, artistic and environmental heritage	Ongoing	
	Renewal and extension of partnerships for the promotion and enhancement of cultural, artistic and environmental heritage in the areas in which the Group operates	Ongoing	
	Engagement activities to involve customers in the Group's sustainability journey	50%	

“Our commitment to adopting responsible behaviour in order to protect human rights, health, safety and well-being in the workplace, as well as the environment and ecosystems, is part of our culture and reflects the values that our organisation has always translated into concrete, virtuous projects for the benefit of the communities and regions in which we operate” Diego Della Valle (Chairman of the TOD’S Group).

As part of its membership with the **United Nations Global Compact**, which was renewed for 2025, on the 24th of July 2024 the TOD’S Group was appointed a founding member of the Global Compact Network Italia Foundation, further confirming the Group’s focus on social and environmental sustainability issues.

On 21 June 2024, the TOD’S Group also signed the **“Companies for People and Society” Manifesto**,⁶ promoted by the Italian network of the UN Global Compact. The initiative aims to strengthen the private sector’s commitment to more inclusive social sustainability, both within companies and along supply chains and in communities, aiming for the involvement of supply chain actors, and going beyond legal obligations, where possible, in order to ensure a fair and sustainable future for next generations.



Thanks to its membership in the **United Nations Global Compact**, the TOD’S Group promotes respect for the ten core principles in the areas of human rights, labour standards, environmental protection and the fight against corruption. TOD’S contributes to the achievement of the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda through both activities strictly related to its core business and indirectly via its involvement in collaborative initiatives and projects.⁷

In line with Goal 17 “Revitalise the global partnership for sustainable development” of the 2030

Agenda, over the last two years the TOD’S Group has embarked on important **multistakeholder collaborations** based on shared visions and objectives that put people and the planet at the centre.



Also in 2024, the TOD’S Group renewed its membership in the **Leather Working Group (LWG)**, a non-profit organisation for stakeholders in the **leather industry** value chain. The initiative focuses on multiple aspects of sustainability: from the traceability and transparency of the supply chain, including the management of chemical substances and the working conditions of employees, to issues of efficiency in the use of raw materials, waste production and emissions, animal welfare and biodiversity. For more information visit <https://www.leatherworkinggroup.com/>.

The main objective of the LWG is to introduce, maintain and develop audit protocols with the aim of monitoring the compliance and the environmental and social performance of tanneries worldwide. By participating in the Leather Working Group, TOD’S undertakes to promote the involvement of the leather value chain in its sustainability projects and to declare the percentage of materials it sources from LWG-certified suppliers.

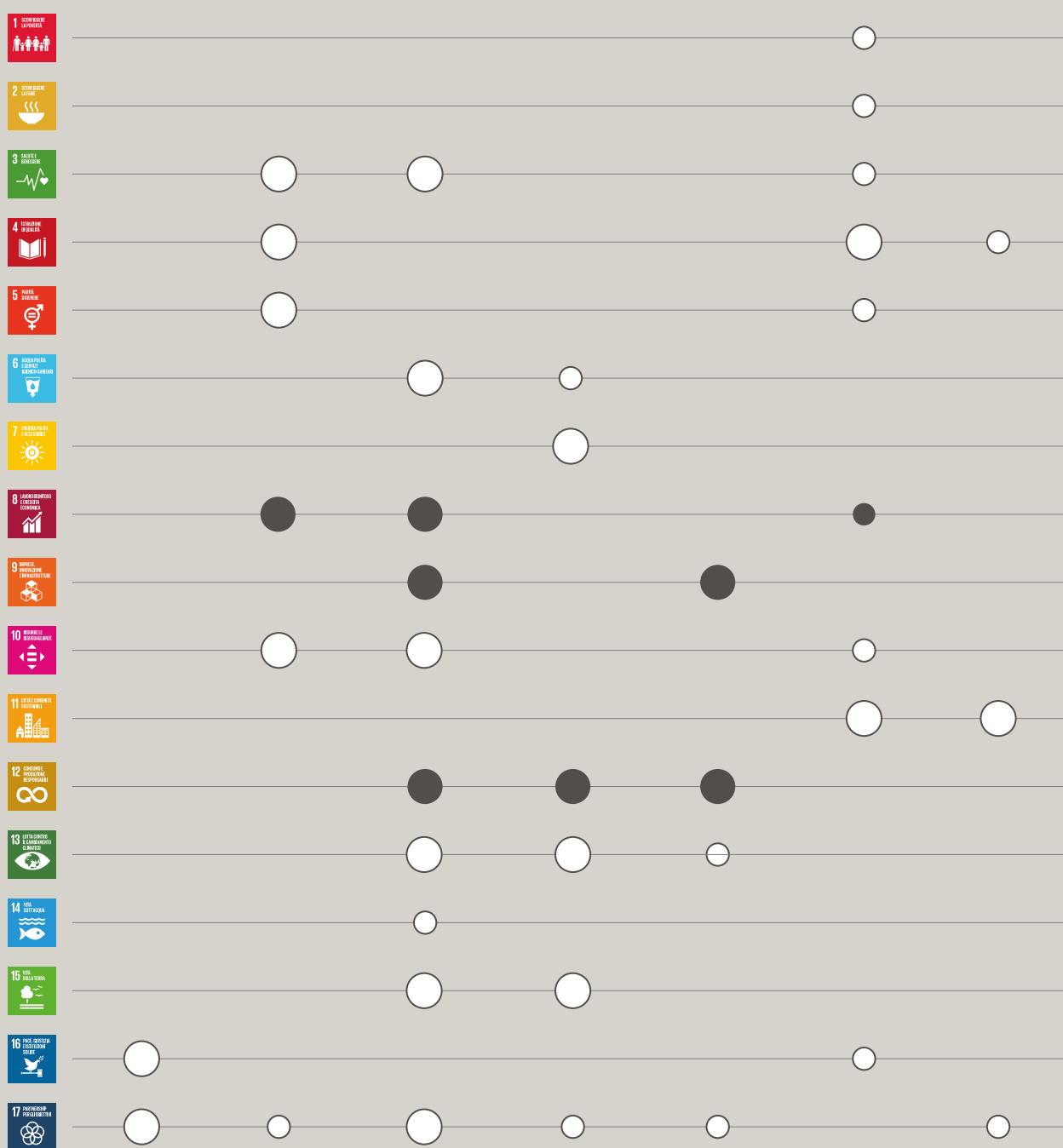


In 2023 the TOD’S Group renewed its participation, for 2024-2025, in the **Monitor for Circular Fashion** initiative. Involving leading fashion companies and members of the supply chain and the scientific contribution of the SDA Bocconi **Sustainability Lab**, the initiative aims to spread good circular economy practices, enhancing technical, managerial and scientific skills with the goal of contributing to the transition towards circular business models.

⁶ For further details on the aims of the Manifesto and the signatory companies, please refer to the following link: <https://globalcompactnetwork.org/it/attivita-del-network-ita/manifesto-imprese-per-le-persone-e-la-societa.html>.

⁷ The graphic takes account of updates and the launch of additional activities and projects in FY2024, as per the 2023-2025 Sustainability Plan and the Group’s commitment to the 17 SDGs.

Governance and partnerships for sustainability	Well-being, protection and enhancement of people and their uniqueness	Traceability and a sustainable supply chain	Protection of the environment and ecosystems	Ecodesign and circular processes for products and packaging	Solidarity with communities and territories	Supporting cultural and artistic heritage
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Type of contribution ● Activities related to TOD'S core business ○ Activities in which TOD'S develops internal initiatives and/or external projects

Entity of contribution The size of the symbol distinguishes the relevance of the contribution as "moderate" or "significant"

The Monitor for Circular Fashion initiative aims to:

- analyse the evolutionary dynamics of the sector and its main segments;
- examine the impact of these dynamics and their alignment with the Sustainable Development Goals of the UN 2030 Agenda;
- identify the main qualitative and quantitative indicators of circular fashion;
- give voice to the Italian fashion industry with the creation of the Circular Fashion Manifesto, to be presented to institutions and at national and international summits.

On 17 February 2025, during the **Navigating Change** event organised in Milan in the presence of representatives of the European Commission, UNECE, Joint Research Centre and OECD, SDA Bocconi presented the updated edition of the Circular Fashion Manifesto, which aims to enhance the circularity of fashion companies within the new European legislative framework and references projects carried out with Hogan in 2023 and TOD'S in 2024.

RE·CREA

In 2024 TOD'S renewed its membership as promoting partner of the **RE.CREA Consortium**. Set up and coordinated by the **Italian National Chamber of Fashion**, the Consortium aims to organise the management of end-of-life textile and fashion products, promoting research and development projects focused on innovative recycling solutions. Participating brands interact and collaborate in order to reduce waste production along the supply chain and optimise waste management, promote ecodesign practices, improve the environmental performance of products in the last stages of their life cycle and work on the correct and effective communication of the issues in question.



AURA
BLOCKCHAIN
CONSORTIUM

In 2023, the TOD'S brand joined the **Aura Blockchain Consortium**, a non-profit organisation that offers agnostic blockchain solutions for luxury brands, with the mission of creating a technological standard for the industry and improving the customer experience.

The technology offered by Aura Blockchain gives customers direct access to the history and proof of authenticity of products. Customers can therefore easily and transparently trace the entire product life cycle, from creation to distribution, and strengthen their relationship with the relevant brands. Joining Aura is a virtuous example of collaboration with the most prestigious luxury brands in the field of cutting-edge innovation and the use of blockchain technology. TOD'S contributes to the consortium's mission to raise industry standards in terms of innovation, transparency and the sustainable sourcing of products. Thanks to the technology offered by Aura Blockchain, TOD'S has recently extended the Digital Product Passport to its iconic "My Gommino" Custom Made footwear.



Carta per le
pari opportunità
e l'uguaglianza
sul lavoro

Starting in 2023, the TOD'S Group has further strengthened its commitment to fight against all forms of discrimination in the workplace, promoting diversity within the corporate organisation. In this context, we have signed the **Charter for Equal Opportunities and Equality at Work**, sponsored by the Italian Ministry of Labour and Social Policies and promoted by the Sodalitas Foundation, which is a declaration of the commitment to adopting inclusive human resources policies.

As reported last year, in January 2021, the Parent Company signed a Sustainability Linked Loan⁸, **i.e. a loan agreement linked to the achievement of specific ESG targets.** The loan includes incentives linked to the attainment of three specific ESG targets, outlined in the 2021-2023 Sustainability Plan and included in the updated 2023-2025 Sustainability Plan. The targets relate to the following areas of strategic importance for the Group:

- **Development of the skills of TOD'S staff**, with

the progressive increase in the number of hours of training per capita at Group level;

- **Mitigation of environmental impact**, by maintaining and extending UNI EN ISO 14001:2015 environmental certification to other sites;
- **Support for local areas**, by allocating 1% of the Group's net profits to support initiatives benefiting local areas and communities.

It should be noted that, for the fourth year, **TOD'S successfully achieved its goals.**

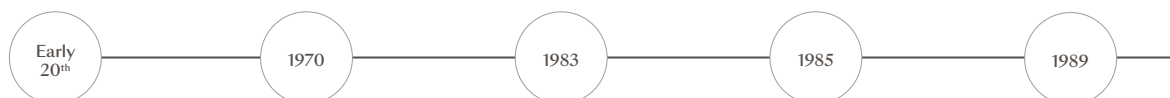
IN 2024 TOD'S GROUP WAS AWARDED THE FOLLOWING PRIZES AND AWARDS FOR ITS COMMITMENT TO SUSTAINABLE DEVELOPMENT:

- For the fourth year in a row, "Il Sole 24 Ore" named **one of the 200 most responsible and sustainable Italian companies.** The analysis, carried out in collaboration with Statista, a leading market research company specialising in the ranking and analysis of corporate data, takes into account the ESG dimensions.
 - First place, for the second year running, in the "Leather" cluster of the "**Champions of Sustainability 2024/2025**" ranking, drawn up by Affari & Finanza of La Repubblica and the German Institute for Quality and Finance, involving 2,150 companies evaluated on 16 sustainability aspects.
 - As part of the **Sustainability Award® 2024**, an initiative promoted by Kon Group, ELITE and Azimut, TOD'S was awarded as "**Top 100 ESG Institutional Framework Compliance**", for its clear sustainability narrative and compliance with the requirements of international frameworks for non-financial reporting. Furthermore, TOD'S was included in the "TOP 100 ESG Excellence" and "TOP 100 ESG Integrated Finance" rankings for its commitment to integrating sustainability efforts into business management practices.
 - TOD'S is among the 20 European companies in the industry that make up Standard Ethics' "**SE European Fashion & Luxury Index**", with an E+ rating and a positive outlook.
 - For the fourth year running, the TOD'S Group was included in the "**Most Climate-Conscious Companies 2025**" – a ranking drawn up by the Corriere della Sera and Statista to recognise its commitment to reducing direct and indirect greenhouse gas emissions (Scopes 1 and 2).
 - For the second year running, TOD'S is among the most virtuous companies in the "**Textile, Clothing & Luxury Goods**" category of the "**World's Most Trustworthy companies 2024**" ranking, drawn up by Newsweek in collaboration with Statista.
 - In November 2024, TOD'S S.p.A. was awarded the **Bollino Rosa (Pink Stamp) for the Marche Region** by the Regional Commission for Equal Opportunities to companies certified for Gender Equality pursuant to UNI PdR 125:2022.
-

⁸ Loan agreement underwritten with a pool of banks coordinated by Intesa Sanpaolo S.p.A for a maximum overall sum of 500 million euros. The loan has a duration of five years (2021-25) and is split into a Term Facility of 250 million euros and a Revolving Credit Facility of another 250 million euros.

3. HISTORY OF THE TOD'S GROUP

It all started at the beginning of the 20th century when Filippo Della Valle, grandfather of Diego Della Valle, opened a small cobbler's workshop. His work and passion were inherited by his children, who launched the quality footwear business for which the Group has become famous



Early 20th
Diego Della Valle's grandfather, Filippo, creates a small cobbler's workshop

1970
Diego Della Valle transforms his grandfather's family business into an industrial company – Calzaturificio Della Valle D. S.p.A.

1983
Creation and launch of the TOD'S brand

1985
Licensing of the HOGAN brand (acquired in 2000)

1989
Licensing of the FAY brand (acquired in 2000)



1998
Opening of the Group's production site in Sant'Elpidio a Mare

2000
TOD'S S.p.A. is listed on the MTA organized and managed by Borsa Italiana S.p.A.

2003
Licensing and relaunch of the ROGER VIVIER brand (acquired in 2016)

2024
On 7 June 2024 TOD'S S.p.A. delists its shares from Euronext Milan

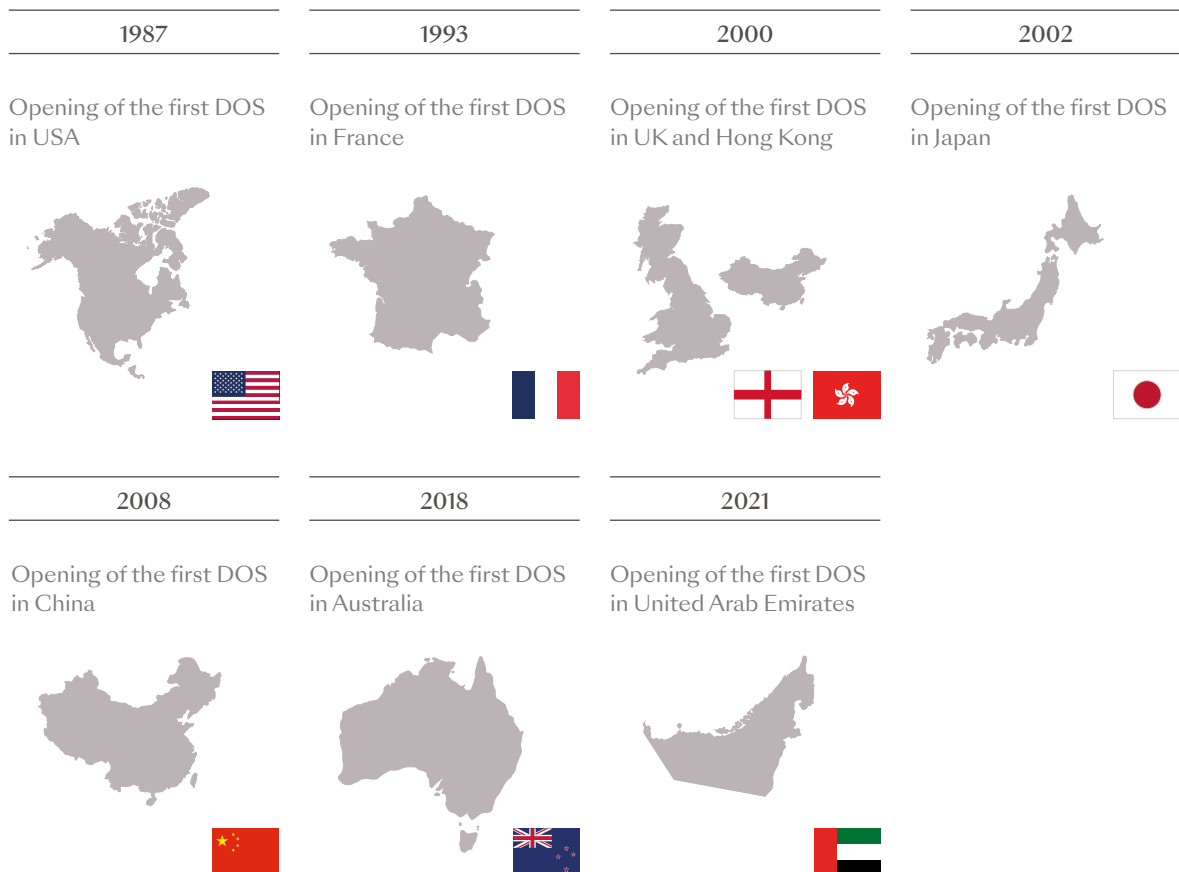
Although the TOD'S Group has expanded its product range over the years through the launch and acquisition of prestigious brands and its openness to innovation, its founding values have remained strong and constant, enabling it to establish itself as one of the leading players in the production and distribution of footwear, leather goods, clothing and luxury accessories.

DISTRIBUTION NETWORK AND INTERNATIONAL EXPANSION

The prestige of the distributed brands and the expertise required to offer customers the best products makes it necessary to distribute products via a network of highly specialist stores. To this end, the Group uses three main channels: **directly operated stores (DOS)**, single-brand franchised stores and a series of independent multi-brand stores selected on the basis of their consistency with the brands' positioning, their location and the level of service they offer customers, as well as

the visibility that they can guarantee the products (**wholesale distribution**). These are joined by the **e-commerce channel**, which has become increasingly important over the years both strategically and in terms of sales volumes.

The TOD'S Group began its international expansion in 1987 with the opening of its first direct store in the United States, in New York. The consolidation of its success in Italy and its increasing direct presence in the Group's strategic foreign markets have continued in parallel, from France, where the first boutique was opened in *Rue du Faubourg Saint Honoré* in Paris in 1993, to England, from 2000 onwards, and other European locations. After consolidating its presence in the European markets, the Group began penetrating the Asian markets, opening its first stores in Hong Kong in 2000, in Japan in 2002 and in China in 2008. Its expansion into new markets has continued in recent years with the opening of directly operated stores in other strategic markets, such as Canada in 2019 and the United Arab Emirates in 2021.



As of **31 December 2024**, the **retail network of the Group** included **359 DOS** and **106 franchised stores**, up from 345 DOS and 99 franchised stores as of 31 December 2023. For more details on the location of the retail network, see the chart below.

In line with the rapid dynamics of the sector, the **e-commerce** channel has acquired an increasingly important role in the Group's distribution strategy; currently, the **e-commerce sites** of the Group's brands are active in 39 countries around the world.

DOS
2024 NEW OPENINGS

22

EUROPE
Settimo Torinese (Italy)
Venice (Italy)

GREATER CHINA
Sanya (China)
Shenzhen (China)
Shanghai (China)
Wuhan (China)
Wuhan (China)
Wuhan (China)
Beijing (China)
Chongqing (China)
Hong Kong (Hong Kong SAR)
Hong Kong (Hong Kong SAR)
Hong Kong (Hong Kong SAR)

REST OF THE WORLD
Suwon (South Korea)
Seoul (South Korea)
Seoul (South Korea)
Seoul (South Korea)
Pangyo (South Korea)
Pathumwan (Thailand)
Singapore (Singapore)
Osaka (Japan)
Tokyo (Japan)

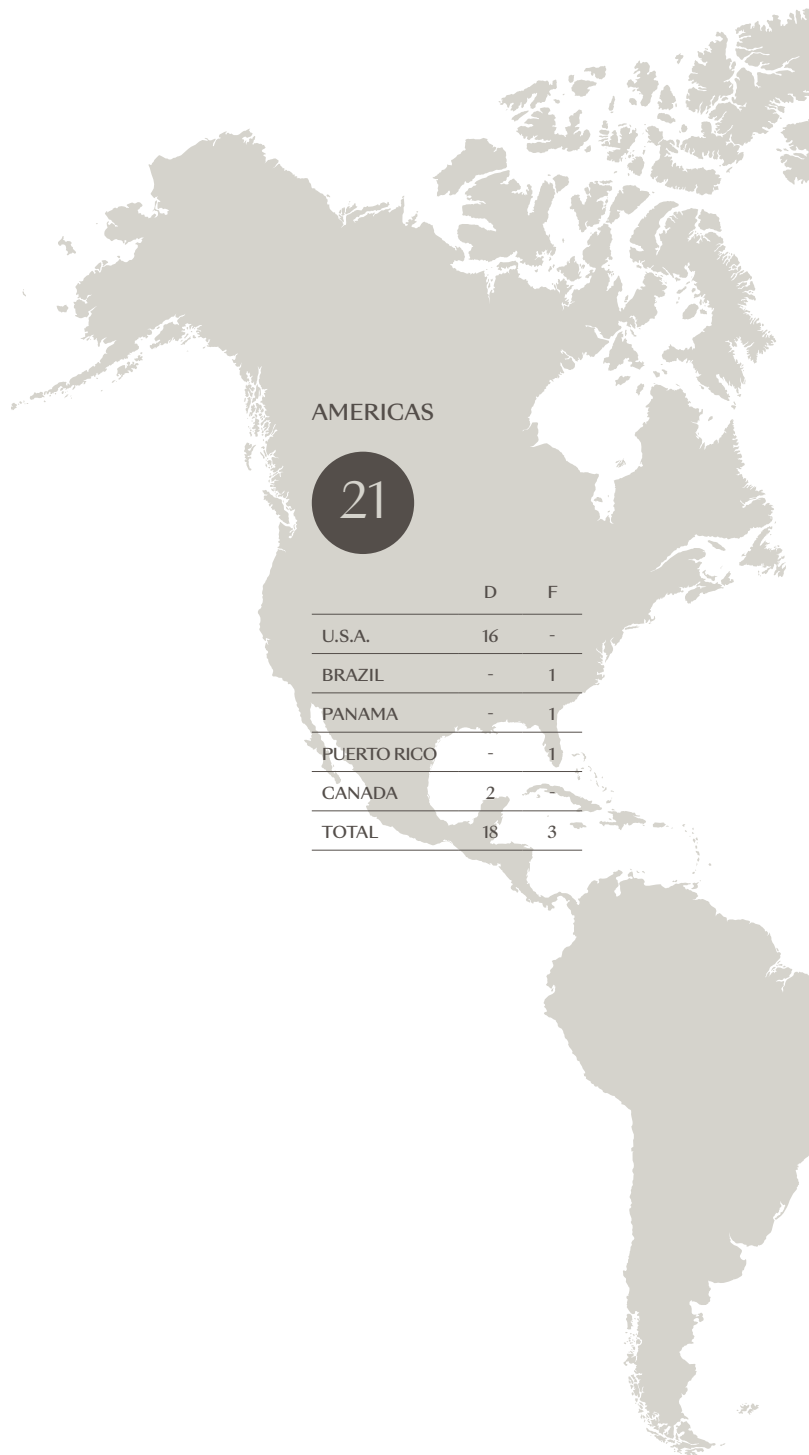
FRANCHISED STORES
2024 NEW OPENINGS

14

EUROPE
Knokke-Heist (Belgium)
Belgrade (Serbia)

GREATER CHINA
Taipei (Taiwan Region)
Taichung (Taiwan Region)
Taoyuan (Taiwan Region)
Taichung (Taiwan Region)
Chengdu (China)

REST OF THE WORLD
Riyadh (Saudi Arabia)
Manama (Bahrain)
Abu Dhabi (United Arab Emirates)
Dubai (United Arab Emirates)
Mumbai (India)
Bangkok (Thailand)
Incheon (South Korea)



For a complete list of retail outlets operated by the DOS and franchising network, reference should be made to the corporate website www.todsgroup.com.

D = DOS
F = FRANCHISING

DISTRIBUTION NETWORK AS OF 31 DECEMBER 2024

EUROPE



	D	F
ITALY	47	1
BELGIUM	2	2
FRANCE	19	-
GERMANY	11	1
GREAT BRITAIN	7	-
GREECE	-	2
NETHERLANDS	3	-
PORTUGAL	-	2
SPAIN	9	1
SWITZERLAND	3	-
TURKEY	-	6
CZECH REPUBLIC	-	1
AUSTRIA	3	-
UKRAINE	-	1
SERBIA		1
TOTAL	104	18

REST OF THE WORLD



	D	F
SAUDI ARABIA	-	2
BAHRAIN	-	2
U.A.E.	2	4
KUWAIT	-	1
QATAR	-	3
JAPAN	43	-
KOREA	46	6
PHILIPPINES	-	7
INDIA	-	4
MALAYSIA	-	2
SINGAPORE	6	-
THAILAND	2	3
AZERBAIJAN	-	1
AUSTRALIA	5	-
KAZAKISTAN	-	1
SOUTH AFRICA	-	1
LEBANON	-	2
JORDAN	-	1
TOTAL	104	40

GREATER CHINA



	D	F
MAINLAND CHINA	109	20
HONG KONG SAR	15	-
MACAU SAR	9	-
TAIWAN REGION	-	25
TOTAL	133	45

THE TOD'S GROUP BRANDS

Today, TOD'S S.p.A. is an operating holding company of an internationally-renowned group that operates through the **TOD'S**, **ROGER VIVIER**, **HOGAN** and **FAY** brands. Though they have their own distinct identity, the Group's brands share the same philosophy based on a balanced mix of tradition and modernity, high quality, creative content and broad product usability.

TOD'S

An icon of Made in Italy, the **TOD'S** brand represents a lifestyle that combines timeless elegance and uncompromising quality. A lifestyle intrinsically linked to the concept of Italian spirit, good taste and *savoir-vivre*. Known worldwide for its unmistakable, discreet and sophisticated style, over the years TOD'S collections of footwear, leather goods and accessories for women and men have launched numerous models that have gone on to become true style icons of modern luxury. Most notably, the Gommino, in its various versions, the Di Bag and many others.

Every product is manufactured using the finest Italian craft techniques, resulting in extraordinary objects that are imitated and sought-after around

the planet. Through a meticulous series of checks and controls, every day TOD'S creates exclusive products loved by celebrities and fashion leaders across the world.

TOD'S also celebrated its **passion for craftsmanship** and the **Italian artisan tradition** in 2024. The history of the brand is founded on the values of family unity, quality products and timeless elegance; these values are reflected in one of the professional figures that best represents TOD'S: **the artisan**. Decades of experience working with the company are a guarantee of quality, passion and a sense of belonging. With this in mind, TOD'S has always sought to export "Made in Italy", **showcasing its craftsmanship through its people** by making them the protagonists of activities and events. In 2024 more than **70 store days were held around the world**: from Milan to Tokyo, the TOD'S artisans gave customers the chance to witness the creation of the Group's most iconic footwear and bags, such as the Gommino and the Di Bag, as well as the possibility to customise specific products. Thanks to these initiatives, TOD'S is able to communicate its values in a direct and real way. In addition to these experiences in contact with the Brand's customers, the figure of the artisan



'80s

Launch of the Gommino and a few years later of the Winter Gommino, brand icons and authentic emblems of the values of tradition and innovation that TOD'S pursues in every product



'90s

Launch of Di bag, inspired by Princess Diana, an example of outstanding artisanal workmanship, made only with fine leathers, the perfect expression of luxury interpreted by TOD'S



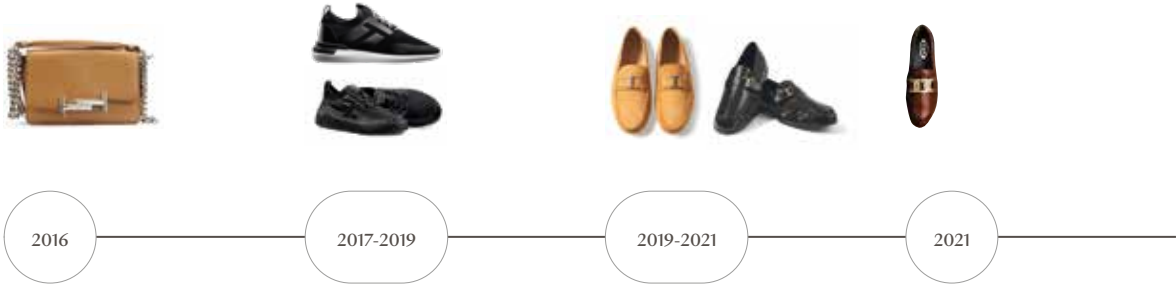
2009

Launch of the D-styling, a modern, functional bag with a contemporary silhouette that has been popular among celebrities and sophisticated consumers for years



2015

Launch of the Wave bag, a true design object characterised by the trademark rubber on the patch, always made from high-quality materials and in special versions with outstanding style content



2016
 Launch of the Double T collection, the brand's diverse collection identified by the Signature accessory in metal or covered in leather

2017-2019
 TOD'S creates the No Code innovation lab and presents the shoecker 01 and 02. In 2019 the No Code collection is expanded with the No Code X

2019-2021
 Taken from the TOD'S archives and reinterpreted with a contemporary twist, the T Timeless accessory becomes the common thread in a collection of iconic luxury items for men and women. Inspired by the mantra of timeless elegance, more and more products are added to the T Timeless family, consolidating the success of this sophisticated, instantly recognisable signature element

2021
 This year sees the arrival of the new Kate hardware used to customise various shoes and bags in the collection, including unisex versions. The teak-coloured leather loafer with this accessory has rightfully earned the must-have label. A restyled version of the iconic winter gommino



2022
 TOD'S continues to focus on the brand's icons: The Winter Gommino for men and women become the stars of the winter collections both in the classic versions in leather and suede and in the special sheepskin, technical fabric and wool versions. The "Bubble" reinterprets the classic driving shoe through the

application of large rubbers on the bottom and the innovative revisitation of its proportions. The Di Bag, reinterpreted with bold elegance, confirms its reputation as the queen of the women's handbag collection and is also enriched with a customisation programme featuring modern contrasting lettering

2023
 TOD'S continues to focus on the brand's icons with the classic men's and women's Gommino and the Bubble still the stars of the collections in their multiple guises: leather and suede, special versions with embroidery applications, and winter versions in sheepskin. Moccasins remain an important part of the collection's development with both rubber and leather soles featuring metal

accessories that personalise the product, especially the new T Ring accessory. The Di Bag is confirmed as the queen of the women's handbag collection with a new Di Reverse version in very fine leather which differs from the classic version because of its stitched and inverted workmanship and therefore absence of visible stitching



2024
 In 2024, the creative direction of TOD'S is entrusted to Matteo Tamburini, who is tasked with updating the brand's iconic designs, building on the brand's founding values of Artisanal Intelligence and Italian Lifestyle. This gave rise to new products such as the

Di Bag Folio and the Di Bag Swing, and a new hallmark, the Barretta, featured on shoes and bags. The iconic Gommino gets an update with a new, more contemporary shape, while the Gommino Bubble gets a new model, the Gommino Barca.

was central to TOD'S key moments: the Women's fashion show and the presentation of the Men's Collection, when the whole world was focused on Milan Fashion week. During the presentations of the Men's Collections in January and June 2024, held respectively at Villa Necchi and PAC in Milan, artisans were one of the focal points of both events. With great skill, they showcased the artisanal techniques employed in the creation of the famous Gommino footwear and some men's ready-to-wear garments, such as the *Pashmy* jacket. TOD'S once again highlighted that it is the passion for craftsmanship that makes Italy stand out worldwide, emphasising its unrivalled Italian artisanal quality as a defining feature of each collection.

For the presentation of the Women's Spring-Summer 2025 Collection at the Fonderie Macchi, 60 artisans demonstrated different stages in the creation of the Gommino, offering guests a visually stunning show. On this occasion, TOD'S paid tribute to **artisanal intelligence**, acknowledging the unique contribution of each artisan and the craftsmanship behind every product. The timeless values of Italian handmade excellence are perpetually intertwined with research and innovation.

Renowned for his colossal hand sculptures, artist Lorenzo Quinn created a work for TOD'S that encapsulates these principles: two hands holding interwoven leather ribbons, representing the pinnacle of craftsmanship and Italian expertise.

For TOD'S, **preserving the values of craftsman-**

ship and keeping people at the heart of its activities remains vital, particularly at a time when artificial intelligence is rapidly evolving and proliferating, offering benefits yet also sparking substantial concerns regarding its application. Artisanal intelligence, therefore, will serve as a crucial instrument in ensuring the individual remains central to the developmental processes society will soon encounter.

The collaboration between TOD'S and **Lamborghini**, launched in 2023, was officially celebrated in Florence on 10 January 2024 at the historic Stazione Leopolda during Pitti Uomo, the unmissable men's fashion event. The stars of the installation were the TOD'S collection for Automobili Lamborghini and the Lamborghini Revuelto.

This collaboration showcases craftsmanship and innovation: qualities that have made both companies leaders in their fields. Vision and passion, with an unwavering commitment to research and quality, are fundamental characteristics that unite TOD'S and Automobili Lamborghini. The epitome of Italian design, manufacturing tradition and attention to detail are the core values which, through this collaboration, export the excellence of Italian know-how to the rest of the world.

The project starts with the launch of a collection of men's and women's footwear based on two models, the iconic Gommino and a sneaker. The Gommino features a new line that echoes the liveliness of Lamborghini's super sports cars and tubular banding which enhances its aerodynamic appeal,

RAHUL MISHRA X TOD'S – T FACTORY PROJECT

In September 2024, TOD'S announced "Rahul Mishra X TOD'S", a new project in collaboration with renowned Indian couturier Rahul Mishra, who interpreted the iconic Gommino, the Di Bag and a selection of T Timeless accessories, shoes, and bags for women and men.

For many years, the TOD'S Factory has served as a creative hub where both renowned and up-and-coming designers are invited to share their perspectives on the Brand's DNA and iconic heritage. This is achieved by making use of the craftsmanship and expertise of the workshops in the Marche region, resulting in seasonal capsule collections and limited editions that are immediately available for purchase.

This collaboration celebrates the fusion of TOD'S exceptional quality with traditional Italian artistry and the intrinsic manual skills of India: iconic products, meticulously hand-embroidered by skilled *Kaarigar* artisans, who have honed this craft across generations, rendering timeless luxury in contemporary style.

The international launch of the collection was celebrated on 13 September with a cocktail party during London Fashion Week at the TOD'S boutique in Old Bond Street. In the following months, various events including those in Dubai and Bangkok were organised featuring the artisans, in order to maintain the collaboration between the two brands.



adding dynamism and elegance. On the soles, the little rubber pebbles are oversized, matching the colour of the heel or upper. The leathers are sourced from the best tanneries, and the production process requires a high level of craftsmanship, with the cutting of the leather and the visible topstitching done by hand.

Throughout 2024, the collaboration was presented in TOD'S boutiques around the world, from Singapore to Los Angeles, and at events organised by Lamborghini for its customers. The partnership between these two Italian leaders will extend into 2025.

The **J.P. TOD'S Sartorial** collection honours the Brand's legacy with a fresh, contemporary twist. The J.P. TOD'S monogram defines an exclusive collection of men's shoes that can be customised with a choice of different leathers and the application of a personalised monogram. The Collection is currently available in select boutiques. The shopping experience is focused on refinement and attention to detail, embodied by environments, furnishings, works of art and dedicated consultants, guiding customers in the customisation and purchase of J.P. TOD'S. The sophisticated selection of fine leathers in the Collection and its colour range is collected in a series of volumes that allow you to touch these high-quality elegant leathers. Your initials can be stamped on the shoes made with exclusive crinkled leather to make the product even more unique and personal.

Two dedicated volumes guide customers in their discovery of the various customisations on offer: from one to four letters – with or without punctuation – stamped or painted in silver, to be applied to the upper, counter or insole of footwear and to the handles and binding of bags.

TOD'S offers a tailor-made experience to make some of its iconic products truly unique. The **Gommino loafer** is one of the stars of the customisation service, available both in TOD'S boutiques and online. The "My Gommino" programme allows the customer to create his or her own version from many possible combinations, choosing not only the material and colour but also details such as the stitching, the strap or the toecap; it is even possible to choose the colour of the rubber peb-

bles or add your initials. The product is handmade with care and passion by TOD'S artisans and can be picked up at any of the brand's single-brand stores or sent directly to the customer's home.

In 2022 TOD'S launched **My Di Bag**, an exclusive customisation service to make the brand's iconic Di Bag even more special. Customers can choose the colours, the letters and the size of the item to express their uniqueness through their bag. An elegant leather pendant completes the bag and bears a QR Code which, when scanned with a smartphone, enables customers to access the TOD'S Passport page on [tods.com](https://www.tods.com). A celebration of craftsmanship and creativity for the creation of a one-of-a-kind piece.

Throughout the year, TOD'S and **Woolmark** laid the groundwork for a long-standing collaboration by endorsing the quality of wool used in a substantial portion of the garments for the Fall-Winter 2024-2025 collection. The October 2024 project highlighted the TOD'S Field Jacket, crafted entirely from 15-micron extra fine Merino Wool, renowned for its softness and durability. In an effort to boost and enhance the project's visibility, videos and images were created and shared through the digital platforms of both brands (including their websites, social media, and newsletters). Additionally, tailored training sessions were arranged for the sales teams in all countries to effectively communicate the significance of collaboration and the exceptional quality of the materials used.

TOD'S and **MyTheresa** collaborated on a unique lifestyle experience in Milan, designed for top clients, press and key opinion leaders, with the aim of enhancing the city's cultural and social heritage. The initiative included the launch of a dedicated capsule collection exclusively on [MyTheresa.com](https://www.mytheresa.com). Guests enjoyed a Ballet performance at La Scala, with exclusive backstage access before the show, a private viewing of the *Cenacolo Vinciano*, and a unique shopping experience in the boutique, where an artisan was available for product customisation. The event wrapped up with a luncheon at the historic Palazzo Marino, hosted by Diego Della Valle, Michael Kliger, and Milan's mayor, Giuseppe Sala, to signify their commitment to the territory and its community.

ROGERVIVIER

Monsieur **ROGER VIVIER**, who created the first stiletto heel in the 1950s, designed extravagant and luxuriously embellished shoes which he described as sculptures. A skilled artisan who loved feminine elegance, Vivier elevated shoes to art objects through the *savoir-faire* of French embroidery houses.

Today, the artistic heritage and traditional elegance of the VIVIER fashion house have been giv-

en a new lease of life. Thanks to the Group's work, *Monsieur* **ROGER VIVIER**'s creativity and vision live on and new chapters are added to this unique story every season, a story that goes beyond footwear expertise to include bags, small leather goods and jewellery. Today, the **ROGER VIVIER** woman is sophisticated and elegant, yet slightly eccentric: a woman who tries to express her timeless elegance through her clothes but without forgetting to add her own cheeky, extravagant touch.

The **ROGER VIVIER Spring-Summer 2025** bou-



HRM Queen Elizabeth II coronation wearing Roger Vivier
M. Vivier designs a special pair of shoes for Marlene Dietrich with the Strass ball heel

Launch of the **Aiguille** stiletto: Roger Vivier increases the height of the heel from 6 to 8cm

Launch of the **Choc** heel, Roger Vivier's sexy cult heel: a slim curved design with a dazzling touch by Monsieur Vivier

Launch of the **Virgule** Heel



Launch of **Belle Vivier**, a pump adorned with an iconic metal buckle

The **Viv' Cabas** first makes an appearance. The bag immediately stood out because of its distinct trapezoid shape and the Maison's signature strass studded buckle, made with enhanced curves that are reminiscent of a feminine silhouette

Launch of the new **Viv'Run** sneaker inspired by the authentic **Choc** heel with an unmistakable curved shape

Gherardo Felloni creates the **I Love Vivier** pump inspired by the archives of the Maison



Gherardo Felloni launches the jewellery collection

Gherardo Felloni creates the **Viv' Choc** bag

Gherardo Felloni relaunches the heels with the iconic **Virgule** heel created by M. Vivier in 1963

Launch of the **Viv' Canard** inspired by the archives of Maison Vivier

Launch of the new **Belle Vivier** bag, inspired by the Maison's most iconic shoe

tique windows, titled *Un Air de Paris*, pay a poetic tribute to Paris, merging the city's architectural grace with creative flair. The concept reimagines the windows of Parisian residences, inspired by the arcades of the *bôtel particuliers* and the arched windows of Versailles.

The windows offer an inspiring view of Paris, revealing captivating scenes of the city with landmarks like Place Vendôme, the Grand Palais, Pont Alexandre III with a view of the Eiffel Tower, and Place de la Concorde. These views have been crafted in the essence of expressionist paintings, encapsulating their distinctive lines and subdued palettes, complemented by gentle colour highlights. Each scene, printed on canvas and meticulously finished by hand, acquires a unique texture and vividness.

The materials elevate the mundane into the remarkable: toile canvas wraps around the window frames and balustrades, drawing inspiration from the sculpted stone of Pont Alexandre III. Layers of paint, applied by hand, enhance depth and texture, mirroring the brushstrokes of a painting and blending seamlessly with the sculptural elements.

This **masterful combination of art and craftsmanship** invites the observer into a dreamlike vision of Paris, where grace meets inventiveness.



HOGAN

In 1986, HOGAN was founded together with a new concept of footwear: luxury sneakers that harmoniously combine sporty features and urban elegance. Today, as it did then, the brand represents a pioneering vision of casual luxury suitable for any occasion through its exclusive lifestyle: contemporary and dynamic, informal yet sophisticated.

The brand has been a trendsetter since the early '90s with the "Interactive" sneaker: this icon is still one of the most imitated HOGAN models, an innovative design which has made the distinctive "H" motif the brand's global symbol.

An Italian brand with strong international appeal, HOGAN loves to combine tradition and aesthetic innovation with the quality of the best materials, a combination that distinguishes the timeless approach embodied by the brand's iconic products: objects designed to preserve their value over time, interpreting the wearer's lifestyle with a highly contemporary look.





1986

Launch of **Traditional**, a sneaker inspired by cricket



1997

Launch of **Interactive**, one of the brand's iconic models, a symbol of urban dynamism and functional luxury



2004

Launch of **Olympia**, a light, modern sneaker capable of conquering new generations



2016

Launch of **MAX H222**, a fashionable expression of HOGAN's sneaker world



2018

An icon evolves: **Interactive Cube** is an authentic style and technology innovation



2019

Maxi I Active, the new icon of the oversize lines, is launched and emphasises the volumes of Interactive with an ultra-modern new design



2020

Introducing **Hyperactive**, the sneaker with a bold, audacious spirit that brings the brand's aesthetic right up to date



2021

The newly launched **Hogan 3-R** features an innovative 3D design for the ultra-lightweight sole and is made from materials with a low environmental impact

The iconic **Hyperlight** sneaker has a streamlined design and urban vocation

Inspiration and style distinguish the new **Hogan Rebel** sneaker/icon

The new **Hogan H580** sole reinterprets the brand's iconic design and volumes

Introducing **Untraditional**, a sustainable reinterpretation of the historic HOGAN Traditional model

HOGAN presents **Hbag**. A highly contemporary interpretation of the brand's aesthetic codes and iconic style



2022

Introducing the **New Urban** project. HOGAN's hallmarks are revisited through a new interpretation of urban style



2023

Cool but determined, the retro-style **Hogan H630** sneakers are inspired by the world of basketball

Urban aesthetics and genderless: the Hogan **H-Stripes** are the ultimate expression of the brand's "urban inspired" ethos



2024

A glimpse of the 80's the new **bigH** trait and maxi platform. Elegance meets irreverence

FAY

The **FAY** brand’s history dates back to the early ’80s in the United States, when Diego and Andrea Della Valle discovered the work jackets worn by firefighters in Maine. Realising its potential, they took over the **FAY** brand, specialised in technical clothing for fishermen and firefighters, introducing it in Italy with a clear goal: to offer workwear for urban use.

The work jacket thus became an ideal city garment and the 4 Ganci Fay soon gained cult status in international capitals. This iconic jacket has been constantly reinterpreted and is accompanied by a line of clothing, predominantly outerwear, which is distinguished by its technical treatment of fabrics, attention to detail and extremely functional garments.

Strongly linked to the tradition and elegance of Made in Italy, today **FAY** continues to communicate its distinctive spirit, combining innovative materials and the timeless characteristics of authentic Italian outerwear: style, excellence and versatility.

Another garment of undisputed iconic value is the **Double Coat**, which celebrated its 25th anniversary in 2024. It all came about thanks to Andrea Della Valle’s spirit of observation when, in the mid-1980s, he moved to New York and it was there that he noticed an emerging phenomenon: people

preferred a formal but relaxed look, consisting of practical and functional pieces which allowed them to experience the city in a more easy-going manner, seamlessly moving from business appointments to evening cocktails. This philosophy was the inspiration for the **Double Coat**, a coat with a detachable padded waistcoat inside: formal on the outside, sporty on the inside. The perfect blend of efficiency and style, a combination that stands up to the most extreme of weather conditions or a scooter ride. Over the years, the **Double Coat** has been made of different fibres depending on the latest trends: from drip-proof herringbone wool to Prince of Wales check, from cloth, corduroy and boiled wool to high-performance matte nylon; a thousand combinations that have written a different story each time and made this garment one of the most imitated items of recent years.

Since the first advertising campaign, shot by Peter Lindbergh in 1999, many stars of the showbiz world have fallen under its spell: in addition to Keanu Reeves, Ben Affleck, Kevin Costner and Pierce Brosnan, thousands of people regard the *Double Coat* as a faithful life companion and, wearing it on the streets of Milan, Rome, London and Paris, have contributed to its unparalleled success. In June 2024, **FAY** doubled its presence at Pitti Uomo. Besides the **FAY ARCHIVE**, which already appeared at the January edition, the Main Col-



Launch of **Quattro Ganci**, the first **FAY** jacket in super-resistant Cordura nylon, which became a symbol of the brand. It was followed by other versions in new materials ranging from nylon to fleece to anti-tear fabrics

Launch of the **Stadium Jacket**, an ultra-light, hyper-comfortable solution with two elements. A down inner and an outer jacket with large pockets and fleece hand warmers on the outside. A buttoned flap transforms into a seat cover

Launch of the **Double Coat**, a perfect fusion of elegance and functionality. A garment with a simple, refined design, which can be worn in different weather thanks to its removable inner gilet

Launch of the **Virginia Coat**, a timeless coat with classic allure, distinguished by its characteristic three-hook fastening and feminine, elegant silhouette

lection was displayed in the La Polveriera spaces of La Fortezza da Basso. The impressively scenic arrangement draws on the core values of the FAY brand, highlighting its authentic American essence, subtly blended with the allure of Italian style: from the charm of small towns along America's East Coast to the distinctively Italian beauty of countryside getaways, and the refreshing ocean breezes of the great outdoors – all designed to showcase the exceptional versatility of FAY and FAY ARCHIVE apparel.

The **trench coat**, a new entry to the Main Collection, serves as the emblem of the season and is a reinterpretation of the classic FAY 4 Ganci “long” coat: featuring a geometric mackintosh where the standout elements, such as velvet under the lapel and the label traditionally displayed inside the flap, have transitioned from focal points into subtle details. The *Morning Parka*, a noteworthy addition, introduces the rainproof “Pluvia” fabric with rubberised press studs and a tartan lining. The subtle Anglo-Saxon inspiration can be perceived especially through the “raglan” sleeves that allow greater freedom of movement and a more comfortable fit, ideal for layering over a formal jacket. Meanwhile, FAY ARCHIVE presents a study delving into the brand's origins, inspired by the “salty-dog”, an English term for the rugged, genuine sailor or “sea dog”. The atmosphere of the

installation is inspired by the Procol Harum song “Salty Dog” and its opening lyrics: “All Hands on Deck!”, a metaphor for life and sailors exploring unknown seas.

“**ICONICS**”, an exhibition showcasing the portraits of 33-year-old American photographer Michael Avedon, launched on 17 January 2025 at La Pelota Jai Alai in Milan. This collection was developed in partnership with 26-year-old James Dylan, director and founder of the independent American magazine BREACH.

The event, which featured a total of **40 portraits**, encapsulated the over year-long partnership between **FAY and Michael Avedon** in reimagining the brand's iconic garments: Morning Jacket, Double Coat, and Virginia, photographed at dawn in the streets of New York, portray the demeanour of both up-and-coming and established personalities in the New York art scene, such as actor and model Levi Dylan (brother of James) and musician Eliot Sumner (daughter of Sting and Trudie Styler). Other figures featured in the “Morning” exhibition include actor and musician Donald Cumming, as well as artist and musician A.L. Batham and the director of photography Barron Claiborne, who has previously worked with legends such as Irving Penn and Richard Avedon. Finally, in New York, Avedon also photographed Perla Haney-Jardine, who acted in Quentin Tarantino's Kill Bill 2.



2006

Launch of the City Hunter project, a successful concept in the women's collection. British-style charm defines outerwear in shiny or matt nylon satin, padded with exceptionally light and warm thermal material



2017

The original 4 Ganci. Relaunch of the brand's historic jacket in its classic version, reinterpreted in a modern style with new shapes and materials. The hook is once again a distinctive detail in the FAY collections, a true cult object that celebrates the brand's origins



2019

FAY presents Fay Archive: the spin-off designed to celebrate the brand's workwear heritage through versatile, hard-wearing garments that tell the amazing story of the label, combining the spirit of American work jackets with the innate style of Italian men

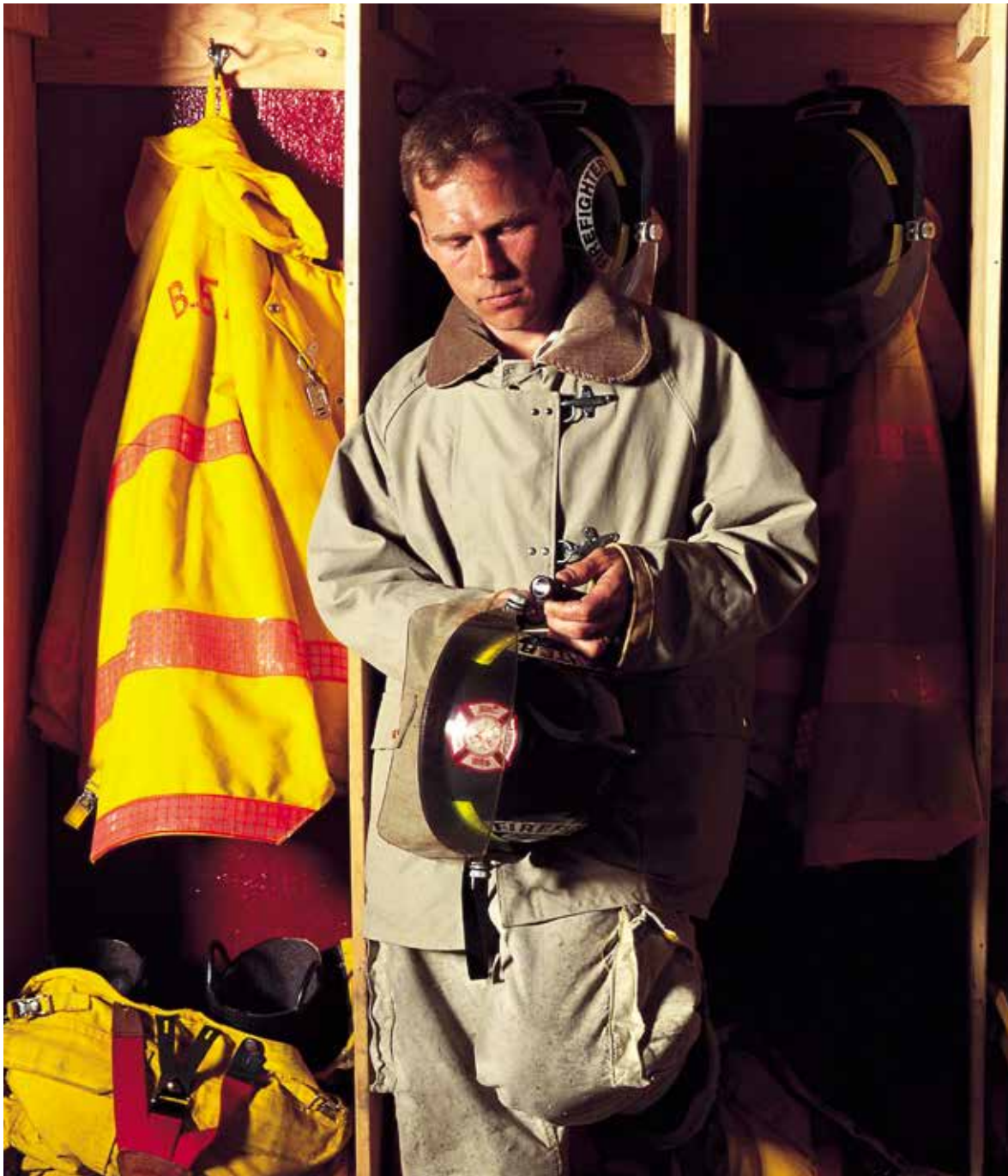


2023

The new Morning in a short version makes its debut in the FAY Main Collection: a new interpretation of the iconic “Morning” in a shortened version, to obtain an elegant coat, still characterised by the non-detachable inner front: an extremely versatile garment, perfect for every situation, even in adverse weather conditions

Subsequent shoots took place between Los Angeles, London, and Milan, focusing on two of the brand's other icons, the Double Coat and the Virginia. In the first shot between Los Angeles and London, Avedon's friends and artists were featured, including actor **Duke Nicholson** (the grandson of Jack Nicholson), model and actress Dree Hemingway (the granddaughter of the celebrated

"The Sun Also Rises" author), actor and jazz guitarist Matthew Avedon, entrepreneur and model Danielle Mareka, and creative-director Marlon Sexton. The final part of the project was shot in Milan. With this project, FAY reaffirmed its dedication to supporting young international creative talents, in areas spanning photography, film, art, and design.



CUSTOMERS BECOME INCREASINGLY IMPORTANT IN THE TOD'S GROUP'S BRAND EXPERIENCE

One of the TOD'S Group's most important stakeholders is the customer: understanding their expectations, from the most obvious to the unexpressed, ensuring their satisfaction and building lasting and trusting relationships with them are essential objectives for the Group. The **central importance** of customers, which underpins the company's approach, is evident in all forms of interaction between them and the TOD'S Group, from the selling ceremony in boutiques to the shopping experience on the e-commerce platform, from digital communications to after-sales and product customisation services and through to the creation of content on social media, to create unique moments of quality.

In order to maximise the benefits of the interaction between the Group and its customers, it is essential to implement an effective and planned contact strategy, within which to carry out initiatives aimed at the Group's premium customers, such as the exclusive possibility of purchasing new items before they go on general sale, private

appointments also outside of opening hours, personalisation services and dedicated customer services.

With a view to continuously improving the customer experience, the Group assesses the level of assistance provided in its boutiques through Mystery Shopping surveys focused on **Customer Experience Evaluation**. This initiative allows "professional customers" who make incognito purchases to observe and analyse the strengths and areas for improvement of sales staff. In the past year, **over 400 visits** have been conducted, and the survey results have enabled the Group to optimise the customer experience, tailoring it to each brand to highlight its unique features.

The Group continues to support the development of digital technologies, omni-channel and customer-centric approaches within its strategies, reducing physical distance in its interaction with customers so they feel closer to the core of the brand's initiatives. The e-commerce channel is constantly renewed for each brand and perfectly

BRANDS AND CUSTOMER EXPERIENCE: CUSTOMER-ORIENTED DIFFERENTIATION

Confirming the emphasis that the TOD'S Group places on the shopping experience, all brands offer customer-centric shopping experiences.

The Group enhances the role of sales staff who, as Client Advisors, become genuine consultants that are able to provide the customer with interesting insights.

Each brand highlights its unique characteristics:

- **TOD'S** emphasises the quality that has always been part of the brand's DNA, promoting the Italian lifestyle and craft excellence;
 - **ROGER VIVIER** emphasises its French roots and timeless, Parisian-inspired elegance;
 - **HOGAN** accompanies customers on their shopping experience, treating them as guests and making them feel at home;
 - **FAY** guarantees the customer a dynamic shopping experience, emphasising the brand's main traits, such as versatility and superior quality.
-

combines brand storytelling with the presentation of products from the latest collections.

In 2024, the websites of the Group's four brands were enhanced with solutions and features focused on improving the customer experience. Special attention was paid to sustainability, allowing customers to choose minimalist packaging – which reduces material use – as an alternative to premium packaging that includes the brand's signature boxes and a shopping bag for gift delivery. New features were introduced to enhance the digital customer experience on the HOGAN and FAY websites, where users can now register using social login options (Facebook and Google), while TOD'S customers also have the opportunity to personalise their purchases with a tag engraved with their initials. Additionally, customers can now select preferred delivery times and use Apple Pay for seamless payments.

A further innovation in 2024 was the opening of e-commerce services in the United Arab Emirates and Saudi Arabia.

In addition, the Group's existing omni-channel capabilities were further enhanced, with the improvement of cross-channel operations, the extension of product availability and services developed in the previous year, such as:

- the extension of the omni-channel Gift Card feature to additional countries;
- the improvement of store locator and on-line booking of in-store appointments;
- the introduction of multi-carrier shipping management.

The customer-centric journey continued throughout the year with the development of projects aimed at using new technologies to ensure a better understanding of consumer behaviour, in order to build and maintain relevant customer relationships, maximising customer retention and lifecycle value.

This involves using analysis and listening techniques based on Advanced Analytics and AI, constructing new models centred on potential and propensity to purchase, and developing marketing automation tools, all contributing to a progressively personalised digital communication and brand experience.

In parallel, in an effort to increase its relevance and exceed the expectations of a more demanding audience, the TOD'S Group continued its investment in initiatives aimed at bolstering the

capabilities of AI and Gen AI across all digital communications, notably publishing a case study in collaboration with Google. Simultaneously, an initiative was undertaken to refine the sophistication of techniques used for measuring and activating digital advertising campaigns, with the aim of improving the accuracy and impact of brand storytelling.

The programme for monitoring customer satisfaction following the purchasing process (NPS-Net Promoter Score) continued and was strengthened in 2024.

TOD'S

The year's highlights for the TOD'S brand included the expansion of its digital footprint and an emphasis on customisation. Specifically, initiatives targeted improvements in return rates and optimisation of size communication. In all product display areas, size selection advice is provided based on real data collected from TOD'S stores.

In the second half of the year, responding to customer demands, we introduced a "Product Care" section that is readily accessible on the product page, alongside a detailed section in "Customer Service", providing customers with simple and clear instructions on how to look after their purchases: <https://www.tods.com/gb-en/customer-care/how-to-care/>

Moreover, a dedicated area called "Tod's Materials" has been set up, split into two segments, to examine the "Hides" and "Fabrics & Yarns" from which TOD'S products are crafted, with the goal of showcasing their quality and most prized qualities.

In terms of personalisation, the option to add a gift card featuring a custom message specified at the time of purchase is now available. The embossing initiative was also launched to broaden the range of gift ideas for Japanese customers primarily, and for international customers too during the Christmas period.

Finally, to further elevate the customer experience, the omni-channel Gift Card initiative introduced in 2023 was improved, broadening its scope to include the US, Singapore, Australia, and Hong Kong. In these markets, customers can send a gift card through the website, redeemable either on the website itself or at physical retail stores.

ROGERVIVIER

Continuously updating its e-commerce platform with fresh features, the ROGER VIVIER brand is rethinking its digital experience to maintain growth in core markets and provide users with the best possible customer experience. During the year, site sections have been further updated with improved visibility to enhance navigation and optimise the customer journey, offering customers more details on product care. Additionally, new payment methods and new shipping features, such as packaging selection and scheduled delivery, have been introduced in select countries to streamline and enhance the purchasing experience for customers.

HOGAN

The HOGAN brand continues to follow the strategy pursued in recent seasons, adopting a more digital approach with a focus on improving the customer experience and providing content and services that reflect the new omni-channel approach.

The Hogan.com website is a flexible and versatile virtual showcase for the brand as well as a communication channel for engaging users through storytelling. Building on the adoption of new technological solutions and focusing on improving user experiences, the redesign of the new website, launched in December 2023, seeks to improve the browsing and purchasing experience and align the brand's image with its new creative direction. In 2024, HOGAN also introduced a "Care Guide" section focusing on the proper product care.

FAY

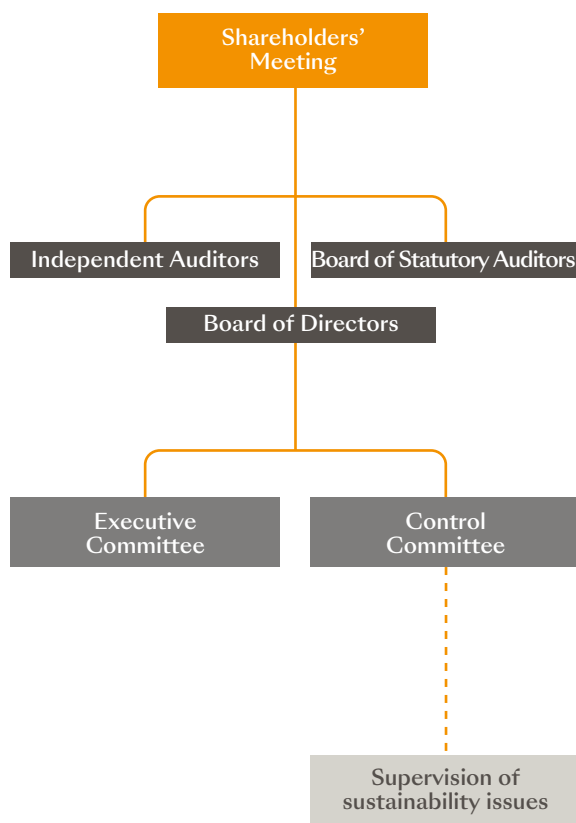
The work continued on Fay.com in 2024 in order to improve the conversion rate and adjust the brand's positioning. As a result, the menu has been completely revamped for a more straightforward navigation towards purchase routes and with greater storytelling and focus on product descriptions. July saw the introduction of a new product care and maintenance section across all product sheets, designed to better convey the garments' quality and durability, which is a fundamental aspect of the brand.



4. GOVERNANCE

CORPORATE GOVERNANCE MODEL

TOD'S S.p.A. follows the traditional corporate governance system (also known as the "Latin" model), as follows:



The **Shareholders' Meeting** is empowered to pass both ordinary and extraordinary resolutions on matters falling within its remit, as defined by law or the relevant Articles of Association.

The **Board of Directors** is vested with the broadest powers for the ordinary and extraordinary management of the Company, without limitations, and has the power to take all the actions that it considers necessary for implementation or achievement of the corporate purpose, except the powers that the law vests in the Shareholders' Meeting exclusively.

The **Board of Statutory Auditors** is legally responsible for monitoring i) observance of the law and the Articles of Association and compliance with the principles of correct management; ii) the adequacy of the Company's organisational structure insofar as the areas that fall under its competence, the Company's internal audit and risk management system and its administrative and accounting system, as well as the reliability of the latter insofar as correctly representing the operating events; iii) the adequacy of the instructions given by companies belonging to TOD'S Group in relation to the information to be provided pursuant to disclosure obligations.

Legislative Decree 39/2010 requires the Board of Statutory Auditors to monitor the financial disclosure process, the effectiveness of the internal control systems, the internal audit system, if applicable, and the risk management system, the legal audit of the annual accounts and the consolidated accounts and to ensure that the auditing firm is independent.

The **Auditing Company** carries out the legal audit of the accounts and is appointed by the Shareholders' Meeting in accordance with the law and the Articles of Association. In compliance with the Civil Code, an external auditor will perform its audit independently and autonomously and there-

MEMBERS OF THE GROUP'S CORPORATE BODIES

Board of Directors¹	Diego Della Valle	Chair
	Andrea Della Valle	Vice-Chair
	John Galantic ⁴	
	Antonio Belloni	
	James Michael Chu	
	Luca Cordero di Montezemolo	
	Domenico De Sole	
	Romina Guglielmetti	
	Emilio Macellari	
	Vincenzo Manes	
	Nikhil Kumar Thukral	
Control Committee	Romina Guglielmetti	Chair
	Vincenzo Manes	
	Luca Cordero di Montezemolo	
Board of Statutory Auditors²	Pierluigi Pace	Chair
	Fabrizio Redaelli	Acting auditor
	Piera Tula	Acting auditor
	Enrico Maria Colombo	Substitute auditor
	Myriam Amato	Substitute auditor
Independent Auditors³	Deloitte & Touche S.p.A.	

1 Term of the office: 2024-2026 (resolution of the Shareholders' meeting of 3 July 2024).

2 Term of the office: 2022-2024 (resolution of the Shareholders' meeting of 21 April 2022).

3 Term of the office: 2024-2026 (resolution of the Shareholders' meeting of 3 July 2024).

4 Chief Executive Officer. Co-opted by resolution of the Board of Directors on 25 September 2024 and appointed by resolution of the Shareholders' Meeting on 15 January 2025.

fore shall not represent either the majority or the minority shareholders.

By resolution of 3 July 2024, the Shareholders' Meeting appointed Deloitte & Touche S.p.A. as the Company's statutory auditor from the start of the 2024 financial year until the Shareholders' Meeting is called to approve the financial statements for the year ending 31 December 2026.

The following Committees have been established within the Board of Directors:

- **Strategic Committee**, with proposal and advisory functions, competent to discuss and adopt directives on the development of the activities of Group companies, as well as to carry out the activities and functions assigned to it by the Articles of Association and the Board of Directors;
- **Control Committee ("CCR")**, responsible for making proposals and providing advice, composed solely of non-executive and independent directors. The CCR is responsible for supporting, with adequate preliminary activity, the assessments and decisions of the Board of Directors regarding internal control, risk management and remuneration of executive directors. Furthermore, with a Board resolution of 25 September 2024, the CCR was assigned the tasks set out in the Procedure on transactions with related parties of TOD'S S.p.A. ("OPC

Procedure"), as well as **responsibility for sustainability issues related to the company's operations and its interactions with all stakeholders**.

Therefore, the Control Committee:

- examines and assesses the sustainability policy to ensure the creation of value over time for shareholders and for all the other stakeholders in compliance with the principles of sustainable development and the sustainability guidelines and objectives submitted each year for review by the Board of Directors;
- examines the implementation of the sustainability policy on the basis of indications provided by the Board of Directors;
- examines and assesses sustainability initiatives, including individual projects;
- examines the company's non-profit strategy and implementation thereof, including in relation to individual projects, and the non-profit initiatives submitted to it for review of the Board;
- on the request of the Board, expresses its opinion on other issues regarding sustainability.

The composition of the **Board of Directors as of 31 December 2024** is reported below:

Name	Position	Year of birth	Date of first appointment	Executive	Non-executive
Diego Della Valle	<i>Chairman</i>	1953	08/05/00		
Andrea Della Valle	<i>Vice Chairman</i>	1965	08/05/00		
John Galantic	<i>Chief Executive Officer</i>	1961	09/25/24		
Luca Cordero di Montezemolo	<i>Director</i>	1947	04/21/21		
Romina Guglielmetti	<i>Director</i>	1973	04/22/15		
Emilio Macellari	<i>Director</i>	1958	08/05/00		
Vincenzo Manes	<i>Director</i>	1960	04/22/15		
Antonio Belloni	<i>Director</i>	1954	07/03/24		
Domenico De Sole	<i>Director</i>	1944	07/03/24		
James Michael Chu	<i>Director</i>	1958	07/03/24		
Nikhil Kumar Thukral	<i>Director</i>	1971	07/03/24		

The Board of Directors, in office until the Shareholders' meeting to approve the financial statements as of 31 December 2026, was appointed by the Shareholders' meeting held on 3 July 2024.

All the members of the Company's Board of Directors have acquired specific expertise in Environmental, Social and Governance (ESG) topics and, more generally, in sustainability issues with

specific reference to the fashion & luxury sector. For a more detailed description of the experience and expertise of each member of the Board of Directors see their CVs, available on the Company's website.

Below is some information on the functioning of the Board of Directors with reference to the year 2024.

KPI	Previous BoD	Current BoD*
Number of board meetings (no.)	8	3
Mean tenure of members on the board of directors (years)	13.5	9.7
Average attendance of members at board meetings (%)	94	100

* Appointed on 3 July 2024

In accordance with the principles set out in the TOD'S Group **Code of Ethics**, the section "**Honesty, Fairness and Good Faith**" defines the behavioural expectations relating to **conflicts of interest** for recipients, such as **employees, collaborators and managers**. They are required to avoid situations that may conflict with the interests of the Group. In particular, the Code of Ethics establishes that no individual should engage in activities that could compromise the interests of TOD'S Group Companies, nor favour personal interests that could compromise their ability to make decisions in the exclusive interest of the company, or lead to conduct contrary to the Group's ethical principles.

If a conflict of interest arises or is suspected, the Code of Ethics requires that the situation be reported promptly to one's company manager and that corrective actions be taken to resolve it. The TOD'S Group is actively committed to preventing and mitigating any situation that could compromise the ability to make impartial decisions in the exclusive interest of the Group, strictly complying with current competition regulations and promoting ethical and professional conduct, thereby

protecting the company's reputation and integrity. For further details, please refer to the Code of Ethics, available at https://www.todsgroup.com/sites/default/files/2023-03/Codice%20Etico_DEF.pdf.

Although it is no longer a listed issuer, pursuant to Board resolution of 24 October 2016 the Company also voluntarily introduced, as part of its internal control and risk management system, an internal whistleblowing system to be used by staff for reporting any irregularities or violations of applicable regulations and internal procedures, therefore guaranteeing a specific and confidential information channel, as well as the privacy of the whistleblower. The whistleblowing system was promptly implemented and subsequently updated following the amendments introduced by Legislative Decree no. 24 of 10 March 2023 ('Whistleblowing Decree'), which implemented EU Directive 2019/1937 of the European Parliament and of the Council of 23 October 2019 regarding the protection of persons who report breaches of European Union law and including provisions on the protection of persons who report breaches of national laws.

ETHICAL AND RESPONSIBLE BUSINESS MANAGEMENT

Conscious of the important role it plays in the communities in which it operates, the TOD'S Group is determined to ensure that its activities are conducted with the utmost integrity and to construct and maintain relationships of trust with its internal and external stakeholders.

Accordingly, the Group complies with the following **ethical principles** in the pursuit of its objectives:

- compliance with applicable laws and regulations in all countries in which Group companies operate and observance of the most stringent codes of conduct, particularly in relations with public authorities;
- equal and impartial treatment of employees, associates and customers;
- transparency and reliability;
- honesty, correctness and good faith;
- confidentiality;
- protection of the value of people and human resources.

Since 2008, these principles, which inspire our business conduct, have been formalised in the **Group Code of Ethics**, which was most recently updated by the Board resolution of 13 March 2023 in order to align its content with international best practices and further integrate **corporate social responsibility issues**.

In order to implement concrete applications of the inspiring principles contained in the Code of Ethics, the Group promotes its knowledge and dissemination through publication on the institutional website and company portals, provides specific information and training activities for employees, and guarantees its full observance through the inclusion of specific clauses in the contracts and agreements to which the Company or the Group is a party. All employees and other individuals who

are involved in the operations of TOD'S Group companies are required to know and uphold the principles of the Code of Ethics, contributing, insofar as it is within their competence, to their observance.

In accordance with the Group's Code of Ethics, and in order to promote transparency and accountability in marketing initiatives and in internal and external, on-line and off-line communication activities, the Group has adopted the **Ethical Marketing and Responsible Communication Policy**, approved by the Board of Directors on 15 January 2025. This Policy, in line with the current regulatory framework and the ongoing efforts of the European Commission to regulate Green and Social Claims, is aimed at ensuring the appreciation of all diversity, promotion of inclusivity and protection of vulnerabilities within the context of marketing activities, as well as guaranteeing transparent and accurate communication, particularly on issues related to environmental or social sustainability.

To ensure the highest level of correctness and transparency in the pursuit of its business and within the relative company activities, TOD'S S.p.A. adopted its own **Organisation, Management and Control Model** (the "Model" or "Organisational Model") pursuant to the 30 January 2009 resolution of the Board of Directors, in compliance with the requirements of Legislative Decree 231 of 8 June 2001⁹. The adoption of the Organisational Model and the Code of Ethics serves as an effective tool for governing relationships between the Group's employees, collaborators and stakeholders, while also helping to prevent the offences outlined in Legislative Decree 231/2001.

The provisions of the Model are binding upon the directors and all persons whose duties involve the representation, administration and management,

⁹ In 2018 the company Roger Vivier S.p.A. adopted its own Organisational Model pursuant to Legislative Decree 231/2001, also establishing its own Supervisory Board. The most recent update of the Model was approved by the resolution of the Board of Directors of 5 September 2023.

including the *de facto* management of the Company as well as the employees and contractors who are subject to the direction or supervision of the Company's management.

The Model is periodically updated by the Board of Directors so as to reflect the offences that have been introduced in the meantime; the last update was approved pursuant to the Board's resolution on 13 March 2023.

Entrusted with independent powers for initiative and control, the **Supervisory Board** oversees the correct functioning of and compliance with the Model and proposes updates when necessary. It was last renewed by resolution on 5 November 2024 and is presently composed of three members: a non-executive director (in the role of Chair), an external member, and the Internal Audit Manager. Every six months, the Supervisory Board compiles a detailed report for the Board of Directors, outlining audit activities undertaken during the specified period, and works with other company departments and supervisory functions to ensure adherence to the conduct rules outlined in the Code of Ethics and the Organisational Model.

In order to strengthen the corporate culture of integrity and compliance, supervising company operations, procedures and interactions with third parties and combating potential corrupt practices, in 2019 the TOD'S Group adopted an **Anti-Corruption Policy**, the most recent update to which was approved with the resolution of the Board of Directors of Parent Company TOD'S S.p.A. on 13 March 2023. Recipients must report any suspected violation of the Anti-Corruption Policy or any behaviour that does not comply with the Code

of Conduct adopted by Group Companies via the dedicated on-line platform, as outlined in the "Report Management (Whistleblowing Channel)" procedure, updated on 13 July 2023. Finally, in 2024, TOD'S continued its **e-learning training activities on anti-corruption issues**, involving over 650 employees.

The Group has also adopted the "**Guidelines for Compliance with Regulations on the Administrative Responsibility of Entities and Anti-Corruption for International TOD'S Group Companies**" (approved by the Board of Directors of TOD'S S.p.A. on 13 March 2023) in order to define, implement and further disseminate the tools that international Group Companies must adopt to strengthen, where appropriate, their organisational, management and control measures for the prevention of "compliance risk", with particular reference to the areas set forth in the Anti-Corruption Laws and Legislative Decree 231/2001 "Administrative liability of entities arising from offences".

In 2019, the TOD'S Group adopted the Supplier Code of Conduct – most recently updated by a Board resolution on 13 March 2023 – which outlines the principles and standards of conduct the Group expects its suppliers to uphold. These include, among other things, integrity and ethical governance, anti-corruption measures, environmental protection, animal welfare, and fair, equitable, and responsible working conditions throughout the supply chain.

The above mentioned policies and codes are available on the TOD'S Group Corporate website at <https://www.todsgroup.com/en/sustainability>.

INTEGRATED RISK AND IMPACT MANAGEMENT

The TOD'S Group has adopted a **risk management system** in order to guarantee that the risks relating to the Parent Company and its subsidiaries are exposed and correctly identified, measured, managed and monitored, and to determine the degree to which these risks are in line with a company management approach consistent with the identified strategic objectives.

The Group uses the **CoSO Report** as a reference framework for the implementation, analysis and evaluation of its internal control and risk management system.

At least once a year the Director in charge of the Internal Control and Risk Management System **identifies the main business risks**, taking into account the characteristics of the Company and its subsidiaries' activities, and submits these for examination by the Control Committee and the Board of Directors. The risk identification process is carried out through Control and Risk Self Assessment interviews in order to obtain a comprehensive overview of the main types of risk potentially applicable, also benefitting from the results of internal audits of company processes. The risk assessment process is carried out downstream of risk identification activities, streamlining internal and external information so the Management can take appropriate action. Risks are evaluated by means of an assessment process that terminates with the assignment of qualitative and quantitative ratings which associate each risk with the probability of its occurrence and impact. These probabilities are expressed, where possible, in terms of the historical frequency with which an event has occurred during company operations, taking into account future scenarios involving the repetition of the risky event.

The main risk factors affecting the company have been grouped into the following categories:

- **External:** risks that fall outside of the company's sphere of influence. This macro-category includes natural events and catastrophes, climate change, epidemics and pandemics, politi-

cal and social instability and tensions, as well as some strategic risks, relating to demand, competition and innovation.

- **Social and environmental responsibility and business ethics:** risks related to non-compliance with local and international regulations, best practices and company policies, as well as failure to meet stakeholder expectations in terms of respect for human rights and labour standards, the environment and business ethics.

Companies must adopt a responsible approach, taking into account the environmental, social and ethical impacts of their activities while meeting the expectations of internal and external stakeholders. This obligation is critical, as not meeting these expectations can endanger the company's competitiveness and long-term sustainability, damage its image and reputation, and expose it to operational risks.

Given that the TOD'S operates in various countries, the Group ensures compliance with local and international regulations and also plays an increasingly active role in ensuring responsible and sustainable business management. This includes a particular focus on respect for people and human rights, protecting the environment and ethical business management, both within the organisation and throughout the entire value chain, as well as the undertaking to implement all necessary policies and guidelines.

In order to minimise the likelihood of potential risks related to **relevant sustainability issues**, the Group has strengthened, extended and supplemented the sustainability requirements of its business model. Specifically, the Group formalised and approved its **Sustainability Policy** and **Sustainability Plan** in 2018 (most recently updated on 6 March 2023), with the purpose of promoting the dissemination of social and environmental sustainability principles both within and beyond the organisation.

For further details, please refer to the section "*Approach to Sustainability*".

On 6 March 2023, the Board of Directors also endorsed the **Materiality Matrix**, integrated into the risk management processes with the aim of identifying the aspects that generate the most significant economic, environmental, and social impacts, including those relating to human rights. In 2023, the TOD'S Group became a member of the **United Nations Global Compact**, the world's largest strategic initiative for sustainability and corporate citizenship, with membership extended to 2025.

SOCIAL RESPONSIBILITY – HUMAN RIGHTS

The TOD'S Group has adopted numerous control tools **related to respect for human rights and the dissemination of responsible procurement practices** along the supply chain.

In order to monitor the correct application of the principles contained in the **Supplier Code of Conduct** (adopted in 2019), in 2024 TOD'S continued its **on-site audit** of environmental and social issues, human rights, occupational health and safety and ethical principles **in the production supply chains**.

Additionally, the Group adopted a **Human Rights Protection Policy**, approved by the Board of Directors of TOD'S S.p.A. on 6 September 2023. This policy is designed to promote and safeguard fundamental human rights, with a commitment to the endorsement of ethical business practices across the entire value chain, thereby supporting the rights, health, safety, and well-being of every individual. Additionally, it should be noted that in 2024, TOD'S sustained its efforts in e-learning and classroom **training** on human rights issues, involving over 1,370 employees and providing around **9,190 hours of education**.

SOCIAL RESPONSIBILITY – DIVERSITY, EQUITY AND INCLUSION AND PROMOTION OF HUMAN RESOURCES

TOD'S adopted the **Diversity, Equity and Inclusion Protection Policy** (last updated through the board resolution of 15 January 2025) with the aim of

formalising the Group's commitment to promoting the values of inclusion and equality, fostering the development, expression, and enhancement of the potential of its employees. This approach is reflected in the Group's **Management Model**, based on the **values** of Passion, Excellence, Integrity & Respect, Collaboration & Empathy, Courage & Innovation.

On 07 February 2025, TOD'S successfully passed the surveillance audit to maintain the **Certification for gender equality pursuant to Uni PdR 125/2022**, for the entire Italian perimeter, obtained on 15 February 2024.

SOCIAL RESPONSIBILITY – PRODUCT SAFETY AND UNIQUENESS

Social risks include those linked to product safety. To protect the health and safety of its customers, TOD'S requires its suppliers operate in compliance with the most restrictive international legislation applicable to hazardous or potentially hazardous chemicals, and constantly subjects its products to accurate **chemical and physical-mechanical controls**. Suppliers are contractually bound to abide by the guidelines contained in the Restricted Substances List (RSL), a document last updated and disclosed in January 2025, which defines the limits of detection of substances or their complete ban, as well as the standardised methods of analysis, to be carried out in specialised third-party laboratories and/or directly by TOD'S.

The TOD'S Group has also formalised the **“Guidelines on Preferred Materials with Characteristics of Sustainability and Circularity”** (approved by the Board of Directors on 15 January 2025), which define the guiding principles in identifying materials with a reduced environmental impact, as well as the criteria and methodological approach to be followed in selecting preferential materials that possess product and process certifications.

Finally, with a view to improving customer protection and preserving **the exceptional quality and uniqueness of its products**, TOD'S continues to be actively committed to combating the phenomenon of counterfeiting both off- and on-line.¹⁰

¹⁰ For more details on these initiatives and the management and prevention tools implemented by the Group, see the section on the *“Protection and authenticity of products”*.

ENVIRONMENTAL RESPONSIBILITY

TOD'S pays particular attention to **environmental aspects**, recognising the indirect nature of its most significant impacts. As such, the Group has created rules, processes and control activities in order to prevent and manage potential environmental risks deriving from its external workshops and from suppliers of raw materials, through the adoption of the Code of Ethics and the Supplier Code of Conduct, both of which contain binding provisions.

With regard to direct environmental impacts, the Group implements a range of initiatives in order to minimise these. As well as mapping environmental risks as part of its assessment relating to the offences set out in Legislative Decree 231/2001, in 2019 TOD'S produced an **Environmental Policy** which sets out the Group's environmental guidelines, principles, and commitments.

As part of its **Environmental Management System** in accordance with **ISO 14001:2015**, in November 2024 TOD'S successfully passed:

- the audit to renew the certification for the **"Brancadoro" complex** (headquarters, production plant, raw materials warehouse and outlet), obtained in December 2020;
- the surveillance audit to maintain the certification achieved in December 2023 for the **Tolentino production site**;
- the certification audit of the **Monteprandone Logistics Hub**.

At the same time, the Group achieved the **Energy Management System** certification in accordance with **ISO 50001:2018**, for the **"Brancadoro" complex** (headquarters, production plant, raw materials warehouse and outlet).

In 2024, the Group completed the **Project on Mapping and Financial Quantification of Climate-related Risks and Opportunities** in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), to form a comprehensive view of possible threats and opportunities related to the consequences of climate change. This project activity allowed for the identification of risk areas, necessary for the promotion of initiatives to mitigate possible negative effects on the business, to the benefit of corporate resilience. It also allowed to analyse potential opportunities arising from the evolution of the context outside the organisation, promoting the development of innovative solutions and the im-

provement of efficiency. For further details, please refer to the section *"Analysis of climate change risks and opportunities"*.

Two categories of risks and opportunities related to climate change are identified below:

- **Strategic:** typical risks of the business (for example risks connected to the demand dynamics of the "luxury goods" sector and the risks inherent in the localisation of reference markets), the correct management of which constitutes a competitive advantage or, conversely, a reason for the failure to achieve the company's medium to long-term objectives.
- **Operational:** the risk of losses due to the inadequacy or inefficiency of processes, persons or internal systems or the result of external events (such as the promptness of supplies, the concentration of suppliers, the handling of contractors/*façons*, the security and confidentiality of company information, the risk of fraud, etc.). Lastly, throughout 2024, TOD'S continued to carry out training, engagement, and awareness raising activities on environmental and sustainable development issues with its employees.

CYBER SECURITY

In the context of operational risks, given the digitalisation of processes, the increasing use of Artificial Intelligence tools, the strategic evolution of on-line sales channels and the creation of ever larger information assets, risks attributable to cyber security are identified. The potential effects of such risks include reputational damage, loss or theft of information, and disruptions of information systems with possible impacts on sales, as well as industrial and logistical cycles. The **Group Cyber Security Department**, which reports directly to the Group Chief Information Officer, is focused on prevention, detection and possible responses to cyber risk threats and aims to take effective action to minimise the probability of cyber attacks and their possible impacts on the business.

The Group has also adopted a framework of Privacy & Data Protection procedures accessible to employees via the company intranet which includes, among others, the IT Security Incident Management Procedure, the IT Risk Management Procedure and the Information Security Policy, the main purpose of which is to illustrate the principles defined by the Company regarding the protection

of data and information, and to pursue corporate security objectives, preventing IT risks in order to protect business processes and information.

In 2024 the TOD'S Group continued the remediation activities defined in the cyber security programme, which consists of eight control objectives pertaining to five macro-areas.

As part of the “Cyber Security Culture” Programme, during the year TOD'S continued to provide specific training courses via an e-learning platform in order to raise awareness and sensitivity around the subject at all levels of the company. In addition, several phishing simulations were conducted in order to monitor employee behaviour regarding potential forms of attacks via e-mail. If the results were deemed inadequate, simple training materials were provided in order to raise awareness and generate virtuous behaviour. The Group has also dedicated a section of the intranet to cyber security issues, enabling employees to access up-to-date news on major cyber breaches. In order to enable the continuous monitoring of suspicious e-mails or potential abnormal cyber security behaviour, a reporting system consisting of a specific e-mail account managed by the Cyber Security Department has been set up.

In the “Ransomware Protection” macro-area – which aims to increase the organisation's security protection introducing preventive IT security measures against ransomware attacks – TOD'S continued to implement modern Backup & Restore Security logics and carried out a Crisis Management project activity that allowed the formalisation of a specific procedural framework. In particular, the Crisis Management Policy was formalised, harmonising the Data Breach Procedure with the IT Security Incident Procedure. In addition, specific protocols have been developed to address ransomware attacks, clearly defining roles, responsibilities, and communication methods.

The “Exposed Web Services” macro-area, which aims to increase security posture, saw TOD'S engaged, through the involvement of external IT service providers, in vulnerability assessments, penetration testing and attack surface activities to assess the security status of its public attack surface, exposed on the Internet, identify areas of weakness and define the necessary remediation actions.

In the “Technological Refresh” macro-area, which aims to modernise the Group's IT environments, TOD'S continued its technological replacement

activity in the network, client, server and application areas in order to mitigate evolving vulnerabilities and equip itself with tools and modern security features, some of which use Machine Learning and Artificial Intelligence engines.

In the “Security Access Governance” macro-area, aimed at the technical implementation of security measures for logical access to corporate systems and applications, IT security policies were implemented relating to user authentication and authorisation processes, in both on-premises and cloud environments.

FRAUD RISK

In terms of operational risks, potential internal and/or external fraud are also identified. The fraud risk assessment will be supplemented, where relevant, with any reports concerning specific assessment activities carried out during the course of project activities to update the Organisational Model pursuant to Legislative Decree 231/2001. To protect against such risks, the adoption, dissemination and implementation of the Anti-Corruption Policy and the Supplier Code of Conduct are recommended.

FINANCIAL RISKS

These are risks with direct repercussions on the company's economic results and equity, which are mainly connected to external factors such as foreign exchange, credit, interest rate and liquidity.

COMPLIANCE AND REGULATORY RISKS

These are risks connected to failure to comply with the laws, regulations or provisions of the law and/or the regulatory and control authorities and unfavourable amendments to the legal framework (such as any privacy laws or laws applicable to importing and exporting or which affect the commercial activities and distribution in the markets of reference, in addition to occupational health and safety).

PRIVACY

The compliance macro-category encompasses issues and potential risks related to privacy (such as, for example, and in purely potential terms, the violation, improper use and accidental or illegal de-

struction of personal data and unauthorised access or modification of personal or sensitive information processed within the company). The TOD'S Group oversees issues relating to privacy in a systematic and structured manner and has adopted suitable organisational, operational and technological measures to ensure its compliance with the provisions of the European Regulation on the protection of personal data (G.D.P.R. – General Data Protection Regulation 2016/679) and any other privacy regulations in force, based on the territorial and extraterritorial applicability of each one.

As set out in the “Privacy & Data Protection Guidelines”, TOD'S has set up and duly notified interested parties of communication channels for exercising their rights and reporting any complaints relating to alleged legal breaches by subsidiaries.

In instances where personal data and consent are collected as a basis for processing legitimacy, the Company provides data subjects with its privacy policy either in printed form or through electronic means such as web links or QR Codes. This policy includes the information required by current legislation, enabling the data subjects to understand the purpose of the processing activities and to make informed decisions about sharing their personal data with the Company.

Pursuant to Article 37 (2) of the EU Regulation 679/2016, the Group has appointed a single Data Protection Officer (hereinafter also referred to as “DPO”) and, in accordance with the specific national procedures of the countries concerned, has communicated their name and contact details to the competent national supervisory authorities.

During 2024, the delivery of the privacy training course, launched in 2018, continued. Complementing the corporate training plan, the Company intranet section “Privacy and G.D.P.R.”, containing useful information and updates on privacy issues, is made available to workers to increase their knowledge and awareness of privacy and data protection issues.

To ensure adequate monitoring of the risk factors associated with the processing of personal data by third parties, in their capacity as Data Processors (pursuant to Article 28 of the G.D.P.R.), verification of the security measures implemented by the latter to protect and safeguard processed data continued during the year on a sample basis (art. 32 of the G.D.P.R.).

TOD'S has formalised and structured a system of delegated powers and distribution of responsibili-

ties within its organisation to ensure adequate and widespread control of the risk factors inherent in the processing activities performed by the organisation. Senior individuals, generally identified as the heads of company functions/departments, which carry out relevant personal data processing activities, have been identified and formally entrusted with the task of overseeing and ensuring adequate management of privacy and data protection issues within their area of competence, acting as a link between company operations and the DPO. The organisational structure in the field of privacy is also completed with the formal appointment to the position of Data Processor of every worker who, in the performance of their role, is in a position to process personal data, providing them with the necessary instructions to ensure the correct processing of personal data.

In this regard, the company forms containing instructions for the proper processing and protection of personal data have been updated, making them available to each worker who, in the performance of their duties, is in a position to process personal data, with clearer and more effective language to facilitate understanding of the necessary care required in the processing of personal data.

In 2024, complementing the advisory role provided by the Data Protection Officer throughout the year, the DPO's monitoring activities persisted through an established annual audit plan. This plan focused on verifying that company operations comply with legal requirements, particularly in areas or processes identified as higher risk due to regulatory updates or which are considered significant based on the functioning of the Company and/or the Group.

OCCUPATIONAL HEALTH AND SAFETY

In terms of **Health and Safety in the workplace**, all risks have been identified and analysed through the preparation, by the company figures responsible pursuant to Legislative Decree 81/08, of the Risk Assessment Documents, which contain:

- evaluation forms by task/work activity performed;
- actions implemented to create a prevention and protection system;
- responses to emergency and first aid incidents.

The control activities carried out by the statutory organisational figures also include specific monitoring activities carried out by the Supervisory

Board pursuant to Legislative Decree 231/2001. The adequacy of working conditions at its sites is therefore constantly monitored and assessed by the Group.

Beginning in 2021, the TOD'S Group established an **Occupational Health and Safety Policy** to foster health and safety awareness by ensuring compliance with top work standards and promoting well-being within the workplace.

In 2024, the surveillance audit for the **certification of the health and safety management system, in accordance with ISO 45001:2023**, was **successfully passed** for the “Brancadoro Complex” (headquarters, production plant, raw materials warehouse and outlet) and for the Tolentino production site, dedicated to the production of bags and leather goods. Furthermore, during the year, the scope of the certification was extended to the Montepandone Logistics Center. In continuity with previous years, TOD'S continued its activities to inform, involve, and raise awareness among its employees on health and safety in the workplace.

ADDITIONAL ESG (ENVIRONMENTAL, SOCIAL AND GOVERNANCE) RISK ISSUES

Aware that the management of ESG issues is becoming an increasingly integral part of its business system, necessary for creating value over time and ensuring the ethical, responsible and transparent management of its activities, the TOD'S Group has analysed:

- **the correlation of major “material issues”** (in economic, social and environmental terms), whether for the Group or for its stakeholders, with the corresponding risk factors identified by its risk assessment activity;

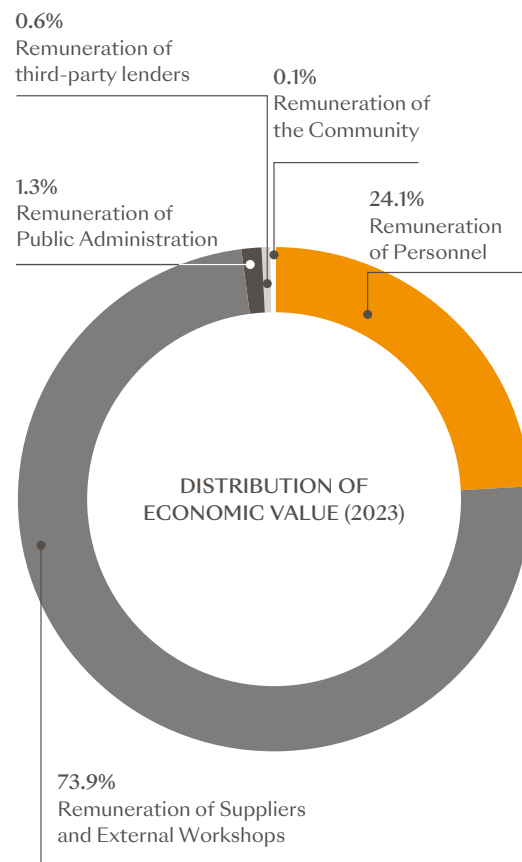
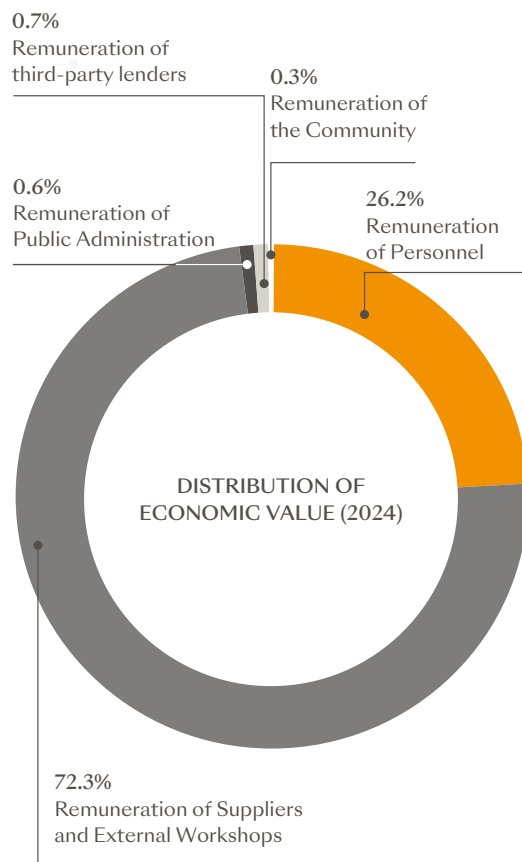
- **the risk factors with the greatest “reputational impact”.**

With reference to ESG issues, the following risks have been mapped out (in purely potential terms): social, environmental and ethical responsibility, climate change, epidemics/pandemics, non-compliance with the laws on occupational health and safety, the administrative responsibility of entities pursuant to Legislative Decree 231/2001, corruption, non-compliance with applicable laws regarding sales and distribution, inadequate anti-counterfeiting measures, inadequate quality of raw materials or workmanship, inadequate management of contractors in the production chain, inadequate staff skills and localisation of markets/country risk. With particular reference to the risk of engaging in conduct that could potentially be linked to corruption (active and passive) in all the countries in which the Group operates, it should be noted that the main risk factors theoretically applicable were mapped as part of the assessment activities performed pursuant to Legislative Decree 231/2001, as well as in projects aimed at adopting, disseminating and implementing the Group Anti-Corruption Policy, the Supplier Code of Conduct and the guidelines for compliance with legislation on the administrative responsibility of entities and anti-corruption for the international Group Companies. These are connected with the following company areas and processes: activities connected with the procurement of goods and services and the management and development of real estate assets in regard to relations with public entities, local authorities for applications for permits, authorisations and measures.

CREATION OF SHARED VALUE

The economic value statement is a restatement of the consolidated income statement, representing the **wealth produced and distributed by TOD'S Group among its stakeholders**. In 2024, the **economic value generated** by the Group was 1,017.4 million euros. This value **decreased by 12.4%** compared to the economic value generated in 2023 of 1,161.9 million euros. The **economic value distributed** to stakeholders, both internal and external, increased from 1,101.8 million euros in 2023 to 1,046 million

euros in 2024. Among the stakeholders, in 2024 the Suppliers and External Workshops were the group to which the largest portion of the economic value was distributed (72.3% of the total value); this value was slightly lower than the 73.9% recorded in 2023. In addition to Suppliers and External Laboratories, 26.2% of the economic value generated was distributed to staff in 2024, up from 24.1% recorded in 2023. None of the economic value generated was distributed to shareholders in 2024, as in 2023.



EU TAXONOMY

REGULATORY FRAMEWORK

As part of the strategic initiatives established by the European Union to foster the ecological transition and achieve, among others, the goal of carbon neutrality by 2050, EU Regulation no. 2020/852 of 18 June 2020 (hereinafter also referred to as the “Regulation” or “EU Taxonomy”) was introduced and came into force on 12 July 2020. This system defines the taxonomy of economic activities that can be considered environmentally sustainable, providing a unified framework for classifying activities that can contribute to at least one of the environmental objectives set out in the legislation. In addition, it aims to provide investors and the market with a common language based on sustainability metrics, in order to ensure comparability between players, reduce the risk of greenwashing, and increase the quality of information on the environmental and social impacts of businesses, thus promoting more responsible investment decisions. In particular, to qualify as environmentally sustainable, i.e. aligned with the EU Taxonomy, Article 3 of the Regulation requires that an activity:

- **significantly contributes** to the achievement of one or more of the six environmental objectives¹¹ (art.9 of EU Regulation 2020/852);
- does **not cause significant harm** to any of the remaining environmental objectives according to the principle of ‘do no significant harm’ (hereinafter DNSH); and
- is carried out in compliance with **minimum safeguards**;
- complies with technical screening criteria set by the Commission.

In June 2021, the European Commission officially adopted Delegated Regulation 2021/2139 (“Technical Delegated Acts”, also known as the “Climate Delegated Act”), followed by the publication of

Delegated Regulation 2023/2486 (“Environmental Delegated Act”) and Delegated Regulation 2021/2178 and 2022/1214. These regulations outline the economic sectors and activities included in the Taxonomy, together with the technical criteria used to assess their substantial contribution to achieving environmental goals of climate change mitigation and adaptation, providing a set of rules for identifying and reporting on environmentally sustainable economic activities.

In continuity with what has been defined since 1 January 2023, for the reporting year 2024, companies subject to applicable sustainability reporting regulations must verify, through Delegated Acts, whether their activities are “aligned”, i.e. compliant with the technical screening criteria described in the Delegated Regulations, do not cause significant harm to any of the other environmental goals (Does No Significant Harm – DNSH) and are carried out in compliance with Social Minimum Safeguards.

Finally, as of June 2023, the European Commission has adopted further Delegated Regulations that supplement the previous ones, providing for additional activities relating to the previously defined goals (climate change mitigation and adaptation) and introducing economic activities and related technical screening criteria to verify the substantial contribution to the achievement of four additional goals: sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and reduction, and protection and restoration of biodiversity and ecosystems.

REPORTING OBLIGATIONS AND DEFINITION OF KPIs

For non-financial companies, the reporting obligations under the Taxonomy include the disclo-

¹¹ a) Climate change mitigation; b) Climate change adaptation; c) Sustainable use and protection of water and marine resources; d) Transition towards a circular economy; e) Pollution prevention and control; f) Protection and restoration of biodiversity and ecosystems.

sure of the following metrics (so-called “key performance indicators” or “KPIs”):

- a. the percentage of **turnover** deriving from products or services associated with economic activities that are considered environmentally sustainable;
- b. the percentage of **capital expenditure** (CapEx) related to activities or processes associated with economic activities that are considered environmentally sustainable;
- c. the percentage of **operating expenses** (OpEx) related to activities or processes associated with economic activities that are considered environmentally sustainable.

EU Regulation 2021/2178 was published in July 2021, supplementing Article 8 of EU Regulation 2020/852 and further specifying the content and presentation of these KPIs, as well as the methodology for their measurement and the qualitative information to be included in reporting. In 2023, this Regulation was amended by Annex V of Regulation 2023/2486, which provides specific guidance on KPI reporting templates. Non-financial companies are therefore required to determine KPIs by ensuring general consistency with financial information and using the same currency as that used for the annual or consolidated financial statements. In addition, they are required to include in their Sustainability Reporting references to budget items for turnover and capital expenditure indicators related to these KPIs.

THE TAXONOMY OF THE TOD'S GROUP

To ensure comprehensive reporting for the year 2024, TOD'S has voluntarily continued to assess activities considered “eligible” under the criteria defined in Delegated Regulation (EU) 2021/2139, with reference to the Climate Change Mitigation objective. At the same time, it analysed new activities introduced by Delegated Regulation (EU) 2023/2485 for Climate Change Mitigation and Adaptation goals, and the activities defined by Delegated Regulation 2023/2486 for the remaining four environmental goals, resulting in the extension, compared to 2023, of Group activities that can be considered “eligible” under the Taxonomy. Please note that some values in the previous analysis have been updated due to the fine-tuning of

the calculation methodology. In addition, with regard to the comparison with 2023, the share of turnover is now aligned with the “Transition to a circular economy” goal, whereas previously the analysis was limited solely to eligibility. With regard to capital expenditure, the share of aligned activities increased from 2.860% in 2023 to 4.795% in 2024. This growth is attributable to the extension of the scope of analysis, which now also includes activities deemed eligible according to the “Sustainable use and protection of water and marine resources” and “Transition to a circular economy” goals. As a result, the overall share of capital expenditure related to eligible Taxonomy-aligned activities increased from 4.195% in 2023 to 4.985% in 2024.

Similarly, the share of operating expenses considered as aligned increased significantly compared to the previous year following the extension of the scope of analysis. In addition to the goal of “Climate change mitigation”, Group activities that contribute to the “Sustainable use and protection of water and marine resources” and “Transition to a circular economy” goals are also now included. This led to an increase in the share of aligned operating expenses from 0.542% in 2023 to 1.804% in 2024. Overall, the share of operating expenses related to eligible activities and aligned with the Taxonomy stands at 3.668%, compared to 1.967% the previous year.

For the calculation of KPIs and value shares in the consolidated financial statements, turnover, operating expenditure and capital expenditure data related to eligible activities and Taxonomy-aligned activities were acquired, for the Group's consolidated companies, from the accounting and management systems used for the preparation of the financial statements, prepared in accordance with the IFRS. The data used to calculate the KPIs for the activities aligned with and eligible for the Taxonomy is, therefore, the same data used in the preparation of the Group's consolidated financial statements, thus reducing the potential risk of duplication in the accounts.

The clarifications of the European Commission published in 2024 did not entail any updates to the approach adopted by TOD'S in previous years.

The following paragraphs show how the Group assessed compliance with EU Regulation 2020/852

and the table with the required quantitative KPIs,¹² on the basis of the requirements applicable to date.

ELIGIBLE ECONOMIC ACTIVITIES

To determine the eligibility of its economic activities, in line with the 2023 report TOD'S compared the economic activities as described in the Annexes¹³ with its own activities, concluding that the Group's principal economic activities, relating to the production, distribution and marketing of footwear, clothing and leather goods, are not fully included in the Annexes to date. However, based on the provisions set forth in Delegated Act 2023/2486, TOD'S identified in 2024 an eligible revenue share of 52,848.00 euros related to the product repair service provided to customers, in accordance with Activity 5.1 "Repair, Refurbishment and Remanufacturing" of the 'Transition to a Circular Economy goal.

In addition to activities directly related to TOD'S core business, the eligibility assessment also considered revenues, capital expenditures, and operating expenses linked to economic activities defined under the EU Taxonomy, even if they do not fall strictly within TOD'S primary business operations. In this regard, the revenues, CapEx and OpEx made during the year were analysed to identify those eligible for the purposes of the Taxonomy.

More specifically, a number of initiatives related to the following goals are eligible:

- Climate Change Mitigation
- Sustainable Use and Protection of Water and Marine Resources
- Transition to a Circular Economy

Overall, a series of TOD'S Group activities can be traced back to the sectors and economic activities shown in the table below.

GOAL	ECONOMIC ACTIVITIES ACCORDING TO THE TAXONOMY	DESCRIPTION OF ACTIVITIES OF THE TOD'S GROUP
Climate Change Mitigation (CCM)	7. Construction and real estate activities	7.1 Construction of new buildings 7.2 Renovation of existing buildings 7.3 Installation, maintenance and repair of energy efficiency devices 7.6 Installation, maintenance and repair of renewable energy technologies
Sustainable use and protection of water and marine resources (WTR)	2. Water supply, sewerage, waste treatment and decontamination	2.1. Water supply 2.2. Urban wastewater treatment
	2. Water supply, sewerage, waste treatment and decontamination	2.3. Collection and transportation of non-hazardous and hazardous waste
Transition to a circular economy (CE)	4. Information and Communication	4.1. Provision of data-driven IT/OT (information technology/operational technology) solutions
	5. Services	5.1. Repair, regrading, and remanufacturing

¹² Application of the criteria, assumptions and methodologies described in the following paragraphs to identify the degree of eligibility and alignment of its economic activities was based on the regulatory sources and related interpretations available at the date of publication of this Report. These elements may be subject to future revisions, taking into account the continuous evolution of current legislation and the publication of new regulatory references or interpretative documents.

¹³ See previous note.

ALIGNED ECONOMIC ACTIVITIES

The TOD'S Group assessed the environmental sustainability of eligible activities pursuant to Article 3 of Regulation (EU) 2020/852 as supplemented by Commission Delegated Regulation (EU) 2021/2139.

Notably, as in previous years, TOD'S did not engage in activities in accordance with the climate change adaptation goal, which was therefore only considered for the purpose of verifying the DNSH criteria of the Taxonomy. Therefore, the alignment of activities to the Taxonomy was assessed on the basis of whether the activity made a substantial contribution to the achievement of the climate change mitigation objective, as outlined in the technical screening criteria for the substantial contribution of each activity, and by verifying that the activity itself does not cause any significant harm to other environmental goals and is conducted in compliance with the minimum safeguards.

Following the analysis process, the Group identified aligned activities, the analysis and findings of which are shown below. It should be noted that, at present, none of the TOD'S Group's eligible activities are aligned to more than one environmental goal; as such, there is no risk of potential double counting related to such circumstances.

With reference to investments, the Group conducted the following analyses in order to determine the degree of alignment with the activities envisaged in Annex I to the Taxonomy:

1. Mapping of eligible activities attributable to investments made by the Group;
2. For each eligible activity, in accordance with the methodology analysed in the previous paragraph, preparation of data collection forms aimed at verifying the associated technical screening criteria (i.e. substantial contribution and DNSH criteria);
3. Identification of activities aligned with the Taxonomy, extrapolation of the same from the accounts in order to associate each individual activity with the relative economic values generated in 2024 with reference to revenues, CapEx and OpEx that contribute to preserving or increasing the useful life of the tangible or intangible assets concerned. These three activities went hand in hand with the verification of compliance with the Minimum Safeguards.

CALCULATING KPIS

Turnover, operating and capital expenditure data for eligible activities and activities aligned to the Taxonomy, used for the calculation of Key Performance Indicators (KPIs) and percentages on the balance sheet values, are represented according to the models provided in Annex V of Delegated Regulation 2023/2486, amending Delegated Regulation 2021/2178.

TURNOVER KPI

The share of turnover is calculated as the ratio of net revenue obtained from products or services, also intangible, associated with economic activities aligned with the taxonomy (numerator), to the Group's net revenue (denominator) pursuant to Article 2(5) of Directive 2013/34/EU.

In 2024, the TOD'S Group recognised a minimum share of revenues eligible for the activities envisaged in Delegated Regulation 2023/2486 regarding the Circular Economy goal. Under the other goals, the share of eligible and aligned turnover is zero.

The total turnover refers to the consolidated amount that can be found in the income statement under the heading "Sales revenue". It is specified that the **share of turnover considered as "aligned"** is 0.005% and relates to the activity "Repair, regrading, and remanufacturing" of the objective "Transition to a Circular Economy".

KPI RELATED TO CAPITAL EXPENDITURE (CAPEX)

The share of capital expenditures is calculated as the ratio of capital expenditures related to assets and processes, CapEx Plan, or purchase of outputs aligned to the EU Taxonomy to tangible and intangible assets, gross of depreciation and any revaluations, including those resulting from restatements and impairments, for the year in question, and excluding changes in fair value. In particular, the CapEx KPI refers to the percentage of investments aligned to taxonomic demands that meet the relevant technical screening criteria and DNSH ("Do no significant harm") requirements.

$$\text{CapEx-KPI} = \frac{\text{Taxonomy aligned investments}}{\text{Increases in tangible and intangible fixed assets}}$$

The numerator corresponds to the portion of capital expenditure included in the denominator that relates to assets or processes associated with economic activities aligned with the taxonomy, and was calculated by following the steps outlined in the section “Aligned economic activities” and associating the individual activities identified as aligned with the relevant economic values. In the case of the TOD’S Group, investments related to II/OT solution, the construction of new buildings and energy efficiency, including the installation, maintenance and repair of energy efficiency devices, were considered. The denominator was calculated considering increases in tangible and intangible fixed assets, gross of depreciation and any revaluations, including those arising from revaluations and impairments, for the year in question, and excluding changes in fair value. In particular, it includes any acquisitions of tangible assets (IAS 16), intangible assets (IAS 38), real estate (IAS 40), and right-of-use assets (IFRS 16 – paragraph 53, lett. h).

As such, the **share of capital expenditure considered to be “aligned”** is approximately 4.759% and concerns the supply of data-driven IT/OT solutions, construction of new buildings, the renovation of existing buildings, the installation, maintenance, and repair of energy efficiency devices and the installation, maintenance and repair of renewable energy technologies, collection and transportation of non-hazardous and hazardous waste, and water supply.

KPI RELATED TO OPERATING EXPENSES (OPEX)

KPIs of operating expenses (OpEx) include non-capitalised direct costs related to research and development, short-term leasing, maintenance and repair of assets, and any other direct expenditure related to the day-to-day maintenance of property, plant, and equipment necessary to ensure the continuous and effective operation of such assets.

The share of such operating expenses is calculat-

ed as the ratio of expenses related to activities or processes (e.g. training and adaptation needs of human resources and direct non-capitalised research costs), or that are part of the CapEx plan to expand taxonomy-aligned economic activities, or related to the purchase of products connected with taxonomy-aligned economic activities.

$$\text{OpEx-KPI} = \frac{\text{Taxonomy aligned operating expenses}}{\text{OpEx according to the European Taxonomy}}$$

The numerator corresponds to the portion of operating expenses included in the denominator related to activities or processes associated with economic activities aligned with the taxonomy, and was calculated considering the economic value of the taxonomic Opex aligned according to the methodology described in the section “Aligned economic activities”. In the case of the TOD’S Group, investments in energy efficiency measures were mainly including the installation, maintenance, and repair of both energy-efficient devices and renewable energy technologies. As required by the regulations, the denominator of the KPI was calculated considering total direct non-capitalised costs relating to research and development, building renovation measures, short-term leasing and variable rentals, maintenance and repair, and any other direct expenditure associated with the day-to-day maintenance of property, plants and equipment, either by the company or by third parties to which these tasks are outsourced, necessary for ensuring the continuous and efficient operation of these assets. Expenditure related to the day-to-day operation of property, plants and equipment such as raw materials, cost of employees using the machinery, electricity or fluids needed to operate these assets were excluded. As such, **the share of operational expenditure considered as “aligned”** is 1.804% and concerns the renovation of existing buildings, installation, maintenance, and repair of energy efficiency devices and installation, maintenance and repair of renewable energy technologies, collection and transportation of non-hazardous and hazardous waste and water supply.

Finally, with reference to the disclosure pursuant to Article 8, paragraphs 6 and 7 of Delegated Reg-

ulation (EU) 2021/2178, which provides for the use of the templates provided in Annex XII for the disclosure of nuclear and fossil gas-related activities, only Template 1 has been reported, as TOD'S has no activities related to this area. For more information, see the table in the Annex.

For a better understanding of the underlying activities of the individual KPIs, see the tables detailing the activities mapped according to the requirements of Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021.



SOCIAL MINIMUM SAFEGUARDS

Article 18.1 of the EU Taxonomy Regulation describes the Minimum Safeguards as the procedures adopted by a company to ensure that its business activities comply with the international principles defined in the OECD Guidelines for Multinational Enterprises and the United Nations Guiding Principles on Business and Human Rights (UNGP).

In order to identify, manage and mitigate the risks set forth in the aforementioned documents, the TOD'S Group has put robust controls in place. Namely:

Human Rights: TOD'S adopts appropriate measures to identify, prevent and mitigate any negative impacts on Human Rights, such as the Code of Ethics and the Supplier Code of Conduct, respecting all internationally recognised rights. During the year TOD'S continued its production chain audits on ESG topics, focusing particularly on human rights, health and safety and respect for ethics principles. In continuation of the previous year, the Group has adopted a Human Rights Policy, committing itself to promoting responsible business management at all levels of the value chain, respecting and contributing to the protection of the rights of the individual, health and safety, and the well-being of people. For more information see the chapters "*Governance*" and "*Traceability and sustainable supply chains*".

Employment: TOD'S is committed to promoting a corporate culture that respects the rights of workers, aware that every individual involved should be treated with dignity and respect. This translates into ensuring safe working conditions, fair pay and professional development opportunities for all employees. In addition, TOD'S offers salaries in line or above the minimums set out by law or collective bargaining agreements, both for men and women. For more information on employees covered by collective bargaining agreements, see the "*Appendix*".

Environment: Over time, TOD'S has defined concrete commitments and projects to measure and progressively reduce its environmental footprint. In 2024, the Group continued the process of mapping indirect Scope 3 emissions in order to identify

the largest sources of emissions and take action to reduce their impact.

Furthermore, at the beginning of 2024, TOD'S completed two important projects in the area of Climate Change. Firstly, the Group joined the Science Based Target Initiative (SBTi), officially committing to reduce its Scope 1, Scope 2 and Scope 3 CO₂ emissions by 2034 (with baseline 2023), in line with a scenario that foresees a maximum increase in the global temperature of 1.5 °C compared to pre-industrial levels. Currently, the Group is awaiting official validation of its targets by SBTi. Secondly, TOD'S completed the mapping of key physical and transitional risks and opportunities related to climate change, and succeeded in drawing up, on a voluntary basis and in line with the recommendations of the TCFD, the first "Climate Risks and Opportunities Report". The report represents a significant step for the Group in strengthening its management of the challenges posed by climate change, aligning business practices to stakeholder expectations and providing a detailed view of how these aspects are integrated into corporate governance and strategic decision-making processes, with the aim of ensuring long-term resilience and sustainability. The document is available on the Group's website at the following link: TOD'S Group_Report on climate risks and opportunities – excerpt. For more information on the Environmental policies implemented by the Group, please refer to the chapter "*Protection of the Environment and Ecosystems*".

Corruption: TOD'S is committed to combating corruption and to preventing the risks of illegal practices, at every working level and in every geographical area in which it operates, adopting measures to prevent, detect and adequately address this phenomenon. In fact, the Group has adopted an Anti-Corruption Policy and Guidelines for compliance with legislation on the administrative responsibility of entities and anti-corruption for the international Group Companies. Since 2023 a "Report Management Procedure (Whistleblowing Channel)" is also in place, enabling people to

report acts or incidents that may constitute a violation of applicable legislation and internal procedures. For more information see the chapter “*Governance*”.

Consumer: TOD’S guarantees its customers high quality standards through structured process controls and systematic product quality checks. This is also reflected in the chemical safety of the Group’s products, aimed above all at guaranteeing the well-being of customers. The Group therefore monitors substances deemed dangerous for workers and/or the end user as well as harmful for the environment, putting environmental sustainability at the heart of its production processes. In addition, TOD’S requires its suppliers to sign and comply with the RSL and performs sample testing plans on the materials supplied. For more information see the chapter “*Traceability and sustainable supply chains*”. In 2024, the Group drew up the **Ethical Marketing and Responsible Communication Policy** to promote transparency and accountability in internal and external marketing and communication activities, both on- and off-line. The policy is aimed at ensuring that diversity, inclusivity, and protection of vulnerabilities are valued in the context of marketing activities, and that communication is transparent and accurate, especially on issues related to environmental or social sustainability. The document can be found at the following link: <https://www.tods-group.com/en/sustainability>.

Competition: the companies of the TOD’S Group,

aware that a healthy and correct system of competition contributes to the best development of its corporate mission, scrupulously comply with current regulations on competition and refrain from adopting and/or encouraging conduct that might involve forms of unfair competition. Therefore, all employees and other individuals who are involved in the operations of the Group companies are required to know and uphold the principles of the Code of Ethics, contributing, insofar as it is within their competence, to their observance. For more information see the chapter “*Governance*”.

Taxation: The company is committed to scrupulously complying with the current tax regulations of the countries in which it operates, maintaining constant dialogue and cooperation with the relevant authorities. The Group has established a surveillance system to identify and manage financial risks in order to anticipate and assess any negative impacts and take the necessary corrective actions to mitigate them. This process ensures proactive financial risk management, allowing the Group to maintain solid control over its exposure and protect the value of its investments. For more information see the chapter “*Governance*”.

Science, Technology and Innovation: As in the past, in 2024 TOD’S also launched numerous initiatives around product innovation and strengthening the customer experience, as well as projects with schools, universities and research and design institutes. For further details, please refer to the relevant chapters.

FISCAL TRANSPARENCY

In accordance with the Code of Ethics, the TOD'S Group adheres to the principles of honesty and integrity in its tax affairs, complying with all national and international legislation applicable in the countries in which it operates. The Group pursues and maintains relations centred around maximum collaboration and transparency with all competent tax authorities.

TOD'S operates with the aim of ensuring consistent fiscal management across all companies belonging to the Group, with a particular focus on:

- correctly and punctually determining and paying tax due by law and fulfilling all related obligations;
- correctly managing tax risk, i.e. the risk of breaching tax laws or abusing the principles and purposes of the tax system.

The core principles underpinning the company's approach to tax management are as follows:

- **corporate responsibility:** the Group acts with integrity and honesty, recognising that tax contributions represent a significant source of resources for economic and social development in each country;
- **legality:** the Group acts in a way that fully complies with tax laws and strives to respect the substance and form of these laws in every way;
- **tone at the top:** the Board of Directors leads efforts to promote a company culture rooted in the values of honesty, propriety, transparency and integrity;
- **relationship:** the Group works transparently with tax authorities, striving to ensure these authorities have a full understanding of the facts to which tax laws are applicable.

To this end, the TOD'S Group encourages and promotes awareness among all its employees and contractors of the principles and goals that must

be observed in relation to tax risk, which is monitored by the Tax Head and the Tax Management department, through Managers with recognised professionalism and expertise in taxation operating in various corporate departments in the Administration, Finance & Controlling area, and with constant advisory assistance from qualified professional firms.

The Group adopts risk management and control procedures relating to the production of financial reporting, which includes relevant tax information. Compliance with these procedures is ensured at all company levels, within the Administrative – Accounting and Corporate Reporting Control Model adopted by TOD'S S.p.A.

The Organisation, Management and Control Model pursuant to Leg. Decree 231/2001 adopted by TOD'S S.p.A. includes tax offences among the types of offences.

TOD'S also guarantees the continuous improvement and harmonisation of existing tax processes and control measures through the use and adoption of digital platforms and solutions.

The process of determining tax payable is carried out locally under the direction of the respective CFOs of the Regions, with assistance from external expert consultants, for the purpose of obtaining a true and fair representation of the financial statements, in accordance with the relevant accounting standards.

The TOD'S Group acts in full compliance with the tax rules in the countries in which it operates, ensuring consistency between the place of production of value and the place of taxation, and maintaining a collaborative, transparent approach with the tax authorities in the various countries, in accordance with the principles and guidance set out in the OECD's Transfer Pricing Guidelines.

On 22 September 2021, TOD'S S.p.A. was granted AEOF14¹⁴ (Authorised Economic Operator Full) authorisation no. IT AEOF 21 1843 by the European Commission, through the Central Customs and Monopolies Directorate – AEO Office, Compliance and Large Enterprises. TOD'S has also introduced a whistleblowing system that makes it possible to report acts or incidents

that may constitute irregularities or violations of applicable legislation and internal procedures, as regulated by the “Report Management (Whistleblowing Channel)” Procedure.

For a comprehensive overview of the legal entities included in the TOD'S Group's scope of consolidation, please refer to the sections “*Group Composition*” and “*Group Organigram*” in this document.



14 AEOF Authorisation (Full), as outlined in the Union Customs Code, is recognition of the trustworthiness of entities that meet specific requirements in terms of customs risk control and management, that have adopted and effectively implemented appropriate organisational and management models for preventing offences (Legislative Decree 231/01), and that have implemented a series of procedures and behaviours aimed at strengthening the security of the international supply chain and preventing unlawful intrusion (Security).

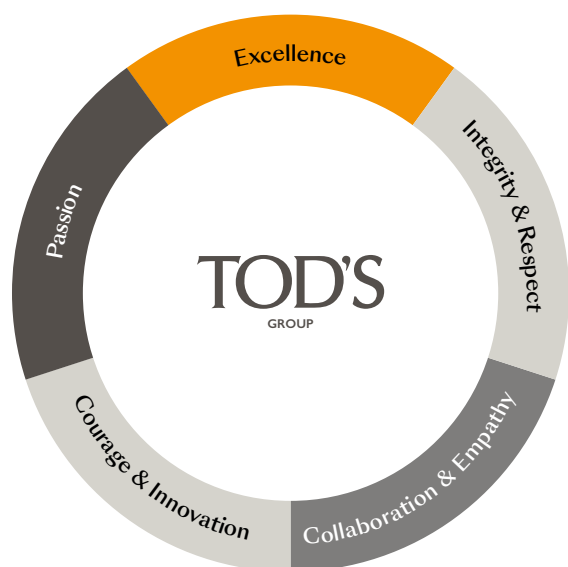
5. WELFARE, PROTECTION AND PROMOTION OF PEOPLE AND THEIR UNIQUENESS

Our people are our most valuable resource. We are committed to looking after their safety, wellbeing and “know-how”

OUR VALUES

The TOD'S Group is aware that the most important success factor of any business is its human capital. Every day our people contribute to the development of the Group's activities and to the creation of value in the medium and long term. For this reason, the Group shared its **Management**

Model, i.e. the set of Values and related organisational behaviours that guide people's activities both in the achievement of business goals and the management of everyday working life. The Model is based on the following Values: **Passion, Excellence, Integrity & Respect, Collaboration & Empathy, Courage & Innovation.**



TOD'S has developed a working environment in which the well-being and professional development of its employees play a vital role in building a relationship founded on trust and mutual respect, a bond that goes beyond the standard professional relationship. For this reason, TOD'S works hard to provide a stimulating, professional, meritocratic, healthy and safe working environment that allows employees to freely express their talent and feel valued and appreciated.

INFORMATION ON EMPLOYEES AND OTHER WORKERS

As of 31 December 2024, the **TOD'S Group** had **5,267 employees**, up slightly from the previous year. The percentage of **employees based in Italy** stood at **45.5%**, confirming the Group's strong bond with Italy.

TOD'S Group employees divided by Region

No. of employees per Region	12.31.24				12.31.23			
	Men	Women	Total	Percentage	Men	Women	Total	Percentage
Italy	1,039	1,360	2,399	45.5%	1,024	1,342	2,366	45.4%
Europe	237	694	931	17.7%	255	694	949	18.2%
Americas	81	102	183	3.5%	84	100	184	3.5%
Greater China	214	804	1,018	19.3%	220	830	1,050	20.1%
Rest of the World	162	574	736	14.0%	152	510	662	12.7%
Total	1,733	3,534	5,267	100%	1,735	3,476	5,211	100%

Below is a further breakdown of the Group's employees by country.

Breakdown of employees by Country and Gender						
No. of employees by Country	12.31.24			12.31.23		
	Men	Women	Total	Men	Women	Total
Italy	1,039	1,360	2,399	1,024	1,342	2,366
China	166	654	820	182	671	853
South Korea	60	239	299	55	222	277
Japan	53	231	284	49	211	260
Albania	36	236	272	57	246	303
France	64	149	213	68	130	198
United States	81	93	174	84	91	175
Hong Kong	39	95	134	30	100	130
Germany	44	60	104	40	57	97
United Kingdom	36	56	92	37	54	91
Hungary	1	74	75	1	87	88
Singapore	25	45	70	23	36	59
Macau	9	55	64	8	59	67
Spain	18	42	60	17	51	68
Other	62	145	207	60	119	179
Total	1,733	3,534	5,267	1,735	3,476	5,211

Given the breadth of the Group's network of stores, the percentage of employees working in retail activities made up 48.5% of the total at the end of 2024.

Women represent 67.1% of the total workforce (66.7% in 2023), outnumbering men in almost all professional categories.

The professional category of “**white-collar workers**” has the largest number of staff members (3,461), followed by **blue-collar workers** (1,379), figures in keeping with the sector in which the Group operates.

The age group with the largest number of employees is the **30-50 year old age group**, representing **63.5%** of the total workforce, and is followed by the <30 and >50 age groups, which account for 18% and 19% respectively.

ATTRACTING TALENT

Attracting talent is a key objective for the TOD'S Group, and is vital to ensure that the standards of the company's day-to-day activities are maintained. For this reason, TOD'S takes great care in recruiting and selecting talent, adopting consolidated company processes which define every stage of the recruitment process.

In 2024, **1,303** new employees **joined the Group, 46.5% of whom were under 30 years of age** (vs. 43.5% in 2023).

A total of 1,247 employees left the Group, meanwhile, equating to **outgoing turnover** of 24% (down from 27% in 2023). The age group with the highest number of employees leaving is the 30-50 age group, at 51.3% (vs. 52.6% in 2023). Among the

employees leaving, in 2024 there were 691 **voluntary resignations**, with a resignation rate of **13.1%** (down from 16.8% in the previous year), mainly

influenced by retail staff turnover, which is physiological given the competitive dynamics of the Group's sector of operation.

Recruitment and departures of TOD'S Group staff – 2024

Gender	Incoming employees 2024				Outgoing employees 2024			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
Men	196	163	10	369	173	170	28	371
Women	410	469	55	934	321	470	85	876
Total	606	632	65	1,303	494	640	113	1,247
%	46.5	48.5	5.0	100	39.6	51.3	9.1	100

ATTRACTING YOUNG TALENT: WORKING WITH SCHOOLS, UNIVERSITIES AND DESIGN INSTITUTES

For the Human Resources Department, collaboration with the academic world is fundamental and increasingly strategic, in light of internal and external factors that make finding new resources to include in the company's workforce more challenging. In particular, in the Italian market, phenomena linked to the demographic decline and the increase in the percentage of employed people in the labour market have been underway for some years now, reducing the pool of potential resources and making talent acquisition difficult. The relations established with the academic world differ according to the potential target audience and parameters such as qualifications, skills and organisational scope of reference.

Specifically, TOD'S collaborates with:

- **secondary schools**, in particular professional and technical schools located in the main manufacturing districts, in the Marche and Tuscany regions, where the Group's production plants are located. These schools expanded opportunities for interaction and exchange, ranging from company visits, where students and teachers could gain firsthand insight into the most representative company sites, to recruitment days, during which the company highlighted the main roles sought, required skills, and potential career development paths. Additionally, the Group adheres to the "Pathways for Trans-

versal Skills and Orientation" (PCTO), featuring projects for fourth and fifth-year students who have reached the adult age, conducted through company training placements and tutor coaching. In 2024 the Group maintained its participation in the Scientific Technical Committee of the "Renzo Frau" Vocational Institute for Industry and Crafts, with the aim of bringing the corporate and academic worlds even closer, anticipating the demands for skills that students strengthen and consolidate during their studies.

- **Training institutions:**
 - post-diploma, such as ITS, highly specialised schools of excellence that represent a connection strategy between institutional and industrial policies, training highly specialised figures, of particular relevance for TOD'S;
 - post-graduation, with specific courses for different corporate organisational areas, such as Information Technology, Human Resources, Finance, Marketing & Communication, mainly in cooperation with ISTAO Ancona.
- **Major Italian universities**, especially in the regions where TOD'S is most represented. These include Università Politecnica delle Marche, Università di Camerino, Università di Macerata, Alma Mater Studiorum – Università di Bologna, Università degli Studi di Milano, IULM, Università Commerciale Luigi Bocconi, Università Cattolica del Sacro Cuore, and LUISS in Rome.
- **Training institutions and academies** specialising in the creative fields of fashion and luxury

include Polimoda in Florence, Accademia Poliar-te in Ancona, Istituto Marangoni in Florence and Milan, IAAD – Istituto d’Arte Applicata e Design in Bologna, MFI – Milano Fashion Institute, Nuova Accademia di Belle Arti (NABA), Accademia del Lusso, Accademia di Costume e Moda, Raffles Milano, and Istituto Europeo di Design (IED), all based in Milan.

During the year, the Human Resources Department planned many activities involving the Talent Acquisition Department resources through active participation in events such as career days, job fairs, recruiting days, both generic and dedicated to the sector and to specific figures in the fashion and luxury fields, with which to get in touch with students, undergraduates, and graduates of potential interest.

The Group has renewed its **three-year partnership** (academic year 2025-2028) with Università Bocconi, to continue contributing to the growth and development of this centre of excellence, both in undergraduate and post-graduate education (SDA Bocconi), and to support the younger generations. With this agreement, TOD’S has decided to support three partial scholarships for the benefit of students who have a greater need for financial support, admitted to the three-year degree courses starting from the 2024-2025 academic year, and three partial scholarships, based on merit, for students admitted to the Master in Fashion, Experience & Design Management (MAFED) for the next editions. In continuity with the company’s Diversity & Inclusion strategies, TOD’S has restricted its preference to female students enrolled in three-year degree courses in STEM¹⁵ subjects, if they are present in the reference academic year.

A new initiative launched with Università Bocconi in 2024 is the joining of the “**Associated Companies**” Programme, which aims to promote a more structured and ongoing collaboration between a number of employers and the university. The programme reinforces interaction on issues related to the placement and management of human resources, prioritising the need to approach, contact and relate to bright and motivated students and graduates. This additional service offers the opportunity to take advantage of specific support, through the consultancy of a dedicated account,

which guarantees highly customised initiatives for particular recruitment, employer branding and career guidance needs, and allows the organisation of on-campus or on-line meetings aimed at the entire student population or specific targets according to company needs, with customised communications (company presentations, company visits and recruiting sessions) as well as the possibility of posting job offers on the university portal. A further opportunity is the biannual publication of “Special curricular internships”, reserved for member companies, to reach out, as a priority, to students on Master’s degree courses who have not yet completed a curricular internship, establishing direct contact with pre-selected profiles.

Once again in 2024, TOD’S maintained the **Young Committee initiative**, involving 12 participants from the 2024 SDA Bocconi’s MAFED Master’s programme and offering them the chance to engage in dialogue on current topics with the Group’s Top Management. This time, the theme was “Artificial Intelligence vs. Artisanal Intelligence”, reflecting the heritage on which the TOD’S brand and all Made in Italy is built. This project also has a reverse mentoring objective, offering the young participants and the TOD’S Group Management an opportunity to exchange views on the different perceptions of social campaigns launched by both our brands and competitors through co-learning dynamics and mutual exchange, as well as giving the students the opportunity to propose future communication activities to capture the attention of new generations in the luxury sector. In 2024, in collaboration with Università Bocconi, the “**in company training**” project continued. This initiative aimed to engage target students through company visits in various countries where the Group operates, offering a closer look into the Group’s operations and brands, while providing first-hand accounts from Top Management.

For Italy, a group of 20 students was selected to visit our HQ and work on a business case, in collaboration with the Information Technology Department, with the aim of mapping AI technologies, signalling innovative start-ups for consideration and outlining a model for analysing qualitative and quantitative benefits. The students worked in four subgroups and presented their projects in Decem-

15 STEM stands for *Science, Technology, Engineering, Mathematics*.

ber to the commissioning department, which then announced the winning group of the challenge.

For the same project abroad, 14 students were selected and invited to travel to New York in December 2024 to get to know the branch and understand how the Group's brands deploy their business strategies in this market.

Another remarkable collaboration, now in its fourth year, is run in collaboration with **Polimoda Firenze** and its Master's programme in "**Bag Design**." During the 2024 edition, international students had the opportunity to participate in the "*H-Bag Project*" challenge. The project lasted about six months and was underpinned by meetings and design reviews, mirroring the creative process of a collection, with support from the brand's creative direction and style team. This training organisation aims to boost interest and enrolments in design courses focused on the accessory industry, addressing the evident challenges in recruiting designers specialised in footwear and leather goods, compared to the ready-to-wear sector. To achieve this goal, a virtual meeting was organised with contributions from Gherardo Feltoni, the creative director of the ROGER VIVIER brand. He shared his career journey and achievements with the approximately 300 international students attending the webinar and subsequently addressed their questions and curiosities.

Collaborations with the **Università di Macerata** and the **ISTAO – Istituto Adriano Olivetti** of Ancona were renewed in 2024.

In the first case, the TOD'S Group is a member of the Permanent Steering Committee of the Department of Economics and Law. In 2024, around 30 students from the Master's Degree in Communication Science were involved, selected on the basis of the topics they covered in their dissertations, particularly those related to the topic of Artificial Intelligence.

TOD'S Group has renewed its longstanding partnership with ISTAO for 2024, maintaining both its strategic involvement and representation on the Board of Directors. This partnership focuses on promoting training programmes and three-year postgraduate Master's degrees, such as "Strategies and Management for Small and Medium Enterprises" and "Management and Planning of Health Services." Additionally, in 2024, TOD'S is contributing through two scholarships, covering the full cost of the training course for deserving underprivileged students.

In 2024, the TOD'S Group started a collaboration with the Faculty of Management Engineering at the **Università Politecnico delle Marche** in Fermo, involving the Group's Industrial Management for an initial presentation at their premises and participation in the "*Entrepreneur Wednesday*" meetings, which were attended by about a hundred students. During these meetings, the company presentation focused on operations and job opportunities for management engineers. Subsequently, about 30 students from the Master's degree course visited our HQ and attended the presentation of some of the most innovative projects of the Industrial Management.

In cooperation with **Poliarte Accademia** di Belle Arti e Design in Ancona, and as part of the "*Blended Intensive Programme*" project, 35 students from Latvia, Turkey, Poland, Israel, Lithuania, Armenia, and North Macedonia were welcomed to the Group's headquarters for an experience focused on design and applied arts. The initiative aimed to introduce students to the corporate environment and the creative processes behind the development and presentation of a collection.

Given the complexity of finding technical profiles for the Group's most important areas, primarily footwear and leather goods, in 2024 an active collaboration was started with **Technical Institutes**, in particular that of Porto Sant'Elpidio, by co-designing the "**Master Craftsmen**" course of **the ITS Academy**. The goal is to train young people in the footwear sector and give life to a new generation of artisans who combine tradition and technological innovation, promote the excellence of Made in Italy around the world and bring technical skills and practical knowledge to the sector. Led by experienced instructors – some with a business background – the programme aims to bridge the needs of the local area, its economy, and education. It includes a total of 1,800 hours of training: 1,000 hours of theoretical instruction in classrooms and laboratories, and 800 hours of in-company internship experience. The company undertook to set up a technical-scientific workgroup to identify paths for professional figures and translate them into the necessary skills, participating in the definition of an educational programme together with nationally recognised partners, such as Arsutoria Milano. TOD'S played a key role in many aspects of the course organisation, particularly in supporting the start of the first year, demonstrating a commitment to training and

innovation in the fashion and footwear industry, with the invaluable support of its artisans. They played an active role as lecturers in the workshops planned for the individual stages of footwear production, as well as in organising trips and company visits, involving their own workshop networks to give the students a complete overview of the entire process and the roles involved. The learning experience was further enriched by the students' involvement in the Venice Biennale, which allowed them to fully immerse in art and craftsmanship and visit *"The Art of Craftsmanship"* exhibition

at the Arsenale, along with other students from universities and academies with which the Group actively collaborates.

The Talent Acquisition area works daily to increase the visibility of the Group and individual brands on the main social and web recruiting platforms, with the aim of mapping candidates of potential interest in strategic roles for business development, anticipating the organisation's needs, and participating in physical and virtual events organised by schools, universities, and training organisations (around 20 in 2024).



DIVERSITY, EQUITY, INCLUSION AND NON-DISCRIMINATION

The Group bases its approach to managing staff on the principles of **diversity, multiculturalism, equity and inclusion**, aware that being able to collaborate with people of different nationalities, cultural and professional backgrounds is of paramount importance for an **international and inclusive reality**. These principles, already referred to in the Code of Ethics and the Sustainability Policy, are formalised in the **Policy for the Protection of Diversity, Equity and Inclusion** (the latest update to which was approved by the Board of Directors of TOD'S S.p.A. on 15 January 2025). Through this Policy, which can be consulted in full in the following section of the corporate website (<https://www.todsgroup.com/en/sustainability>), the TOD'S Group undertakes to:

- promote equality, combating any kind of discrimination based on age, ethnicity, nationality, political or trade union views, religion, sexual orientation, gender identity, disability and any other personal characteristic;
- ensure that all employees and collaborators behave respectfully and fairly towards colleagues and third parties;
- promote and guarantee respect for equal opportunities and encourage gender balance, facilitating the work-life balance;
- condemn and oppose any form of harassment, be it gender-based, physical, verbal or sexual;
- promote and foster meritocracy and fair treatment at all professional levels;
- promote and foster equal gender representation through speakers, panels, at roundtables, events, conferences or other events, including those of a technical-scientific nature;
- support multiculturalism in all company activities and business contexts.

As further confirmation of its dedication to promoting gender equality in- and outside the organisation, on 7 February 2025 TOD'S successfully passed the surveillance audit to maintain its Cer-

tification for Gender Equality pursuant to UNI PdR 125/2022, already obtained on 15 February 2024.



In order to analyse employee perceptions on key issues related to **gender equality**, in December 2024, an **on-line survey** was administered to employees of the Group's Italian Perimeter, thus ensuring the anonymity of the responses. The survey, with 31 questions divided between the six areas of the Strategic Plan for Gender Equality (selection and hiring, career management, salary equity, parenting and care, work life balance, prevention activities against all forms of abuse in the workplace) received responses from over 650 employees. In confirmation of its commitment to help fight all forms of discrimination in the workplace and to promote diversity within the organisation, TOD'S is among the signatories of the **Charter for Equal Opportunities and Equality at Work**, a declaration of commitment to adopt inclusive human resources policies, sponsored by the Ministry of Labour and Social Policies and promoted by Fondazione Sodalitas.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

Furthermore, on 1 February 2024, the Group signed the **Women's Empowerment Principles (WEPs)** promoted by UN Women and the Unit-

ed Nations Global Compact. The seven WEPs¹⁶ are inspired by real business practices with the aim of advancing equality for women in the workplace and community. The company profile of the TOD'S Group can be viewed here: <https://www.weeps.org/company/tods-group>. As of 31 December 2024, the **female presence** in the Group stands at **67.1% of the Group's total workforce** and is distributed across all the Group's Regions. In the top professional positions (**executives and managers**) men and women are equal-

ly distributed, with a preponderance of women (**57.1%**), in line with the previous year. The incidence of **women** in top positions (**executives and managers**) stands at 29% in **STEM Functions**,¹⁷ and at 62% in **Business Functions** (compared to 34% and 63%, respectively, as of 31 December 2023). Considering all professional classifications, however, the incidence of **women in STEM functions** as of 31 December 2024 was **26%** (up from 24% on 31 December 2023).

Breakdown of management in STEM-related positions

No. of employees	12.31.24			12.31.23		
	Men	Women	Total	Men	Women	Total
Executives and Managers	25	10	35	27	14	41
Percentage	71%	29%	100%	66%	34%	100%

Breakdown of management positions in business roles

No. of employees	12.31.24			12.31.23		
	Men	Women	Total	Men	Women	Total
Executives and Managers	123	202	325	125	215	340
Percentage	38%	62%	100%	37%	63%	100%

16 Principles: 1. Create a management culture that promotes equality; 2 – Treat all men and women fairly at work – respect and promotion of human rights and non-discrimination; 3. Employee health, safety and well-being; 4. Promote women's education, training and professional development; 5. Promote female enterprise, strengthen the role of women in the procurement market, respect their dignity in all marketing activities; 6. Promote equality through community initiatives and lobbying; 7. Measurement and reporting of progress in the field of gender equality.

17 STEM stands for Science, Technology, Engineering, Mathematics.

With regard to the presence of **part-time** contracts, as of 31 December 2024, 6.3% of Group employees benefited from such contracts (up from 5.8% as of 31 December 2023), 85% of which were signed with women.

Moreover, the Group offers its employees the chance to take **parental leave**, in accordance with the laws and regulations in the various countries. Below is a breakdown of **family leave**¹⁸ by gender. In November 2024, some insights on maternity, pa-

ternity and parental leave, as well as information on additional rights and benefits for working parents in Italy, were shared via e-mail and through dedicated company communication channels and portals.

As an international company, TOD'S has a large number of **employees of different nationalities**. Specifically, as of 31 December 2024, Italian employees made up 44.3% of the total (slightly up from last year), followed by Chinese (17.9%) and Korean employees (5.7%).

Group family related leave						
Employees	2024			2023		
	Men	Women	Total	Men	Women	Total
% of employees entitled to take family-related leave	99.4%	99.0%	99.1%	99.0%	99.3%	99.2%
% of entitled employees that took family-related leave	10.4%	11.1%	10.9%	10.3%	10.4%	10.4%

Breakdown of employees by nationality				
Nationalities	12.31.24		12.31.23	
	Total	Executives & Managers	Total	Executives & Managers
Italian	44.3%	43.6%	43.9%	41.0%
Chinese	17.9%	20.8%	19.0%	21.7%
Korean	5.7%	13.1%	5.3%	13.3%
American	2.9%	3.5%	3.0%	4.1%
Other Nationalities	29.2%	19.0%	28.9%	19.9%
Total	100%	100%	100%	100%

The number of Group employees belonging to **legally protected categories** was 143 as of 31 December 2024 (134 as of 31 December 2023). The Group

has signed a number of agreements with Employment Centres in order to progressively incorporate these people into the Group's companies.

¹⁸ Family leave includes maternity leave, paternity leave, parental leave and caregiver leave provided for by national laws or collective agreements.

REMUNERATION AND BENEFITS

The TOD'S Group remuneration policies are centred around the **values of equal opportunities and equity** and aim to promote the skills of every employee.

Every year, the Group companies set out meritocratic **remuneration policies** with direct involvement from managers, who are asked to identify staff who deserve a pay rise. Moreover, to supplement salaries, the Group also sets out variable remuneration plans (MBO – Management by Objectives) on an annual basis. These are assigned to management staff on the basis of targets to achieve over the course of the year. The MBO plan envisaged for executives and managers is based on quantitative and qualitative targets, assigned in the first quarter and disbursed in the following year. Maximum goals are expressed as a percentage of gross annual remuneration and vary between a minimum of 10% and a maximum of 60% (or 25% for Managers).

As part of the ongoing strengthening of the diversity, equity and inclusion programme, a portion of the variable remuneration targets of ten executives, part of the top management team, has been linked to the Gender Equality program with the aim of strengthening, as of 31 December 2024 compared to the previous year, the presence of women in the role of People Manager within the relevant Department.

With regards to the **salaries of new recruits**, TOD'S Group offers salaries in line or above the minimums set out by law or collective bargaining agreements in the various countries in which it operates. This applies to both men and women.

While there are some anomalies at regional level in terms of base and overall remuneration, the reports for 2023 and 2024 reveal no particular disparity between men and women.

Finally, with regard to the **benefits offered**, the Group is committed to minimising inequalities and standardising the offer for all employees, re-

gardless of their contract type and professional level. The main benefits provided by the Group include health insurance, life insurance, disability insurance and supplementary pension contributions. In particular, for the Italian companies and the main companies in Europe, which cover approximately 63% of the Group's employees (in line with last year), the main benefits, where present, are granted to all employees, regardless of their contractual and professional status. With regard to the remaining regions, i.e. Greater China, the Americas and the Rest of the World, which represent approximately 37% of the Group's employees, the main types of benefits, where applicable, are only granted to full-time employees or, for some companies, also to part-time employees, excluding temporary employees.¹⁹

TALENT DEVELOPMENT

The Corporate Training Department, in collaboration with the company's Top Management, has prepared the 2024 Training Catalogue, based on its Managerial Model and the company's strategic needs, with the aim of updating and aligning the skills of human resources to the needs of future scenarios. The training catalogue was prepared with the aim of covering the needs of all core topics considered strategic for the company's business. The content covered ranges from soft skills enhancement to compliance issues and specialised technical aspects, with a specific focus on areas such as diversity, equity and inclusion, sustainability and employee welfare.

The training courses promoted the concept of learning agility, encouraging each employee to be proactive and empowering them to update their skills in an ever-changing landscape, including that of the digital universe, following indications that emerged from needs mapping.

¹⁹ The companies TOD'S Korea Inc. and Roger Vivier Korea Inc. recognise benefits for all employees; the companies Roger Vivier Hong Kong Ltd TOD'S Hong Kong Ltd, Roger Vivier Macao Ltd, TOD'S Macao Ltd, on the other hand, recognise disability insurance for all employees.

In 2024, following the success of an initial pilot project concluded the previous year, the Human Resources Department implemented, in a first phase in Italy and then worldwide, an innovative training project via the **LinkedIn Learning** platform in asynchronous mode. This allowed employees a two-pronged training approach: on the one hand, the “Bottom Up”, giving everyone access to self-training, and on the other hand, the “Top Down”, assisting employees in the pursuit of specific goals to grow or refine their skills.

Another innovation is the establishment of a planned path to support employees in consciously adopting the **corporate values** of the TOD'S Group Management Model. With this objective in mind, a weekly calendar has been set up to explore and train each value and related organisational behaviours through short daily sessions. Thanks to constant direction and support, participants were guided through a structured, yet flexible path, with the possibility of accessing full courses on specific topics of interest to them.

In relation to the theme of company values and knowledge, several training sessions were organised in production and logistics hubs throughout the year, creating a format that allowed the various brands and company departments to tell their stories to the Group's artisans, illustrating the most significant tasks in terms of sustainability, customer focus and social campaigns. The initiative strengthened the sense of belonging to the company, helping participants to fully understand the importance of their work and how this is translated into marketing, communication, and storytelling strategies.

In addition, a series of **training sessions on diversity, equity, and inclusion** were planned for 2024, delivered both in person and on-line. Involving all organisational levels, the initiative aims to foster a more inclusive work environment by promoting awareness and the dismantling stereotypes, including across the various stages of people management. In particular, in 2024, the issue of bias was addressed in all phases of the selection process, to ensure full respect for the individual, training both colleagues in the HR Department and a significant number of hiring managers involved in recruiting processes on a daily basis. The training provided them with a practical guide to interviewing with concrete examples of questions to ask and avoid, in compliance with the standards and in particular with the

Gender Equality Certification according to UNI/PdR 125:2022. Furthermore, a specific course was developed on the coaching approach for an HR team, thanks to which some members of the HR department obtained certification with a recognised and accredited methodology.

Another topic addressed was women's empowerment, with the aim of facilitating the mutual acquaintance of a team of female managers in the various company offices and departments, to foster the creation of a leadership model.

Particular attention was paid to the theme of **well-being**, expressed through various types of courses, such as “Well-being”, “Education for calm”, “Meetings on the theme of parenthood and work-family balance”, or on how to deal with issues of addiction, to understand them and find possible solutions. A particularly successful topic was the one reserved for craftsmen on ergonomics, posture, and movements to be assumed during the working day and good practices in free time to improve one's lifestyle.

In September 2024, the TOD'S Group launched the **Sustainability Portal** on the corporate intranet, a global reference point for all colleagues with up-to-date information on projects, achievements, and major events in the field of sustainability. This digital space facilitates the dissemination of news and information to the entire company perimeter, promoting an increasingly active and conscious participation of colleagues in sustainability projects. The Sustainability Portal is divided into three areas:

- News – The TOD'S Group;
- News – World News;
- ESG Ratings and Awards.

Since the launch of the Sustainability Portal, **53 news items** have been published as of 31 December 2024, reaching a total audience of approximately **2,100 views**. This figure demonstrates the growing attention and sensitivity of TOD'S Group employees towards sustainability issues, confirming the importance of a dedicated space to inform, involve and promote an increasingly aware and responsible corporate culture.

In 2024, the company continued to provide training via the “**Bottega dei Mestieri**” Academy which aims to attract, select and train young workers, mainly under the age of 30, by immersing them in the world of crafts and Made in Italy while involving them in the main shoe and leather goods manufacturing processes in the Group's production

WORKING GROUPS AND TRAINING ON SUSTAINABLE DEVELOPMENT

Following the training sessions held in November and December 2023, aimed at 50 apprentices from the TOD'S Group's production sites in the Marche region, the **training course on sustainability issues**, coordinated by the Sustainability & CSR Function, continued in May 2024, involving 249 colleagues from the production area (239 blue collars and 10 white collars), for a total of approximately **375 hours of training provided**. The course contents ranged from the main drivers of sustainability to the ESG initiatives launched by the Group, with the aim of consolidating and strengthening the involvement and interest of the corporate community in these issues.

As part of the "Accelerators" programme promoted by the **United Nations Global Compact**, in 2024 the TOD'S Group participated in the "**Business & Human Rights Accelerator**", a 6-month course aimed at supporting companies in defining and achieving ambitious goals for the promotion and protection of human rights along the supply chain through effective due diligence processes.

The Group also participated in the "**Sustainable Procurement Working Table**" of the UN Global Compact Network Italy, contributing to the elaboration of the guidelines for the drafting of the Code of Conduct for Suppliers, a valuable tool for involving supply chains in sustainability strategies, overcoming the structural barriers that still exist and generating positive impact throughout the supply chain.

TOD'S also participated in the drafting of the position paper "**Transformational Governance as a Driver of Responsible Conduct for a More Ethical, Prosperous and Sustainable Business**", together with 53 other companies belonging to the Italian Global Compact Network. The paper, presented at the High-Level Political Forum in New York, highlights innovative strategies implemented by companies to integrate sustainability into their operations. For further details, please refer to the following link: <https://rb.gy/zad22b>.

Regarding the collaboration with the **National Chamber for Italian Fashion**, in 2024 TOD'S took part in a small working group involving five brands from the industry to develop a specific approach for the luxury industry to define and quantify product durability. Building on existing best practices and incorporating innovative strategies, the project, carried out in collaboration with a specialised consultancy firm specialising in the topic, is part of the institutional dialogue on the PEFCR (Product Environmental Footprint Category Rules) methodology for Apparel & Footwear.

Finally, a **training course** dedicated to sustainability, coordinated by the Sustainability & CSR Function, was launched in November 2024 as part of the Italian Orientation Programme for **retail** personnel. After an initial session with a delegation of Italian retail personnel, the initiative will continue to provide global retail personnel with the necessary expertise on the evolution of the Group's Sustainability Plan, for the benefit of proper storytelling on the most significant projects and initiatives implemented.

sites, facilitating generational turnover. Artisan skills are the Group's key driver for the creation of high-quality products, as well as a fundamental component of the technical and cultural heritage of Made in Italy production. For this reason, TOD'S Group is committed to preserving this value, encouraging young people to enter the world of craftsmanship, which still offers major employment opportunities in Italy, combining innovation and tradition. The programme is now well-established and recognised nationwide as a best practice among corporate academies, with excellent performance in terms of hires with stable employment contracts compared to hosted trainees. During the February 2024 edition of MICAM, one of the leading trade fairs in the footwear sector, the Group had the opportunity to talk about the project within a conference dedicated to the pros-

pects of education and training, organised in the presence of the President of MICAM and Asso-calzaturifici, with the participation of over 200 students from professional and technical schools in Lombardy.

The success of "Bottega dei Mestieri" is also due to the identification and training of expert artisans, called to fill the role of Tutors, trained with a well-established and constantly evolving "train the trainer" path, which investigates aspects related to empathy, generational comparison, communication, and team building issues.

As far as technical and specialist training is concerned, training courses were held to support the evolution of the organisation, efficiency, and the digitalisation of certain processes, such as the "cycles project" and the virtualisation of some phases of the creative process with 3D logic, with the aim

of driving up optimisation and the sustainable use of materials in all product categories significant to the Group.

In addition, training projects on team management and the related processes of resource evaluation and development were promoted, with a focus on performance management, through support meetings and training diluted throughout the year, in line with the process schedule, from goal setting to mid-term review, until the time of feed-

back, focused on the target audience of evaluators and those being evaluated.

In 2024, the TOD'S Group provided over **98,330 hours of training**, confirming the very positive trend of recent years and recording a **further increase of around 21% compared to the previous year**. Of the total number of hours delivered, around 40% was corporate training and 60% retail training. The per capita average is therefore **18.7 hours of training** (up from 15.6 in 2023).

Hours of training delivered, by employee gender and type of training (corporate/retail) 2024 and 2023

No. of Hours	2024			2023		
	Men	Women	Total	Men	Women	Total
Corporate	16,204	22,664	38,868	11,397	15,930	27,327
Retail	20,472	38,994	59,466	18,782	35,080	53,862
Total	36,676	61,658	98,334	30,180	51,010	81,190

In 2024, the TOD'S Group allocated a total amount of around 920,200 euros for training activities, with a cost per FTE of approximately 180 euros (up from 143 euros in 2023).

In the retail world, the Group periodically develops training modules to **align the skills and aptitudes of its sales staff with the spirit and exclusivity of its brands**. In recent years, digital training has seen significant growth, which has led to the creation of new newsletters in the form of digital cards as part of the News Factory Project. This project has made updating the retail network more interactive and engaging, focusing on topics important to the Group and the brand updates.

In 2024, the innovative training programme *B_TOD'S* was continued. With the use of neuroscience, this project effectively integrated different approaches and methodologies, helping retail personnel to analyse the psychometric profile of customers during the buying experience, with the aim of maximising sales results and loyalty. This year, in addition to the Retail network, the programme was extended to all resources of the Europe Outlet Division.

The Group also continued to deliver its Clienteling and CRM training courses, providing coaching for strategic figures with the objective of boosting the efficacy of the sales process.

During the year, the “Digital Knowledge” platform, dedicated to hosting all digital training modules, further implemented and enriched. The first module, on Digital Orientation and available in nine languages, summarises the history of the company and of the individual brands, allowing you to travel virtually within the headquarters and production units. After the first general culture cross-brand modules on leather culture (Mad About Leather) and bag expertise (Mad About Bags), the module on men's shoe culture (Mad About Men's Shoes), a further highly interactive module on the No_Code project, and the corresponding one on women's shoes (Mad About Women's Shoes), and corporate service modules, such as It Tax Free, were launched in the last two years. Additionally, seasonal materials in TOD'S collections have been enhanced with new content to support the apparel area, fostering greater confidence in the total look approach.

On the Digital Knowledge platform, a podcast project was also set up for HOGAN, consisting of four episodes to raise awareness of the brand's key players in order to better involve the sales network. As part of the **Italian Orientation** programme, four groups of the most skilled Italian and international salespeople were invited to the Headquarters in Italy throughout the year. They followed a

dedicated itinerary that included tours of the HQ and major production sites, along with cultural experiences, allowing the retail team to more effectively convey the values of quality, tradition, and “Made in Italy” to their customers.

The mission of TOD’S training activities, on a global level, is to be **Customer-Centric**, always putting the customer first. In order to improve the professionalism of its sales personnel, in 2024 the Group focused on four main areas:

- **Knowledge:** with the aim of improving the sales approach by providing more details on the inspiration of products and collections, using increasingly evocative and emotional language. In this area, for example, training modules were provided to improve the storytelling of the women’s and men’s collections;
- **Expertise:** with the aim of emphasising the natural elegance of the TOD’S Group style, which can be identified in the values of the four brands. In this area, for example, the Group continued to deliver the “The art of selling – TOD’S loves Italia” and “Hogan Care” training modules;
- **Confidence:** a new approach designed to support the development of the TOD’S and HOGAN apparel collections, with a targeted focus on the features of raw materials and their several applications, underlining the search for quality that has set apart the Group’s choices. In particular, for TOD’S, a specific in-depth study was carried out on wool and its distinctive characteristics.
- **Brand identity:** with the aim of emphasising the Group’s characteristics and brand identity to enhance the sales approach, promoting the Italian lifestyle and the Made in Italy philosophy with determination and passion. In this context, training modules such as Italian Orientation and “Welcome Breakfast” were delivered, designed as a welcome to engage new hires, immersing them in a comprehensive overview of the company and Brands.

In order to share the brands’ values and optimise the training and learning process for retail and corporate personnel, the Group has developed various on-line tools/platforms:

1. **TOD’S Retail Library:** internal repository with all information related to the world of retail, operations and training;

2. **DK – Digital Knowledge:** Corporate digital platform that hosts online training modules, making training activities interactive, participative and accessible from any device at any time;
3. **Teams/OneDrive:** new ways of exchanging resources which make it possible to stay in constant contact with the entire retail network and other groups, through video calls and resource sharing;
4. **Intranet:** an archive of updated documentation for the training modules delivered, the collections of the previous seasons and company policies and procedures (“Store Handbook”).

In 2024, approximately **55% of the Group’s employees** (in particular, 58% of women and 47% of men in the workforce) underwent **performance reviews** (in line with the previous year).

In 2024, the **Performance Management** process pilot project defined the previous year was extended. This initiative involved almost all managers and executives, store managers and seven organisational functions belonging to different company areas, for a sample of **about 290 colleagues in the Italian perimeter**. The main objective of Performance Management was to provide people managers with an effective tool to manage and dialogue with their resources, as well as the opportunity to work on internalising the Group’s Management Model while managing the dynamic interrelationships within work teams.

For the year 2025, **the process will be further extended within the Italian perimeter**, including all professional levels, with the exception of blue collars for management offices and production sites, and store managers. Following the steps taken in 2024 towards international standardisation, the process will also be extended globally in the Group’s various regions. In addition to these formal performance appraisals, the Group strives to promote continuous dialogue between management and employees in order to encourage an ongoing flow of information designed to facilitate constant qualitative improvement of performance and the work environment. Fully consistent with these activities, in order to foster the growth of the skills of employees in the retail area, the Group periodically assesses their performances and defines individual objectives, guaranteeing an appropriate career path.



EMPLOYEE WELL-BEING

The TOD'S Group's success is closely linked to the happiness of its workforce and, for this reason, in order to generate value in the long term one of its main objectives is to ensure the **well-being of its employees** not only in terms of professional fulfilment but also a **good work-life balance** that never oversteps the mark. To this end, the Group has introduced, where possible and compatible with one's role and business needs, greater flexibility in entry and exit times, as well as agile working methods (smart working), for a total of about 222,000 hours of agile work in all Group offices, 67% of which in Italy. The Parent Company TOD'S S.p.A. also carries out numerous initiatives every year. Firstly, TOD'S offers its employees a wide range of services at the Group headquarters, including:

- a free nursery for employees with children between the ages of two and six. Every school year, access is reserved for the first 28 children who qualify based on a ranking system drawn up according to specific criteria;
- a free gym that can be accessed by employees during set hours (after 5 PM), with the option of attending courses that run on a weekly schedule;
- a company canteen for employees, serving subsidised meals, using organic and zero-mile products;
- a free media library offering employees a wide range of books and DVDs.

In 2008, the Group launched its **Welfare programme** in Italy, with the aim of improving the well-being of employees and their families. In 2024, the project featured a range of initiatives providing economic support to employees, including:

- a contribution towards costs borne by employees for purchasing school and university books for children ranging from primary school to university age;²⁰
- insurance for employees and their immediate families covering the cost of major specialist operations, dental treatment, diagnostic tests and laboratory analysis, specialist visits, a “maternity support package”, physiotherapy services, and specific prevention check-up programmes (including cardiovascular and oncological prevention);²¹
- the **company Welfare Plan** established for the two-year period (2021-2022)²² and renewed, with the same features, for the years 2023-2025.

The goal of the Welfare Plan is to offer even greater value to employees and their families by allowing them to access goods and services (“flexible benefits”) aimed at supporting personal and family life in the areas of health, sport, education, culture, well-being and entertainment, as well as enhancing their pension and health coverage.

In order to reiterate its appreciation for the work of its employees and provide them with additional

20 This contribution was not paid to employees on fixed-term contracts.

21 Insurance comes into effect from the 13th month of employment for those employees on fixed-term contracts who are covered by the Footwear Industry collective bargaining agreement.

22 The Plan allows each employee, employed on 31 December of the previous year and not terminated on 1 February of each year and belonging to the national collective bargaining agreement for the Footwear Industry (excluding the Sales Campaign), who decides to participate in the Plan to choose the benefits that best meet their personal and family needs, using the allocated welfare credit.

TOD'S made 1,400 euros available to beneficiaries also for 2024. Each Beneficiary may choose, each year, whether to:

- contribute this sum entirely to welfare services (not subject to taxation);
- contribute 50% of this sum (700 euro) to welfare services (not subject to taxation) and receive the remaining 50% (700 euro) in their pay slip (with tax and social security contributions deducted as required by law);
- not participate in the programme, receiving the full amount (1,400 euro) in their pay slip (with tax and social security contributions deducted as required by law).

For part-time employees, the share of the welfare credit allocated is reportioned on the basis of the average hours worked in the 12 months preceding the date of the opening of the plan.

income support, in a period in which inflation and price increases have reduced purchasing power, TOD'S has extended its Corporate Welfare Plan to 31 December 2025, introducing, for the two-year period 2024-2025, an annual increase of 200 euros for all beneficiaries who decide to pay the entire amount in welfare credit, which is added to the amount of 1,400 euros paid since 2008.

In these extraordinarily complex times, the company has once again shown its willingness to continue to play an active role in social responsibility, supporting and helping its employees, fully aware of the importance of balancing work and personal life and support for purchasing power.

Finally, in November 2024, the “**Parenting Help Desk**” was activated: a new **initiative to support parenting** for the Group employees. This opportunity is open to all Group employees operating in Italy, who wish to discuss with experts doubts, difficulties, and desires regarding the parental experience as a whole and the balance between work and personal life.

“There is a still a lot of appreciation for the idea – first implemented years ago in the main plant – of designing a company with a human dimension, with spaces dedicated not only to work, but also to the well-being of our employees and their children.”

Diego Della Valle

In order to explore the **mobility habits of employees** as well as their propensity for change, once again in 2024 TOD'S conducted a survey, with the support of a leading company in the field of mobility management, among employees of the HQ and both hubs of the Milan head offices. This survey, carried out between May and June, involved around **300 employees** with a response rate of about 45% and enabled the Group to acquire a variety of information, including the breakdown of transport method used (private vehicle, car pooling, public transport and soft mobility), travel time, reason for choice of transport method, level of satisfaction, propensity to change. The activity will help the Group evaluate initiatives over the years to progressively reduce the impact of employee commuting on climate change.

HEALTH AND SAFETY

Employee well-being is also dependent on the provision of **adequate health and safety conditions** at the workplace, across all Group facilities. TOD'S places great importance on overseeing these issues, in order to prevent and minimise accidents and injuries. With a view to continuous improvement, in 2020 TOD'S began the process of certifying its **Occupational Health and Safety Management System**, achieving **UNI ISO 45001:2023 certification** in 2022 for the “Branadoro Complex”. This certification, renewed in 2024, was extended to the production site in Tolentino in 2023 and to the logistics hub in Montepandone in December 2024. As of 31 December 2024, these sites employed a total of 1,245 employees (about 24% of the Group's total workforce). In accordance with a multi-year plan, the System will be extended to the Group's remaining Italian industrial and logistics sites.

The monitoring and improvement of health and safety requirements is carried out by the TOD'S Group through the risk assessment document, a tool structured and periodically updated according to a similar model for all sites.

The processes used to identify hazards consist, for example, of inspections and audits in work environments carried out with the support of external consultants and technicians, interviews with workers through managers, supervisors and workers' safety representatives, technical investigations to detect the presence of chemical and physical substances in the workplace, and ergonomic analyses to determine the risks connected with biomechanical overloads or the manual handling of loads. The quantification of the risk level of identified hazards is calculated in different ways depending on whether the risk relates to accidents or to workers' health. For the former, the risk assessment is based on the probability and damage matrix, while for the latter, the Group assesses worker exposure levels, which are then compared with the action and limit values set out in Legislative Decree 81/2008 or other national and international standards. The quality of the processes for identifying hazards at work and assessing risks is guaranteed by the direct control of the Prevention and Protection Service, through specialised staff (health and safety officers). At the production sites, health and safety officers are generally maintenance staff, guaranteeing the greatest possible

KEY POINTS OF THE OCCUPATIONAL HEALTH AND SAFETY POLICY

Since 2021, the TOD'S Group has adopted an **Occupational Health and Safety Policy**, the adequacy of which is confirmed and periodically reviewed by the Board of Directors of TOD'S S.p.A., most recently on 12 March 2025. By implementing the above policy (available in full at the following link (<https://www.todsgroup.com/en/sustainability>)), TOD'S promotes the well-being of its employees and spreads the culture of health and safety with the goal of protecting the people who work in company sites and enhancing local communities.

The Group, in addition to meeting the compliance obligations associated with its activities, is determined to promote and safeguard the protection of health and safety in the workplace by pursuing the following ambitious objectives:

- to ensure safe and healthy workplaces and provide Personal Protective Equipment in order to prevent occupational accidents and illness;
- to adopt a preventive approach with a view to eliminating hazards, reducing risks and taking advantage of opportunities to safeguard occupational Health and Safety;
- to involve workers and their representatives, favouring their participation to boost awareness of risks and promote responsible conduct;
- to spread a culture of Health and Safety by developing and strengthening the skills required to carry out work activities and organising specific education, training and instruction plans.

TOD'S is committed to the continuous improvement of the Occupational Health and Safety Management System in order to ensure the achievement of its stated goals, providing all necessary economic, technological and professional resources.

To ensure compliance with this Policy, the Group promotes risk assessment activities and control and monitoring initiatives with the aim of actively assessing and avoiding potential health and safety problems in the workplace.

contact with the working environment, as well as adequate technical preparation to deal with reports.

Based on the findings of the assessment process, in the event that risk factors emerge, TOD'S has prepared a Corporate Emergency Plan for each site which outlines a series of actions to respond to possible emergency situations.

TOD'S has formalised the "Accident Management" procedure with the aim of establishing clear operational guidelines to be followed in the event of a workplace accident, in order to:

- Take appropriate action to manage and contain the incident;
- Address the consequences, including the implementation of risk mitigation measures;
- Assess the need for actions to eliminate the causes of an accident;
- Review the effectiveness of any corrective measures taken;
- Update, if necessary, the risks and opportunities identified during the planning phase.

TOD'S periodically carries out internal audits, via qualified personnel, to verify the compliance of processes with company procedures and to iden-

tify and implement any preventive and/or corrective actions to take.

In addition, an Occupational Health and Safety Steering Committee comprising the employer, health and safety officers, company physicians, workers' safety representatives, and the HR Business Partner function, meets at least once a year at each production site to review health and safety practices.

To improve its management of occupational health and safety, the Parent Company, TOD'S S.p.A., prepares internal reports on the subject, which are periodically submitted to Control Bodies and the Board of Directors.

With regard to **health and safety training**, in 2024 all employees benefited from training programmes focused on the prevention of occupational hazards and the prevention of accidents and occupational disease, which were delivered both in the classroom and on-line. The strictly mandatory topics pursuant to Legislative Decree 81/08 were supplemented with an extensive information, training and awareness campaign on behaviour in the workplace. Specifically, in 2024, around 190 employees were involved in the ISO 45001 certifica-

tion, for a total of 105 hours of training focused on topics such as operational instructions and recommendations in the production, logistics and outlet departments, planning, operational controls and their implementation methods and tools, machinery maintenance management and, in general, the requirements of the ISO 45001 Management System.

In 2024, in order to assess and measure the degree of health and safety awareness of its employees, as well as to receive suggestions and proposals with a view to continuously improving performance, TOD'S continued its "**Health and Safety Awareness Test**" activities by conducting an online survey involving around 350 employees.

Moreover, as part of the training programmes, workers are instructed to report any hazardous conditions, near misses or medication needs to the relevant contact persons; those responsible can in turn directly communicate with the Prevention and Protection Service and the HR Department, depending on their requirements. Workers can also make reports to the onsite workers' health and safety representatives using internal communication channels and the whistleblowing system, a specific and confidential information channel that guarantees the ano-

nymity and privacy of the person submitting the report.

TOD'S has **supported the activities** of AVIS (the Association of Voluntary Italian Blood Donors) since 2019, participating in the initiatives promoted by the organisation in the Lombardy region to assist and promote blood donation, offering employees an additional way of undergoing check-ups and specialist examinations, in addition to a complete and free general check-up on their state of health. As in previous years, two events dedicated to blood donation were organised in 2024 at the Group's operational headquarters in Milan. These events featured a mobile unit equipped to facilitate convenient and easy donations from volunteers, including workers commuting to their jobs. Two more dates will soon be identified for 2025. In addition, a reserved donation access line was made available to employees of the TOD'S Group at the headquarters of AVIS Milano.

In 2024, there were **49 cases of occupational accidents involving employees**, compared to 42 cases of occupational accidents in 2023, with the accident rate rising from 4.77²³ to 5.49 in 2024. In addition, in 2024 there were no cases of occupational accidents involving external collaborators²⁴ (compared to two cases in 2023).

23 Following a process to improve the data reporting system undertaken in previous years and in order to ensure comparability of data, the rate of occupational accidents recordable in 2024 was calculated on the basis of a formula that considers 1,000,000 hours worked (in line with 2023).

24 External workshops in the Footwear and Leather Goods divisions that worked exclusively for TOD'S Group.

6. TRACEABILITY AND SUSTAINABLE SUPPLY CHAINS

We care about our supply chains and promote qualification, monitoring and sustainable growth programmes for our raw material suppliers and workshops in order to ensure the protection of the environment and people throughout the production cycle

RESPONSIBLE MANAGEMENT OF THE SUPPLY CHAIN

The TOD'S Group boasts a long history in the production and marketing of footwear, leather goods and clothing, and is present on the market with four high quality, exclusive and recognisable brands.

One distinctive aspect of the Group's production processes is its careful internal control of the entire supply chain from the creative stage to the production of prototypes, from the selection and procurement of raw materials and components to the creation of the products. The production of footwear and leather goods is carried out in internal facilities and workshops owned by the Group

or in specialised external workshops. The latter are located in areas that have a historic tradition of footwear and leather goods production, a guarantee of craft expertise and professional workmanship. For the production of its clothing line, the Group relies exclusively on carefully selected specialised external workshops.

The uniqueness of the Group's products has always been based on the **values** of craftsmanship, sophisticated design, creativity, tradition, innovation, quality and the promotion of "Made in Italy". These values are expressed in the **Supplier Code of Conduct**, adopted as of 2019 and available at the following link: <https://www.todsgroup.com/en/sustainability>.

The Code – inspired by the principles of the **ILO**

To ensure the standards of excellence of Made in Italy, it is essential to create and maintain long-term relationships with suppliers. Within the core business of Footwear, approximately 50% of the **suppliers have been working with the Group for more than 11 years**, while in the Clothing division, this incidence exceeds 55%.

Suppliers by years of collaboration and product category						
Years of collaboration (%)	2024			2023		
	Footwear	Leather goods & accessories	Clothing	Footwear	Leather goods & accessories	Clothing
Occasional	13.4	30.9		13.4	37.3	
1-3 years	13.8	28.4	17.1	11.5	22.7	16.7
4-10 years	23.7	19.8	27.3	23.0	17.3	32.3
> 11 years	49.1	21.0	55.6	52.1	22.7	51.0
Total	100	100	100	100	100	100

As far as the quantities of raw materials purchased are concerned, there is an overall decrease of about 25% compared to 2023, which is mainly related to different business dynamics.

Main raw materials purchased by type*			
Typology of raw material	Unit of measurement	2024	2023
		Quantity/000	Quantity/000
Hides	Pq/000	13,429	17,874
Soles	Pairs/000	1,189	1,558
Metal accessories and other materials	Pieces/000	14,329	18,872
Fabric for clothing	Metres/000	353	475
Fabric linings for clothing	Metres/000	215	236
Accessories	Pairs/000	27	174

* Purchases include the main raw materials supplied, according to the most representative measurement unit. The purchased raw materials, rather than the raw materials consumed, were reported.

Following a process to improve the data reporting system and to ensure comparability, the amount of "Metal accessories and other materials" purchased in 2023 was restated from the amount published in the previous Report.

Within the framework of its Sustainability Plan and Energy, Environmental and Occupational Health and Safety Management Systems, which comply with ISO 50001, 14001 and 45001 standards respectively, and aware of the importance of environmental and social sustainability in its supply chain, the TOD'S Group continued its assessment of main suppliers.

In 2024, the perimeter and scope of analysis was expanded to include additional aspects related to environmental issues, such as energy management, water resources, greenhouse gas emissions, waste, as well as the possible presence of product and organisational certifications.

This activity aims to integrate environmental sustainability and occupational health and safety parameters into the supplier qualification and evaluation process.

This screening, carried out in March, involved a panel of around 360 suppliers (+44% compared to 2023) from different categories, including raw material and finished product processing, logistics and service providers, such as waste management and disposal, packaging supply, and machinery and plant maintenance, selected on the basis of relevance and criticality for the business, by means of a survey.

82% of the suppliers involved responded to the survey, in line with the Group's expectations, providing valuable insights and confirming the importance of engagement activities for the continuous improvement of the supply chain's ESG performance.

The survey analysis focused on the topics of greatest interest for the Group's strategy:

- **Self-production of energy:** 40% of the analysed suppliers have equipped themselves with photovoltaic systems;
- **Purchasing energy from renewable sources:** 19% of the analysed suppliers source energy from renewable sources certified with Guarantee of Origin (GO);
- **Commitment to energy transition:** 24% say they are interested in investing in the transition to renewable energy sources by 2025.

Below is a specific focus on **tanneries**, given the strategic importance of leather as a raw material for the Group:

- 71% of the analysed tanneries claim to have implemented initiatives to reduce and optimise water consumption;
- 46% report that waste recovery initiatives are being implemented, either internally or through the support of an industrial partner;
- 30% calculated the organisation's carbon footprint;
- over 75% have LWG (Leather Working Group) certification.

Finally, with regard to suppliers' management of the issue of health and safety in the workplace, the following findings should be noted:

- 91% of the analysed suppliers maintain an incident monitoring register (+18% compared to 2023);
- 65% set quantitative targets to reduce occupational accidents and illnesses (+16% vs. 2023);
- 63% conduct internal audits for regular health and safety monitoring (+17.5% vs. 2023).

Overall, the significant level of engagement confirms the increasing awareness and attention of the Group's partners around these issues.

The TOD'S Group has established the "**Guidelines on Preferred Materials with Sustainability and Circularity Characteristics**" to progressively reduce the environmental impact of materials used in products and packaging, aiming to minimise waste and ensure the highest product quality for customers. These Guidelines, on the one hand, define the guiding principles in the identification of materials with a reduced environmental impact and, on the other hand, illustrate the criteria and methodological approach to be followed in the selection of preferential materials with product and/or process certifications. The Guidelines, approved by the Board of Directors on 15 January 2025, can be found at the following link: <https://www.todsgroup.com/en/sustainability>.

PRODUCT SAFETY

Surpassing existing regulatory requirements, the TOD'S Group rigorously **oversees substances considered hazardous or potentially hazardous** to the health and safety of consumers and/or detrimental to the environment. It guarantees that market-ready products adhere to its PRSL – Restricted Substances List, which aligns with precise international benchmarks for each Division and product classification. Products are also subjected to meticulous checks, including both **physical and mechanical examinations**, to ensure compliance. The PRSL contains indications on the limits, regulatory constraints and methodological specifications for carrying out laboratory tests to ascertain the non-detectability of the banned substance or compliance with the thresholds. The TOD'S Group requires its suppliers to sign and comply with the RSL and performs testing plans on the materials supplied.

After the January 2024 review, in January 2025 the TOD'S Group conducted a further review of the PRSL to ensure its completeness and update its technical specifications following recent regulato-

ry updates. The main changes concerned the introduction of limits for Total Fluorine, Bisphenol AF, Bisphenol B and PFOS, and stricter limits for Bisphenol A, Bisphenol S and Orthophenylphenols (OPP), in accordance with Proposition 65, officially known as the “Safe Drinking Water and Toxic Enforcement Act of 1986”, a US law regulating the presence of chemicals in products marketed in California.

In November 2024, a targeted campaign of chemical tests on leather and textiles was conducted, aimed at identifying and circumscribing the risk of contamination by PFAS, perfluorinated and polyfluorinated alkyl substances, a highly topical issue due to recent regulatory tightening in Europe and the United States. In January 2025, a further test campaign was launched focusing on Bisphenol S. The results of both works were an opportunity to further support the production chains in a fruitful and continuous dialogue aimed at full accountability and continuous performance improvement. During 2024, work was also carried out with the tanneries on the issue of hexavalent chromium, an isotope of trivalent chromium used for traditional chrome tanning, listed as a restricted substance by the Group’s PRSL.

Furthermore, in 2024, the finalisation of the requirements under EU Regulation 2023/988 regarding general product safety took place. This process included formalising risk mitigation practices and compiling technical risk files for categories like footwear, leather goods, clothing, jewellery, and bijoux. For further information, please refer to what is published on the e-commerce websites of the four Group Brands, under the section “*Customer information on product safety*”.

QUALITY PRODUCTION PROCESSES

The Group’s brands, each marked by a unique stylistic identity, collectively strive to blend tradition with modernity, emphasising high quality and extensive product functionality. This is ensured by the significant craftsmanship involved at every stage of the production process.

The production process for footwear, leather goods and leather accessories is carried out inside the facilities and workshops or in specialised external workshops. The Group has **five footwear production plants**, four of which in the Marche region (one in Sant’Elpidio a Mare, one in Arquata del Tronto and two in Comunanza)

and one in Albania, plus a specialised workshop in Hungary for certain specific processing sub-phases. With regard to the production of leather goods, the TOD’S Group has two plants in Italy, in Pontassieve (Tuscany) and Tolentino (Marche). The entire process in the company’s own factories is carried out by **expert craftsmen** who have developed the essential know-how and artisanal skills required to make TOD’S products thanks to their consolidated working relationships with the Group.

Specialist external workshops are located in areas with a deep-rooted craft tradition in footwear and leather goods production, both in Italy and, to a lesser extent, abroad.

To produce its apparel, the Group uses highly specialised external workshops that meet the technical and qualitative excellence criteria necessary for the creation of the products in the collection, instilling profitable and long-lasting partnerships. When researching and defining new partnerships, the Group adopts structured selection processes, applying technical-organisational analyses to assess the production structure, level of specialisation, company organisation and presence of product and process certifications.

The external workshops that collaborate with the TOD’S Group are requested to operate in accordance with regulatory requirements regarding health and safety in the workplace and possess all the qualifications and permits required by the relevant authorities. In 2024, TOD’S enhanced its preliminary on-site verification activities at external laboratories using internal personnel, to regularly monitor the appropriateness of health and safety standards in the workplace and, more broadly, social and ethical standards. When conducting their work, the workshops are required to apply, in their internal and external working relationships, the industry’s National Collective Bargaining Agreement and to scrupulously observe its provision with particular reference to the regularity of the recruitment process, the level of wages, periods of rest and holidays, individual and collective health and safety aspects, and the absolute prohibition of child labour and staff who do not comply with all applicable regulations. External workshops are also required to comply with the Code of Ethics and Supplier Code of Conduct. Any breach of the Codes may result in termination of the contractual relationship.

Since 2019, TOD’S has been implementing an au-

auditing process with onsite controls in its production chains focused on **environmental and social issues, human rights, health and safety, and ethical principles**.

In particular, in the last year, **28 audits** were carried out, including follow-ups managed directly by TOD'S departments or through third parties, involving the main laboratories of the Group's three Divisions (Footwear, Leather Goods and Clothing).

If impacts are found in one of the areas analysed, TOD'S agrees on timely remediation plans with the counterparties concerned and verifies the

prompt implementation of such actions with dedicated follow-ups. It should be noted that, in the last year, the auditing activities conducted have not detected cases with significant social impact. The qualification of the Group's external workshops and their position in the Group's register are periodically evaluated to assess whether they have complied with the requirements inherent in the production structure and satisfied the quality standards required, which are certified by external inspectors, who carry out technical analysis, and through checks conducted by the Group's quality control division.

External workshops by geographical area and product category

Region (%)	2024			2023		
	Footwear	Leather goods & accessories	Clothing	Footwear	Leather goods & accessories	Clothing
Italy	86.4	94.3	94.4	85.6	95.0	94.7
<i>Marche</i>	73.6	28.3	55.6	72.7	26.7	47.4
<i>Tuscany</i>		39.6			40.0	5.3
<i>Lombardy</i>		3.8	5.6		8.3	10.5
<i>Veneto</i>		5.7	5.6		3.3	10.5
<i>Other Italian regions</i>	12.8	17.0	27.8	12.9	16.7	21.1
Europe	8.5	3.8	5.6	8.3	5.0	5.3
Americas						
Greater China						
Rest of the World	5.1	1.9		6.1		
Total	100	100	100	100	100	100

As far as the geographical areas of external laboratories are concerned, there was a slight increase (1%) in the percentage incidence on the total number of **Italian laboratories** for the Footwear Division last year, while for the Leather Goods Division and the Clothing Division the incidence is in line

with 2023. Collaborations with external laboratories are also preferably long-term. In the Leather Goods & Accessories Division, around 55% of external laboratories have been working with the Group for more than 11 years, while in the core business of Footwear, the percentage is just under 40%.

External workshops by years of collaboration and product category

Years of collaboration (%)	2024			2023		
	Footwear	Leather goods & accessories	Clothing	Footwear	Leather goods & accessories	Clothing
Occasional	3.4	5.7		5.3	6.7	
1-3 years	37.6	17.0	38.9	34.8	18.3	31.6
4-10 years	19.7	22.6	38.9	18.9	26.7	36.8
> 11 years	39.3	54.7	22.2	41.0	48.4	31.6
Total	100	100	100	100	100	100

QUALITY CHECKS

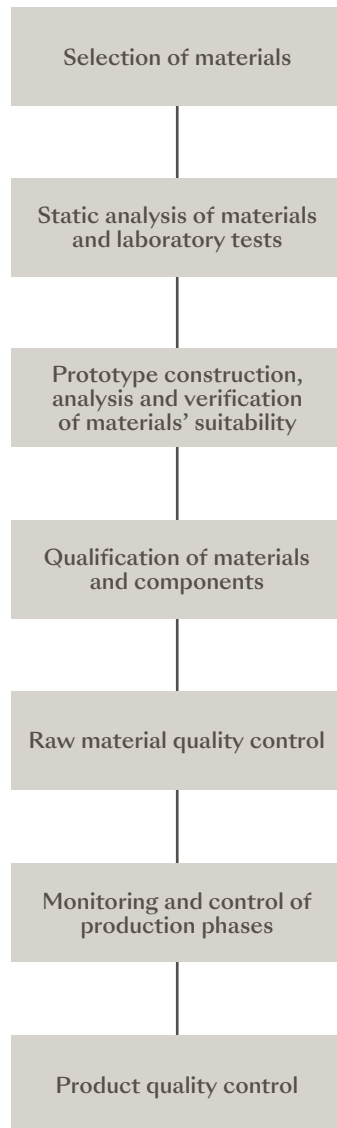
The TOD'S Group works to high quality standards, using the best suppliers of raw materials and expert artisans, in order to protect and promote the prestige of the Group's brands and image around the world. To this end, structured and systematic **process and product controls** are implemented, covering all phases of development and conception, from the choice of materials and construction techniques, to industrialisation and inspection checks on components and semi-finished products, through to quality management of the finished product. Monitoring the quality of processes is essential to ensure compliance with the technical parameters established by the Group and to minimise the risk of hidden defects which may arise during product use.

In the raw materials selection stage, the materials are subjected to static analysis and laboratory tests in order to verify that their characteristics reflect the parameters set out in the company's

standards, which are intended to ensure the suitability and durability of products.

Every consignment of supplied leather and fabric is checked in accordance with company approved procedures and supported electronically to ensure the traceability of materials. Subsequently, during the prototyping phase, the materials undergo further technical and aesthetic evaluations, with the help of specific **durability** tests, in order to ensure the product's functionality and aesthetics are maintained over time. Only after the positive outcome of these first two evaluation phases is production started, using selected and qualified external suppliers and laboratories. During the process, there are specific checkpoints for further control. At the end of the production process, quality controls continue on the finished product to verify that the quality standards required by the Group are met. In the case of production carried out by external workshops, quality controls are first carried out by Quality Inspectors at the external production units themselves, and then at the Group Logistics Hub.

MAIN STAGES OF QUALITY CONTROL



During 2024, the physical-mechanical tests related to product durability were further extended and strengthened, with a focus on the following areas: upper adhesion, heel release and eyelet hold. Between December 2023 and October 2024, TOD'S participated in a small working group, promoted by the **National Chamber for Italian Fashion**, which involved five brands in the sector and set the goal of developing a shared approach within the luxury industry to define and quantify product durability. The working group worked

to define the **average and expected life cycle of products** in three specific product categories, assessed as priorities among the 13 mapped out by the European PEF (Product Environmental Footprint) for Apparel & Footwear, analysing and quantifying, with the support of a specialised consultancy firm, physical durability tests, intended use, activation of repair services, the presence of circular business models and initiatives to support emotional durability, such as co-design services and product customisation.

PROMOTION OF ARTISAN EXPERTISE

In order to protect and support artisanal **“know-how”**, the heritage of Made in Italy, TOD'S promotes the inclusion of **small businesses**, linked to tradition and local culture, in the Brands' projects. Since 2016 TOD'S has been collaborating with **Francesco Girolami**, a company founded at the beginning of the 20th century and originally focused on the production of hats, bags and articles made from woven straw and wheat in the area of Falerone (FM), the cradle of the “plait”, with numerous workers dedicated to the harvesting and plaiting of straw stalks, the residue of the harvests. It is thanks to the craftsmanship of the master haters that this humble product has become such a symbol of class and elegance. The aim of the current collaboration is to make special straw articles woven and sewn using artisan techniques.

“A hundred years have passed since it was founded. Today, just as it was then, Francesco Girolami is beauty, craftsmanship and passion”.

Another collaboration, dating to 2017, is with **IN3CCI**, for the production of bags, belts and bracelets. IN3CCI was founded in 2016 thanks to the tenacity and professionalism of owner Carmelina Chiarelli who, after finding herself unemployed due to the closure of the company where she worked, chose to invest in herself and embark on a new venture in the field of “weaving”.

As the owner herself explains: *“the first two years were really difficult: so many sacrifices, so many sleepless nights and the company struggling to get off the ground. We were making prototypes and samples but getting no further. Until the autumn of 2017, when a major order from a Fashion & Luxury brand started what is now IN3CCP”*. Based in Compiobbi (FI), IN3CCI is a small, all-female company with a network of artisans in Tuscany, Apulia and Marche.

PROTECTION AND AUTHENTICITY OF PRODUCTS

To protect the exceptional quality and uniqueness of its products, the TOD'S Group has always devoted resources and energy to the constant fight against counterfeiting. Over the years, in addition to activities aimed at combating counterfeiting in the off-line world, specific initiatives have been implemented to counter the on-line phenomenon. In addition to constant dialogue with law enforcement agencies and support of their work to seize counterfeit products, with regard to **off-line anti-counterfeiting** initiatives, a widespread customs monitoring system has been introduced with a focus on the main European countries and those with the highest potential risk, as well as a targeted programme in China to identify factories that produce counterfeit products. These law enforcement initiatives are supported by preventive actions, such as training for customs officers and law enforcement agents, as well as a worldwide trademark surveillance service, which allows TOD'S Group to identify any counterfeit goods and take action to prevent the registration of brands deemed to violate their rights. Since 2012, the TOD'S Group, has become increasingly conscious of both the potential and the dangers of the Internet, which makes it possible to sell counterfeit products to an undefinable number of users in a short span of time. It has therefore designed and operates an **on-line anti-counterfeiting** programme, refining it year after year on the basis of data analysis and the evolution of the industry.

In this regard, to protect users, TOD'S guarantees:

- a web watching service that the Group to identify and take down domains through which trademark infringing activities are conducted, or to launch administrative reassignment procedures (UDPR – Uniform Domain-Name Dispute Resolution Policy) in the most difficult cases;
- a monitoring service focused on the main on-line auction platforms (constantly updated according to market trends), with a particular emphasis on the Asian markets, including emerging markets, aimed at removing advertisements for the sale of counterfeit versions of products by the Group's brands;
- a service to constantly monitor the main social media channels, including those with purchasing features (e.g. WeChat), with the removal of posts, ads, and profiles that infringe trademark rights.

In 2024 the Group's anti-counterfeiting activities continued and achieved significant results.

The off-line sales data confirm a clear trend that emerged in the post-pandemic period: the Internet is the main channel for the sale of counterfeit products and, in this area, marketplaces are particularly active – especially Chinese ones. The results achieved in 2024, on the other hand, confirm that the Group's long-standing commitment – spanning over 20 years – to combating the circulation of counterfeit products, combined with its ability to adapt to social and market changes, has proven effective in containing the phenomenon and deterring counterfeiters and infringers across both off- and on-line channels.

Anti-counterfeiting results

	2024	2023
Abusive sites removed	≈ 1,150	≈ 1,250
Abusive auctions removed	≈ 21,300	≈ 24,400
Social media pages removed	2,200	2,800
Domain names recovered	-	90
NFT (Non Fungible Token)	36	164
Finished goods seized by law enforcement	1,200	2,900
Finished goods seized during raids in China	≈ 1,000	≈ 1,250

A new project, the evaluation of which had already begun last year, was launched in 2024, aimed at implementing a local collaboration in China between subsidiary Roger Vivier (Shanghai) Trading Co. Ltd. and a local detective agency, in order to take action against clusters of structured counterfeiting. This initiative, still in the experimental phase, is helping to identify measurement KPIs, on the basis of which any future developments will be calibrated.

The TOD'S Group's commitment in this field is not limited to the activities described, but also takes the form of membership of associations and participation in training sessions for police and customs personnel. One of the organisations that the Group is a member of is **INDICAM (Centro-marca institute for the fight against counterfeiting)**, which has always been on the front line in combating counterfeit products, with the aim of

promoting, from an intersectoral and interprofessional perspective, an anti-counterfeiting culture. In addition to the fight against counterfeiting, the Group is committed to preserving the quality and uniqueness of its products by guaranteeing **greater traceability along the entire production chain**. With this in mind, the Group has launched several project initiatives in recent years aimed at the use of **RFID (Radio Frequency Identification) tags** on orders for leather goods and footwear samples of the TOD'S, ROGER VIVIER and HOGAN brands, as well as through the launch of the **Digital Product Passport** for specific iconic TOD'S items. In particular, TOD'S launched the **TOD'S Passport** project in November 2023 for the iconic Di Bag Custom Made, and extended it, on 14 March 2025, to "My Gommino" – Custom Made, the iconic shoe that can be completely customised and created specifically for each customer.

TOD'S PASSPORT

The **TOD'S Passport** adds a further level of **authenticity and transparency** to the "*My Gommino – Custom Made*" shoe value proposition. Thanks to the Aura Blockchain technology and the NFC (Near Field Communication) tag, the brand guarantees the authenticity and traceability of the production phases and the main materials used in the production, enabling customers to access directly from their smartphones exclusive and additional information, including the features of the product, the location of the production macro-stages (from leather cutting to product finishing), the location of suppliers, the preferred origin and composition of the main raw materials and packaging, quality control and product storage processes, information to customers on product care and safety, and the Group's commitment to sustainability. Through the TOD'S Passport, customers can also access exclusive premium benefits, including an extended warranty and access to **dedicated bag care and maintenance services**. With the Digital Passport, TOD'S strengthens its brand integrity, promotes transparency and invests in customer engagement. In fact, every Custom Made Gommino will be digitally linked to an immutable traceability token that will enhance the entire customer experience.



The product you just scanned is authentic, and has been recorded on the Aura Private Blockchain

AURA
BLOCKCHAIN
CONSORTIUM

TOD'S
PASSPORT

7. PROTECTION OF THE ENVIRONMENT AND ECOSYSTEMS

We take care of the environment and have launched projects to progressively reduce our footprint on ecosystems

RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT AND ECOSYSTEMS

Through the guidelines of the **Group Sustainability Plan** and **Environmental Policy**, the TOD'S Group is committed to ensuring respect for and protection of the environment and ecosystems, taking constant action to mitigate and reduce the impacts generated by its activities.

As part of its **Environmental Management System** in accordance with **ISO 14001:2015**, in November 2024 TOD'S successfully passed:

- the audit to renew the certification for the **“Brancadoro” complex** (headquarters, production plant, raw materials warehouse and outlet), obtained in December 2020;
- the surveillance audit to maintain the certification achieved in December 2023 for the **Tolentino production site**;

the certification audit of the **Monteprandone Logistics Hub**.

The two sites, which are covered by the certification, employed a total of 1140 employees at 31 December 2024, **approximately 24%** of the Group's total workforce.

At the same time, and in line with the guidelines of the Sustainability Plan, TOD'S has recently started preparatory activities for the implementation, by 2025, of the **Environmental and Occupational Health and Safety Management Systems** for the production site in **Arquata del Tronto (AP)**, dedicated to the production of footwear.

The implementation of the Environmental Management System enables the constant and accurate monitoring of the environmental context, identifying all main sources of impact and related risks and opportunities. Given the relevance, among the sources of impact, of climate-changing

KEY POINTS OF THE ENVIRONMENTAL POLICY

In order to further strengthen these principles and improve its environmental performance, since 2020 the TOD'S Group adopted an **Environmental Policy**, the most recent update to which was approved by the TOD'S S.p.A. Board of Directors on 12 March 2025 during the periodic review.

By implementing this Policy (available in full at the following link: <https://www.todsgroup.com/en/sustainability>), TOD'S, in addition to meeting the compliance obligations associated with its activities, has the firm intention of reducing its environmental footprint, by pursuing the following ambitious goals:

- promote and implement initiatives to reduce emissions generated directly and indirectly by business activities, fully respecting the policies adopted with the Paris Agreement, aimed at curbing the rise in global temperatures;
- develop and implement initiatives to reduce and optimise energy consumption;
- favour the purchase of energy from certified renewable sources with a guarantee of origin as well as self-production of energy;
- promote research and development of raw materials and products with a focus on sustainability and circularity, considering the entire life cycle;
- in addition to full compliance with applicable national, EU and international regulations and standards, the progressively reduce and, where possible, eliminate chemicals subject to regulatory restrictions, present in raw materials;
- progressively reduce and, where possible, eliminate from the production process chemicals subject to restrictions, also going beyond the requirements of the reference regulations through a more restrictive approach;
- reduce and optimise the use of paper and plastic materials, with particular attention to packaging, while also promoting the use of alternative solutions with a lower environmental impact and plastic-free;
- adopt criteria for the design and construction of its buildings geared towards energy efficiency and reduction of environmental impact;
- reduce and optimise water consumption;
- reduce and optimise waste production in production sites, offices, shops and distribution logistics, promoting the recycling and/or reuse of waste and the reduction of quantities disposed at landfills;
- select logistics carriers with less environmental impact, when possible;
- promptly implement a plan for the prevention and management of environmental emergencies;
- carry out periodic audit activities in order to identify opportunities for improvement in the management of environmental aspects;
- to spread a culture of environmental protection by developing the skills required to carry out work activities and organising specific information and training plans.

TOD'S is committed to the continuous improvement of the Environmental Management System in order to ensure the achievement of its stated goals, providing the necessary economic, technological and professional resources. To ensure compliance with this Policy, the Group promotes risk assessment activities and control and monitoring initiatives with the aim of actively assessing and avoiding potential environmental problems in its activities.

emissions, the Group undertakes preparatory initiatives for decarbonisation, continuously involving the top management through periodic updates to the Environmental Policy and the annual review of its targets, in order to guarantee its ongoing commitment to environmental sustainability. Various information, training and awareness-raising activities continued in 2024, concerning sustainability and environmental issues, such as waste management and sorting, reduction of energy consumption and sustainable mobility, as well as recommendations for saving and optimising the use of resources and consumables (both at work and

outside the workplace). In the past year, TOD'S involved **around 420 people** from the Group's Marche sites for a total of **465 hours of training**.

Additionally, in order to assess and measure its employees' level of environmental awareness and receive suggestions and proposals with a view to continuously improving its environmental performance, in the last two years TOD'S continued its "**Environmental Awareness Test**" activities by conducting an on-line survey involving around 630 employees.

The TOD'S Group has long been active in the identification, selection and monitoring of ener-

gy efficiency projects in the field of Information Technology services. Firstly, in order to reduce energy consumption at the headquarters, the consolidation, rationalisation and virtualisation of all its servers continues, as well as the transfer of various services to the cloud. Furthermore, to actively promote the use of audio and video conferencing systems and platforms, which have become essential with smart working practices, in 2024 the number of rooms equipped with these devices was further expanded, simultaneously improving the user experience for employees.

TOD'S has also gradually reduced its number of printers by providing dedicated print centres and streamlined the systems by installing multi-function devices that can print, copy and scan, with subsequent energy savings and simplification of

maintenance activities. Existing equipment is gradually being replaced with devices that consume less energy and toner. In this context, a massive intervention was carried out during 2024 with the replacement of all devices in operation for more than three years.

In line with previous years, TOD'S continued to develop multiple initiatives relating to the digitalisation and optimisation of business processes in order to progressively reduce its environmental impact and minimise the use of energy resources and consumable materials. In particular, the migration project from traditional telephony to Microsoft Teams was launched in 2024, in order to modernise and optimise the corporate communication infrastructure by integrating advanced communication and collaboration features.



RESPONSIBLE RESOURCE MANAGEMENT²⁵

ENERGY CONSUMPTION

In 2024, **total energy consumption**, equal to 142,351 GJ, recorded a **decrease of 2.3%** compared to the figure for 2023, equal to 145,749 GJ. With reference to the **energy intensity** indicators on the number of FTE (Full Time Equivalent) employees, there was a decrease from 28.66 in 2023, to 27.76. On the other hand, there was an increase in energy intensity in relation to sales revenue of 0.136 (compared to 0.129 in 2023), due to the business dynamics affecting the sector.

The TOD'S Group, demonstrating the importance of managing the energy resources used, and with a view to continuously improving energy performance, adopted the **Energy Policy** on 15 May 2024. In line with its Sustainability Plan and Energy Policy, in December 2024 the TOD'S Group obtained **certification of its Energy Management System in accordance with the ISO 50001 standard** for the "Brancadoro" complex, in addition to the Management System for the Environment and Occupational Health and Safety.

In terms of **electricity**, TOD'S Group consumption in 2024 stood at **113,413 GJ** (down 3.5% from the previous year), of which **37,677 GJ (up 12.1%** from 2023) was purchased from **certified renewable sources with GO**, and **5,330 GJ** (excluding the portion of energy fed back into the grid equal to 1,566 GJ) was **self-generated with photovoltaics and consumed**.

The TOD'S Group is, in fact, equipped with **four photovoltaic systems**:

- two are located at the Brancadoro Headquarters (one active from 2011 and the other from 2023) with a total installed capacity of approximately 1,700 kWp;
- one at the Arquata del Tronto plant, commissioned in 2018, with an installed capacity of 50 kWp;

- one at the Montecosaro logistics site, in operation since July 2024, with an installed capacity of 106 kWp.

In 2024, the systems **produced a total of 6,896 GJ** of energy (up about 12% from 6,158 GJ in the previous year), **meeting 19.6%** of the energy needs of the Headquarters, **14.8%** of the Arquata del Tronto site and **17.6%** of the Montecosaro site.

Finally, in December 2024, work began on the installation of a **new photovoltaic system** at the logistics hub in Monteprandone (AP), with an installed capacity of approximately 390 kWp.

In 2024, the scope of use of **electricity purchased from renewable sources certified with GO** includes the Brancadoro Headquarters, all Italian industrial sites, the Monteprandone logistics hub, minor logistics sites located near the HQ, the entire network of Italian outlets of the Group and the Via Savona headquarters in Milan.

As of 1 January 2025, **the extension involves the entire Italian perimeter of the Group**, including Italian stores and the remaining headquarters in Milan, demonstrating its commitment to reducing CO₂ emissions.

TOD'S has equipped its Brancadoro production plant with a **water source heat pump unit** connected to a dry cooler that can simultaneously produce both chilled water at 8°C and hot water at 50°C. Installed inside the refrigeration plant, the heat pump is more energy efficient than existing refrigeration units, guarantees the simultaneous production of hot water and chilled water, and ensures that the condensation heat is transferred to the heating system with immediate benefits in terms of methane gas savings. During the summer, chilled water is used for air conditioning at the Brancadoro Complex while the heat produced is used for post-heating; during the winter, the thermal energy is used for heating (radiant panel and Air Treatment Unit).

25 Where data was not readily available, accurate estimates have been used.

ENERGY POLICY HIGHLIGHTS

With the adoption of this Policy (available, in full, at <https://www.todsgroup.com/en/sustainability>), the TOD'S Group defines energy efficiency as its primary objective, aimed at harmonising the relationship between energy requirements and climate-changing emissions by improving energy performance and associated energy costs, undertaking to make the appropriate information and resources available to stakeholders to achieve the desired results. The Group intends to meet the compliance obligations associated with its activities and is determined to improve energy performance and energy efficiency by pursuing the following ambitious objectives::

- establish performance indicators for each energy source used and the related goals;
- constantly monitor energy consumption in order to promote continuous efficiency improvement by implementing prudent energy management;
- supervise compliance with applicable requirements on energy use, both legislative ones and those voluntarily established by the TOD'S Group;
- consider energy consumption, in addition to performance and quality aspects, as a key factor in the procurement of goods and services;
- promote the purchase of electricity from certified renewable sources;
- promote investments in plants that enable self-generation of energy from renewable sources, in order to facilitate the Group's energy transition;
- design new buildings with energy efficiency in mind and, in the case of existing buildings, improving their energy performance;
- conduct periodic energy audits in order to identify opportunities for continuous improvement in energy performance;
- encourage training and information initiatives to raise awareness of opportunities to reduce energy consumption, both in the workplace and in private life;
- establish the skills needed to achieve the planned energy goals and assigning roles and responsibilities within the organisation.

TOD'S is committed to the continuous improvement of the Energy Management System in order to ensure the achievement of its set objectives and goals, making the information and necessary economic, technological and professional resources available. In order to ensure compliance with this Policy, the Group promotes risk assessment activities and control and monitoring initiatives, with the aim of actively evaluating energy management within its business, and avoiding potential complexities and related waste of resources.

TOD'S also has geothermal facilities at its headquarters which are used to guarantee sustainable power for its heating and air-conditioning systems.

Energy consumption by type (2023-2024)				
Typology of energy consumption (GJ)*	2024	Incidence (%)	2023	Incidence (%)
Energy from fossil sources*	28,938	20.3%	28,253	19.4%
Natural gas	17,916	12.6%	17,277	11.9%
Diesel fuel consumption	-	-	215	0.1%
Transport Diesel**	10,142	7.1%	10,122	6.9%
Transport Petrol**	880	0.6%	639	0.4%
Electricity***	113,413	79.7%	117,496	80.6%
<i>of which purchased from national energy mix**</i>	<i>70,406</i>	<i>49.5%</i>	<i>78,825</i>	<i>54.1%</i>
<i>of which purchased from certified renewable sources (GO)**</i>	<i>37,677</i>	<i>26.5%</i>	<i>33,613</i>	<i>23.1%</i>
<i>of which self-produced energy (photovoltaic) and consumed***</i>	<i>5,330</i>	<i>3.7%</i>	<i>5,058</i>	<i>3.5%</i>
Total	142,351	100%	145,749	100%
Energy intensity				
	2024		2023	
<i>Total energy consumption (GJ)/n° of full-time employees****</i>	<i>27.76</i>		<i>28.66</i>	
<i>Total energy consumption (GJ)/Sales revenues (€/000)***** – GJ/€</i>	<i>0.136</i>		<i>0.129</i>	

* Conversion factors for 2024: natural gas 1 m³ = 0.035457 GJ, oil 1 kg = 0.042873, diesel 1 kg = 0.04288 GJ, petrol 1 kg = 0.043128 GJ, electricity 1kWh = 0.0036 GJ.

** This consumption refers to the consumption of the Group's (owned and leased) company car fleet.

*** For 2024, the electricity self-produced by photovoltaic systems was equal to 6,896 GJ (6,158 GJ in 2023), the electricity purchased was equal to 108,083 GJ (112,438 GJ in 2023) of which 37,677 GJ purchased from certified renewable sources (33,613 in 2023) and the energy fed back into the grid was equal to 1566 GJ (1,100 GJ in 2023).

**** Energy intensity is calculated as the ratio of total energy consumption to the number of FTE (Full Time Equivalent) employees.

***** Energy intensity is calculated as the ratio of total energy consumption to the value of sales revenue for the year (in thousands of euros).

In 2024, the Group once again confirmed its commitment to reducing energy consumption through various initiatives focusing mainly on Italy, where the Group's headquarters and its main production and logistics facilities are located.

This process is the natural progression of the application and structured management of the energy efficiency action plan produced following an energy audit renewed in 2023 involving the Group's most important sites (Brancadoro Complex, Comunanza and Tolentino). In addition to the requirements of Legislative Decree 2014/102,

the plan also analysed the energy consumption of all of the Group's production and logistics sites in Italy. In this regard, TOD'S analysed the data collected by the monitoring system in a timely manner, identifying potential energy efficiency and optimisation measures, supported by a business plan, for implementation in the following three years. These activities are part of the ISO 50001 certified Management System implemented for the Group's HQ, which is the most representative and significant site for TOD'S.

The Group also continued, on a voluntary basis, to

monitor other minor production sites, using specific measuring devices on the most significant supply lines. Where not used, the “Enel Channel” is activated, which provides the overall consumption data of the site.

As was the case for recent measures implemented, TOD’S is committed to the development of initiatives in line with specific design guidelines intended to improve the energy performance of company buildings. Namely:

- upgrading and improving the building envelope of rooms;
- installing photovoltaic systems;
- use of geothermal technology with the aid of low-enthalpy water or air heat pumps powered by renewable energy for the air conditioning of rooms;
- replacing traditional light bulbs with LED bulbs and motion sensor systems.

Of particular note are the **energy consumption monitoring** activities carried out at the industrial sites using special measuring equipment (MID multimeters). This network of tools enables precise analysis of energy consumption and identification of appropriate rationalisation and optimisation measures.

In 2024, the replacement and installation of LED lighting fixtures was completed in Pavilion 6 of the Montepandone logistics hub and in the “secondary” departments of the Comunanza production site, in addition to the use of LED technology in the stores for the lighting of the rooms and displays in the sales areas.

With regard to the domestic hot water needed for the services at the headquarters and the production site (children’s centre, gym, company restaurant, toilets, etc.), TOD’S installed thermal solar panels and specific electric heat pumps. Right from the start, this solution has reduced the consumption of methane gas, previously used as fuel for thermal power plants. This change also allowed the flow temperature of plant heating systems to be reduced, increasing the efficiency of heat generation and further reducing methane gas consumption.

WATER CONSUMPTION

With regard to water consumption, TOD’S Group has always worked hard to ensure that it is constantly monitored and plans technical checks in the event of significant changes to past consumption levels. Thanks to these checks, the company is able to identify and eliminate hidden leaks at some facilities and identify improper or incorrect use of resources. In 2024, the Group’s water consumption stood at approximately **291 Megalitres** (of which 92.3% in “water-stressed” areas²⁶), a **decrease of more than 20% compared to 2023**.

Considering the range of activities pursued by the business, the Group’s direct water consumption is largely attributable to the headquarters and production sites in which the majority of its employees work, where water is used for hygienic/sanitary, geothermal, fire-prevention, irrigation of green areas and company restaurant purposes, while water consumption attributable to the internal production process is considered insignificant. TOD’S also continues its initiatives to raise awareness of the streamlining and optimisation of water consumption in its supply chains. In this regard, TOD’S conducts an annual survey via a questionnaire sent to its suppliers to gauge their level of awareness and sensitivity to environmental issues, including the use of water resources. The Group also implements reduction initiatives.

With regard to the **sources used**, in 2024, 81.4% of the water resources come from the ground, with the remaining 18.6% coming from third parties. The Group’s commitment to responsible water management is formalised in guidelines adopted by its headquarters and further underpinned by its decision to use water from the subsoil for all irrigation systems (where present).

In 2024 the overall estimated quantity of **water released into the surface water body** was 53.5 Megalitres, down compared with the 63 Megalitres released in 2023. This decrease is largely due to the use of tank water for irrigation in the afternoon (warmer hours) and, to a lesser extent, the increase in the maximum temperature of the tank from 24°C to 26°C.

In particular, HQ draws water from the ground

²⁶ Water stress refers to the ability or inability to meet water demand, whether human or ecological; it may refer to water availability, quality or accessibility, is based on subjective elements and is assessed differently based on social values such as water potability or accessibility requirements for ecosystems (“CEO Water Mandate, Corporate Water Disclosure Guidelines, 2014”).

through four wells. In 2020 the Group obtained the licence to draw public water from a wellfield – on a predominantly seasonal basis – comprising four water capture systems for geothermal, irrigation and fire-prevention use, with 77.4% of the water being released back into the Chienti river in 2024 (slightly down from 79.6% in 2023). The water from the wells is also used as a heat carrier for the operation of the high-efficiency reversible heat pumps necessary for the buildings' air conditioning. These systems operate on a closed circuit basis, with the water returning to a technical basin which serves as a reservoir for irrigation and fire-prevention uses. Once the basin reaches maximum capacity, or when the water tempera-

ture reaches a level that means that the effect of the cooling system is lessened, the water in the basin is released into the fresh water network that runs into the Chienti river and therefore joins the surface water body. It is then replaced by water from the wells, whose temperature is around 15°C. This mechanism means that the variation in water drawn from the wells or released into the network depends on climatic conditions, particularly those at play during the spring and summer, when water is widely used for irrigation and geothermal purposes. Broad consumption trends, together with relevant aspects regarding water supply, are set out in the Management Review stipulated by the ISO 14001 certified management report.

Water used by source type (2024-2023)*				
Water intake (megalitres)	2024		2023	
	All areas	Water-stressed areas	All areas	Water-stressed areas
<i>Fresh water ($\leq 1,000$ mg/L total dissolved solids)</i>	237.02	237.02	308.39	308.39
Underground water (total)	237.02	237.02	308.39	308.39
<i>Fresh water ($\leq 1,000$ mg/L total dissolved solids)</i>	54.26	31.98	56.52	34.30
Water resources from third parties (total)	54.26	31.98	56.52	34.30
Total	291.28	269.00	364.91	342.69
Water intensity				
	2024		2023	
	All areas	Water-stressed areas	All areas	Water-stressed areas
<i>Total water intake (m³)/Sales revenues (€/000)**</i>	0.00028	0.00026	0.00032	0.00030
<i>Total water intake (m³)/n° of full-time employees***</i>	0.057	0.052	0.072	0.067

* As a result of the improved reporting system, the data on water taken by type of source were restated from the previous Report and recalculated to ensure comparability. Unlike previous years, the calculation is based exclusively on the water taken, without considering it net of the water introduced.

** Water intensity is calculated as the ratio of the total water taken to the value of sales revenues for the year (in thousands of euros).

*** Water intensity is calculated as the ratio of total water taken to the number of employees in FTE.





The Group's water discharges consist mainly of water from the toilets and from the processing water of the company restaurant. Water discharge that can join the domestic sewer system runs directly into the sewer network that serves the buildings and joins the public sewer system which serves the Brancadoro area, once it has been purified. The water is treated by being passed through septic tanks which are regularly maintained through cleaning and the removal of mud. Output water from production processes is due to the condensation produced in the compressor rooms and by the wastewater of the water-level booths in the assembly department (finishing and prototyping) and used for retouching and painting activities during production. This water, which is not of a significant quantity, is collected in special cisterns and disposed of as waste by specialist companies. At all industrial and retail sites, water consumption is linked exclusively to hygiene/sanitary use and fire-prevention use, while all wastewater are similar to domestic waste. With regard to drinking water (hygiene/sanitary), in order to optimise the way water resources are used and monitored, TOD'S maintains a close relationship with the multi-service companies and water consortiums (publicly owned)²⁷ who manage water in the Group's main operating areas.

It should also be noted that **water stress analyses** were conducted, using the Aqueduct Water Risk Atlas tool developed by the World Resource Institute, to assess the areas where the Group's executive and operational sites (offices, showrooms, production, and logistics sites), as well as strategic leather suppliers, are located. Water stress was analysed and broken down into multiple viewpoints, from quantitative aspects (water depletion, supply variability, floods, droughts) to qualitative aspects (connected and untreated wastewater, coastal eutrophication potential) to regulatory and reputational aspects (access to

drinking water and sanitised water, RepRisk ESG index). The analysis highlighted high water stress risks for the "Italy, east coast – Potenza" areas (to which the Brancadoro HQ and the Comunanza, Tolentino, Montecosaro and Montegranaro sites belong), "Italy, east coast – Tronto" (to which the Monteprandone and Arquata del Tronto belong) and "Italy, west coast – Arno" (to which the Pontassieve site belongs), while the "Po-Lambro" water basin, to which the Milan sites is afferent, has a low-medium risk. There is also an extremely high risk of water stress for the Durres site in Albania, which belongs to the "Adriatic Sea/Black Sea – Ishem/Erzen" water basin.

As regards tanneries, concentrated in industrial districts, the analysis focused on 8 water basins: Adige, Brenta, Po-Lambro, Ticino-Lago Maggiore, Maira-Dora Riparia, Arno, Potenza and Sele. The water stress indicators were cross-referenced with those of ongoing business with suppliers to develop heatmaps useful for the continuation of internal risk management assessments.

Broadening the scope of interest from the issue of climate change to the entire landscape of environmental impact, in November 2024 the TOD'S Group launched a project to **identify the impact and dependencies of business activities with respect to biodiversity and ecosystems**, and to locate the areas where the greatest pressures on the value chain occur. This project will be aligned with CSRD requirements and international frameworks such as SBTN (Science-Based Targets for Nature) and TNFD (Taskforce on Nature-related Financial Disclosures). While work is underway to analyse and process the data collected in the first months of the project, the first phase of the engagement of the first lines of top management on the issue of biodiversity has already been completed, with the conduct of over ten one-to-one interviews with the heads of the functions most involved and affected by the issue.

²⁷ CIIP S.p.A. (Cicli Integrati Impianti Primari), Tennacola S.p.A., Publiacqua S.p.A., Azienda Specializzata Settore Multiservizi S.p.A., MM S.p.A.

COMBATING CLIMATE CHANGE AND MONITORING GREENHOUSE GAS EMISSIONS

The main objective of the Group's strategy as regards environmental protection and reducing the impact (both direct and indirect) of its activities is to reduce the greenhouse gas emissions that cause climate change.

The Group began calculating its emissions in 2017, initially reporting its direct emissions (Scope 1 and 2) and Scope 3 emissions related to category 6 (business travel) before **extending the monitoring of its greenhouse gas emissions to include indirect activities**, related to the upstream and downstream value chain, in 2022. The annual GHG Inventory therefore makes it possible to identify TOD'S most impactful activities and to plan initiatives aimed at gradually reducing their impacts.

The table below details the main CO₂eq emissions generated by the Group.

In compliance with the Greenhouse Gas (GHG) protocol, emissions are divided into three categories:

Scope 1: includes direct emissions of greenhouse gases from sources owned or controlled by the organisation;

Scope 2: includes indirect emissions of greenhouse gases related to the production of electricity purchased by the Group;

Scope 3: includes all indirect emissions of greenhouse gases that are not included in Scope 2, related to activities upstream or downstream of the company's operations.



CO ₂ eq emissions (2024-2023)*		
Emissions (Ton CO ₂ eq)	2024	2023
Scope 1	1,800	1,763
<i>Scope 1/n° of full-time employee</i>	<i>0.351</i>	<i>0.347</i>
<i>Scope 1/Sales revenue (€/000)</i>	<i>0.002</i>	<i>0.002</i>
Scope 2 (Location-based)	10,381	12,412
<i>Scope 2/n° of full-time employee</i>	<i>2.025</i>	<i>2.441</i>
<i>Scope 2/Sales revenue (€/000)</i>	<i>0.010</i>	<i>0.011</i>
Scope 2 (Market-based)	9,039	10,127
<i>Scope 2/n° of full-time employee</i>	<i>1.763</i>	<i>1.992</i>
<i>Scope 2/Sales revenue (€/000)</i>	<i>0.009</i>	<i>0.009</i>
Scope 3	104,407	123,308
<i>Scope 3/n° of full-time employee</i>	<i>20.949</i>	<i>24.249</i>
<i>Scope 3/Sales revenue (€/000)</i>	<i>0.103</i>	<i>0.109</i>
Total Emissions of CO₂eq (Location-based)	119,587	137,483
<i>Total Emissions/n° of full-time employee</i>	<i>23.325</i>	<i>27.037</i>
<i>Total Footprint/Sales revenue (€/000)</i>	<i>0.114</i>	<i>0.122</i>
Total Emissions of CO₂eq (Market-based)	118,246	135,198
<i>Total Emissions/n° of full-time employee</i>	<i>23.063</i>	<i>26.588</i>
<i>Total Emissions/Sales revenue (€/000)</i>	<i>0.113</i>	<i>0.120</i>

* Coefficients used: to calculate direct GHG emissions (Scope 1) and indirect GHG emissions (Scope 3) related to business travel (Category 6: Business Travel of the GHG Protocol), the UK Government GHG Conversion Factors for Company Reporting 2024 defined by the UK Department for Environmental and Rural Affairs (DEFRA) were used. To calculate the Scope 2 emissions deriving from electricity consumption, both of the methods provided by the Global Reporting Initiative (GRI) Sustainability Reporting Standards were used. To calculate the indirect location-based GHG emissions from energy consumption (Scope 2), the International Energy Agency (IEA) 2024 – IEA Emission Factors 2024 were used. For the calculation of indirect market-based GHG emissions from energy consumption (Scope 2), the “residual mix” emission factors were used (Source: Association of Issuing Bodies (AIB) – 2023 European Residual Mix) where available; elsewhere, in line with the hierarchy of Scope 2 “market-based” emission factors provided by the GHG Protocol, the same emission factors used for the calculations with the location-based method were used. With reference to the market-based method, total Scope 2 emissions amounted to 9,039 tCO₂eq for 2024 and 10,127 tCO₂eq for 2023.

In line with trends in the reference industry, indirect emissions (Scope 3) are the most significant for the TOD'S Group (accounting for 89.8% of the Group's total GHG emissions in 2024). Scope 2 emissions fell in 2024 compared to 2023, both in absolute terms (-16% location-based, -11% mar-

ket-based) and in terms of their energy intensity with regard to FTE employees (-17% location-based, -11% market-based) and sales revenue (-10% location-based, -4% market-based). Below is a breakdown of the incidence of Scope 1 and Scope 2 market-based emissions by region:

CO₂eq emissions – Scope 1 & 2 Market-based

Region	2024	%	2023	%
Italy	3,701	34.1%	4,131	34.7%
Europe	1,105	10.2%	1,360	11.4%
Americas	564	5.2%	804	6.8%
Greater China	3,930	36.3%	4,115	34.6%
Rest of the World	1,538	14.2%	1,480	12.4%

In addition, with regard to the production sites, the calculation of other harmful atmospheric emissions was entrusted to an external consultant. In particular, volatile organic compounds (VOCs), nitrogen oxides (NOx) and sulphur oxides (SOx) were calculated as the total of channelled and diffuse emissions. For the purposes of this calculation, a consultant analysed the production sites included in the mass balance sheets used to create the Solvent Management Plan. In 2024, VOC came to 23.3 tonnes (down 10.3% compared to 2023), NOx to around 4.3 tonnes (in line with the 2023 figure), and SOx to around 0.02 tonnes (over 31% down compared to 2023).

INDIRECT CO₂EQ EMISSIONS – SCOPE 3

In 2024 indirect Scope 3 emissions **fell by around 13%** compared to 2023, the baseline year for the reduction of GHG emissions. There were multiple explanations for this: the reduction in purchases of materials and shipments, the further refinement of the data collection and calculation method, the greater engagement of the supply chain, and the evolution of IT systems to support the reporting process.

CO₂eq emissions – Scope 3 (2024-2023)*

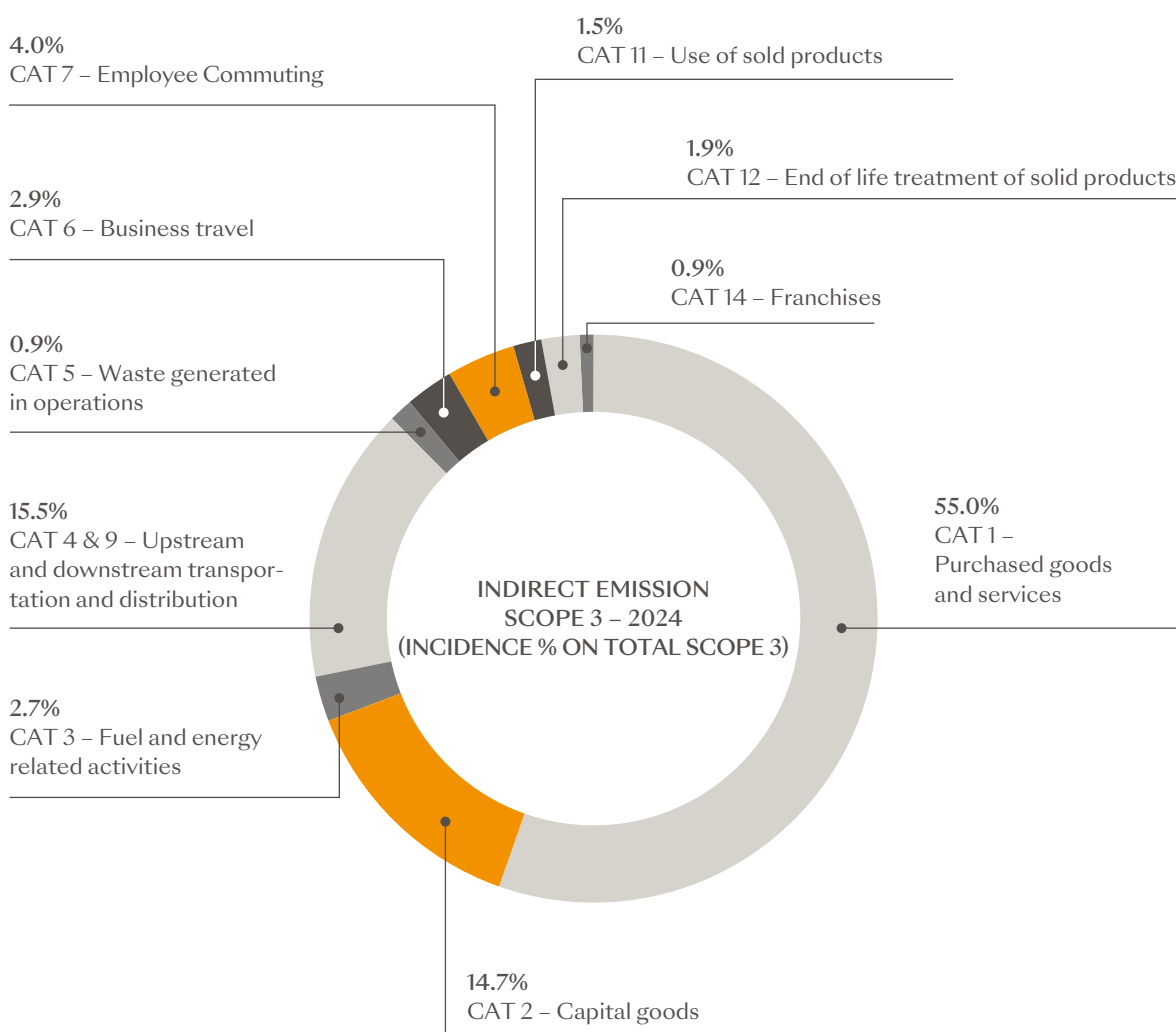
Emissions (Ton CO ₂ eq)	2024	2023
Scope 3	104,407	123,308
Cat. 1 – Purchased goods and services	59,023	68,370
Cat. 2 – Capital goods	15,799	17,022
Cat. 3 – Fuel and energy related activities	2,895	3,062
Cat. 4 & 9 – Upstream and downstream transportation and distribution	16,693	19,524
Cat. 5 – Waste generated in operations	1,014	1,555
Cat. 6 – Business travel	3,071	3,395
Cat. 7 – Employee commuting	4,328	4,838
Cat. 11 – Use of sold products	1,600	1,964
Cat. 12 – End of life treatment of sold products	2,045	2,655
Cat. 14 – Franchises	939	923

* The figure reported in the previous Report was slightly revised for categories 6 and 7, resulting in a slight change in the overall Scope 3 value for 2023 from 123,311 tCO₂eq to 123,308 tCO₂eq.

In coming years, the TOD’S Group will continue to invest in improving its IT applications in order to have the best primary data for its area of responsibility.

As can be seen from the breakdown of CO₂eq emissions by category, the TOD’S Group’s most

impactful indirect Scope 3 emissions are connected with the purchase of raw materials and services (55.0%), upstream & downstream transport and distribution (15.5%), the purchase of capital goods (14.7%) and, to a lesser extent, employee transfers (commutes 4.0% and business travel 2.9%).



A breakdown of Scope 3 emissions is also provided below, distinguishing between those generated

upstream and those generated downstream along the entire value chain.

Emissions (Ton CO ₂ eq)	2024	2023
<i>Scope 3</i>	104,407	123,308
Upstream Activities	94,476	108,004
Downstream Activities	12,931	15,304

Below is a methodological breakdown of the impact categories of the Scope 3 emissions reported by the Group:

Category 1: Purchase of raw materials and services – 55.0%

Emissions related to the purchase of raw materials (50.5% of the category total), packaging (2.5%) and external processing (3.3%) were calculated using the GHG Protocol’s “Average-Data” method, while emissions from purchased services (43.7% of the category total) were calculated using the GHG Protocol’s “Spend-Based” method. Specific emission factors were used for the calculation (DEFRA 2024, IEA 2024, Ecoinvent and industry literature).

Compared to the analysis conducted last year, the process of collecting data on the purchase of raw materials and packaging was further refined thanks to an important and productive collaboration between the different company functions and the supply chain. This more integrated approach made it possible to use more granular and accurate data to calculate emissions, thanks also to the centralisation of all direct procurement transactions in a single company system.

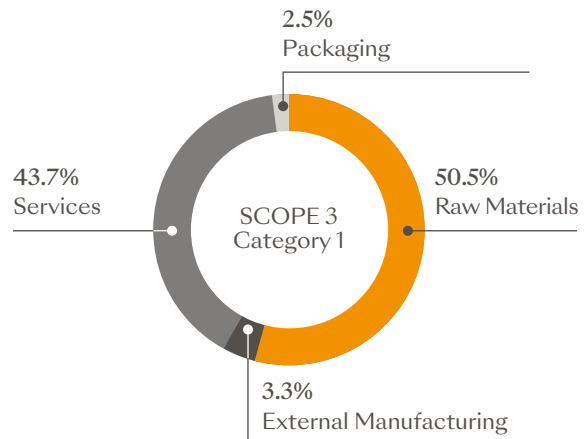
Category 2: Purchase of capital goods – 14.7%

The calculation of emissions related to capital goods was carried out using the GHG Protocol’s “Spend-Based” methodology, associating the relevant Eurostat Environmentally-Extended Input-Output analysis with each category of spending.

Category 3: Activities related to fuel and energy – 2.7%

The emissions from activities related to fuel and energy not included in Scope 1 and Scope 2 were calculated using the GHG Protocol’s “Average-Data” methodology. In particular, the CO₂eq emissions associated with the transportation and distribution (T&D) of fuels and the energy consumed, as well as upstream emissions related to electricity production for each country (“Total Upstream”), were estimated.

The calculation is based on specific emission factors taken from internationally recognised sources such as IEA Emission Factors 2024 and DEFRA 2024.



Categories 4 & 9: Upstream & downstream transportation and distribution – 15.5%

Emissions generated by the upstream (category 4) and downstream (category 9) transportation and distribution of finished products were calculated using the GHG Protocol’s “distance-based” methodology, based on the kilometres travelled and the kilometres transported, combining specific factors (sources: Ecoinvent and DEFRA 2024) with reference to the type of transport method used. In 2024 the process of monitoring and tracking local shipments was fine-tuned with particular focus on the Group’s foreign companies. In particular, some of the assumptions used in last year’s analyses were replaced with more accurate and granular data obtained as a result of ongoing and structured dialogue with the relevant functions in all regions. This collaborative approach has made it possible to improve the level of detail in the report, providing a more accurate overview of the Group’s operations and a more solid database for the calculation of climate emissions.

Category 5: Waste generated in operations – 0.9%

The emissions connected with the management of waste generated by the Group’s operations were calculated using the GHG Protocol’s “Average-data” methodology. Waste was classified according to its EWC code and disposal destination, making it possible to estimate CO₂eq emissions based on the quantities disposed and the type of treatment. The calculation was based on specific emission factors taken from recognised sources such as Ecoinvent and DEFRA 2024.

Category 6: Business travel – 2.9%

Emissions related to business travel were calculated according to the GHG Protocol’s “distance-based” methodology, considering the kilometres travelled and applying specific emission factors according to the type of vehicle used (DEFRA 2024).

Category 7: Employee commuting – 4.0%

For the employee commuting category emissions were calculated using the GHG Protocol’s “distance-based” methodology, multiplying the number of kilometres travelled by specific emission factors according to the type of vehicle used (source: DEFRA 2024 and Ecoinvent). The calculation also took account of days spent working from home as per the internal policies in the different countries in which the Group operates.

The use of granular and accurate data for the calculation of generated emissions was fine-tuned in 2024. More specifically, all Group companies were actively involved in a structured data collection initiative with the aim of obtaining detailed information on the commutes of every individual employee, making it possible to evaluate the forms of transport used by each worker during their home-work commute.

Cat. 11: Use of sold products – 1.5%

Indirect emissions associated with the use of products were calculated using the GHG Protocol’s “Average-data” methodology. The analysis considered the average annual frequency with which the products are washed, the useful life

of the garments and the most common washing methods used by consumers for each type of Group product. The emission factors used were taken from recognised sources, including Ecoinvent and IEA Emission Factors 2024.

Cat. 12: End-of-life treatment of sold products – 1.9%

Indirect emissions associated with the end-of-life treatment of sold products were calculated by applying the GHG Protocol’s “Average-data” methodology and a waste-type-specific approach. The calculation included data on the geographical distribution of sales and the composition of materials, using statistical information on waste management methods, and was based on quantities produced rather than quantities sold, as this is more representative of currently available data. The emission factors were taken from sources such as Ecoinvent, with different values according to geographical area and type of treatment.

Cat. 14: Franchises – 0.9%

The gas and electricity consumption emissions of the franchises were calculated using the GHG Protocol’s “Average-data” methodology. The calculation is based the average consumption per city according to CURB and uses emission factors from recognised sources, including DEFRA (2024), IEA (2024), Ispra (2024) and AIB (2023). The analysis has been further refined compared to last year thanks to the use of more accurate data, the result of a cross-regional collaborative effort.

Categories excluded from Scope 3	Reason for exclusion from scope
Cat. 8 – Leased assets upstream	This category was regarded as not applicable as emissions from the company's use of leased assets – such as offices, production and logistics sites, warehouses and directly-operated stores and outlets – are already included in the Scope 1 and Scope 2 emissions.
Cat. 10 – Processing of sold products	The emissions associated with this category were regarded as not applicable because the products sold by the Group are not subject to further processing or transformation.
Cat. 13 – Leased assets downstream	The emissions associated with this category were regarded as not applicable as the TOD'S Group does not own any assets leased to other entities.
Cat. 15 – Investments	The emissions associated with this category were regarded as not applicable because the TOD'S Group's investments are consolidated according to the same scope of consolidation reported in the Annual Financial Report. As such, these emissions are already included in the Scope 1 and Scope 2 emissions.

Following the signing of the Science-Based Targets initiative (SBTi), in 2024 the development of a **multi-year decarbonisation strategy** was launched with the aim of taking account of industry best practices and improving the TOD'S Group's performance year on year. The Group has therefore identified a number of decarbonisation levers in order to reduce the direct and indirect emissions connected with activities upstream or downstream of the company's operations. Some of the main action areas identified include:

- investments in additional photovoltaic systems and upgrades of existing ones, increasing the percentage of self-produced renewable energy;
- extension of the scope of energy procurement from certified renewable sources;
- extension of initiatives to reduce and streamline energy consumption at production and logistics sites and in the sales network;
- development of ecodesign and circular production initiatives with the involvement of the supply chain;

- investment in the research and development of raw materials with lower environmental impact;
- reduction and optimisation of packaging;
- development and implementation of initiatives to promote the sustainable mobility of employees and reduce the environmental impacts of business travel;
- optimisation of distribution logistics volumes and promotion of low-impact forms of transport.

The projects planned and implemented by the Group are detailed in the respective chapters of this Report to which reference is made in full.

Following the commitment made to the SBTi in January 2024, the TOD'S Group pledged to reduce its Scope 1, 2 and 3 CO₂ emissions by 2034, with a 2023 baseline, in line with the table below and consistent with a scenario that assumes a maximum increase in global temperature of 1.5°C compared to pre-industrial levels (aligned with the "Paris Agreement").

Scope	Target type	Target	Base Year	Target Year
Scope 1 + Scope 2 (Combined)	<i>Absolute contraction</i>	58.8%	2023	2034
Scope 3	<i>Economic Intensity – per million EUR Value added</i>	63.8%	2023	2034

The TOD'S Group submitted its targets on 14 February 2025 and is currently awaiting official validation by SBTi.

In 2024, the TOD'S Group also participated in the CDP (Carbon Disclosure Project) "Climate Change" questionnaire, demonstrating its commitment to transparency and accountability in the strategies and the actions it has taken to reduce the risks connected with climate change. Although this was the first time the Group has taken the CDP questionnaire and the methodology did not reap rewards in terms of the many ongoing and as yet unfinished activities on which the Group has been working in recent months, the result of the CDP analysis was a C rating, calculated using the weighted average of various categories, with some more virtuous aspects (such as the reporting of Scope 1 and 2 and Scope 3 emissions, and environmental policies) and others on which TOD'S is called upon to focus its energies in the coming months (such as target setting, underway with SBTi).

Given the highly international nature of the Group, considering that its distribution network covers the world's most important countries, **product transport and logistics**²⁸ play a significant role in its procurement and distribution activities. Conscious of the fact that these activities also shape customer satisfaction levels, the Group is committed to optimising related environmental impacts while maintaining the quality of its services. With regard to the distribution of its end products, TOD'S works with leading logistics partners in the sector for product deliveries by air, by sea and – most extensively – by road.

In 2019 TOD'S launched the **A.R.T. Project** ("Allocation & Replenishment for 'Tod's") based on a data analytics/artificial intelligence tool. A.R.T. is an in-season process integrated with the pull/push approach which makes it possible to optimise the allocation of articles during the season and rebalance stock in order to preserve brand image, guarantee better response times, flexibility and reactivity in the distribution model, optimise stock and reduce unsold stock. The project, which has recently been extended to include bags

and belts, allows production planning and related merchandising activities to be systematically aligned with customer needs and expectations. In the short and medium term, this enables TOD'S to mitigate the risk of unsold stock, with subsequent potential positive impacts on financial and **environmental sustainability**. In 2024 the **APO** ("Augmented Planning Outlet") project was launched to cover the European Outlet network for the core product category of Footwear. The project's activities will be further extended and strengthened in 2025. Connected to the A.R.T. project is the **"TIP"** ("Tod's Item Plan") project for the management of all-season products. The goal of the TIP Model is to ensure optimised stock levels that support sales trends without generating overstock, and therefore guarantee, when fully operational, the maintenance of an ideal turnover rate for each of the Group's brands and improved profitability. Launched for strategic and operational reasons, the project aims to ensure better precision and greater alignment between commercial opportunities and production planning, as well as the automatic use of the sales plan for NOOS ("Never Out Of Stock") and carry-over items, with better integration between the different seasons and a level of service that is consistent with brand identity activities.

ANALYSIS OF CLIMATE CHANGE RISKS AND OPPORTUNITIES

In early 2024, the TOD'S Group embarked on a journey to map the main physical and transitional risks and opportunities related to climate change, in order to produce, on a voluntary basis, the first **Climate Risk Report drafted in line with the IFRS S2 standard and the recommendations of the Task Force on Climate-related Financial Disclosures – TCFD** (hereinafter also referred to as "Climate Report"). Through the adoption of the TCFD recommendations, TOD'S intends to strengthen the management of climate risks and opportunities, aligning business practices with the expectations of stakeholders.

28 Where data was not readily available, accurate estimates have been used.

Methodology and scenario analysis

TOD'S developed **climate scenarios** based on the IPCC Report (Intergovernmental Panel on Climate Change). IPCC scenarios represent future climate projections that may evolve based on assumptions about key factors such as greenhouse gas emissions, technological advances, land-use changes, and other influencing factors. Such scenarios are essential as they allow us to understand the possible evolutions of the climate, in order to prioritise actions and plan effective mitigation and adaptation strategies.

For the **analysis of physical risks**, Representative Concentration Pathways (RCPs) were adopted: plausible representations of the future development of greenhouse gas and aerosol concentrations in the atmosphere. Each scenario is associated with a predicted level of global warming and provides a view of how greenhouse gas emissions could evolve depending on the policies and practices adopted. Among the possible scenarios, the following were analysed:

RPC scenario	Scenario description
RCP 8.5	The RCP 8.5 scenario is the most extreme. It forecasts an increase of more than 4°C by 2100 and it can occur if no mitigation policy is adopted. The high rates of economic and demographic growth (SSP5) favour this scenario, triggering most of the so-called climate “points of no return”, with consequences that are difficult to model.
RCP 7.0	RCP 7.0 is the scenario that outlines the medium-high end of the range of future emissions and global warming, deriving from the absence of additional climate policies. It does not set any climate risk mitigation targets.
RCP 4.5	RCP 4.5 is the scenario considered most likely given the countries' current commitments. It foresees a temperature increase of between 2 and 3°C by 2100, well beyond the limits of the 2015 Paris Agreement and the Kyoto Protocol. Considering the current commitments of countries, it is considered likely that 2.5°C will be reached by 2100.
RCP 2.6	The RCP 2.6 scenario is in line with the Paris/Kyoto agreements (less than 1.5°C by 2100) and involves strong reduction efforts by all countries in the world. Cumulative greenhouse gas emissions from 2010 to 2100 must be reduced by 70%, requiring substantial changes in energy use and non-CO ₂ emissions.

The analysis, therefore, consists of examining the Group's activities to identify which physical climate risks may affect the performance of the business during the expected life cycle, and quantifying their vulnerability and relevance. The assessment is carried out using advanced climate projections at the highest available resolution (CORDEX) in the existing set of future scenarios, RCP 2.6, RCP 4.5 and RCP 8.5, with a time span of 10 to 30 years.

The **analysis of physical climate risks** was based on **three time spans**: 2025-2030 (short-term), 2030-

2040 (medium-term), 2040-2050 (long-term), in line with reference literature and available data.

For **transitional climate risks and opportunities**, on the other hand, the Climate Risk Assessment was adapted based on TOD'S business in order to identify and quantify the following risks:

- regulatory and legal;
- reputational;
- of the market;
- technological.

The **climate scenarios used** are multiple:

Source	Scenarios			
The International Energy Agency (IEA)	NZE	SDS	APS	STEPS
United Nations International Panel on Climate Change (IPCC)	SSP1	SSP2	SSP3	SSP5
Literary research, world-class scientific journals	H	M	L	

The selection of transition scenarios was guided by the established climate literature, the availability of impact studies, and the probability associated with each scenario.

For the identification of transitional climate risks and opportunities, key European regulations, international frameworks, and guidelines issued by relevant institutions were consulted. These include EU regulations and directives, such as the European Green Deal and the EU Taxonomy for Sustainable Activities, as well as global standards such as those defined by the TCFD and the Paris Agreement. The analysis also took into account the best practices adopted by global organisations and the recommendations emerging from sectoral and scientific reports.

In the analysis of **transitional risks and climate opportunities**, **three time spans** were adopted, taking into consideration the reference sector and the business model of the TOD'S Group: 2024-2026 (short-term), 2027-2036 (medium-term), 2037-2050 (long-term).

Identifying climate risks and opportunities in the short, medium and long term

The transition scenarios used allowed to identify

the **Group's main climate risks and opportunities** with potential consequences for its operations and value chain. The analysis involved the entire TOD'S Group, examining:

- headquarters and showrooms;
- production and logistics sites;
- depots and warehouses;
- directly operated stores (DOS and Outlets);
- franchised stores.

TOD'S aims to effectively manage the risks and opportunities associated with climate change, anticipating potential impacts and ensuring corporate resilience. To this end, the Group will progressively adapt its business model, governance and decision-making processes, as well as its supply chain.

The TOD'S Group's physical risks

Below is a representation of the **physical risks identified by TOD'S** – illustrated with a Group-wide average²⁹ – according to RCP 4.5 and RCP 8.5 scenarios, with an indication of the possible impacts and the level of inherent risk to which the Group's assets are exposed for the three time spans (short, medium, and long).

²⁹ The analysis covered the entire Group perimeter including: headquarters and showrooms; production and logistics sites; depots and warehouses; directly operated shops (DOS and outlets) and franchised shops. The countries analysed were: Australia, Austria, Azerbaijan, Bahrain, Belgium, Brazil, Canada, China, Czech Republic, France, Germany, Greece, Hong Kong, India, Ireland, Italy, Japan, Jordan, Kazakhstan, Kuwait, Lebanon, Macao, Malaysia, Netherlands, Panama, Philippines, Portugal, Puerto Rico, Qatar, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Switzerland, Taiwan, Thailand, Turkey, Ukraine, United Arab Emirates, United Kingdom, United States.



Category of physical risk	Subcategory of physical risk	Description of risk
Acute	Extreme weather events	Increased severity and frequency of extreme weather events in a given geographical area. They threaten industrial facilities, especially those located in coastal/riverine areas, causing disruptions to operations and severe damage to infrastructure.
Chronic	Precipitation patterns and variability in weather models	Rainfall is less evenly distributed over time: the wet periods have become wetter and the dry periods drier. This causes infrastructure problems and forced interruptions of the production process, as well as damaging ecosystems and plants and triggering landslides and flooding.
Chronic	Sea level rise	The rise in sea level is due to the thermal expansion of the oceans and the melting of glaciers and the Antarctic ice cap. It is linked to an increased risk of flooding and coastal erosion, infrastructure and operational disruptions, water contamination and migration crises.
Chronic	Heat stress	Higher temperatures affect the most vulnerable segments of the population, causing increased mortality, lower productivity and damage to infrastructure, as well as the distribution, abundance and behaviour of many plant and animal species. This results in increased operating costs due to disruptions in the supply chain, reduced availability of resources, and increased regulatory pressure.
Chronic	Heat-induced fatigue	It can seriously affect the health of workers, affecting their productivity and increasing the risk of accidents, with stress on machinery/plants and degradation of materials.
Acute	Heat waves	Increase in severity and frequency of phenomena characterised by extreme temperatures, which impact yields and profitability of agriculture and livestock, ecosystem services, worker productivity and infrastructure functionality. This results in an increase in health, energy and material restoration costs.
Acute	Cold waves	Similar to heat waves, extreme low temperatures can cause operational disruptions and delays in production and delivery, impair workers' health and productivity, damage the quality of materials, increase energy requirements, and compromise logistics and the supply chain.
Acute	Cyclones, hurricanes, typhoons	Extreme rainfall that is short and intense causes pluvial flooding, while repeated rainfall over long periods leads to the overflowing of rivers and other bodies of water. Increased cloudbursts (sudden extreme rainfall) affect the quality and quantity of available fresh water, because rainwater causes untreated wastewater to enter surface waters. These phenomena result in physical destruction, supply chain disruptions, increased costs for consumers, problems with access to resources, and risks to the health and safety of workers.

RCP 4.5			RCP 8.5		
Short (2025-2030)	Medium (2030-2040)	Long (2040-2050)	Short (2025-2030)	Medium (2030-2040)	Long (2040-2050)
Low	Low	Low	Low	Low	Low
Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Medium	Medium	Medium	Medium	Medium	Medium
Medium	Medium	Medium	Medium	Medium	Medium
Medium	Medium	Medium	Medium	Medium	Medium
Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Medium	Medium	Medium	Medium	Medium	Medium

Category of physical risk	Subcategory of physical risk	Description of risk
Chronic	Changing wind patterns	The scientific models that describe fluid flows on the Earth (winds and ocean currents) are affected by the increased thermal energy trapped in the atmosphere by the greenhouse effect. The change in these models has an impact on the calculation of the most convenient routes for the movement of travellers and goods, in addition to determining a greater probability of the occurrence of extreme weather phenomena in areas hitherto not at all or scarcely affected by them.
Chronic	Drought	An unusual and temporary shortage of water availability, caused by a lack of rainfall and high temperatures, resulting in increased evaporation. Some areas of the world today are experiencing more frequent, severe and prolonged droughts. The effects are reduced river and subsoil flow, stunted crop growth, increased pest attacks, and forest fires. The increased severity and frequency of droughts in specific geographical areas could have a negative impact on water-intensive industries.
Acute	Forest fires	Rising temperatures and increased susceptibility to droughts lead to an increased risk of developing forest and urban fires, which threaten to damage industrial facilities, reduce the availability of water for industrial operations, and create dangerous working conditions for employees.
Chronic	Precipitation stress	Anthropogenic greenhouse gas emissions have created a warmer and more humid atmosphere, leading to more intense weather events and more drastic fluctuations between them. Some places receive a year's worth of rain in a matter of days, or experience long periods of drought followed by heavy downpours, or rapidly alternate between drought and floods. This leads to the phenomenon of soil erosion, where the soil becomes unable to absorb water. Precipitation stress can cause infrastructure damage, supply chain disruptions, production losses and increase the risk of pollution and the need for repairs and prevention efforts.

RCP 4.5			RCP 8.5		
Short (2025-2030)	Medium (2030-2040)	Long (2040-2050)	Short (2025-2030)	Medium (2030-2040)	Long (2040-2050)
Medium	Medium	Medium	Medium	Medium	Medium
Low	Low	Low	Low	Low	Low
Low	Low	Low	Low	Low	Low
Medium	Medium	Medium	Medium	Medium	Medium

The transitional risks of the TOD'S Group

Below, a representation of the **transitional risks** identified by the Group, with an indication of the **related possible impacts and the level of**

risk – estimated as a combination of probability and impact – to which the Group's assets are exposed for the three time spans (short, medium, and long).

Subcategory of transitional risk	Description of risk
Regulations	Introduction/tightening of carbon pricing schemes (e.g. ETS, CBAM, etc.) in countries where TOD'S production plants are located, as well as for the import of materials subject to regulation, resulting in increased indirect costs.
Regulations	Introduction of regulatory requirements regarding the reporting and disclosure of greenhouse gas emissions associated with company products/processes, resulting in increased operating costs and investment in new technologies.
Regulations	Involvement in climate litigation. For example, liability actions with respect to climate and environmental damage directly or indirectly generated by TOD'S over time.
Regulations	Tightening regulations around strategic raw material sourcing, product design, labelling (e.g. Digital Product Passport) and related disposal, resulting in increased compliance costs and limited resources and markets.
Technology	Investments in low-impact production technologies that do not effectively meet business needs or are not successfully integrated into TOD'S operational processes, resulting in financial losses, costs of reorganising production processes and retraining personnel.
Market	Loss of opportunities for innovation and growth due to a block on new investments, delay in adopting market trends and consumer needs. Difficulties in strategic business decisions due to ambiguous or unclear signals from the market, resulting in wrong decisions or delays in adapting to changing market conditions, putting the company's competitiveness and profitability at risk.
Market	Change in consumer behaviour/lifestyle , leading to greater attention/preference for products with a lower environmental impact, affecting the current product portfolio and sales.
Market	Increase/fluctuation in the cost and availability of raw materials in the time frame required for production due to market shocks caused by climate change or limited resources (e.g. recycled materials, certificates).
Reputation	Damage to TOD'S reputation due to an inadequate or ineffective response to new customer needs and preferences towards products with a lower environmental impact.
Reputation	Widespread stigmatisation and controversy affecting the fashion industry as a whole, resulting in indirect damage to TOD'S due to a generalised negative perception.
Reputation	Concerns raised by stakeholders related to unethical business practices, negative environmental impacts or other issues that may damage the image and credibility of TOD'S.

Impact on the value chain					Time span		
Supply chain	Upstream transportation	Internal Operations	Downstream transportation	End Customers	Short (2024-2026)	Medium (2027-2036)	Long (2037-2050)
					MINOR	MID	TOP
					MINOR	TOP	TOP
						MID	MID
					TOP	TOP	TOP
					MID	TOP	TOP
					MID	TOP	TOP
					TOP	TOP	TOP
					TOP	TOP	TOP
					MINOR	TOP	MID
					MID	TOP	TOP
						TOP	TOP

The following are the scoring scales used to assess risk events that could occur within the applicable time spans:

- **Probability:** assessed by considering the likelihood of a risk event occurring over the applicable time spans, using a four-level scoring scale from “negligible” to “high”;

- **Impact:** assessed in terms of economic, qualitative, health and safety, environmental, operational, reputational (stakeholders) and/or compliance effects on the Group, using a four-level scoring scale from “negligible” to “critical”.

Risk events		Probability			
		1 – Negligible (<5%)	2 – Low (5-25%)	3 – Medium (25-50%)	4 – High (>50%)
Impact	4 – Critical	MID	TOP	TOP	TOP
	3 – Medium	MID	MID	TOP	TOP
	2 – Low	MINOR	MINOR	MID	TOP
	1 – Negligible	MINOR	MINOR	MINOR	MINOR



TOD'S Group Opportunities

Below is a representation of the **opportunities** identified by the Group, with an indication of the **possible financial impacts and the relative level**

of opportunity – a combination of probability and impact – according to the three time spans (short, medium, and long).

Category	Description of opportunity	Time span		
		Short (2024-2026)	Medium (2027-2036)	Long (2037-2050)
Resource efficiency	Using transport modes less environmentally impactful		TOP	TOP
Resource efficiency	Use of more energy-efficient production processes	TOP	TOP	TOP
Resource efficiency	Use of more efficient production and distribution processes	MINOR	TOP	
Resource efficiency	Use of secondary raw materials	MINOR	TOP	TOP
Resource efficiency	Use of processing waste	MID	TOP	TOP
Resource efficiency	Transition to more efficient buildings	MID	TOP	TOP
Resource efficiency	Reducing water use and consumption		MINOR	MINOR
Energy source	Use of renewable energy sources (self-production)	TOP	TOP	TOP
Energy source	Use of renewable energy sources (purchased)	TOP	TOP	TOP
Energy source	Use of public incentives to support the transition	TOP	TOP	TOP
Energy source	Use of new technologies		TOP	TOP
Energy source	Participation in the carbon market (e.g. ETS)		MID	TOP
Energy source	Shift towards decentralised energy generation	TOP	TOP	TOP
Products and services	Development and/or expansion of low-emission products and services	MINOR	TOP	TOP
Products and services	Revision of the product range, including and strengthening the presence in the collection of items suitable for milder temperatures and reviewing the delivery schedule of products in store	TOP	TOP	TOP
Products and services	Development of climate change adaptation and risk insurance solutions		TOP	TOP

Cost reduction	Reduction of GHG emissions	Energy shock resilience	Reputation, competitiveness, innovation	Regulatory compliance	Increase in property value	Major sources of revenue	Crisis resilience, adaptability
X	X	X	X				
X	X	X	X				X
X	X		X				X
	X		X	X			
X			X	X		X	
X	X		X	X	X		X
X			X	X			X
X	X	X	X		X		X
X	X		X	X			
X		X	X				X
X	X		X				X
	X		X				
X		X	X	X	X		
	X		X	X		X	
			X			X	X
			X	X			

Category	Description of opportunity	Time span		
		Short (2024- 2026)	Medium (2027- 2036)	Long (2037- 2050)
Products and services	Ability to diversify business activities by also offering services or circular business models (such as rental of items, repair, and refresh of products, sale of spare parts, sale of second-hand goods)	MID	TOP	TOP
Markets	Access to new markets also through the use of public incentives	MINOR	TOP	TOP
Markets	Use of private incentives	TOP	TOP	TOP
Resilience	Participation in renewable energy purchase programmes (PPAs) and adoption of energy efficiency measures	TOP	TOP	TOP
Resilience	Diversification of the supply chain both in geographical terms and in terms of independence from individual suppliers		TOP	TOP
Resilience	Replacement/diversification of resources, including those deriving from organic or regenerative agriculture as they are more resilient to climate change and have a lower environmental impact	MINOR	TOP	TOP

The following are the scoring scales used to assess opportunities that could occur within the applicable time spans:

- **Probability:** assessed by considering the likelihood of an opportunity occurring over the applicable time spans, using a four-level scoring scale from “negligible” to “high”;

- **Impact:** assessed in terms of economic, qualitative, health and safety, environmental, operational, reputational (stakeholders) and/or compliance effects on the Group, using a four-level scoring scale from “negligible” to “high”.

Opportunity	Probability			
	1 – Negligible (<5%)	2 – Low (5-25%>)	3 – Medium (25-50%)	4 – High (>50%)
4 – High	MID	TOP	TOP	TOP
3 – Medium	MID	MID	TOP	TOP
2 – Low	MINOR	MINOR	MID	TOP
1 – Negligible	MINOR	MINOR	MINOR	MINOR

Cost reduction	Reduction of GHG emissions	Energy shock resilience	Reputation, competitiveness, innovation	Regulatory compliance	Increase in property value	Major sources of revenue	Crisis resilience, adaptability
	X		X	X		X	
X			X			X	
X			X			X	
X	X	X	X				
		X					X
	X		X	X			X

The process of identifying and assessing climate risks

With specific reference to climate change, the process of identifying and assessing risks is divided into several key phases, each of which contributes to outlining a complete picture of the potential challenges and opportunities posed by the climate.

With regard to transitional climate risks and opportunities, during the first phase of screening, an in-depth analysis of the challenges related to the sector in which TOD'S operates was conducted, considering not only the type of business, but also market dynamics, emerging trends and current regulations. This analysis led to the development of a preliminary list of possible risks and opportunities that might affect the company's operations, classified according to the time span in which they might arise and the position along the value chain. The transitional risks and opportunities identified thus far were subjected to a thorough review in order to prioritise the most relevant ones in relation to the short, medium and long-term spans.

A comparison was then made with the key business functions involved, based on the relevance

and materiality of the identified risks and opportunities, in order to gather additional information and ensure that all perspectives are considered, thus reinforcing the validity of the analysis.

The process of identifying physical climate risks for the TOD'S Group was conducted following a methodology structured into four main steps.

- data collection: an internal data collection campaign was launched, with the aim of gathering information on past hazard events, already implemented mitigation strategies and the exact location of company sites, for which the relevant geographical coordinates were traced;
- data sourcing: climate data was extracted from internationally recognised sources, including the European Community Climate Data Service, Copernicus, and the Intergovernmental Panel on Climate Change (IPCC), as well as from relevant scientific literature;
- analysis of risk exposure and economic impact: the internal data provided was then integrated with the IPCC data to assess the exposure to climate risks of the TOD'S Group's corporate assets, excluding the mitigation measures already in place, in order to obtain a conservative

risk assessment. In line with best documented best practices, Business Interruption Days (BID) were identified, where applicable;

- **Validation:** the results of the analysis were reviewed and integrated with feedback from different company managers, thus ensuring an accurate and complete process.

Once identified and prioritised, climate risks and opportunities are integrated into the Group's risk framework. This integration enables the TOD'S Group to develop adaptation and mitigation strategies, ensuring an effective response to the challenges posed by climate change, contributing not only to the resilience of the company itself, but also to a positive impact on the environment and the community.

Climate risk management

The TOD'S Group, aware of the importance of anticipating risks in order to mitigate any conse-

quences on the business, has adopted a corporate strategy that aims to protect the company from physical and transitional risks related to climate change, integrating them into overall risk management.

As a further measure to protect the company's assets from extreme weather events, the Group has taken out insurance policies that include multiple climate-related risks, demonstrating a concrete commitment to safeguarding its business from the potential negative consequences of climate change. Furthermore, in order to mitigate the costs associated with climate change and reduce related risks, while ensuring greater long-term sustainability, the TOD'S Group continues to boost its energy autonomy, aiming for a transition to renewable energy sources and progressive independence from external providers. This approach reflects a strategic vision that aims to reduce environmental impact and stabilise operating costs.

8. ECODESIGN, CIRCULAR PRODUCT AND PACKAGING PROCESSES

We carry out ongoing research into ecodesign and circular production processes, involving our supply chains

PROMOTION OF CIRCULAR BUSINESS MODELS

The TOD'S Group confirms its commitment to **promoting circular production and consumption models** along the entire value chain.

The main **circular economy** projects undertaken by the Group and its individual brands are described below.

In January 2024, in the evocative spaces of “La Polveriera”, at the centre of Fortezza da Basso in Florence, FAY retraced the evolution of the **FAY ARCHIVE** project with a detailed look at the last few seasons and the presentation of a special “**Limited Edition 105**” version of the **iconic**

4 Ganci dedicated to the 105th edition of Pitti Uomo.

The 4 Ganci Limited Edition jacket – of which only 105 pieces were produced – is the result of thorough research into FAY’s **archives** and the world of global workwear. Its creation was inspired by the chance finding of just over a hundred field tents that had been kept in a warehouse near Naples since the late 1940s, following the American departure from Italy at the end of the Second World War.

FAY acquired the tents in their original form, conserved in their packaging on small wooden pallets and held together with wire so that they could be parachuted out of the planes. They were

then transferred to the FAY laboratories and from each of them, thanks to the **re-use** of the carefully washed and sanitised triple-woven canvas, 105 4 Ganci Limited Edition jackets were created, with the original partially faded lettering and all the signs of time still visible on the canvas.

The HOGAN brand, active and attentive to responsible innovation, launched new gifts (Laptop covers) designed to enhance its customers' purchases, made from 100% certified recycled materials.

In 2024, to improve customer satisfaction and loyalty, the TOD'S Group has also further strengthened and enhanced its **after-sale services**, increasing the number of items restored or repaired (+38% compared to 2023, +79% compared to 2022). The Group enhanced its shoe repair service, adding new services, such as replacing soles and heels or brushing.

Added to this is the offer, at the request of customers, of **free replacement components and accessories** for a total of more than 6,300 components in 2024, including insoles, buttons, zips, and rhinestones for buckles.

After the positive feedback of some testing activities on bags, carried out in 2023 with the involvement of internal employees and "VIP" customers of Italian flagship boutiques, the **TOD'S bags refreshing** project for the DOS Europe perimeter officially started in spring 2024 and will be extended to Japan in 2025.

In addition, refreshing test activities are underway for the FAY brand focusing on the best-selling Virginia Coats (for the women's line) and Double Coat (for the men's line).

Investments continue to improve relational activities with a "human touch" approach towards the end customer. In 2024, customers once again appreciated the card signed by an operator-craftsman, which was inserted inside the box of each product undergoing refreshment or restoration to describe the repair work carried out. In order to listen to and measure the level of satisfaction of the end-customers receiving an after-sale ticket, a questionnaire was sent out. In 2024 the results were positive, with the achievement of a CSAT (Customer Satisfaction Score) of 4.2 (on a scale of 1 to 5).

On 17 February 2025, on the occasion of the **Navigating Change** event, organised in Milan and attended by representatives of the European Commission, UNECE, Joint Research Centre and OECD, SDA Bocconi presented the updated

edition of the Circular Fashion Manifesto, a study aimed at enhancing the circularity of fashion companies within the new European legislative framework, and which contains the pilot projects "**Re-Gen H**", realised with HOGAN in 2023, and "**One Next Step**", realised with TOD'S in 2024.

With reference to the latter, TOD'S worked with Gruppo Mastrotto, a leader in the international tanning industry, to co-create an eco-design methodology for footwear, aimed at increasing its level of circularity. In the analysed model, 79% of the components, by weight, were revised and replaced with alternative materials, currently not used by the brand, and their environmental impact was calculated through Life Cycle Assessment (LCA) studies. The "One Next Step" project involved the development of a shoe with the following characteristics:

- documented traceability of leather and its durability, in line with international ISO standards on tear and tensile strength and the colour fastness;
- leather and footwear production carried out in production sites powered by 100% renewable energy certified with Guarantee of Origin (GO);
- use of a rubber sole produced by Gommus, a specialised company in Montecarotto (AN), with 26.4% recycled content. The fund was the subject of an LCA study carried out by the Polytechnic University of Marche.
- use of metal accessories produced by Santoni, a specialized company in Montegiorgio (FM), with comparative analysis of the same component made of steel with PDV (Physical Vapour Deposition) treatment and galvanized brass. Both options have been the subject of LCA studies carried out by the University of Camerino and the Università Politecnico delle Marche.

For more information on the pilot project, KPIs and relevant reference documentation, scan the following QR Code:



During 2024, in order to analyse the circularity potential of its products, as well as to acquire skills in ecodesign and virtuous management of

unsold goods, the TOD'S Group, with the support of a specialised partner, carried out a **pilot project focusing on the disassembly of footwear**. 64 SKUs were selected for a total of approximately 600 pairs, spanning different occasions of use, models and materials, in order to work on a panel of shoes representative of the complexity of the TOD'S brand. The 1,200 individual products analysed were divided into four batches, each worked with the specific intent, from preliminary analyses to estimate disassembly time and recovery rate, to maximise efficiency and profitability for each category of footwear.

The project demonstrated the high level of **complexity** of TOD'S footwear in terms of construction and assembly techniques, which can be attributed to the craftsmanship applied to the models. This makes the feedback received on ecodesign particularly significant and interesting, with a view to achieving the best compromise between the durability of footwear, which remains the main objective in the luxury sector, and the recoverability of valuable components at the end of its lifecycle.

From the project results, it emerges that the complexity depends mainly on three factors: **separability of the materials, number of materials, especially in the sole of the shoe**, which require more disassembly actions to get to single-material components, and **purity of the materials**, since glues, reinforcements and textile impurities affect their recyclability.

Approximately 70% of the footwear sample analysed have a complexity between 2 and 4 (on a scale of 1 to 5), with an **average recovery rate** of 60%. Including packaging, which accounts for more than half of the total weight, a wide variety of materials can be recovered, reaching 78% by mass, to be sent to closed-loop recovery solutions, in the case of polymers, leather and cotton, or open-loop recovery solutions, in the case of metal or mixed materials.

In February 2025, the TOD'S Group launched a collaborative project to **repurpose materials in its warehouses**, with the aim of donating second-sorting materials to local education and edu-

cational institutions. With this project, the TOD'S Group sets itself multiple objectives: reusing materials in stock, distributing value to the territory and the community, supporting the training of future artisans of Made in Italy. The project was launched at four schools, PoliArte in Ancona, Aratoria in Milan, Bonifazi-Corridoni in Civitanova Marche (MC), and the Renzo Frau Vocational Institute in Sarnano (MC), and will soon involve further school bodies.

MATERIAL CONSUMPTION

Given its area of operations, the Group uses significant quantities of **product packaging and office materials** and the careful management of the consumption of these items is an important part of TOD'S plan to gradually minimise and streamline the environmental impacts linked to the materials it uses. With this in mind, on 15 January 2025, the TOD'S Group Board of Directors approved the new "**Guidelines on Preferred Materials with Sustainability and Circularity Characteristics**", a document that provides a clear framework for the adoption of materials with a lower environmental impact, used in products and packaging, promoting responsible choices along the entire value chain.

This initiative is part of the Group's broader commitment to reduce the impact of its activities by promoting and prioritising:

- the use of secondary raw materials;
- the use of organic materials, particularly if they are of natural origin and not recycled;
- the demand for valid certifications to support sustainability claims for materials used in products and packaging;
- the demand for documentation supporting the traceability of materials and products, in particular regarding the countries of origin of the manufactured product and raw material, and the companies involved;
- the development of upcycling projects, to valorise materials in stock or by-products of other supply chains.

Main materials used by type	
Typology of materials	2024 (kilos)
Shopping bag	229,276
<i>of which recycled</i>	<i>200,486</i>
<i>of which FSC</i>	<i>217,048</i>
Primary packaging boxes	460,878
<i>of which recycled</i>	<i>433,463</i>
<i>of which FSC</i>	<i>364,065</i>
Cardboard for packaging and freight	323,570
<i>of which recycled</i>	<i>207,085</i>
Wrapping paper	62,885
<i>of which recycled</i>	<i>1,582</i>
<i>of which FSC</i>	<i>2,789</i>
A4 Paper	43,750
<i>of which FSC/PEFC</i>	<i>32,252</i>
A3-A5 Paper	5,914
<i>of which FSC/PEFC</i>	<i>2,356</i>
Total	1,126,273

FSC (Forest Stewardship Council) and PEFC (Programme for Endorsement of Forest Certification schemes) guarantee that the product is made with raw materials from responsibly managed forests.

Additionally, throughout the year, actions were taken to enhance the usage of retail display materials, encouraging their reuse throughout the Regions.

In November 2024, a digital development was launched on the **e-commerce** sites of the Group's brands, giving end customers the option to select an essential packaging, designed to meet packaging and delivery needs while reducing material consumption, rather than the premium packaging, which includes the brand's iconic packaging. The development, initially started on a geographical perimeter limited to Europe, Japan, the United

Arab Emirates and Saudi Arabia, will be progressively extended to other markets.

Another significant step in e-commerce packaging is the start, in March 2025, of the use of only single-material secondary packaging made of paper, to the advantage of recyclability, for all shipments in Europe. The project, started in 2024, concluded with the last step of replacing the plastic closing tape with an equivalent paper solution. Starting in December 2024, an operational trial was conducted on all shipments from Italy, the positive outcome of which led to the confirmation of the new secondary packaging.

WASTE PRODUCTION AND DISPOSAL

The Group recognises the importance of ensuring the **responsible management of its waste** and, where possible, favours recycling over landfilling. In 2024, the TOD'S Group **produced approximately 1,847 tonnes of waste**, down 33% from 2023.

Consistent with 2023, **non-hazardous waste** accounted for almost all of the waste generated (**99%**).

With regard to **disposal methods**, it should be noted that **approximately 72%** was destined for **recovery operations**, while the amount disposed of in landfills is typically generated within stores and by showrooms outside of Italy.

Waste	2024				2023			
	Dangerous	Not dangerous	Total	% Total	Dangerous	Not dangerous	Total	% Total
Total waste generated (ton)	17.97	1,828.63	1,846.61		14.88	2,755.92	2,770.80	
Waste not destined for disposal (ton)								
R 13	2.65	1,239.49	1,242.15	92.99%	3.41	1,315.94	1,319.35	96.61%
R 4	-	93.16	93.16	6.97%	-	46.00	46.00	3.37%
R 5	-	0.511	0.511	0.04%	-	0.33	0.33	0.02%
Other	-	-	-	-	-	-	-	-
Sub-total waste not destined for disposal	2.65	1,333.17	1,335.82	100%	3.41	1,362.27	1,365.68	100%
Waste destined for disposal (ton)								
D 15	15.32	49.35	64.67	12.66%	11.47	25.41	36.88	2.62%
D 8 e D 9	-	55.62	55.62	10.89%	-	5.24	5.24	0.37%
Landfill	-	390.50	390.50	76.45%	-	1,363.00	1,363.00	97.00%
Sub-total waste destined for disposal	15.32	495.47	510.79	100%	11.47	1,393.65	1,405.12	100%

* The waste generated does not take account of stock not yet sent for recovery or disposal at 31 December, which in any case is residual and not significant in relation to the total waste sent for recovery and disposal during the year. All waste is managed at external sites.

R13: storage for recycling at a later date; D15: preliminary deposit ahead of disposal operations; D8 and D9: biological treatment and chemical/physical treatment; R4: metal recycling; R5: recycling/reuse of other non-organic substances.

The main types of waste generated during the TOD'S production cycle are paper, wood and mixed packaging (over 50%) and waste from packaging and finishing operations (around 25%). The input materials of the production process are mainly raw materials (leathers, linings, fabrics, bottoms, soles, etc.), products for processing, finishing and related secondary and primary packaging, which are then introduced on the outlet markets together with the finished products (footwear, leather goods, accessories and clothing).

Management of waste production and its proper disposal is carried out in accordance with current regulations and the guidelines of the ISO 14001 certified Environmental Management System. The paper and wood packaging generated within the Brancadoro Complex and at the production sites is delivered to a specialist company which sends it directly to recycling plants, while the sales

network is managed using the waste collection systems provided for by municipal regulations. It should be noted that waste from the main headquarters, from packaging and finishing operations, is delivered to a specialised company, which uses it for thermal treatment to produce electricity (waste-to-energy).

Furthermore, efforts continue to optimise the systems for separate waste collection at the Group's head offices and production and logistics sites.

Other initiatives implemented by the Group in recent years with a view to reducing waste production include the installation of automatic cutting machines, that optimise the use of leather and thereby reduce waste, wrapping machines (both automatic and manual) that optimise the use of plastic stretch film and reduce the amount consumed, and automatic gluing machines that reduce the use of adhesive products.

9. SOLIDARITY WITH COMMUNITIES AND REGIONS

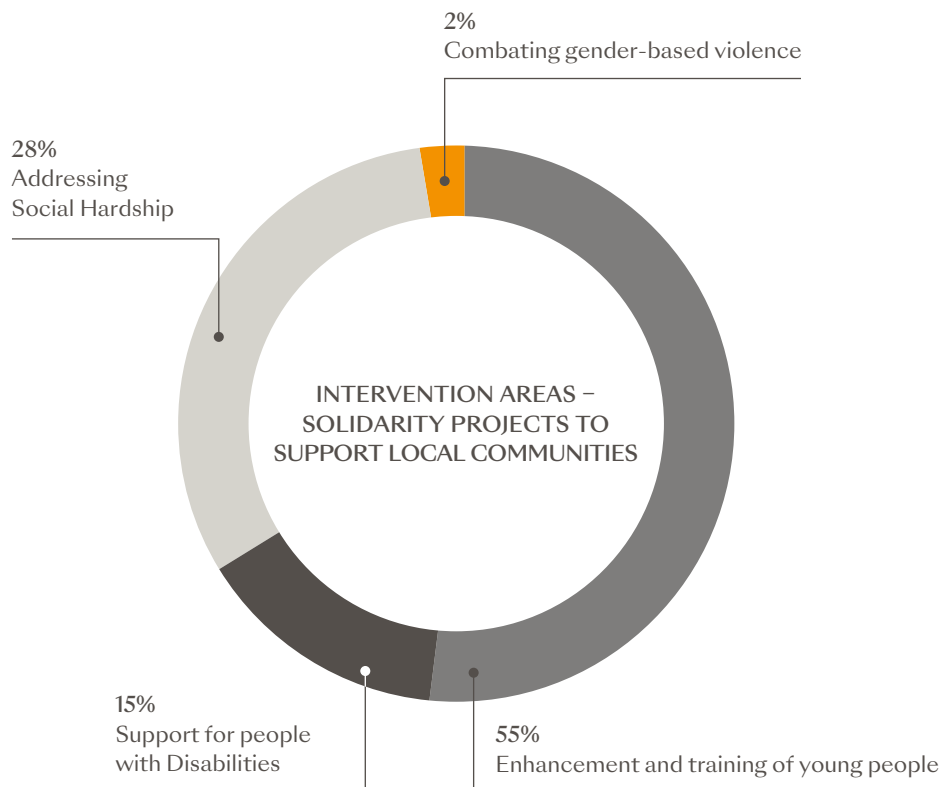
We support initiatives that enable us to contribute to the growth of the communities in which we operate and generate development and value for local areas

SUPPORT FOR THE REGION AND LOCAL COMMUNITIES

The redistribution of value generated for the communities and territories in which – and thanks to which – the Group operates represents an opportunity for TOD'S to combine competitiveness with the creation of well-being in the long term. TOD'S recognizes its role as a key contributor to the socio-economic development of the region and to supporting the most vulnerable members of society. Accordingly, it identifies and promotes projects and initiatives that address shared interests, aiming to generate a concrete and measurable positive impact on the community.

Through the **Policy for philanthropy, solidarity, and community support initiatives**, approved by the

Board of Directors of the TOD'S Group on 6 March 2023 and available at the link <https://www.todsgroup.com/en/sustainability>, the Group reiterates the organisation's commitment to the most vulnerable categories, to protecting children and young people, to supporting women who are victims of violence and to supporting historical, artistic, environmental and cultural heritage, in line with the objectives promoted by the Sustainability Policy and in compliance with the principles of integrity and transparency set out in the Group's Code of Ethics and Anti-Corruption Policy. The Group has a strong bond with the local community and offers concrete assistance through various long-term initiatives starting with the decision, taken in 2012, to allocate **1% of the Group's annual net profits** to support initiatives designed to help the most vulnerable people in the local community.



For 13 years, the Group has been working with multiple volunteer associations, supporting them in the implementation of projects on a financial and operational level, providing them with the necessary support to develop various project initiatives for the benefit of communities, with passion and tangible participation.

The commitment to allocate 1% of net profits to support said initiatives is submitted each year during the Shareholders' Meeting called to approve the annual financial statements and formalised in the Sustainability Plan (most recently in the 2023-2025 Sustainability Plan approved by the Board of Directors of TOD'S S.p.A. on 6 March 2023).

TOD'S commitment to supporting local communities, even outside of the Group's operating areas, is described in more detail below.

Support for the vulnerable

Since 2013, the TOD'S Group has activated a series of interventions to **support families in difficult situations**, collaborating with associations in the area and working in synergy with local institutions. The areas of intervention are mainly located in the territories of Fermo, Civitanova Marche, Comunanza, Comunità Montana dei Sibillini, To-

lentino, San Severino Marche and Florence. The initiatives encompass various areas of intervention, including food support, coverage of medical expenses, the purchase of medicines, payment of household utilities, contribution to rent payments and support in emergency situations, as well as social and employment and youth initiatives.

As regards **food support**, the TOD'S Group contributes to financing a fund that support the "Banco delle opere di carità Marche" association, a reference point for the Marche region since 2013, which, through more than 120 charitable associations, provides basic foodstuffs to families in need on a monthly basis.

In 2024, **foodstuffs were distributed to about 23,000 beneficiaries**, totalling about 900,500 kg of products, as well as about 715,500 kg of fruit and vegetables.

During the 2023-2024 school year, the group collaborated with the Carlo Urbani High School of Porto Sant'Elpidio (FM), involving a group of young people in the preparation and home delivery of meals for the elderly in socio-economic difficulty in the municipality of Sant'Elpidio a Mare, almost completely covering the entire week.

In 2024, TOD'S continued to work closely with

the **Comunità di San Patrignano**, which welcomes young men and women undergoing addiction rehabilitation.

Thanks to the TOD'S Group's backing, the leather goods laboratory within the Community's manufacturing sector has experienced notable development, refining both the training and production pathways. This progress is evident in its focused and pertinent projects, under the supervision of the TOD'S Group. In recent months, the laboratory has focused on three key projects, optimising available resources, improving production efficiency and making the training path of the guests involved more effective, also thanks to the support of an external professional. The continuous mentoring of TOD'S personnel is a key element in the success of the projects, ensuring that production capacities and planned objectives are harmonised, including the creation of qualified pro-

fessional profiles capable of successfully entering the leather goods sector. This pathway has shown one of the highest rates of reintegration into employment in comparison to the developed craft sectors in the Community.

After years of collaboration, we proudly announce the important milestone of having trained a girl who, thanks to the work skills acquired, has joined the TOD'S workforce at the Pontassieve production site, specialising in the production of leather goods and leather accessories. This eagerly anticipated achievement serves as an exemplary model of work integration for those recovering from addiction issues.

In order to limit investments in machinery and optimise production flows, the laboratory has created a small network of local suppliers, outsourcing some processes, and teaching the laboratory workers how to deal with the production chain.

ARQUATA DEL TRONTO PLANT: SOCIAL AID AND PROTECTION OF BIODIVERSITY

Another concrete example of TOD'S Group's commitment to supporting the local community was its decision to help the population of **Arquata del Tronto** and the surrounding areas in the Marche region **affected by the 2016 earthquake**.

The production site in Arquata del Tronto, which was built in less than a year and now employs around 40 people, has been a tangible sign of hope and job opportunities, particularly for young people in the area, offering them the chance to rebuild a future in their land. The project has been a concrete help in preserving the fabric of the territory, comforting the local population who, even today, suffers the consequences of the earthquake.

Located in Abruzzo between two national parks – Monti Sibillini to the north and Gran Sasso e Monti della Laga to the south – Arquata del Tronto is also an important **guardian of biodiversity**. The Group's industrial plant in Arquata del Tronto, which was completed in 2017, is developed on a single level on a plot with total surface area of 4960 m², 1756 m² of which are covered. An Environmental Impact Study was performed during the design phase because the project areas fall within the boundaries of the Natura 2000 IT5340012 site (SCI now designated as an SAC, Special Area of Conservation) called "Tronto riverbank forests". As reported in the Study's findings, the work was carried out in an area that was already anthropised and used for production activities where similar measures for the development of the existing plots had already been authorised by the Park in the past. The potential impacts related to the implementation of the interventions, assessed during the design phase, were found to be not significant for the environment, landscape and protected natural and semi-natural environments. In addition, specific measures were implemented to mitigate the visual impact of the industrial building, with the aim of favouring its inclusion in the landscape, such as the total black non-reflecting photovoltaic system and the planting of native plant species.

* The document was drafted in accordance with Regional Council Decision no. 220/2010 as amended, which defines the regional guidelines for the assessment of the impact of plans and interventions, taking into consideration the conservation measures currently in force as set out in the management plan of the IT5340012 site. The Study showed that in the specific area of intervention there are no habitats for fauna species of Community interest, as listed in Annex I of the Habitats Directive 92/43/EEC; only herbaceous and shrub vegetation was found, with some small tree specimens belonging to species not included in Annex I of the Habitats Directive 92/43/EEC and in any case typical of vegetation resulting from persistent anthropogenic disturbance.

Other active collaboration initiatives include:

- **CubaLab by San Patrignano tutored by TOD'S:** tutoring programme launched in 2020, which guides the workshop's training and production activities. This alliance, aimed at supporting training activities and promoting craftsmanship, gave rise to the "HABANERA" bag model, with the aim of creating a small collection in straw, leather and fabric, an expression of the high tradition of craftsmanship and the appreciation of individuals.
- **Aurora Collection:** a line of accessories distributed in TOD'S outlets, created by enhancing the use of materials supplied by the TOD'S Group, with a view to upcycling.
- **Creation of "Made in Italy by San Patrignano" bracelets:** an initiative that allows laboratory workers to create TOD'S MyColors bracelets used as representative gifts, enhancing the quality and craftsmanship of the production. Thanks to this project, a real working environment was recreated with specific orders and deadlines to be met.

Thanks to these initiatives, the leather laboratory represents an important training opportunity for the guests of the Community, and actively contributes to their social and professional reintegration, offering them a concrete future in the world of craftsmanship.

A further project, "The flight of the butterflies", is developed in cooperation with TOD'S and dedicated to people with **disabilities** and their families. The initiative consists of a series of interventions planned and organised together with the association "**La Crisalide**", which provides support to about **200 families** from the municipalities of Porto Sant'Elpidio, Sant'Elpidio a Mare and Monte Urano. The collaboration, which began in 2002, includes the organisation of activities focused on promoting the greater **social integration of disabled people**.

In the course of 2024, the collaboration expanded with the activation of numerous workshops in response to a growing need of disabled people and their families. The workshop serves as a important context, as it fosters the development of interpersonal and external environmental connections, improves manual skills, and increases self-awareness of potential. The main activities carried out during 2024 include regional cooking workshops, music therapy, educational interventions accord-

ing to the FEURESTAIN method, psychological interventions to support the family, computer and creative workshops for young and old, gymnastics, weekends away, theatre and read writing.

In particular, the "Weekend" workshop is a well-established experience in which disabled people, accompanied by educators, get together at weekends to go, with the Association's minibus, to attend shows, visit places of interest or simply share social moments, such as a snack or a pizza.

The "Music Therapy" initiative offered therapeutic treatment to 35 patients between the ages of 4 and 50. The sessions, which took place on a weekly basis and lasted a maximum of 60 minutes, were held by a professional and conducted in an appropriate therapeutic setting, set up within the Teatro delle Api in Porto Sant'Elpidio.

In the "Autonomy" workshop, several mothers from different regions involved their children in cooking dishes from cuisines other than that of the Marche region. In addition to appreciating their goodness, with the help of the educators, the participants were able to identify and geographically locate the region of origin of each dish.

Finally, in the second half of 2023, **theatre rehearsals** started again for a new play, under the guidance of a professional director. On 23 November 2024, the entire theatre company of around 70 people, including people with disabilities, family members and volunteers, performed at the Teatro delle Api in Porto Sant'Elpidio.

Montepacini Social Farm is a joint public and private sector project which aims to ensure that disabled and vulnerable people can fully exercise their basic human rights. The project involves volunteers, associations and people committed to social issues and to sustainability, biodiversity and the promotion of small-scale rural agricultural focused on produce that is "good, clean, fair and for everyone".

The cooperative manages, on lease from the municipality of Fermo, a property of about 13 hectares which grows organically certified vegetables and pulses, soft wheat, durum wheat and alfalfa, and sells eggs produced by its hens.

The main activities are the direct sale and home delivery of vegetables, legumes, eggs, preserves, flour and semolina pasta, the management of the farm with educational restaurant, as well as a summer centre for children from 4 to 12 years old.

Also of note is the flat that provides free accommodation to 3 vulnerable persons with mental dis-

orders as part of an “independent living/cohousing” programme to encourage self-sufficiency.

Further initiatives conducted by the Social Farm are the help groups for the vulnerable persons accommodated and their families, and the promotion of cultural meetings on the topics of biodiversity and sustainability, such as “Camminare le campagne. Storie della Comunità del cibo” (Walking the countryside. Stories from the Food Community), “Le storie che curano. La cura delle storie” (Stories that heal. Healing with stories); “Memoria del futuro. Il passato davanti a noi” (Memory of the Future. The past before us).

Frolla is a social cooperative established to provide employment opportunities for people with disabilities, demonstrating that inclusion and entrepreneurship can go together. With the **Frolla Van** project, a 9-seater van was purchased, thanks to co-financing by TOD’S, to facilitate the transport of disabled people, expanding their involvement in work. This new vehicle will enhance the travelling service of the Frolla Bus, which allows disabled people to participate in events and manifestations outside the region, helping to publicise the products made and spread a message of inclusion.

Finally, over the past few years, some apparel and footwear **products** left in stock have been given to **local associations in the Marche region**, which arranged for them to be delivered to people in need. The work of the associations in ensuring prompt distribution in line with the real needs of the communities has been paramount.

In addition to organising the above initiatives, the TOD’S Group continued its charity work in 2024 through the donation of its products to charity auctions. In this context, **various charitable associations have collaborated with the Group**, including IEO, Fondazione Veronesi, Fondazione Marcegaglia, To Get There, Fondazione De Marchi Onlus, Fondazione TOG, Komen Italia Onlus, Fondazione Francesca Rava, Fondazione ANT Italia Onlus, Corre la Vita Onlus, Cortina Charity Challenge, Exodus, Fondazione Fibrosi Cistica, Fondazione Giacomo Ponzone, Fondazione GMDP Design for Life Giuseppe Marco Di Paolo, Laureus, Order of Malta and Telethon. In parallel, the Group participated in fundraising events throughout the year, supporting charity events and dinners organised by associations such as IEO Monzino, Telethon, Convivio, Andrea Bocelli Foundation, Maxxi, To Get There and Il bel Viaggio.

TOD’S also carried out charity activities outside

of Italy, particularly in the United States, where the company participated in several initiatives to support museums and art schools, in line with the Supporting Cultural and Artistic Heritage pillar of the Sustainability Plan.

- Studio Museum of Harlem, which featured TOD’S participation in the annual fundraising gala in New York, with invitations to influential personalities from the city to participate in the initiative.
- Art Production Fund, a non-profit organisation dedicated to commissioning and producing ambitious public art projects, reaching new audiences and expanding awareness. TOD’S participated in the gala dinner with the aim of raising awareness of issues connected to social inclusivity.
- New Museum, a museum that works with artists whose works touch on sensitive social issues dear to American communities.
- La Scala Gala: the main customers of the Madison Avenue boutique were invited to a gala dinner organised by La Scala in New York.

The **FAY** brand also supported an initiative launched by Pietro Terzini, in collaboration with the athlete Filippo Tortu, which saw the creation of the artwork *One Step Forward*, made using an original piece of the Mondo track of the Paris 2024 Olympics. The work was donated to the Robert Kennedy Foundation and sold at the annual charity auction, to **fund humanitarian projects** aimed at disseminating and promoting the ideals of peace and equality in schools of all levels, demonstrating that art and sport can unite in a strong and meaningful message.

CHILD PROTECTION AND YOUTH SUPPORT

Since 2014 the Group has been the sole backer of **two youth community centres** in Casette D’Ete and Comunanza, both of which offer free courses and activities for all segments of the population.

2024 was a busy year, as the youth centre expanded and diversified its activities, involving an increasing number of young people and families. Through an ongoing, dynamic and constantly updated programme, new community needs have been intercepted, consolidating its position as a key reference point for the area.

In a particularly sensitive historical and social moment, it is often the most vulnerable groups

who pay the price – first and foremost minors. Therefore, the educational, social and aggregative support offered in a space like the youth centre becomes central to providing concrete support to the community, helping to build a new present and a better future.

About **380 boys and girls** are enrolled in the youth centre, with monthly attendance often exceeding **800 admissions**. The Centre has registered an increasing presence of young people, demonstrating their great enthusiasm and, above all, their need to have dedicated spaces for socialisation. Attendance remains high with significant demographic heterogeneity, highlighting the need for this service for both younger children and adolescents. Families also recognise the importance of this service as a fundamental support not only for the growth of their children, but also for the well-being of the entire family unit. With numerous free activities aimed at young people as well as adults, the centre promotes an inclusive vision of well-being, which starts with the minor and ends up involving the entire community.

One of the most important services activated by the centre is the **study support** service (Monday to Friday from 3:00 to 5:30 PM), which is attended by about **40 to 60 people** per day.

Moreover, starting this year, in a bid to provide additional support to families, extra activities like manual, artistic, and musical workshops have been introduced for children aged 6 to 9.

In 2024, the collaboration with EraFutura was renewed for the management of the **Della Valle Sports Field** with the aim of focusing on sport as a means of social aggregation, integration, and prevention of certain youth-related issues. Developed in synergy with sports associations, this innovative project offers a group of 20 children access to training and transport to the sports field after doing their homework at the youth centre.

Significant emphasis is placed on the **workshops and cultural programmes** available throughout the year, providing opportunities to experiment with artistic languages, explore pathways in manual skills and creativity, and engage with music, dance, and theatre.

The following **workshops** were activated in 2024:

- recycle and furnish: 20 participants;
- crochet: 15 participants;
- chess: 10 participants;
- paper in the clouds (manual skills and creativity): 20 participants;

- guitar and drums: 25 participants;
- board games and role-playing games: 30 participants;
- piano: 5 participants;
- recycle the present, dress the future (“sustainable design”): 15 participants;
- zumba: 20 participants.

For boys and girls between the ages of 12 and 14, a new **in-depth course on gender issues** entitled “IO E L’ALTRO” has been created for the second year in collaboration with the **social cooperative On the Road** (which manages anti-violence centres in the provinces of Fermo and Ascoli Piceno). Between January and March, in collaboration with the Andrea Bacci Comprehensive School and under the patronage of the Municipality of Sant’Elpidio a Mare, a series of meetings and workshops were organized. Led by psychologists, these sessions took place both in schools and at the youth centre, aiming to raise awareness among young people about gender-based violence, while promoting respect, appreciation of gender differences, and the right to equal opportunities. Following the successful bid for the regional tender ‘*To support projects of regional importance for the promotion of reading and the enhancement of libraries in the Marche region*’, the **B.O.OK (Biblioteca Officina OK)** project was launched at the end of 2023. Its aim is to strengthen the library’s social role and cultural offerings by introducing new services for users and promoting wider access to reading across diverse audiences. Book-related activities conducted by various professionals also continued throughout the year. Specifically, between February and April, the Casette d’Ete Preschool hosted a cycle of workshops on reading and emotional education, conducted by psychologist and psychotherapist Gilda Picchio. Twelve meetings were organised involving all classes through reading stories, exercises and games, exploring the link between feelings and thoughts in order to foster emotional and bodily awareness.

The last proposal of the project, carried out between April and May, was the Readcasting – Book Sound System Workshop, an innovative format designed to share the reading experience and deepen comprehension and strengthen analytical reading skills. The course, aimed at young people and adults (10 participants), culminated in the participants writing a number of book critiques, which were then recorded and disseminated via the Spotify platform, effectively creating a real

podcast. 2024 marked the 10th anniversary of the opening of the youth centre. This important milestone was celebrated with **a festival and a series of initiatives** that took place during the week of 18-24 March. An authentic workshop of ideas was launched, providing an active citizenship experience that impacts both the present and future of Casette d'Ete and its surroundings. The anniversary was strategically aligned with the second edition of "Casette ON", a project launched in 2022. This initiative, in partnership with architects Ludovica Medori and Giorgia Pierleoni from Ringscape, is dedicated to collaboratively designing and constructing the square of the future. "Casette ON" is an urban regeneration festival that sparked discussions on enhancing city spaces, with the municipal administration of Sant'Elpidio a Mare actively participating from the outset. This collaboration has resulted in a significant transformation of Piazza Mazzini. The Festival, partly funded by the Marche Region's Culture Department and recipient of a regional award focused on urban art, was enriched by celebrations and gatherings, including workshops, art, music, and good food, in partnership with various associations that have long partnered with the Casette d'Ete youth centre.

During the first week of March, a preview of the festival took place with the intervention of famous street artist Alice Pasquini, who painted a mural (15 metres high and 5 metres wide) on the wall of a private building overlooking Piazza Mazzini. The week-long intervention represented an important milestone for the urban space, which was thus enriched with the work of this internationally renowned artist.

During the festival week, **activities** were held in the youth centre: "recycle and furnish", "relational lab of landscapes and thoughts", and a workshop. In addition, the façade of the youth centre was completely renovated thanks to the intervention of the street artists of "Motorefisico", creators of the beautiful mural work created with the involvement of young people and daily users of the square.

In addition to activities for young people, there were activities for adults, with around **200 people** taking part in numerous courses: postural gymnastics, basic English, English with native speakers, zumba, yoga, reading groups and Italian language for foreigners. The latter found increasing participation, with about **40 participants** among young

people in reception projects and resident women/mothers, demonstrating the need for knowledge of the Italian language as a basis for inclusion and integration within the community.

The **exhibition "Transformations: Suburbs at the Centre, New Spaces of the Possible"**, launched in October 2022, was successfully continued in 2024, involving famous authors, artists, and intellectuals. All the meetings received great feedback and registered an increasing participation, with an average of **150/200 attendees per event**.

During the spring, a programme of days dedicated to looking after and cleaning the outdoor spaces and green areas of the neighbourhood was held in cooperation with the local council. These ECO-DAYS saw young people and operators spending the afternoon outdoors, helping with waste collection and promoting civic-mindedness and active citizenship among the youth. Moreover, the cultural aperitif, an opportunity for communal sharing through food, was again featured in the spring to highlight the community's richness. This year, Morocco was selected; thus, alongside families and children, we explored the history, customs, and culinary traditions of this country.

Compared to previous years, the 2024 summer offering has been significantly expanded and strengthened, extending the programme to span all months from June to August, except for a brief two-week pause. This project, entitled "*We Insist! We insist on presence, we insist on welcome, we insist on the beauty of being together and taking care of people and places*", was attended by some **200 minors** between 6 and 15 years old, with a wide range of recreational activities: workshops, outings, sports, games and help with schoolwork. During the summer, in cooperation with the various associations of Casette d'Ete, a programme of events called "*R-Estate con noi*" was created, which involved everyone in the community, from the young to the elderly, with a calendar full of events focusing on sports, music, theatre, and entertainment. After the summer break, all activities and the usual programming resumed with homework help in the early afternoon and afternoon workshops. The following courses were offered for the 2024-2025 winter season: ideas workshop, computer basics, free painting, cooking, hip hop, chess, guitar, drums, art, role-playing, and board games. In addition to being a place of study, the youth centre has increasingly become a space for socialising, for interaction, a meeting place for young people in the neighbourhood as well as

a project recognised by adjacent areas. In fact, a series of collaborations have been launched with entities outside the municipality that operate in the fields of education, youth, culture and volunteering. Finally, the activities to enhance the internal library also continued during the year with the expansion of the library catalogue as well as events to encourage young people to discover the pleasure of reading and to promote wide-ranging cultural initiatives.

Protecting women

Reiterating its **commitment to combating gender-based violence**, in 2024 the Group once again co-financed a number of projects by the **“On the Road” Social Cooperative** which has managed the **“Percorsi Donna” Anti-Violence Centre** in the Province of Fermo since 2009 and opened the Casa dei Fiori di Mandorlo in 2017. This community-based residential facility provides free accommodation for single women or women with minor children of any nationality that have been victims of domestic violence. At the residence women can begin, in their own time, the process of abandoning their violent relationship through physical and emotional distancing from their abuser and setting out on a path towards independence. By reducing the risks to their personal safety, women are able to embark on a journey of awareness and empowerment, receiving the support of an all-female professional team as they regain their independence. The working methodology mirrors that of the Anti-Violence Centres, focused on the development of a relationship of trust between women and a positive gender identification.

The **“Casa dei Fiori di Mandorlo”** provides women guests with food, accommodation, social and medical assistance, psychological and social support, and legal process support, all free of charge and on a temporary basis. This includes an individualised plan for escaping violence, guidance to access services and social reintegration, as well as educational opportunities for minors and parenting support. The Casa's activities are closely integrated with the relevant territorial services, understanding that cooperation between different entities is crucial for the successful progress of each guest's path.

For each female guest, a customised project (PAI

– Programme for Autonomy and Integration) is put together with the relevant Social Services agency concerning the path she is about to follow and the objectives to be achieved. This project is defined together and takes into account each person's life history, the resources available and the needs expressed.

In 2024, Casa dei Fiori di Mandorlo hosted a total of **10 women and 16 minors** who had been victims of domestic violence.

Since 2006, the TOD'S brand has collaborated in the annual event that the W Korea magazine organises to raise breast cancer awareness. The campaign features celebrities and celebrity dressing activities, with extensive editorial coverage on W Korea and digital distribution on social networks and on-line platforms. The initiative promotes social awareness, contributing to the goals of social sustainability and community engagement.

The HOGAN brand has joined the **“Pink Ribbon” campaign** with the aim of raising women's awareness of the importance of prevention and early diagnosis of breast cancer. This initiative, promoted in October 2024 by **LILT (Lega Italiana per la Lotta Contro i Tumori)**, involved numerous boutiques in Milan's Montenapoleone District, which donated part of the day's earning to support the cause. The funds raised are used by the association to finance the personalised MammoRisk prevention programme and to enrol 30,000 women between 40 and 60 years of age who, over a period of three years, will take part in the clinical and epidemiological research activity that will accompany the project.

The FAY brand confirms its commitment to supporting **sport** by continuing its partnership with Powervolley Milano in the 2024-25 season. In addition to dressing team members during the season, FAY involved part of the team in a marketing campaign and an editorial release in Sportweek. Furthermore, since 2024 FAY has worked with Gianluca Tamberi to support the athletic career of Luigi Casadei, an athlete with autism spectrum disorder. Casadei is a world record holder in the javelin throw and holds the Italian indoor record in the shot put for category III (intellectual-relational).

SportStyle

Tutto il mondo di Piano: volley, musica e moda

Il capitano della Powervolley di Milano che veste Fay. «Il muro più grande che ho abbattuto? Quello dello sportivo tipo, che pensa solo allo sport. Io sogno di sfilare in passerella»

I magnifici 4

Da sinistra, in senso orario, il centrale Matteo Piano, il regista Paolo Forti, lo sciatore Tabunori Otsuka e in basso l'opposto Ferre Reiggers. Indossano la 4 Ganci di Fay Archive.

MODA + NEWS + FUORI CARTA + AUTO + GYM + LIBRI + ICON + AGENDA

Sportweek

LA GAZZETTA DELLO SPORT

10. SUPPORTING CULTURAL AND ARTISTIC HERITAGE

We care for the beauty of our country and support initiatives to protect and enhance its cultural, artistic and environmental heritage

INITIATIVES TO SUPPORT ITALY'S ARTISTIC AND CULTURAL HERITAGE

Among the objectives that the TOD'S Group has always set itself and pursued, support for culture and the promotion of Italy around the world play primary role for the **protection and promotion of the country's historical and cultural heritage**.

Since 2011, the Group has been working with the Ministry of Cultural Heritage and Activities and the Special Superintendency for the Archaeological Heritage of Rome to fund a series of **restoration** measures involving the **Colosseum**, with a total value of **25 million euros**.

The first phase of the project came to a close in 2016 with the completion of the restoration of the north and south sides and the installation of pe-

rimeter fences. These interventions have allowed the restoration of the image of one of the main and best-known symbols of the Italian artistic and cultural heritage to its ancient splendour.

The second stage of the project, between 2018 and 2020, was overseen by the independent Parco Archeologico del Colosseo institute and involved the area of the hypogea, a monument that corresponds to a part of the amphitheatre below the arena which, in ancient times, was invisible to spectators. The restoration operations involved more than 80 people including archaeologists, restorers, architects, engineers, surveyors and workers, and led to the installation of a 160-metre-long walkway, making a previously precluded area accessible to all visitors. Thanks to the restoration of a **total area of 15,000 square metres**, the second contract con-

solidated the TOD'S Group's commitment to this UNESCO World Heritage Site.

The next phase of the works will include earthing and the installation of new lighting systems, as well as the construction of a service centre, allowing visitor support activities—currently located within the monument—to be relocated outside. The contract for the lighting works will be announced in the coming months.

The TOD'S Group also financed the restoration of Palazzo Marino in Milan, a 16th-century work by architect Galeazzo Alessi, seat of the municipal administration since 1861. This palace, among the most important noble buildings in Milan and one of the greatest expressions of Milanese architecture, is an undisputed symbol of the city. Facing the Teatro alla Scala, it has become a genuine landmark for both the Milanese and the thousands of tourists who crowd the square in front of it every day.

The restoration involves all facades of the Palace, including over 5,000 square metres of exterior facades and the interior facades of the Cortile d'Onore. It features the original 16th-century portico and loggia elements, covering more than 2,000 square metres. Between April and September 2024, work was carried out on the main façade,

and in October work began on the side overlooking Via Case Rotte, which will be followed by the façades on Piazza San Fedele and Via Tommaso Marino. The last phase of the restoration, which will concern the internal courtyard, will take place by 2025.

With this project, the TOD'S Group continues to **support and promote Italian art and culture**, an inestimable legacy recognised worldwide. This is a concrete form of civic participation, based on the conviction that the public and private sectors should work together as much as possible to support projects that improve the quality of life of citizens, and that businesses should be increasingly involved in supporting solidarity and valuable projects.

Diego Della Valle, Chairman of the TOD'S Group, commented: *“We are very happy to do something important and tangible for Milan. The restoration of Palazzo Marino, which all citizens regard as home, allows us to show our respect and gratitude towards Milan and the Milanese people”.*

In line with its desire to celebrate Italian culture, manufacturing and contemporary art, the TOD'S Group supports two symbols of the city of Milan: **Teatro alla Scala** and the **Padiglione di Arte Contemporanea (PAC)**.



The Group is proud to be a Permanent Founding Member of the Fondazione Teatro alla Scala, a prestigious international institution that works to celebrate the historical and cultural heritage of the opera house and to share quality artistic and musical events with the rest of the world.

As regards the Padiglione di Arte Contemporanea (PAC), the Group renewed its **20-year** agreement with the Municipality of Milan in 2024 aimed at supporting the completion and promotion of the research activities and projects run by the Padiglione, an irreplaceable institution on Milan's cultural scene.

In recent seasons, TOD'S has strengthened its relationship with the art world thanks to new projects that express the **brand's link between craftsmanship and creativity and the world's best artistic production**. High-quality craftsmanship and the tradition of "handmade" goods are found-

ing values that the brand has always promoted around the world, celebrating the precious know-how of Italian craftsmanship.

In October 2024, for the tenth consecutive year, the TOD'S Group supported the Onlus Riscatti, a volunteer association that carries out social redemption projects through photography, by supporting the photographic exhibition "Ri-scatti – Somebody to Love" dedicated to people living with HIV and telling their stories through their shots.

In November 2024, TOD'S promoted the "Scatti di Indipendenza" (Shots of Independence) exhibition at PAC in Milan, a further step in its support for the **San Patrignano community**, which has been expressing itself through its leather workshop for over ten years. The exhibition collected photographs, taken by Giovanni Boschini with the creative intervention of Marco Petrus, which opened

THE ART OF CRAFTSMANSHIP, A PROJECT BY VENETIAN MASTERS

With the new chapter of "The Art of Craftsmanship, a Project by Venetian Masters", TOD'S pays tribute to the Italian craft tradition and Italian lifestyle, of which the Gommino, iconic symbol of the brand, represents the highest expression.

Eleven Venetian masters interpreted the Gommino and the high quality craftsmanship associated with it through their own art and tools.

The exhibition "The Art of Craftsmanship, a Project by Venetian Masters" opened on 19 April 2024, with a cocktail party in honour of the Italian Pavilion, and remained open to the public on Saturday 20 and Sunday 21, the opening weekend of the **60th International Art Exhibition of Venice**. The event was enriched by the presence of TOD'S Artisans and Venetian Masters: glassblower Roberto Beltrami, goldbeater Marino Menegazzo, forcola makers Saverio Pastor and Piero Dri, master glassmakers Matteo Seguso (engraving) and Lucio Bubacco (lampworking), as well as mask maker Sergio Boldrin. Each of them was inspired by the brand's codes, creating unique and original works that celebrate the savoir-faire and charm of ancient craftsmanship.

TOD'S also partnered with the Italian Pavilion at Venice Biennale on the installation "Due qui/To Hear", featuring curator Luca Cerizza and artist Massimo Bartolini.

The day before the official opening of the Biennale, a gala dinner was organised in the splendid halls of the Scuola Grande di San Rocco. The event was a tribute to Italian culture and heritage, reflected in every detail: the setting, enriched by masterpieces of Tintoretto; the remarkable performance by guest of honour Andrea Bocelli, who mesmerized the audience with beloved Italian opera classics; and the exquisite menu crafted by Massimiliano Alajmo, a celebrated Michelin-starred chef from the Venetian region.

During the same period, the new boutique in Venice and a few other selected shops offered customers a limited collection dedicated to the city, made of precious leathers and characterised by style and modernity. The collection includes handmade pieces such as the Gommino in the Men's and Women's versions, and the T Timeless shopping bag in the threaded version, constructed by overlapping different panels, lined in suede and closed by double handles. Two new colours were selected for both models: Titian red and ultramarine blue, reminiscent of the colours of the lagoon.

The project continued throughout 2024 with window displays and pop-ups inspired by some of the works of Venetian craftsmen, as well as events in boutiques, such as the one held in Tokyo with the participation of silk-screen printer Gianpaolo Fallani.

a window on the everyday life of the Community. In 2024, TOD'S also continued its commitment to support the **Fondo Ambiente Italiano (FAI)**, a non-profit foundation that has been working since 1975 to save from deterioration, restore and allow the public to enjoy important vestiges of Italy's artistic and natural heritage, raising awareness

among institutions and the general public for its protection.

As part of an open and inclusive path of **educating people on beauty**, in 2024 TOD'S also involved the employees and customers of its Italian stores, offering them free tickets and inviting them to visit the main sites and properties managed by FAI.







11.

APPENDIX

Breakdown of employees by professional category and gender

No. of people	12.31.24					12.31.23				
	Men	%	Women	%	Total	Men	%	Women	%	Total
Executives	48	68%	23	32%	71	47	64%	26	36%	73
Managers	135	38%	221	62%	356	136	37%	228	63%	364
White collars	1,036	30%	2,425	70%	3,461	1,011	30%	2,333	70%	3,344
Blue collars	514	37%	865	63%	1,379	541	38%	889	62%	1,430
Total	1,733		3,534		5,267	1,735		3,476		5,211

Average annual number of employees

No. of people	Group		
	2024	2023	2024/2023
Average annual number	5,264	5,076	3.7%

Breakdown of employees by professional category and age range

No. of people	12.31.24							12.31.23						
	<30 years	%	30-50 years	%	>50 years	%	Total	<30 years	%	30-50 years	%	>50 years	%	Total
Executives	-	0%	26	37%	45	63%	71	-	0%	33	45%	40	55%	73
Managers	-	0%	283	79%	73	21%	356	6	2%	298	82%	60	16%	364
White collars	744	21%	2,346	68%	371	11%	3,461	758	23%	2,259	68%	327	10%	3,344
Blue collars	193	14%	690	50%	496	36%	1,379	219	15%	727	51%	484	34%	1,430
Total	937		3,345		985		5,267	983		3,317		911		5,211

Breakdown of employees by contract type, gender and region

No. of people	12.31.24																	
	Italy			Europe			Americas			Greater China			Rest of the World			Group		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	986	1,262	2,248	203	642	845	81	102	183	90	354	444	156	558	714	1,516	2,918	4,434
Fixed-term contract	53	98	151	34	52	86	-	-	-	124	450	574	6	16	22	217	616	833
<i>Of which non-guaranteed hours</i>	1	15	16	-	-	-	-	-	-	-	-	-	-	-	-	1	15	16
Total	1,039	1,360	2,399	237	694	931	81	102	183	214	804	1,018	162	574	736	1,733	3,534	5,267

Breakdown of employees by contract type, gender and region

No. of people	12.31.23																	
	Italy			Europe			Americas			Greater China			Rest of the World			Group		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	967	1,232	2,199	229	665	894	83	98	181	85	399	484	150	497	647	1,514	2,891	4,405
Fixed-term contract	57	110	167	26	29	55	1	2	3	135	431	566	2	13	15	221	585	806
<i>Of which non-guaranteed hours</i>	2	14	16	-	-	-	-	-	-	-	-	-	-	-	-	2	14	16
Totale	1,024	1,342	2,366	255	694	949	84	100	184	220	830	1,050	152	510	662	1,735	3,476	5,211

Breakdown of employees by professional category, gender and region

No. of people	12.31.24																	
	Italy			Europe			Americas			Greater China			Rest of the World			Group		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	1,020	1,191	2,211	219	621	840	75	94	169	214	801	1,015	155	546	701	1,683	3,253	4,936
Part-time	19	169	188	18	73	91	6	8	14	-	3	3	7	28	35	50	281	331
Total	1,039	1,360	2,399	237	694	931	81	102	183	214	804	1,018	162	574	736	1,733	3,534	5,267

Breakdown of employees by professional category, gender and region

No. of people	12.31.23																	
	Italy			Europe			Americas			Greater China			Rest of the World			Group		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	1,011	1,201	2,212	237	623	860	77	92	169	218	816	1,034	144	492	636	1,687	3,224	4,911
Part-time	13	141	154	18	71	89	7	8	15	2	14	16	8	18	26	48	252	300
Total	1,024	1,342	2,366	255	694	949	84	100	184	220	830	1,050	152	510	662	1,735	3,476	5,211

Breakdown of employees by type (corporate/retail) and gender

No. of people	12.31.24			12.31.23		
	Men	Women	Total	Men	Women	Total
Corporate	1,013	1,698	2,711	1,033	1,689	2,722
Retail	720	1,836	2,556	702	1,787	2,489
Total	1,733	3,534	5,267	1,735	3,476	5,211

Breakdown of employees by type (corporate/retail) and age range

No. of people	12.31.24				12.31.23			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
Corporate	361	1,551	799	2,711	394	1,583	745	2,722
Retail	576	1,794	186	2,556	589	1,734	166	2,489
Total	937	3,345	985	5,267	983	3,317	911	5,211

Workers who are not employees – Group

No. of people	12.31.24	12.31.23
Agency Workers	235	237
Self-employed persons/Project collaborators	12	14
Interns	39	51
Other (Volunteers, Home workers, etc.)	-	-
Total	286	302

Employees covered by collective bargaining agreements*

Employees	12.31.24	12.31.23
	Total	Total
Covered by collective bargaining agreements	61.5%	61.2%

* These percentages are calculated on the basis of the total number of employees at 31/12/2023 and 31/12/2024, including countries where local legislation does not provide for collective bargaining agreements.

Location of employees covered by collective bargaining agreements

Location	12.31.24	
	% Men	% Women
European Economic Space	36%	52%
<i>Italy</i>	32%	42%
<i>France</i>	2%	5%
<i>Germany</i>	-	-
<i>Spain</i>	1%	1%
<i>Hungary</i>	-	2%
<i>Other</i>	1%	2%
Outside the European Economic Space	3%	9%
Total	39%	61%

Employees incoming – 2024

Region	< 30 years		30-50 years		> 50 years		Total		Turnover	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Italy	82	144	40	118	5	39	127	301	12.2%	22.1%
Europe	50	125	48	103	2	10	100	238	42.2%	34.3%
Americas	14	17	14	23	3	5	31	45	38.3%	44.1%
Greater China	31	60	32	115	-	1	63	176	29.4%	21.9%
Rest of the World	19	64	29	110	-	-	48	174	29.6%	30.3%
Total	196	410	163	469	10	55	369	934	21.3%	26.4%

Employees incoming – 2023

Region	< 30 years		30-50 years		> 50 years		Total		Turnover	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Italy	83	191	83	182	14	37	180	410	17.6%	30.6%
Europe	74	152	61	132	5	18	140	302	54.9%	43.5%
Americas	15	13	16	32	1	7	32	52	38.1%	52.0%
Greater China	44	99	55	182	-	2	99	283	45.0%	34.1%
Rest of the World	18	63	41	103	1	5	60	171	39.5%	33.5%
Total	234	518	256	631	21	69	511	1,218	29.5%	35.0%

Employees outgoing – 2024										
Region	< 30 years		30-50 years		> 50 years		Total		Turnover	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Italy	50	115	40	114	22	54	112	283	10.8%	20.8%
Europe	61	111	54	108	3	19	118	238	49.8%	34.3%
Americas	13	10	19	25	2	8	34	43	42.0%	42.2%
Greater China	35	53	33	148	1	1	69	202	32.2%	25.1%
Rest of the World	14	32	24	75	-	3	38	110	23.5%	19.2%
Total	173	321	170	470	28	85	371	876	21.4%	24.8%

Employees outgoing – 2023										
Region	< 30 years		30-50 years		> 50 years		Total		Turnover	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Italy	55	120	52	147	17	45	124	312	12.1%	23.3%
Europe	64	106	52	134	4	18	120	258	47.1%	37.2%
Americas	14	15	22	20	2	10	38	45	45.2%	45.0%
Greater China	34	94	77	137	-	8	111	239	50.5%	28.8%
Rest of the World	10	54	22	106	-	4	32	164	21.1%	32.2%
Total	177	389	225	544	23	85	425	1,018	24.5%	29.3%

Number of recordable work-related injuries						
Region	2024			2023		
	Number of recordable work related injury	Number of high-consequence work-related injuries (excluding fatalities)	Number of fatalities as a result of work-related injury	Number of recordable work related injury	Number of high-consequence work-related injuries (excluding fatalities)	Number of fatalities as a result of work-related injury
Italy	16	-	-	21	-	-
Europe	24	1	-	11	-	-
Americas	3	-	-	5	-	-
Greater China	5	-	-	4	-	-
Rest of the World	1	-	-	1	-	-
Total	49	1	-	42	-	-

Number of recordable work-related injuries – external associates*

	2024	2023
Number of recordable work-related injuries	-	2
Number of high-consequence work-related injuries (excluding fatalities)	-	-
Number of fatalities		-
Total	-	2

* In order to calculate GRI 403-9.b relating to injuries to external workers, in 2024 the TOD'S Group continued to gather data from employers at external workshops in the Footwear and Leather Goods divisions that worked exclusively for the TOD'S Group. The scope of assessment is therefore subject to variation based on the number of workshops with exclusive contracts in place.

Type of recordable work-related injuries – 2024

Region	Contusions/ Fractures	Incised wounds and puncture wounds	Polytrauma	Burns	Minor injuries	High conse- quence injuries	Total
Italy	11	2	-	-	3	-	16
Europe	11	3	-	1	9	1	25
Americas	1	1	-	-	1	-	3
Greater China	1	-	-	-	4	-	5
Rest of the World	-	-	-	-	1	-	1
Total	24	6	-	1	18	1	50

Type of recordable work-related injuries – 2023

Region	Contusions/ Fractures	Incised wounds and puncture wounds	Polytrauma	Burns	Minor injuries	High conse- quence injuries	Total
Italy	11	5	1	-	4	-	21
Europe	3	-	-	-	8	-	11
Americas	2	1	1	-	1	-	5
Greater China	2	-	-	-	2	-	4
Rest of the World	1	-	-	-	-	-	1
Total	19	6	2	-	15	-	42

Type of recordable work-related injuries – external associates 2024-2023		
Type of injuries	2024	2023
Contusions/Fractures	-	-
Incised wounds and puncture wounds	-	-
Polytrauma	-	-
Burns	-	-
Other types of minor injuries	-	2
Total	-	2

Recordable work-related injuries Index*						
Region	2024			2023		
	Rate of recordable work-related injuries (a)	Rate of facilities as a result of work-related injury (b)	Rate of high-consequence work-related injuries (excluding fatalities) (c)	Rate of recordable work-related injuries (a)	Rate of facilities as a result of work-related injury (b)	Rate of high-consequence work-related injuries (excluding fatalities) (c)
Italy	4.29	-	-	5.76	-	-
Europe	15.33	-	0.64	7.30	-	-
Americas	8.93	-	-	13.14	-	-
Greater China	2.45	-	-	1.75	-	-
Rest of the World	0.80	-	-	1.01	-	-
Total	5.49	-	0.11	4.77	-	-

* Where data was not readily available, estimates have been used.

(a) The rate of recordable accidents at work is the ratio between the total number of accidents (excluding commuting accidents) at work and the total hours worked in the same period, multiplied by 1,000,000.

(b) The rate of deaths due to accidents at work is the ratio between the total number of deaths due to accidents at work and the total hours worked in the same period, multiplied by 1,000,000.

(c) The rate of accidents at work with serious consequences (excluding deaths) is the ratio between the total number of accidents at work with serious consequences (excluding deaths) and the total hours worked in the same period, multiplied by 1,000,000.

It should be noted that the total hours worked in 2024 were 8,919,643 and in 2023 8,807,081.

Recordable work-related injuries Index – external associates*

	2024	2023
Rate of recordable work-related injuries (a)	-	3.21
Rate of fatalities as a result of work-related injury (b)	-	-
Rate of high-consequence work-related injuries (excluding fatalities) (c)	-	-

* Where data was not readily available, estimates have been used.

a) The rate of recordable accidents at work is the ratio between the total number of accidents (excluding commuting accidents) at work and the total hours worked in the same period, multiplied by 1,000,000.

(b) The rate of deaths due to accidents at work is the ratio between the total number of deaths due to accidents at work and the total hours worked in the same period, multiplied by 1,000,000.

(c) The rate of accidents at work with serious consequences (excluding deaths) is the ratio between the total number of accidents at work with serious consequences (excluding deaths) and the total hours worked in the same period, multiplied by 1,000,000.

In order to calculate GRI 403-9.b relating to injuries to external workers, in 2024 TOD'S Group continued to gather data from employers at external workshops in the Footwear and Leather Goods divisions that worked exclusively for TOD'S Group. The scope of assessment is subject to variation based on the number of laboratories on exclusive contracts with TOD'S during the reporting period.

It should be noted that the total number of hours was 495,320 in 2024 and 622,226 in 2023.

Lost Time Injury Frequency Rate – LTIFR*

LTIFR	2024	2023
Group	4.11	3.63
External associates	-	3.21

* LTIFR= Number of “lost time” injuries/(Total hours worked in the reporting period) x 1,000,000, where “lost time” injuries are injuries that prevent the employee or collaborator from returning to work the next working day/shift.

External collaborators means external workshops in the Footwear and Leather Goods divisions that worked exclusively for the TOD'S Group.

Ratio between base salary for men and women – 2024

Base Salary	Ratio Women on Men 2024					
	Italy	Europe	Americas	Greater China	Rest of the World	Group
Executives	0.78	0.73	-	-	0.43	0.75
Managers	1.06	1.22	1.15	0.86	0.74	0.96
White collars	0.89	0.97	1.16	1.02	1.02	0.86
Blue collars	0.94	0.90	-	-	-	0.76

Ratio between base salary for men and women – 2023						
Base Salary	Ratio Women on Men 2024					
	Italy	Europe	Americas	Greater China	Rest of the World	Group
Executives	0.91	0.73	-	-	0.47	0.87
Managers	1.08	1.10	1.11	0.82	0.91	0.93
White collars	0.89	0.90	1.11	1.10	0.92	0.86
Blue collars	0.93	0.76	-	-	-	0.72

Ratio between total remuneration for men and women – 2024						
Average comprehensive remuneration	Ratio Women on Men 2024					
	Italy	Europe	Americas	Greater China	Rest of the World	Group
Executives	0.75	0.70	-	-	0.29	0.69
Managers	1.05	1.21	1.11	0.77	0.71	0.93
White collars	0.89	0.96	1.21	1.02	1.02	0.87
Blue collars	0.94	0.90	-	-	-	0.76

Ratio between total remuneration for men and women – 2023						
Average comprehensive remuneration	Ratio Women on Men 2023					
	Italy	Europe	Americas	Greater China	Rest of the World	Group
Executives	1.03	0.62	-	-	0.38	0.92
Managers	1.04	1.08	1.06	0.78	0.93	0.91
White collars	0.88	0.89	1.11	1.11	0.87	0.85
Blue collars	0.93	0.75	-	-	-	0.71

Ratio between total remuneration for women and men – Group		
Ratio between female and male remuneration (%)	12.31.24	12.31.23
Mean Gender Pay Gap – Ratio of average total pay for women to average total pay for men	0.72	0.74
Median Gender Pay Gap – Ratio of the median value of women's total pay to the median value of men's total pay	0.87	0.89
Mean Bonus Gap – Ratio of average bonus disbursed to women compared to average bonus disbursed to men	0.56	0.78
Median Bonus Gap – Ratio of the median value of the bonus given to women to the median value of the bonus given to men	0.53	0.84

Ratio between base salary of new recruits and minimum local salary, by significant operational location*

Significant location	2024		2023	
	Men	Women	Men	Women
Albania	1.04	1.04	1.04	1.04
Austria	1.06	1.06	1.07	1.07
Australia	1.24	1.24	1.26	1.26
Belgium	1.09	1.11	1.11	1.09
Canada	1.25	1.26	1.30	1.30
China	1.12	1.12	1.12	1.12
South Korea	1.13	1.13	1.12	1.12
France	1.30	1.29	1.30	1.29
Germany	1.06	1.06	1.06	1.06
Japan	1.36	1.36	1.43	1.43
Hong Kong	1.60	1.60	1.60	1.60
India	2.15	2.15	2.15	2.15
Italy	1.00	1.00	1.00	1.00
Macau	2.12	2.12	2.25	2.25
Netherlands	1.00	1.00	1.07	1.11
United Kingdom	1.06	1.04	1.13	1.03
Singapore	1.46	1.46	1.79	1.79
Spain	1.19	1.17	1.22	1.22
United States of America	1.55	1.57	1.35	1.35
Switzerland	1.04	1.04	1.20	1.20
Thailand	1.91	1.91	1.95	1.95
Hungary	1.00	1.00	1.00	1.00

*The table does not include the figure for the United Arab Emirates as there is currently no local minimum wage. "Base salary of new recruits" refers to the lowest salary paid to new recruits in the year in question. "Local minimum wage" refers to the minimum wage permitted according to the collective agreement (where applicable) or regulations valid in the various countries in which the Group operates.

Average training hours per capita, divided by professional category and gender

No. of people	2024			2023		
	Men	Women	Total	Men	Women	Total
Executives	24.0	31.1	26.3	13.5	19.4	15.6
Managers	25.3	37.6	33.0	44.7	35.1	38.7
White collars	24.5	17.9	19.9	18.8	15.3	16.3
Blue collars	13.0	10.8	11.6	8.3	7.8	8.0
Total	21.2	17.4	18.7	17.4	14.7	15.6

Employees belonging to legally protected status, divided by professional category and gender

No. of legally protected employees	12.31.24			12.31.23		
	Men	Women	Total	Men	Women	Total
Executives	-	-	-	-	-	-
Managers	2	3	5	1	2	3
White collars	13	39	52	14	29	43
Blue collars	38	48	86	36	52	88
Total	53	90	143	51	83	134

Annual total compensation rate 2024*

Annual total compensation rate	12.31.24					
	Italy	Europe	Americas	Greater China	Rest of the World	Group
Ratio between highest total annual compensation and median value	85.38	13.31	17.05	92.63	24.18	87.85
Ratio between highest total annual compensation and average value	59.74	13.12	12.17	32.12	18.99	66.69

* Both for the numerator and the denominator, monetary and non-monetary benefits have been included in the calculation of total annual remuneration. At individual regional level, the percentage change of the medians and averages was calculated by considering the salary of the highest paid individual and the total pay of employees belonging to the same Region. In accordance with the requirements of GRI 2-21 letter a), at Group level the ratio was calculated by taking the Median of the total pay of all employees and the salary of the highest paid individual. The same methodology was also used to calculate the average.

Annual total compensation rate 2023*

Annual total compensation rate	12.31.23					
	Italy	Europe	Americas	Greater China	Rest of the World	Group
Ratio between highest total annual compensation and median value	67.01	15.77	16.65	69.82	23.09	68.86
Ratio between highest total annual compensation and average value	45.85	15.25	12.13	25.14	18.15	51.74

* Both for the numerator and the denominator, monetary and non-monetary benefits have been included in the calculation of total annual remuneration. At individual regional level, the percentage change of the medians and averages was calculated by considering the salary of the highest paid individual and the total pay of employees belonging to the same Region. In accordance with the requirements of GRI 2-21 letter a), at Group level the ratio was calculated by taking the Median of the total pay of all employees and the salary of the highest paid individual. The same methodology was also used to calculate the average.

Change of annual total compensation rate 2024 vs 2023*

Annual total compensation rate	Italy	Europe	Americas	Greater China	Rest of the World	Group
Ratio of the percentage increase in total annual compensation for the highest-paid person to the median percentage increase in total annual compensation for all employees (excluding the highest).	1,646.8%	2.1%	12.0%	-144.8%	39.1%	1,763.7%
Ratio of the percentage increase in total annual compensation for the highest-paid person to the average percentage increase in total annual compensation for all employees (excluding the highest).	-6,980.1%	2.4%	47.2%	-202.8%	39.6%	4,731.0%

* Both for the numerator and the denominator, monetary and non-monetary benefits have been included in the calculation of total annual remuneration. Given the high turnover between 2023 and 2024, the annual pay rate was calculated based on the percentage change of the medians and averages for each reporting year.

Change of annual total compensation rate 2023 vs 2022*

Annual total compensation rate	Italy	Europe	Americas	Greater China	Rest of the World	Group
Ratio of the percentage increase in total annual compensation for the highest-paid person to the median percentage increase in total annual compensation for all employees (excluding the highest).	224.1%	-244.5%	26.2%	-458.9%	9,092.9%	332.9%
Ratio of the percentage increase in total annual compensation for the highest-paid person to the average percentage increase in total annual compensation for all employees (excluding the highest).	77.4%	-415.9%	26.1%	-1,205.1%	1,034.6%	119.5%

* Both for the numerator and the denominator, monetary and non-monetary benefits have been included in the calculation of total annual remuneration. Given the high turnover between 2022 and 2023, the annual pay rate was calculated based on the percentage change of the medians and averages for each reporting year.

Country by country reporting – Tax period 2023-2022

	Italy		Europe		Americas		Greater China		Rest of the World	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Number of employees	2,366	2,213	949	884	184	183	1,050	1,018	662	627
Revenues from third-party sales	493,507,954	422,340,792	123,300,436	116,152,705	67,006,365	66,299,794	339,763,391	304,233,583	163,540,907	160,094,499
Revenues from intra-group transactions with other tax jurisdictions	311,801,571	315,731,921	40,305,518	37,560,975	51,501,546	34,000,332	51,713,629	72,427,799	17,697,279	9,760,228
Profit/loss before tax	71,278,645	84,131,836	2,534,591	1,510,557	-7,665,406	-5,472,874	13,298,834	-27,026,800	8,159,746	5,036,125
Tangible assets other than cash and cash equivalents	81,946,315	82,433,791	16,678,115	11,426,735	11,764,506	8,284,718	24,859,708	27,194,763	11,594,523	13,302,199
Corporate income tax paid on a cash basis	2,367,894	1,972,537	824,195	813,653	260,460	465,213	1,774,860	2,340,628	2,344,324	154,150
Corporate income tax accrued on profit/loss	2,977,019	534,666	1,101,613	792,542	398,104	397,022	2,488,649	2,019,389	3,129,840	1,739,508

The above figures refer to the 2023 tax year and the 2022 tax year.

See the consolidated financial statements for the reasons for the difference between the corporate income tax accrued on profits/losses and the tax due.

The Regions shown in the tables consist of the following companies:

- Italy: Re.Se.Del. S.r.l., Roger Vivier S.p.A., TOD'S S.p.A.
- Europe: Alban.Del S.h.p.k., TOD'S Austria GmbH, TOD'S Belgique S.p.r.l., Roger Vivier France Sas, Roger Vivier Paris Sas, TOD'S France Sas, TOD'S Deutschland GmbH, Roger Vivier Deutschland GmbH, Un.Del. Cipoipari Kft, TOD'S International BV, TOD'S Espana SL, Roger Vivier Espana SL, Gen.Del. SA, Roger Vivier Switzerland S.A., Roger Vivier UK Ltd, TOD'S UK Ltd, TOD'S OAK Ltd.
- Americas: Roger Vivier Canada Ltd, Ala.Del. Inc., An.Del. USA Inc., Cal.Del. USA Inc., Deva Inc., Flor.Del. USA Inc., Hono.Del. Inc., Il.Del. USA Inc., Neva.Del. Inc., Or.Del. USA Inc., TOD'S Georgia Inc., TOD'S Tex.Del. Inc., TOD'S Washington Inc., TOD'S Massachusetts Inc., Italiantouch USA Inc., TOD'S New Jersey Inc.
- Greater China: Roger Vivier Hong Kong Ltd, TOD'S Hong Kong Ltd, Roger Vivier Macau Ltd, TOD'S Macau Ltd, Roger Vivier (Shanghai) Trading Co. Ltd, TOD'S (Shanghai) Trading Co. Ltd.
- Rest of the world: Roger Vivier Singapore PTE Ltd, TOD'S Singapore Pte Ltd, Roger Vivier Australia PTY Ltd., TOD'S Australia PTY LTD., Roger Vivier Japan KK, TOD'S Japan KK, Roger Vivier Korea Inc., TOD'S Korea Inc., TRV Middle East Trading LLC., TOD'S Thailand

The Regions listed in the table primarily carry out the following main activities:

- Italy: research and development, ownership or management of intellectual property rights, manufacturing or production, sales, marketing or distribution, administration, management or support services, internal group financing, ownership of shares or other capital instruments.
- Europe: manufacturing or production, sales, marketing or distribution, administration, management or support services, internal group financing, ownership of shares or other capital instruments.
- Americas: sales, marketing or distribution, administration, management or support services, internal group financing, ownership of shares or other capital instruments.
- Greater China: sales, marketing or distribution, administration, management or support services, internal group financing, ownership of shares or other capital instruments.
- Rest of the World: sales, marketing or distribution, administration, management or support services.



EU TAXONOMY: FRAMEWORKS FOR KEY PERFORMANCE INDICATORS (KPIs) FOR NON-FINANCIAL COMPANIES

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – Disclosure covering year 2024

Financial year 2024	2024		Substantial contribution criteria						
	Code (2)	Turnover (3)	Proportion of Turnover, year 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)
Economic Activities (1)		€/mln	%	Y; N; N/ EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/ EL	Y; N; N/EL	Y; N; N/EL

A. TAXONOMY-ELIGIBLE ACTIVITIES

A.1. Environmentally sustainable activities (Taxonomy-aligned)

Repair, refurbishment and remanufacturing	CE 5.1	0.053	0.005%	N/EL	N/EL	N/EL	N/EL	Y	N/EL
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.053	0.005%	0.000%	0.000%	0.000%	0.000%	0.005%	0.000%
of which enabling		0.000	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
of which transitional		0.000	0.000%	0.000%					

A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)

				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		-	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		0.053	0.005%	0.000%	0.000%	0.000%	0.000%	0.005%	0.000%

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

Turnover of Taxonomy-non-eligible activities (B)	1,046.84	100%
TOTAL	1,046.90	100%

DNSH criteria (“Does Not Significantly Harm”)						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) Turnover, year 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T

Y	Y	Y	Y	Y	Y	Y	-		
Y	Y	Y	Y	Y	Y	Y	0.000%		
Y	Y	Y	Y	Y	Y	Y	0.000%	E	
Y	Y	Y	Y	Y	Y	Y	0.000%		T

							0.003%		
							0.003%		

	2024 Share of Turnover/Total Turnover	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	0.000%	0.000%
CCA	0.000%	0.000%
WTR	0.000%	0.000%
CE	0.005%	0.000%
PPC	0.000%	0.000%
BIO	0.000%	0.000%

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities – Disclosure covering year 2024

Financial year 2024	2024		Substantial contribution criteria						
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, year 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)
		€/mln	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL

A. TAXONOMY-ELIGIBLE ACTIVITIES

A.1. Environmentally sustainable activities (Taxonomy-aligned)

Water supply	WTR 2.1	0.005	0.009%	N/EL	N/EL	Y	N/EL	N/EL	N/EL
Collection and transport of non-hazardous and hazardous waste	CE 2.3	0.009	0.018%	N/EL	N/EL	N/EL	N/EL	Y	N/EL
Provision of IT/OT data-driven solutions	CE 4.1	1.144	2.174%	N/EL	N/EL	N/EL	N/EL	Y	N/EL
Construction of new buildings	CCM 7.1	0.793	1.507%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Renovation of existing buildings	CCM 7.2	0.029	0.055%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.344	0.655%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.179	0.341%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		2.504	4.759%	2.558%	0.000%	0.009%	0.000%	2.192%	0.000%
of which enabling		1.668	3.170%	0.995%	0.000%	0.000%	0.000%	2.174%	0.000%
of which transitional		0.029	0.055%	0.055%					

DNSH criteria (“Does Not Significantly Harm”)						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T

Y	Y	Y	Y	Y	Y	Y	-		
Y	Y	Y	Y	Y	Y	Y	-		
Y	Y	Y	Y	Y	Y	Y	-	E	
Y	Y	Y	Y	Y	Y	Y	1.288%		
Y	Y	Y	Y	Y	Y	Y	0.024%		T
Y	Y	Y	Y	Y	Y	Y	1.025%	E	
Y	Y	Y	Y	Y	Y	Y	0.523%	E	
Y	Y	Y	Y	Y	Y	Y	2.860%*		
Y	Y	Y	Y	Y	Y	Y	1.548%	E	
Y	Y	Y	Y	Y	Y	Y	0.024%		T

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities – Disclosure covering year 2024

Financial year 2024	2024		Substantial contribution criteria						
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, year 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)
		€/mln	%	Y; N; N/ EL	Y; N; N/EL	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/EL	Y; N; N/EL
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/ EL	EL; N/ EL	EL; N/ EL	EL; N/ EL	EL; N/ EL	EL; N/ EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.082	0.156%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.037	0.070%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0.119	0.226%	0.226%	0.000%	0.000%	0.000%	0.000%	0.000%
A. CapEx of Taxonomy eligible activities (A.1+A.2)		2.622	4.985%	2.784%	0.000%	0.009%	0.000%	2.192%	0.000%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
CapEx of Taxonomy non-eligible activities		50	95%						
TOTAL		53	100%						

* The CapEx values for 2023 related to Taxonomy-aligned activities (2.745%) and eligible but non-aligned activities (1.281%) have been restated to reflect methodological refinements. It should be noted that the reported figures exclude the portion related to aligned activities disclosed in 2023 but not in 2024 (CE 3.1), as well as eligible but non-aligned activities disclosed in 2023 but not in 2024 (WTR 1.1, CE 2.3, CE 4.1, and CCM 7.5).

DNSH criteria (“Does Not Significantly Harm”)						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T

							0.252%		
							0.000%		
							0.252%*		
							3.112%		

2024 Share of CapEx/Total CapEx		
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	2.558%	0.226%
CCA	0.000%	0.000%
WTR	0.009%	0.000%
CE	2.192%	0.000%
PPC	0.000%	0.000%
BIO	0.000%	0.000%

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities – Disclosure covering year 2024

Financial year 2024	2024		Substantial contribution criteria						
Economic Activities (1)	Code (2)	OpEx (3)	Proportion of OpEx, year 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)
		€/mln	%	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/ EL

A. TAXONOMY-ELIGIBLE ACTIVITIES

A.1. Environmentally sustainable activities (Taxonomy-aligned)

Water supply	WTR 2.1	0.001	0.004%	N/EL	N/EL	Y	N/EL	N/EL	N/EL
Collection and transport of non-hazardous and hazardous waste	CE 2.3	0.038	0.147%	N/EL	N/EL	N/EL	N/EL	Y	N/EL
Provision of IT/OT data-driven solutions	CE 4.1	0.143	0.559%	N/EL	N/EL	N/EL	N/EL	Y	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.251	0.983%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.028	0.110%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.461	1.804%	1.093%	0.000%	0.004%	0.000%	0.707%	0.000%
of which enabling		0.422	1.652%	1.093%	0.000%	0.000%	0.000%	0.559%	0.000%
of which transitional		0.000	0.000%	0.000%					

DNSH criteria (“Does Not Significantly Harm”)						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T

Y	Y	Y	Y	Y	Y	Y	-		
Y	Y	Y	Y	Y	Y	Y	-		
Y	Y	Y	Y	Y	Y	Y	-	E	
Y	Y	Y	Y	Y	Y	Y	0.488%	E	
Y	Y	Y	Y	Y	Y	Y	0.055%	E	
Y	Y	Y	Y	Y	Y	Y	0.542%*		
Y	Y	Y	Y	Y	Y	Y	0.542%	E	
Y	Y	Y	Y	Y	Y	Y	0.00%		T

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities – Disclosure covering year 2024

Financial year 2024	2024		Substantial contribution criteria						
Economic Activities (1)	Code (2)	OpEx (3)	Proportion of OpEx, year 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)
		€/mln	%	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/ EL	Y; N; N/ EL

A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)

				EL; N/ EL	EL; N/ EL	EL; N/EL	EL; N/ EL	EL; N/ EL	EL; N/ EL
Water supply	WTR 2.1	0.002	0.009%	N/EL	N/EL	EL	N/EL	N/EL	N/EL
Urban waste water treatment	WTR 2.2	0.009	0.033%	N/EL	N/EL	EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.461	1.804%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.005	0.018%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0.476	1.864%	1.822%	0.000%	0.042%	0.000%	0.000%	0.000%
A. OpEx of Taxonomy eligible activities (A.1+A.2)		0.937	3.668%	2.915%	0.000%	0.046%	0.000%	0.707%	0.000%

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

OpEx of Taxonomy non-eligible activities	25	96%
TOTAL	26	100%

* The Opex values for 2023 related to Taxonomy-aligned activities (0.536%) and eligible but non-aligned activities (1.393%) have been restated to reflect methodological refinements. It should be noted that the reported figures exclude the portion related to aligned activities disclosed in 2023 but not in 2024 (CCM 7.2 and CCM 7.5), as well as eligible but non-aligned activities disclosed in 2023 but not in 2024 (CE 2.3, CE 4.1, and CCM 7.5).

DNSH criteria (“Does Not Significantly Harm”)						Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	<i>E</i>	<i>T</i>

							-		
							-		
							0.986%		
							0.000%		
							0.986%*		
							1.529%		

	2024 Share of OpEx/Total OpEx	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	1.093%	1.822%
CCA	0.000%	0.000%
WTR	0.004%	0.042%
CE	0.707%	0.000%
PPC	0.000%	0.000%
BIO	0.000%	0.000%

NUCLEAR AND FOSSIL GAS RELATED ACTIVITIES

Row	Nuclear energy related activities	
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using the best technologies available.	NO
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
Fossil gas related activities		
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using gaseous fossil fuels.	NO
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using gaseous fossil fuels.	NO
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using gaseous fossil fuels.	NO

12. REPRESENTA- TION OF MATERIAL TOPICS AND RELATIVE IMPACTS

Below is a representation of the **impacts** deemed material by the Group, the **material issues** and the **Sustainable Development Goals (SDGs)** with which they were associated:

Material Topic	Impact	SDGs
Brand identify and promotion	Product innovation	<i>SDG 12</i>
Protection and enhancement of artisanal intelligence	Lack of availability on the market of the craft skills needed for the development of production activities	<i>SDG 4</i>
	Availability on the market of the craft skills needed for the development of production activities	<i>SDG 8</i>
Creation of shared value	Distribution of economic value to internal and external stakeholder	<i>SDG 8</i>

Material Topic	Impact	SDGs
Training and development of employees	Upskilling (improving skills) and reskilling (learning new skills)	
	Lack of availability on the market of the craft skills needed for the development of production activities	
	Availability on the market of the craft skills needed for the development of production activities	<i>SDG 4</i> <i>SDG 5</i> <i>SDG 8</i> <i>SDG 10</i>
	Difficulty recruiting/retaining key figures in strategic areas such as digital, e-commerce and 3D prototyping	
	Training of qualified professionals for strategic business areas, such as digital, e-commerce and 3D prototyping	
Supporting the local community and enhancing the territory and cultural heritage	Supporting the needs of the local community	
	Promoting historical and cultural heritage through donations, sponsorships and gifts	<i>SDG 1, 2, 4, 5, 10, 11</i>
	Promotion of the art and culture of Italy through partnerships and collaborations with organisations and associations	
Employee wellbeing and work-life balance	Employee satisfaction	
	Employee dissatisfaction	<i>SDG 3</i> <i>SDG 8</i>
	Work-life balance	
Responsible marketing, information accessibility and customer experience	Delays in delivering finished products to customers	
	Promptness in handling complaints/contacting customers	
	Change in customer purchasing habits – active role of TOD'S as a promoter of sustainable purchases	<i>SDG 9</i> <i>SDG 12</i>
	Change in customer purchasing habits, e.g. on-line shopping, buying sustainable products	
Climate change and energy consumption	Impact of business activities on greenhouse gas generation	
	New regulatory requirements for greenhouse gas containment	<i>SDG 7</i>
	Impact of climate change, such as seasonality of collections, business continuity of logistics and production sites, scarcity of raw materials	<i>SDG 12</i> <i>SDG 13</i>
	Pollution of soil, water and air as a result of the disposal of waste generated by company activities	

Material Topic	Impact	SDGs
Responsible management of the supply chain	Violation of human rights through, for example, child labour or forced labour along the supply chain	
	Impact of the supply chain on greenhouse gas generation	
	New (regulatory, fiscal) requirements related to the containment of greenhouse gases in the supply chain	<i>SDG 3</i> <i>SDG 6</i>
	Impact of the supply chain on water pollution	<i>SDG 8</i> <i>SDG 9</i>
	Pollution of soil, water and air as a result of the disposal of waste generated along the supply chain	<i>SDG 12</i> <i>SDG 13</i> <i>SDG 14</i> <i>SDG 15</i>
	Loss of biodiversity along the supply chain, e.g. as a result of textile fibre production and breeding activities	
	Depletion of water resources resulting from activities along the supply chain	
	Workplace accidents along the supply chain	
Product quality and uniqueness	Product defects due to poor quality workmanship	
	Counterfeit products placed on the market by third parties	<i>SDG 8</i> <i>SDG 12</i>
	Protecting animal welfare	
	Product innovation	
Ecodesign and sustainability of products and packaging	Product circularity, such as the use of secondary raw materials, care and repair services, second-hand products	<i>SDG 9</i> <i>SDG 12</i>
	Circularity of packaging, such as the use of secondary raw materials	
Raw materials and responsible manufacturing	Volatility of purchase prices of raw materials, including leather, accessories and energy	<i>SDG 12</i>
	Use of scarce raw materials and resources needed for production activities with impacts also on environment	
Occupational health and safety	Workplace accidents in head offices, production and logistics sites and sales outlets	<i>SDG 3</i> <i>SDG 8</i>
Privacy, Data Protection & Cybersecurity	Loss of customer, supplier and employee sensitive data (data breaches)	<i>SDG 9</i>
	Unavailability of on-line services due to a cyber attacks	
Diversity, inclusion and equal opportunities	Violation of human rights through, for example, child labour or forced labour in the performance of company activities	<i>SDG 5</i> <i>SDG 10</i>
	Discrimination in the workplace, e.g. by penalisation in professional development paths due to personal characteristics, harassment	

Material Topic	Impact	SDGs
Protecting biodiversity	Loss of biodiversity due to business activities, through the presence of operating sites in areas of high biodiversity	<i>SDG 15</i>
	Impact of business activities on water pollution	
Water and natural resources management	Depletion of water resources as a result of business activities	<i>SDG 6</i>
	Reduction in water resource availability	<i>SDG 12</i>
	Pollution of soil, water and air as a result of the disposal of waste generated by company activities	
Ethics, integrity and anti-corruption	Active and passive corruption	<i>SDG 16</i> <i>SDG 17</i>

The list of material topics has been ordered on the basis of relative relevance.

13. GRI CONTENT INDEX

The TOD'S Group 2024 Sustainability Report was prepared in accordance with the GRI Standards. The following table shows Group data based on

GRI Standards with reference to the materiality analysis carried out. For any information provided, please also refer to the page within the Report.

Statement of use	TOD'S S.p.A. submitted a report in accordance with the GRI Standards for the period 01/01/2024-31/12/2024.
Use of GRI 1	GRI 1 – Core Principles – version 2021
Relevant GRI sector standards	N/A – awaiting publication of the specific industry standard

GRI Standard/ Other Source	Notice	Position in the Sustainability Report	Omission (Requirements omitted, reason for omission, explanation)
General disclosures			
GRI 2 – Notices General – version 2021	2-1 Organisational Details	pp. 10-15, 52-53	
	2-2 Entities included in the organisation's sustainability reporting	pp. 10-11, 13-15	
	2-3 Reporting period, frequency and point of contact	pp. 10-11	
	2-4 Restatements of information	p. 11	
	2-5 External assurance	pp. 11, 203-206	
	2-6 Activities, value chain and other business relationships	pp. 13-15, 35-37, 95-101	
	2-7 Employees	pp. 76, 162-163	
	2-8 Workers who are not employees	p. 164	
	2-9 Governance structure and composition	pp. 52-55	
	2-10 Nomination and selection of the highest governance body	pp. 52-55	
	2-11 Chair of the highest governance body	pp. 52-55	
	2-12 Role of the highest governance body in overseeing the management of impacts	pp. 52-55, 58-63	
	2-13 Delegation of responsibility for managing impacts	pp. 16-22, 54	
	2-14 Role of the highest governance body in sustainability reporting	pp. 5-6, 20	
	2-15 Conflicts of interest	p. 55	

GRI Standard/ Other Source	Notice	Position in the Sustainability Report	Omission (Requirements omitted, reason for omission, explanation)	
GRI 2 – Notices General – version 2021	2-16	Communication of critical concerns	pp. 55-57	
	2-17	Collective knowledge of the highest governance body	pp. 16-33	
	2-18	Evaluation of the performance of the highest governance body	pp. 52-55, 85	
	2-19	Remuneration policies	pp. 54, 85	
	2-20	Process to determine remuneration	pp. 54, 85	
	2-21	Annual total compensation ratio	pp. 169-170	
	2-22	Statement on sustainable development strategy	pp. 5-6	
	2-23	Policy commitments	pp. 23-29, 56-63. The additional policies that the Group adopts are specified in correspondence with each material topic	
	2-24	Embedding policy commitments	pp. 56-63	
	2-25	Processes to remediate negative impacts	pp. 16-22, 58-63, 187-190. The processes the Group adopts are specified in correspondence with each material topic	
	2-26	Mechanisms for seeking advice and raising concerns	pp. 55, 57, 72	
	2-27	Compliance with laws and regulations	In 2023 and 2024 there were no significant cases of non-compliance with laws and regulations and no penalties were paid for cases of non-compliance with laws and regulations during the year	
	2-28	Membership associations	pp. 30-32, 104	
	2-29	Approach to stakeholder engagement	pp. 16-22	
2-30	Collective bargaining agreements	pp. 164-165		

GRI Standard/ Other Source	Notice	Position in the Sustainability Report	Omission (Requirements omitted, reason for omission, explanation)
Material topics			
GRI 3 – Material topics – version 2021	3-1 Process to determine material topics	pp. 16-22	
	3-2 List of material topics	pp. 187-190	
Creation of shared value			
Economic performance			
GRI 3 – Material topics – 2021	3-3 Management of material topics	pp. 16-22, 64-74	
	201-1 Direct economic value generated and distributed	p. 64	
Tax			
GRI 207: Tax 2019	207-1 Approach to tax	pp. 73-74	
	207-2 Tax governance, control and risk management	pp. 73-74	
	207-3 Stakeholder engagement and management concerns related to tax	p. 74	
	207-4 Country-by-country reporting	p. 174	
Presence on the market			
GRI 202: Market presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	p. 171	
	202-2 Proportion of senior management hired from the local community		In 2023 and 2024, 90.4% and 90.1% of senior managers in the Group's companies were hired from the local community
Responsible management of the supply chain			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 95-102	
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	p. 96	
GRI 414: Supplier social assessment	414-2: Negative social impacts in the supply chain and actions taken	p. 100	

GRI Standard/ Other Source	Notice	Position in the Sustainability Report	Omission (Requirements omitted, reason for omission, explanation)
Raw materials and responsible manufacturing			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 95-102	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	p. 97	The raw materials analysed (on p. 97) refer to raw materials purchased and not raw materials consumed. This information is not available due to confidentiality issues.
Ethics, integrity and anti-corruption			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 56-57	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	The Group reported no incidents of corruption in 2023 and 2024	
Climate change and energy consumption			
Energy			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 106-112	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	pp. 109-111	
	302-3 Energy intensity	p. 111	
Water and natural resources management			
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 19-22, 106-108, 112-116, 144-146	
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	pp. 112-116	
	303-2 Management of water discharge-related impacts	pp. 112-116	
	303-3 Water withdrawal	p. 113	

GRI Standard/ Other Source	Notice	Position in the Sustainability Report	Omission (Requirements omitted, reason for omission, explanation)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	pp. 144-146	
	306-2 Management of significant waste-related impacts	pp. 144-146	
	306-3 Waste generated	p. 145	
	306-4 Waste diverted from disposal	p. 145	
	306-5 Waste directed to disposal	p. 145	
Emissions			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 106-108, 117-124	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	pp. 118-119	
	305-2 Energy indirect (Scope 2) GHG emissions	pp. 118-119	
	305-3 Other indirect (Scope 3) GHG emissions	pp. 118-123	
	305-4 Intensity of greenhouse gas (GHG) emissions	p. 118	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions	p. 119	
Protecting biodiversity			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 30, 149	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	p. 149	
Employee wellbeing and work-life balance			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 75-76, 91-92	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p. 85	

GRI Standard/ Other Source	Notice	Position in the Sustainability Report	Omission (Requirements omitted, reason for omission, explanation)
GRI 402: Labour/work and reports trade unions 2016	402-1 Minimum notice periods regarding operational changes	The minimum notice period is set out in collective bargaining agreements, where present, and by laws in force in the countries in which the Group operates	
Occupational health and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 92-94	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	pp. 92-94	
	403-2 Hazard identification, risk assessment and incident investigation	pp. 92-94	
	403-3 Occupational health services	pp. 92-94	
	403-4 Worker participation, consultation and communication on occupational health and safety	pp. 92-94	
	403-5 Worker training on occupational health and safety	p. 94	
	403-6 Promotion of worker health	pp. 92-94	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pp. 92-94	
	403-8 Workers covered by an occupational health and safety management system	p. 92	
	403-9 Work-related injuries	pp. 94, 166-169	
Training and development of employees			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 75-81, 85-90	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	pp. 78, 165-166	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	pp. 88, 172	

GRI Standard/ Other Source	Notice	Position in the Sustainability Report	Omission (Requirements omitted, reason for omission, explanation)
Diversity, inclusion and equal opportunities			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 54, 82-84	
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	pp. 54, 162, 172	
	405-2 Ratio of basic salary and remuneration of women to men	pp. 169-170	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		No incidents of discrimination were reported during 2023, while 1 case was reported in 2024.
Supporting the local community and enhancing the territory and cultural heritage			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 147-159	
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	pp. 147-159	
Product quality and uniqueness			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 95-104	
GRI 416: Customer health and safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		In 2023 and 2024 there were no relevant cases of non-compliance with regulations and/ or self-regulatory codes concerning the health and safety impacts of products and services.
GRI 417: Marketing and labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling		In 2023 and 2024 the Group did not record any cases of non-compliance with regulations or voluntary codes as regards product/service information and labelling.

GRI Standard/ Other Source	Notice	Position in the Sustainability Report	Omission (Requirements omitted, reason for omission, explanation)
Privacy, Data Protection e Cybersecurity			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 60-62	
GRI 418: Privacy of customers 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		In 2023 and 2024, the Group did not record any complaints concerning violations of customer privacy and losses of customer data
Brand identify and promotion			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 34-48	
Responsible marketing, information accessibility and customer experience			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 49-51, 71-72, 103-104	
GRI 417: Marketing and labelling 2016	417-3 Incidents of non-compliance concerning marketing communications		In 2023 and 2024 the Group did not record any cases of non-compliance with regulations or voluntary codes as regards marketing activities.
Ecodesign and sustainability of products and packaging			
Materials			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 143-144	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	p. 144	
Protection and enhancement of artisanal intelligence			
GRI 3: Material topics 2021	3-3 Management of material topics	pp. 19-22, 87-88, 102-103	

CORRESPONDENCE BETWEEN UN GLOBAL COMPACT PRINCIPLES AND GRI STANDARDS INDICATORS

On 16 January 2023, the TOD'S Group joined the **UN Global Compact**, a voluntary initiative that encourages businesses around the world to create an economic, social and environmental framework to promote a healthy and sustainable global economy that ensures everyone has the opportunity to share in its benefits. To this end, the UN Global Compact requires participating companies and organisations to share, support and enforce a set of core principles relating to human rights, labour stan-

dards, environmental protection and anti-corruption within their sphere of influence. For this reason, this Sustainability Report will also support the Communication On Progress (COP), the annual document through which the company reports on the progress it has made in applying the Ten Principles promoted by the UN Global Compact in its business activities to its stakeholders. The correspondence between the GRI Standards indicators reported and the 10 Principles is illustrated below.

Categories	Principles of the Global Compact	GRI Standards Indicators
Human Rights	Businesses should support and respect the protection of internationally proclaimed human rights	2-23; 2-24; 414-2
	Businesses should make sure that they are not complicit in human rights abuses	2-23; 2-24; 414-2
Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	2-30
	Businesses should uphold the elimination of all forms of forced and compulsory labour	2-23; 2-24; 2-30; 414-2
	Businesses should uphold the effective abolition of child labour	2-23; 2-24; 414-2
	Businesses should uphold the elimination of discrimination in respect of employment and occupation	2-7; 401-1; 401-2; 404-1; 405-1; 405-2; 406-1
Environment	Businesses should support a precautionary approach to environmental challenges	302-1; 302-3; 303-1; 303-2; 303-3; 304-1; 305-1; 305-2; 305-3; 305-4; 305-7; 306-1; 306-2; 306-3; 306-4; 306-5
	Businesses should undertake initiatives to promote greater environmental responsibility	302-1; 302-2; 302-3; 303-1; 303-2; 303-3; 304-1; 305-1; 305-2; 305-3; 305-4; 305-7; 306-1; 306-2; 306-3; 306-4; 306-5
	Businesses should encourage the development and diffusion of environmentally friendly technologies	301-1; 302-1; 303-1; 303-2; 303-3; 304-1; 305-1; 305-2; 305-3; 305-7; 306-1; 306-2; 306-3; 306-4; 306-5
Anti-corruption	Businesses should work against corruption in all its forms, including extortion and bribery	2-23; 2-26; 205-3

TOD'S
GROUP

INDEPENDANT AUDITOR'S REPORT



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INDEPENDENT AUDITOR'S REPORT ON THE SUSTAINABILITY REPORT

To the Board of Directors of TOD'S S.p.A.

We have carried out a limited assurance engagement on the Sustainability Report of TOD'S S.p.A. and its subsidiaries (hereinafter "TOD'S Group" or the "Group") as of December 31, 2024.

Our limited assurance engagement does not extend to the information on the Taxonomy contained in the "EU Taxonomy" section, included in the Sustainability Report by the TOD'S Group on a voluntary basis.

Responsibility of the Directors for the Sustainability Report

The Directors of TOD'S S.p.A. are responsible for the preparation of the Sustainability Report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" established by GRI – Global Reporting Initiative (hereinafter "GRI Standards"), as stated in the paragraph "Methodological note" of the Sustainability Report.

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

The Directors are also responsible for the definition of the Group's objectives in relation to the sustainability performance, for the identification of the stakeholders and the significant aspects to report.

Auditor's Independence and quality management

We have complied with the independence and other ethical requirements of the *International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code)* issued by the *International Ethics Standards Board for Accountants*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

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

Ancona Bari Bergamo Bologna Brescia Cagliari Firenze Genova Milano Napoli Padova Parma Roma Torino Treviso Udine Verona

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Auditor's responsibility

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the Sustainability Report with the GRI Standards. We conducted our work in accordance with the criteria established in the "*International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereinafter "*ISAE 3000 Revised*"), issued by the *International Auditing and Assurance Standards Board (IAASB)* for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the Sustainability Report is free from material misstatement.

Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on the Sustainability Report are based on our professional judgement and included inquiries, primarily with company personnel responsible for the preparation of information included in the Sustainability Report, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically, we carried out the following procedures:

- 1) analysis of the process relating to the definition of material aspects disclosed in the Sustainability Report, with reference to the methods of analysis and understanding of the context, identification, evaluation and prioritization of actual and potential impacts and to the internal validation of the process results;
- 2) comparison between the financial data and information included in the Sustainability Report, paragraph "Creation of Shared Value" with those included in the consolidated financial statements of the Group as of December 31, 2024;
- 3) understanding of the processes underlying the origination, recording and management of qualitative and quantitative material information included in the Sustainability Report.

In particular, we carried out interviews and discussions with the management of TOD'S S.p.A. and with the employees of Roger Vivier (Shanghai) Trading Co. Ltd, TOD'S (Shanghai) Trading Co. Ltd, Roger Vivier Japan KK, TOD'S Japan KK, Roger Vivier Singapore P.te Ltd., TOD'S Singapore P.te Ltd., Roger Vivier Australia P.te Ltd., TOD'S Australia P.te Ltd., TOD'S Trading Thailand Ltd and we carried out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, elaboration and transmittal of non-financial data and information to the department responsible for the preparation of the Sustainability Report.

In addition, for material information, taking into consideration the Group's activities and characteristics:

- at the parent company's and subsidiaries' level:
 - a) with regards to qualitative information included in the Sustainability Report, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
 - b) with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data.
- for TOD'S S.p.A., Roger Vivier (Shanghai) Trading Co. Ltd, TOD'S (Shanghai) Trading Co. Ltd, Roger Vivier Japan KK, TOD'S Japan KK, Roger Vivier Singapore P.te Ltd., TOD'S Singapore P.te Ltd., Roger Vivier Australia P.te Ltd., TOD'S Australia P.te Ltd., TOD'S Trading Thailand Ltd., which we selected based on their activities, their contribution to the performance indicators at the consolidated level and their location, we carried out site visits and remote meetings, during which we have met their management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report of the TOD'S Group as of December 31, 2024, is not prepared, in all material respects, in accordance with the GRI Standards as stated in the paragraph "Methodological Note" of the Sustainability Report.

Our conclusion on the Sustainability Report does not extend to the information contained in the "EU Taxonomy" section, included in the Sustainability Report by the TOD'S Group on a voluntary basis.

DELOITTE & TOUCHE S.p.A.

Signed by
Jessica Lanari
Partner

Ancona, Italy
April 15, 2025

This independent auditor's report has been translated into the English language solely for the convenience of international readers. Accordingly, only the original text in Italian language is authoritative.