

More than
WORDS

is our commitment
to sustainability.

PASUBIO

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“Dear Stakeholders, 2025 represented a year of evolution and consolidation for the Group, during which sustainability continued to serve as a fundamental pillar of our industrial vision and long-term growth strategy.”

During the year, the Group **significantly expanded its international presence** through new acquisitions, strengthening its global positioning and confirming its position as a strategic partner in the Premium and Luxury segments of the automotive, upholstery sectors and expanding into the fashion sector. This growth path represents more than an increase in the group's size. It provides an important opportunity for cultural and industrial integration, in which sustainability strategy is progressively extended to the newly acquired entities as well.

For Pasubio sustainability continues to be a core business driver, fully integrated into all business activities and decision-making processes, with the objective of generating long-term value for all stakeholders and contributing concretely to the transition towards more responsible production models.

This commitment is structured around four interconnected strategic pillars that guide our approach to sustainability: **Protecting the Planet**, focused on reducing environmental impacts and related to climate strategy; **Growing Together**, aimed at empowering people and communities in the places where we operate and protecting human rights; **Regenerative Innovation For a new Luxury**, which promotes the development of increasingly sustainable materials, processes, and solutions; and **Trust and Responsible Governance along the Value Chain**, a pillar designed to strengthen transparency, accountability, and integrity in the way we conduct business and engage with stakeholders.

On this journey, the value chain plays a central role. During 2025, we further strengthened our supply chain traceability activities, reaffirming our belief that collaboration with suppliers must evolve according to a model of strategic partnership and shared responsibility. An increasingly transparent and integrated supply chain is in fact essential not only to ensure quality and resilience, but also to advance key objectives of our sustainability strategy: **the protection of human rights, the preservation of forests and biodiversity, and the reduction of emissions throughout the entire value chain.**

Climate change continues to represent one of the most significant global challenges of our time and requires concrete, measurable, and long-term commitment. For this reason, **the Group continued to strengthen and further define its climate strategy, adopting an approach that extends across the entire value chain, from direct to indirect emissions, progressively including Scope 3 impacts.** In this con-

text, our commitment to the Science Based Targets initiative and the progress through this journey represents a further step towards aligning our climate objectives with the most authoritative international scientific methodologies, in the awareness that decarbonization requires shared commitment, innovation, and industrial transformation.

At the same time, **the Group recognizes the increasingly close interconnection between climate change and biodiversity protection**, now considered an essential element in the overall assessment of environmental impacts and in the definition of future strategies. A significant achievement reached in 2025 concerns energy management: all electricity purchased by the Group came from renewable sources, confirming our concrete commitment to supporting an energy transition consistent with our medium- and long-term objectives and to progressively reducing our environmental footprint.

The social dimension also continues to play a central role within our sustainability journey. **During 2025, the Group was selected by the United Nations Global Compact to participate in the Business & Human Rights Accelerator program**, an initiative aimed at strengthening the integration of human rights principles across business activities and throughout the supply chain, contributing to the development of increasingly responsible, inclusive, and transparent practices.

Finally, collaboration with the Research & Development function remains fundamental. This synergy continues to represent a key driver for innovation, the development of lower-impact materials and processes, and solutions capable of combining quality, performance, and sustainability.

We are aware that the path towards truly sustainable development requires vision, investment, adaptability, and collaboration across the entire value chain. It is with this spirit that we will continue to pursue our objectives, strengthening dialogue with all stakeholders and promoting increasingly responsible, transparent, and long-term-oriented growth.

We would like to thank all those who contribute every day to this journey through their trust, expertise, and collaboration.



Luca Pretto
CEO

More than
NUMBERS

328,62^{M €}

VALUE OF PRODUCTION

7.996.614^{m²}

LEATHER SOLD

PEOPLE

1.960

INCLUDING INTERNAL
EMPLOYEES
AND EXTERNAL
CONTRACTORS

92%

EMPLOYEES
WITH PERMANENT
CONTRACTS

20

PLANTS
WORLDWIDE

ENVIRONMENT

8.234,55^{tCO₂e}

TOTAL EMISSIONS
INTO THE ATMOSPHERE

56,94^{megalitres}

TOTAL WATER
CONSUMPTION

209.092,42^{Gj}

TOTAL ENERGY
CONSUMPTION

METHODOLOGICAL NOTE ON METHODOLOGY

Conceria Pasubio S.p.A. (hereinafter, also “Pasubio Group”, “Pasubio” or “Group”) is publishing, for the sixth consecutive year and on a voluntary basis, its Sustainability Report (hereinafter “Report” or “Document”), aiming to provide stakeholders with a clear and comprehensive overview of its ESG policies, actions, objectives and metrics, as well as the methods used to integrate sustainability into its own operating and strategic model.

The Document has been prepared in line with the **Global Reporting Initiative Standards 2021** (hereinafter, “GRI Standards” or “GRI”), according to the “with reference to” option, supplemented, where possible, by the **European Sustainability Reporting Standards** (hereinafter, “ESRS”) in their simplified version, approved by the European Financial Reporting Advisory Group (hereinafter, “EFRAG”) on 28 November 2025 and submitted to the European Commission on 3 December 2025¹.

This approach complies with the **GRI-ESRS interoperability principle**, designed to harmonise the two standards and guide companies through a gradual and informed transition to the ESRS. At a stage where reporting that complies entirely with these two standards is still not feasible, both due to the presence of unresolved regulatory hurdles and pending the final adoption of the simplified standards, this approach enables the publication of a document based on an internationally recognised and broadly applied standard, such as the GRI.

The data included in this Document refer to the Pasubio Group as of December 31, 2025 (hereinafter, “2025”) and cover the 2023-2025 period. The time horizons referenced in this Document are those established by the ESRS (ESRS 1 – 6.2):

- **SHORT-TERM:** the length of the period adopted for the Group’s financial statements (2025);
- **MEDIUM-TERM:** from the end of the short-term period up to five years;
- **LONG-TERM:** more than five years.

Every exception is duly noted in the Document.

The **reporting perimeter** is represented by all Group companies (see Corporate Structure), with the exception of the Conceria Pasubio plant located in Pretoria, South Africa², and the company ART Antiba Russo Together S.r.l.³. Any limitations are duly noted in the Document. It is specified that the data relating to

Conceria Antiba S.p.A. and SKIN S.r.l. cover the entire reporting period, with the exception of the economic indicators which, in order to guarantee consistency with the financial reporting, are reported starting from the respective acquisition date.

The performance indicators selected are those envisaged by the adopted reporting standards, which represent the specific sustainability areas analysed and are consistent with the Pasubio Group’s activities and associated impacts. These indicators were selected based on an analysis of the Group’s most significant ESG topics (see Double materiality assessment), in line with the requirements of Standard GRI 3: “Material Topics 2021” and Standard ESRS 1 – 3 “Double materiality as the basis for sustainability disclosures”⁴.

The information contained herein was collected through quantitative data collection templates provided by the ESGeo software and dedicated interviews with department representatives, in line with the non-financial reporting best practices; any use of estimates is indicated in the relevant sections of the Document.

During 2025, several metrics were recalculated as a result of refined computation methodologies, the correction of prior-year errors, and realignment with the new reporting structure.

These adjustments are part of a continuous improvement process through which Pasubio monitors the quality, consistency, and accuracy of its information flows. The systematic review of historical data reflects the Group’s commitment to guaranteeing high standards of methodological robustness and accountability, ensuring maximum reliability and comparability of the reported information across financial years.

This Report has been certified by a Third-Party entity - Certiquality.

For further information and suggestions regarding the Pasubio Group’s Sustainability Report, please contact sustainability@pasubio.com

This Document is also available at www.pasubio.com



¹ The ESRS were originally adopted by the European Commission in July 2023, through Delegated Regulation (EU) 2023/2772. Following the critical issues that emerged with regard to the excessive complexity and onerousness of the reporting obligations, a review process was started with the aim of simplifying the structure and application thereof. The objective of said intervention is to make sustainability reporting more accessible for enterprise, reduce the administrative burden and, at the same time, maintain consistency with the objectives of the European Green Deal. This process resulted in the definition of a “simplified” version of the ESRS, characterised by a 61% reduction of the obligatory data points, elimination of the voluntary data points, simplification of the double materiality assessment and less informational pressure along the value chain. Final adoption of the simplified ESRS is planned to take place during 2026.

² The plant operates under a lease and, since the Group does not have direct control over operations at the site, it has been excluded from the reporting perimeter, despite being present in the Group’s consolidated financial reporting.

³ The company is controlled 50% by Conceria Antiba S.p.A., acquired by the Group in 2025.

⁴ The reference relates to the original version of the Standard, since the activity was performed in 2024. It should be noted that double materiality complies, in any case, with the simplified Standard ESRS 1 – 3.2 “Double materiality assessment: impact materiality and financial materiality”.

1

More than **OUR GENERAL INFORMATION**

is our journey, defined by
the pursuit of constant growth.

About PASUBIO GROUP

VISION

To always be more
than what we were
yesterday.

MISSION

To create sustainable
value through
international growth,
operational excellence
and team spirit.

The Pasubio Group was founded in 1959 in Arzignano, in the Vicenza tanning district, and is now a key player in **leather processing for the automotive industry**.

Starting as a business initiative of the Pretto family, the Group has progressively broadened its international presence, developing long-standing relationships with the world's leading car manufacturers, including JLR, Porsche, Bentley, BMW, Rolls Royce, Lamborghini, Audi, Stellantis and Skoda, and establishing a production network that currently includes **production plants** in:

Production plants



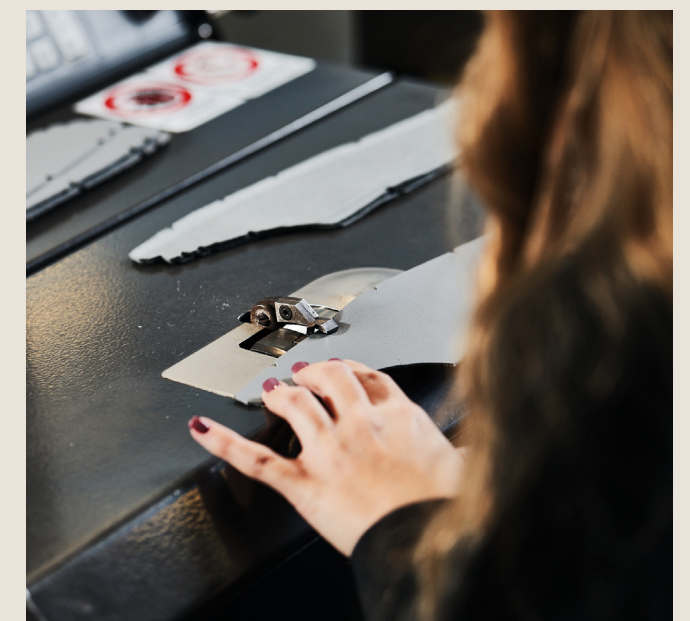
The Group's products range from **leather obtained using traditional tanning methods to alternative solutions** developed in response to the market's growing demand for sustainability. In this area, the Group has established a structured process to reduce its environmental impact, resulting in concrete commitments across the supply chain, enhanced production efficiency, and the progressive reduction of the emissions and waste generated by industrial processes.

In 2025, the Group **started a strategic expansion into the fashion and luxury industry**, with the incorporation of Unica S.p.A. This holding company was formed through the acquisition of Conceria Antiba S.p.A., a Tuscan company with a consolidated tradition in the production of hides for clients such as Hermès, Chanel and Bottega Veneta, and SK!N S.r.l., a company specialised in scouting and commercial distribution of materials on the international fashion market. The objective is to create an integrated platform capable of offering a comprehensive range of high-end materials and services to key luxury segments, ranging from automotive to apparel, accessories and furnishings.

THE ANTIBA APPROACH TO SUSTAINABILITY

Within the Group, Antiba has distinguished itself in the fashion industry through its long-standing commitment to sustainability. This commitment spans multiple fronts: from leather traceability across the supply chain, certified under ICEC TS SC 410, to environmental impact reduction initiatives, including self-generation of renewable energy through the photovoltaic plant and rigorous monitoring of wastewater quality. Furthermore, the company ensures the protection of workers in terms of working conditions, rights and the prevention of exploitative practices, as certified under the SA 8000 standard.

The specific actions are outlined in the relevant sections (see Product and system certifications and rating; E1 – Climate Change; E2 – Pollution).



⁵ The plant in León is currently operational and is expected to reach full production capacity during 2026.

HISTORY OF THE GROUP

1959

Conceria Pasubio was established in Arzignano in 1959. Right from the start, it was equipped with all the necessary machinery for leather processing, from raw material to finished product, including stitching for the footwear industry. Production was 3,000 square meters per day and concentrated in just one plant.

1977

Over the years, the company expanded, also acquiring Arzignanesi S.r.l., and in 1977 it became a public limited company ("S.p.A."). Between the 1980s and 1990s, production became specialised in products for the automotive sector.

1996

In 1996, the Pasubio Group was one of the first Italian companies to obtain **ISO 9001 certification**, with the distinction of being the first Italian company in the field of dyeing to achieve the certification.

2010

Starting in 2010, the company implemented leather processing activities with a cutting process (production of cut pieces).

2017

In 2017, another dyeing factory was acquired in Zermeghedo (VI). In 2017, the Pasubio Group, with more than 800 employees and six production plants, was acquired by CVC Capital Partners, under whose leadership it has experienced significant growth, becoming a multinational leader in the industry through organic growth and strategic acquisitions aimed at expanding its market presence and its already considerable customer base.

2019

In 2019, production expanded with the Almisano di Lonigo (VI) site, dedicated to leather finishing. The factory entered production from 2020. In 2019 the Pasubio Group also acquired control of GD Servicios Internacionales del Norte, a factory based in Mexico, and GDI Assemblies LLC, based in the United States. Both companies are specialised in the cutting and stitching process for the automotive industry.

2021

In June 2021, the Pasubio Group acquired control of Hewa Leder GmbH, a German tannery. In mid-2021, the cutting factory located in Trissino (VI) moved to its new, modern location on Viale Vicenza in Arzignano (VI). In the last quarter of 2021, ownership of the Pasubio Group passed from CVC Capital Partners to PAI Partners.

2022

Pasubio has been **ISO TS 16949 certified** for the automotive industry (quality) since 2022.

2023

In the first quarter of 2023, the acquisition of Innova S.r.l., a manufacturing site specialising in the production of synthetic material, located in the Albaredo d'Adige (VR) area, was completed. In 2023, a new registered office was established in South Africa, which became operational in 2024.

2024

In 2024, a new office was established in León, Mexico, which became operational in 2025 and will become fully operational in 2026.

2025

In 2025, the Group completed acquisition of Conceria Antiba S.p.A. and SK!N S.r.l., thus entering into the fashion industry.



CORPORATE
STRUCTURE



ITALY			
CONCERIA PASUBIO S.p.A. HEADQUARTES ARZIGNANO PLANT Via Il Strada 38, 36071 Arzignano Vicenza HEADQUARTERS AND PRODUCTION PLANT	CONCERIA PASUBIO S.p.A. ZERMEGHEDO PLANT Via Valdichiampo 11, 36050 Zermeghedo Vicenza PRODUCTION PLANT	CONCERIA PASUBIO S.p.A. ALMISANO DI LONIGO PLANT Via Casette, 5, 36045 Almisano Vicenza PRODUCTION PLANT	CONCERIA PASUBIO S.p.A. TRIM DIVISION Via Vicenza 34/c, 36071 Arzignano Vicenza PRODUCTION PLANT
CONCERIA PASUBIO S.p.A. PASUBIO INTERNATIONAL DESIGN DIVISION Via VI Strada 65, 36071 Arzignano Vicenza WAREHOUSE	ARZIGNANESE S.R.L. Via del Lavoro 14, 36071 Arzignano Vicenza PRODUCTION PLANT	INNOVA S.R.L. Via Lucio Cosentino 10, 37041 Albaredo d'Adige Verona PRODUCTION PLANT	SK!N S.R.L. HEADQUARTER TRIM DIVISION Via Chico Mendes 8, 56024 Ponte a Egola San Miniato (PI) OFFICES
SK!N S.R.L. SHOWROOM MILANO Via dell'Orso 16, 20121 Milan (MI) SHOWROOM	CONCERIA ANTIBA S.P.A. Via Martin Luther King 39-41-43, 56024 Ponte a Egola San Miniato (PI) PRODUCTION PLANT	ART ANTIBA RUSSO TOGETHER S.R.L. Via Boscofangone, SNC/Lotto H/a-b interno 1, 80035 Nola (NA) PRODUCTION PLANT	

» Corporate structure in the world



SERBIA	SOUTH AFRICA	MEXICO	
CONCERIA PASUBIO S.p.A. SABAC PLANT Filipa Visnjica Sabac Street, Misar PRODUCTION PLANT	CONCERIA PASUBIO S.p.A. PRETORIA PLANT 322 Alwyn St, Waltloo 0184 Pretoria PRODUCTION PLANT	GD SERVICIOS INTERNACIONALES DEL NORTE Parque Industrial Finsa del Norte H. Matamoras, Tamps 87316 PRODUCTION PLANT	PASUBIO MEXICO S.R.L. DE CAPITAL VARIABLE Boulevard Edouard Michelin No. 104, Block 2, Lot 2, Industrial Park León Bajío (PILBA), León, Guanajuato, Mexico PRODUCTION PLANT
UNITED STATES		GERMANY	FRANCIA
GDI ASSEMBLIES LLC 700 E. Washington St. Brownsville, Texas 78520 OFFICES	PASUBIO US CORP. 251 Little Falls Drive, Wilmington, New Castle County, Delaware 19808 OFFICES	HEWA LEDER GmbH 1) An d. Zugspitze 42, 09599 Freiberg, Germania 2) Draisendorfer Weg 8, 95111 Rehau, Germania PRODUCTION PLANT	SK!N S.R.L. 39 Rue des Duex Boules, 75001 Paris OFFICES

LEATHER

The Pasubio Group has always operated in the tanning industry, transforming leather into a high-quality finished product, recognisable for its softness, durability and strength.

The hide used comes from supply chains in which the raw material is **recovered as a by-product** of the food industry and enhanced with tanning, thereby avoiding disposal and significantly reducing associated waste and emissions.

“Every year, worldwide, tanneries recover a total of around 1,700 km2 of raw hides (equal to 8 million tons), disposal of which as waste would produce 5

million tons of greenhouse gases” (Estimates based on UNIDO data - United Nations Industrial Development Organization, 2021).

The Group operates in the B2B market as a supplier to luxury fashion home interiors brands and OEMs (Original Equipment Manufacturers); in the latter case, it supplies its finished leathers or cut piece kits to the “Tier 1” direct suppliers of the OEMs, which cut, stitch and assemble articles such as seats, steering wheels, dashboards, door panels, etc.

The tanning activities at the Group are divided as follows:

Leather processing for the automotive industry

Company	Plant	Country	Business
Conceria Pasubio S.p.A.	Arzignano (VI) Via II Strada 38, 36071	Italy	Retanning, dyeing, finishing and measurement of leathers
Conceria Pasubio S.p.A.	Zemerghedo (VI) Via Valdichiampo 11, 36050	Italy	Retanning, dyeing and mechanical processing
Conceria Pasubio S.p.A.	Almisano di Lonigo (VI) Via Casette, 5, 36045	Italy	Finishing
Conceria Pasubio S.p.A.	Trim Division Arzignano (VI) Via Vicenza 34/c, 36071	Italy	Cutting
Arzignanese S.r.l.	Arzignano (VI) Via del Lavoro 14, 36071	Italy	Liming, tanning and dyeing
Conceria Pasubio S.p.A.	Misar Filipa Visnjica Sabac Street	Serbia	Cutting
HEWA LEDER GmbH	Freiberg An d. Zugspitze 42, 09599	Germany	Retanning, dyeing, finishing, measurement of leathers and cutting
Conceria Pasubio S.p.A.	Pretoria 322 Alwyn St, Waltloo 0184	South Africa	Cutting
GD Servicios Internacionales Del Norte	Tamps Parque Industrial Finsa del Norte H. Matamoros, 87316	Mexico	Cutting
Pasubio Mexico Sociedad De Responsabilidad Limitada De Capital Variable	León Boulevard Edouard Michelin No. 104	Mexico	Finishing

In 2023, the Group acquired Innova S.r.l., extending its product range to include synthetic materials, alongside the traditional leather processing, with the objective of responding more completely to the needs of an evolving automotive market.

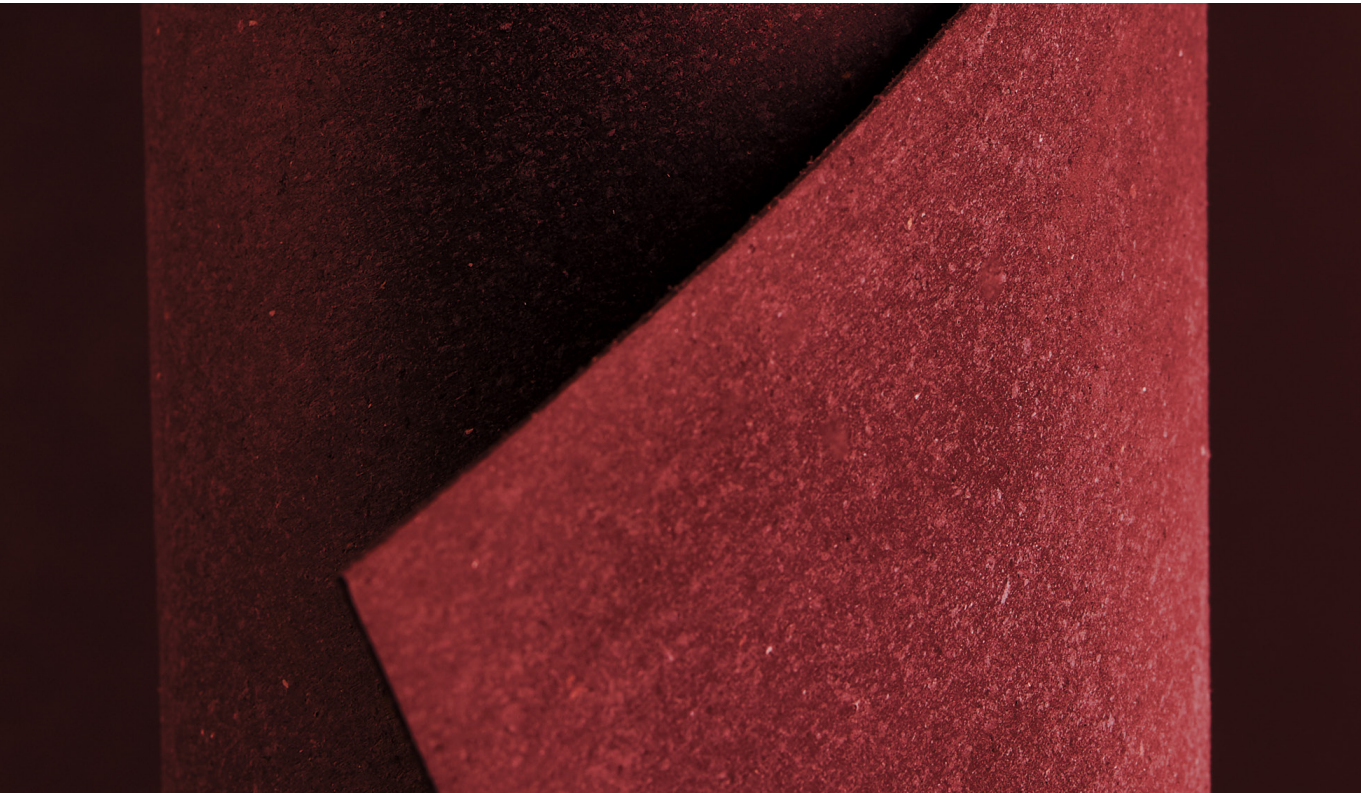
In 2025, the Group began **expanding into the fashion market** by acquiring SK!N S.r.l., a company specialised in hides for the fashion industry, and Conceria Antiba S.p.A., a Tuscan tannery focused on processing of calf and goat hides. These two acquisitions extend the Group’s scope beyond the automotive industry, paving the way for a structured presence in the luxury footwear and leather goods segments.

Processing of leather and synthetic material for the automotive industry

Company	Plant	Country	Business
Innova S.r.l	Albaredo d'Adige (VI)	Italy	Coating on leather and synthetic material

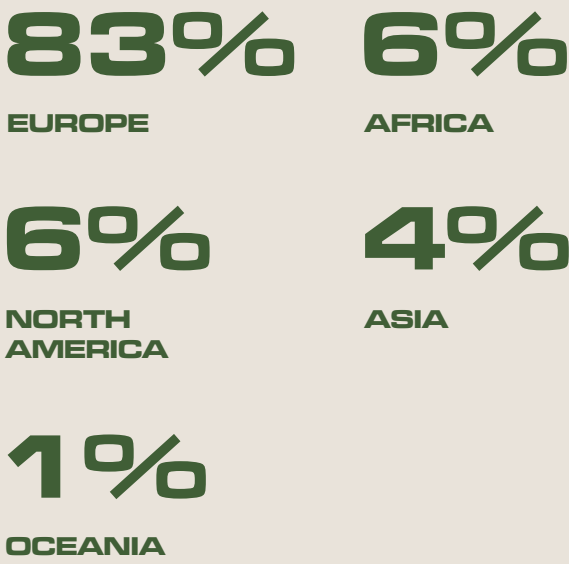
Lavorazione di pelle per il settore moda

Company	Plant	Country	Business
Conceria Antiba S.p.A.	Ponte a Egola (PI) Via Martin Luther King 39-41-43, 56024	Italy	Retanning, dyeing, finishing, selection and measurement of hides and skins
ART Antiba Russo Together S.r.l.	Via Giacomo Puccini 16, 80127, Naples (NA)	Italy	Finishing, selection and final measurement of hides and skins

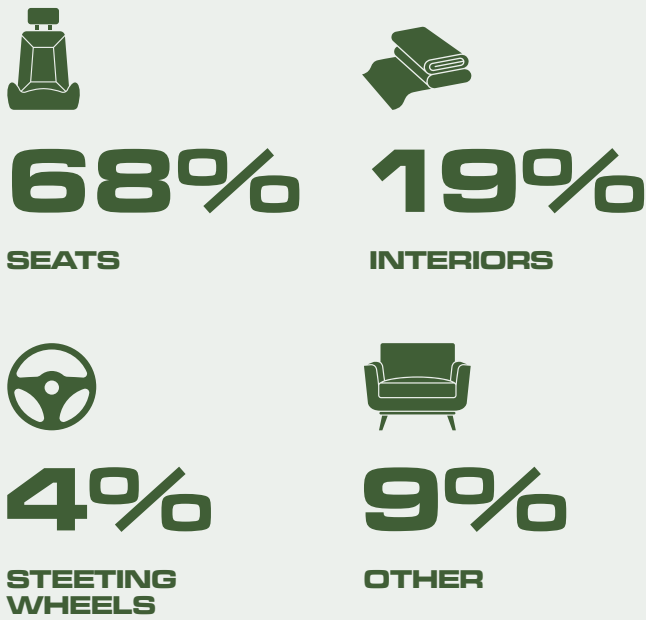


The market⁶ in which the Group operates is represented as follows:

Net revenue breakdown by geography



Net revenue breakdown by application



6 The breakdown by geographical area and application does not include the revenues of the following Group companies: Conceria Antiba S.r.l. and SKIN S.r.l.

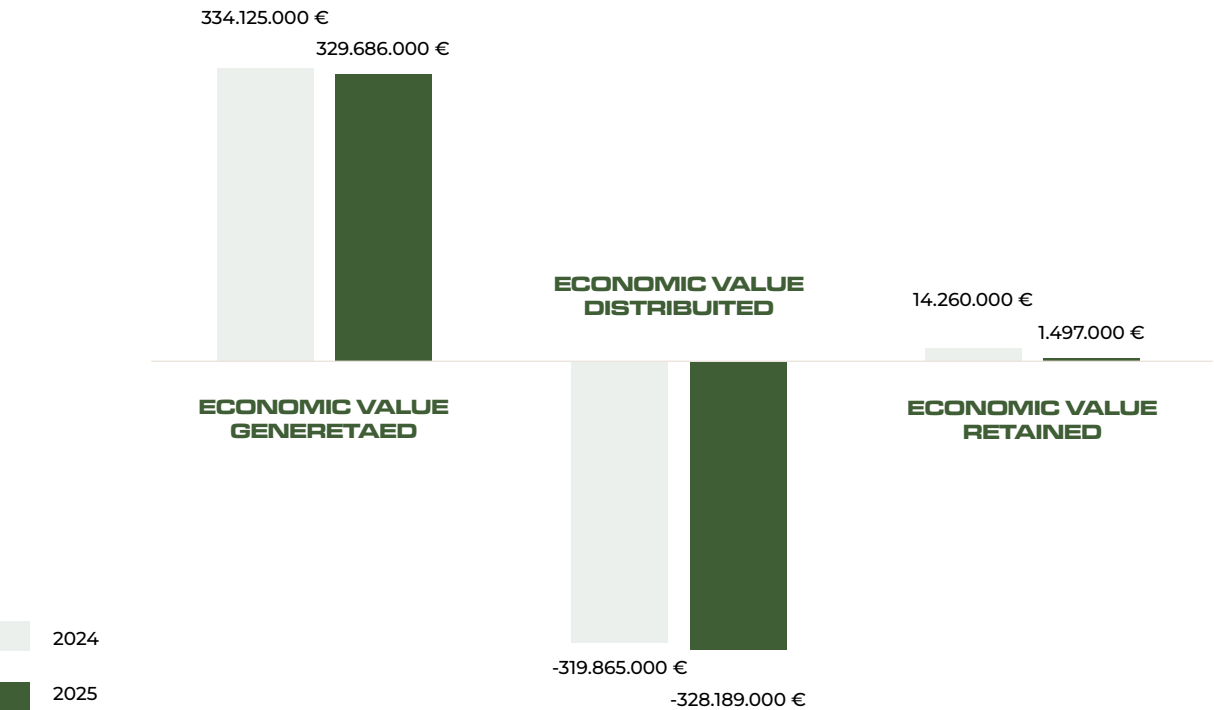


ECONOMIC PERFORMANCE



For the Pasubio Group, the creation of economic value cannot be separated from the ability to generate concrete and measurable benefits for all of its stakeholders: from local communities to partners along the value chain, including the environment in which the organisation operates. Profit is therefore not an end in itself, but the result of a business model built on the creation and responsible distribution of shared wealth.

Economic performance trend



For purposes of non-financial reporting, the consolidated income statement has been reclassified according to standard GRI 201-1, which categorizes economic value into the following components:

- DIRECT ECONOMIC VALUE GENERATED:** the value produced by the organisation through its core business. In its operating meaning, it corresponds to consolidated revenues for the period;
- ECONOMIC VALUE DISTRIBUTED:** the portion of generated value transferred to external stakeholders. This includes operating costs, wages, salaries and employee benefits, payments to suppliers and donations to communities;
- UNDISTRIBUTED (OR RETAINED) ECONOMIC VALUE:** the component of value that remains within the company, allocated for the consolidation and long-term development of the organisation. It includes value adjustments, current and deferred tax assets and liabilities, accruals to provisions (including depreciation/amortisation and write-downs) and operating income net of resolved in favour of shareholders.

The table below shows the consolidated economic-financial performance for the two-year reference period 2024–2025.

GRI 201-1 Directly generated and distributed economic value⁷

	2024	2025
ECONOMIC VALUE GENERATED	€ 334,125,000	€ 329,686,000
Revenue	€ 328,985,000	€ 322,034,000
Other revenue	€ 2,465,000	€ 5,138,000
Capitalization in fixed assets for internal work	€ 2,675,000	€ 2,514,000
ECONOMIC VALUE DISTRIBUTED	€ -319,865,000	-328.189.000 €
Operating costs	€ -226,138,0	-231.296.000 €
Employee wages and benefits	€ -54,631,000	€ -60,428,000
Payments to capital providers	€ -31,391,000	€ -31,640,000
Payments to governments	€ -7,680,000	€ -4,754,000
Community investments	€ -25,000	€ -71,000
ECONOMIC VALUE RETAINED	€ 14,260,000	€ 1,497,000
Depreciation - tangible assets	€ -11,889,000	€ -13,957,000
Amortization - intangible assets	€ -24,527,000	€ -27,343,000
Loss for the period	€ -22,156,000	€ -39,803,000

⁷ The consolidated financial statements as at 31 December 2025 include the entire PASUBIO Group, including the acquisitions of SKIN and ANTIBA (included within consolidation from 28 February and from 31 May 2025, respectively), which contributed revenues of Euro 36.1 million. ART, controlled 50% by ANTIBA, is consolidated using the equity method. Consolidated revenues fell by around 2% compared with the previous year. Adj. EBITDA for Automotive fell by 35.9% due to the reduction in volumes, whereas the EBITDA for Fashion pro forma showed a positive performance thanks to expansion of the margins and the initial operating synergies with the Automotive division. The net loss of Euro 39.8 million reflects, to a great extent, the amortisation of goodwill (Euro 20.0 million) and financial expenses (Euro 32.2 million).

PRODUCT AND SYSTEM CERTIFICATION AND RATING

The Group has the following certifications:



LEATHER WORKING GROUP

The Pasubio Group is a member of the Leather Working Group (LWG), a global multi-stakeholder community that works to bring change on the leather supply chain, towards responsible procurement in line with environmental, social, traceability and governance requirements. Certification rewards companies who implement the industry Best Practices. The Pasubio Group has obtained GOLD certification in all the Italian plants and BRONZE certification at Hewa Germany. The objective of the Pasubio Group is to extend certification to the León plant in Mexico, in line with the timing envisaged by LWG for collection of the necessary data.



ISO 9001

certification that certifies the adoption of a quality management system complying with international standards.



ISO 14001

certification that certifies the implementation of an environmental management system aimed at monitoring and reducing the environmental impact of company activities.



ISO 45001

certification that certifies the adoption of an occupational health and safety management system for the protection of workers and prevention of occupational risks.



ISO 50001

certification that certifies the adoption of an energy management system aimed at improving energy performance and reducing costs. The plant in Hewa, Germany, has obtained this certification.



IATF 16949

the international standard for quality management in the automotive industry combines various systems of assessment and certification, creating a common approach to quality management in the entire automobile industry.



ECOVADIS

this is one of the main international company sustainability assessment platforms, which measures ESG performance in four topic areas: environment, labour and human rights, ethics and sustainable procurement. In 2025, the Group obtained the Gold medal, placing in the top 5% of companies assessed globally.



UNIC SOCIAL ACCOUNTABILITY

Certification of the UNIC Code of Conduct and Social Accountability focuses on the Code that serves as a means of communication of the values of conduct and social accountability that characterise company business.



I.CE.C ISTITUTO DI CERTIFICAZIONE DELLA QUALITÀ PER L'INDUSTRIA CONCIARIA

In 2025, Antiba renewed the ICEC TS SC 410 traceability certification, obtaining scores differentiated according to the type of leather: 98% on calf and 50% on goat⁸. The certification normally includes a broad range of products in the analysis, even with multiple origins, mapping traceability of the hides upstream of the value chain.



SOCIAL ACCOUNTABILITY 8000 (SA 8000)

Certification that certifies compliance with international standards on social accountability, with particular reference to working conditions, workers' rights and prevention of abusive practices along the supply chain. The certification was obtained by Antiba and was renewed during 2025.



RSCI RESPONSIBLE SUPPLY CHAIN INITIATIVE

This is a program that aims to increase the accountability of companies on their own supply chains, promoting ethical standards and environmental accountability along the entire supply chain. The objective is to guarantee that firms respect human rights, fair working practices and protection of the environment.



TISAX (TRUSTED INFORMATION SECURITY ASSESSMENT EXCHANGE)

This is an international standard for the automotive industry, aimed at guaranteeing high levels of security of information and data protection along the entire supply chain. It certifies the adoption of appropriate organisational and technological measures for management of cyber security, confidentiality of data and operational continuity.



GOGREEN PLUS CERTIFICATE

Issued by DHL in 2025, this certifies the reduction of CO₂ emissions associated with logistical transport through the use of Sustainable Aviation Fuel (SAF), an environmentally-friendly biofuel for aircraft.



CDP (CARBON DISCLOSURE PROJECT)

Is an organisation that collects and assesses environmental data on companies, particularly on CO₂ emissions and climate change, in order to promote transparency and sustainability

8 The lower rating for goat is mainly due to fragmentation of the goat hide supply chain typical of India.

SITE CERTIFICATION

The following are the site certifications for each Pasu-bio Group factory:

											
Conceria Pasubio S.p.A. Arzignano Via II Strada (headquarters) ITALY		●	●	●		●	●			●	●
Conceria Pasubio S.p.A. Arzignano Via VI Strada ITALY		●		●			●				
Conceria Pasubio S.p.A. Arzignano Viale Vicenza ITALY		●	●			●	●				●
Conceria Pasubio S.p.A. Zermeghedo ITALY		●	●	●		●	●				●
Conceria Pasubio S.p.A. Almisano di Lonigo ITALY		●	●	●		●	●				●
Conceria Pasubio S.p.A. Sabac SERBIA		●	●	●		●					●
Arzignanese S.r.l. controllata da Conceria Pasubio S.p.A. Arzignano ITALY		●	●								
Innova S.r.l. Albaredo D'Adige SERBIA		●									●
GD Servicios Internacionales del Norte Controllata da Conceria Pasubio S.p.A. Matamoros MEXICO		●	●			●					
GDI Assemblies LLC controllata da Conceria Pasubio S.p.A. Texas UNITED STATES			●								
Hewa Leder GmbH controllata da Conceria Pasubio S.p.A. Rehau GERMANY		●			●						
Hewa Leder GmbH controllata da Conceria Pasubio S.p.A. Brand-Erbisdorf GERMANY		●	●		●	●					●
Conceria Antiba S.p.A. Ponte a Egola – San Miniato (PI) ITALY		●	●	●			●	●	●		
Pasubio Mexico Sociedad de Responsabilidad Limitada de Capital Variable Leon MEXICO			●								



In addition to these certifications, the Group has an **internal auditing system** in place to maintain broad oversight of the adoption of rules and procedures established by top management. The objective is to ensure supplier compliance with internationally recognised ethical, social and environmental standards.

The program, started with the main hide suppliers, has been progressively extended, reaching 80% coverage of hide suppliers in 2025. In the same year, the monitoring scope was extended to include chemical suppliers and subcontractors, thus consolidating a more overarching approach to supply chain oversight.

The audits, conducted by the third-party auditing company Qima, cover critical macro-areas such as management of chemicals and the environment, occupational health and safety, workers' rights (with reference to working hours, salaries and benefits) and the child labour risk (see ESRS E1 – Climate Change,

ESRS E2 - Pollution, ESRS E3 - Water, ESRS E4 – Biodiversity and Ecosystems, ESRS E5 – Circular Economy and Resource Use, ESRS S2 – Workers in the Value Chain).

At the end of each audit, Qima gives the supplier a rating across three levels (green, yellow and red), based on the severity of the non-conformities found. Should a supplier fail to achieve a green rating, the Group develops a corrective action plan and schedules a follow-up audit to verify implementation.

During 2025, six out of nine planned audits were conducted, all of which concluded with the complete resolution of the identified non-conformities.

An aerial photograph of a lush forest with a river winding through it. The trees are mostly green, with some showing autumnal colors of yellow and orange. The river is a dark blue-grey color, reflecting the surrounding greenery.

Approach to SUSTAINABILITY

For Pasubio, sustainability is a fully integrated strategic objective, not merely a set of activities running parallel to the Group's core business, but an essential part of the Group's development strategy and the way in which it engages with its stakeholders. This is an ongoing process, built up gradually through increasingly structured tools and analyses, in the knowledge that, for an industrial group with an extensive and international supply chain, such integration represents an urgent priority.

Some key milestones in this process are listed below:

- **MATERIALITY MATRIX (2021) ACCORDING TO 2016 GRI STANDARDS:** first identification of the ESG topics relevant for the Group, organised into a two-axis matrix that cross-references relevance to the Group with relevance to stakeholders.
- **MATERIALITY ANALYSIS (2022) ACCORDING TO 2021 GRI STANDARDS:** an update on relevant ESG topics and a first identification of their actual and potential impacts, both positive and negative on the Group and the environment.
- **MATERIALITY ANALYSIS (2023) ACCORDING TO 2021 GRI STANDARDS:** further update and broadening of the ESG topics, with a more detailed, specific and comprehensive analysis of impacts compared to the previous year.
- **ESG MANAGEMENT PERFORMANCE INDICATORS (2023):** ESG indicators have been incorporated into the performance targets for all procurement managers across the Group, with direct implications for the allocation of MBO (Management by Objectives) bonuses.
- **DOUBLE MATERIALITY ASSESSMENT (2024) ACCORDING TO THE ESRS:** conversion of material topics into relevant sustainability topics in accordance with ESRS 1 – RA 16⁹, review of the impacts generated by the Group, and identification of external risks and opportunities capable of having a financial impact on Pasubio's operations (see Double Materiality Assessment).
- **ESG FRAMEWORK AND ACTION PLAN (2025):** detailed analysis of the Group's current ESG positioning, through internal interviews, industry benchmarking and mapping of existing mechanisms, followed by the development of an action plan divided into short-term (2025-2027¹⁰), medium-term (2027-2029) and long-term (beyond 2030) objectives.
- **BIODIVERSITY ASSESSMENT (2025):** assessment of environmental risks and impacts along the va-

lue chain, creating the scientific foundations for the definition of measurable targets and ecosystem conservation projects.

- **BIODIVERSITY STRATEGY (2026):** development and validation of an initial biodiversity strategy based on the AR3T Framework¹¹, a methodological paradigm created by the SBTN that proposes a systemic and regenerative vision of biodiversity conservation.

The next steps of the process are:

- **ESG GOVERNANCE ASSESSMENT (2026):** mapping the Group's corporate governance structure, with a focus on ESG aspects, and preparing an action plan to strengthen the relevant measures.
- **BIODIVERSITY ACTION PLAN E STRATEGY (2026):** updating and in-depth reviewing of the assessment carried out in 2025, identifying mitigating actions and defining targets complying with the TFND framework and SBTN, with a corresponding update to Pasubio's biodiversity strategy.
- **CLIMATE CHANGE ADAPTATION PLAN (2026):** mapping of the areas where the Group operates and assessment of the physical risks linked to climate change for Pasubio's facilities and in the main areas of procurement of raw materials, with preliminary identification of priority mitigating actions.
- **ASSESSMENT SA 8000 (2026):** documentary analysis of the Group's current status (excluding Antiba) in relation to the requirements of SA 8000 and the preparation of an action plan to achieve the certification.

⁹ The regulatory reference relates to the ESRS in their original version, since the double materiality assessment was performed before the standards were simplified. The new regulatory reference, relating to the simplified ESRS, is: ESRS 1 Appendix A: List of topics".

¹⁰ The short-term objectives which have not been achieved yet are reported in this Document with the 2026-2027 time horizon.

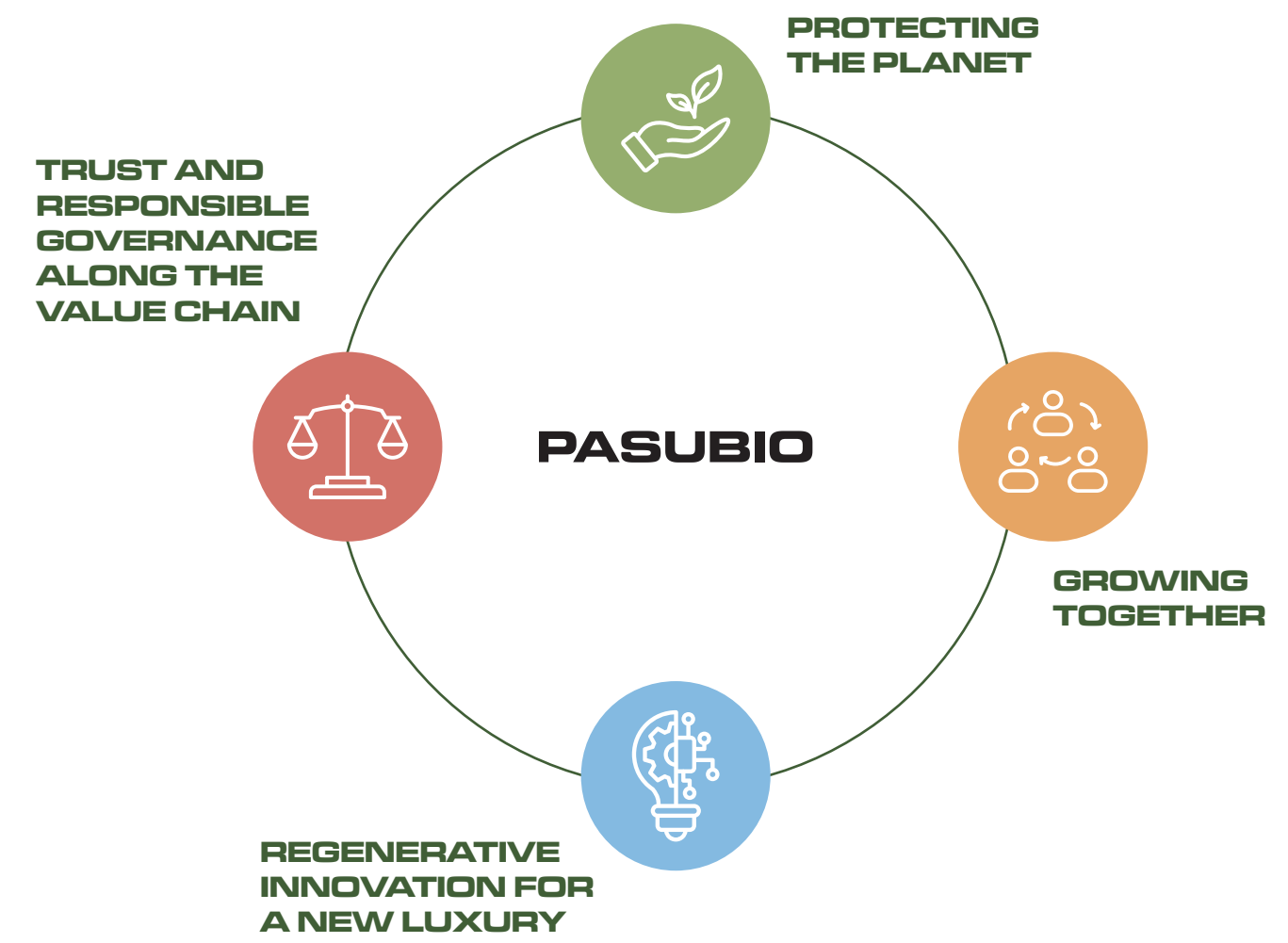
¹¹ The AR3T framework (Avoid, Reduce, Restore, Regenerate, Transform) is an approach developed by the Science Based Targets Network (SBTN), designed to assist companies in integrated protection of biodiversity into their own operating strategies.

SUSTAINABILITY PILLARS

Pasubio's ESG strategy is based on the following four pillars, which respectively refer to the **environment**, **Element**, **people**, **regenerative innovation** and **governance** topic areas:

- 1. PROTECTING THE PLANET:** through decarbonization commitments, stewardship of natural resources, protection of biodiversity and forests and higher traceability and animal welfare standards (see ESRS E1 – Climate Change).
- 2. GROWING TOGETHER:** Pasubio fosters a workplace culture that supports talent retention, upskilling, diversity and inclusion, equity and growth (see ESRS S1 – Own Workforce).

- 3. REGENERATIVE INNOVATION FOR A NEW LUXURY:** through investing in new technologies, materials and sustainable process while promoting circularity, durability and reuse of resources (see ESRS E5 – Circular Economy and Resource Use)
- 4. TRUST AND RESPONSIBLE GOVERNANCE ALONG THE VALUE CHAIN:** Pasubio ensures strong accountability and transparency across its entire value chain (see ESRS G1 – Business Conduct and ESRS G1 – Relationship with Suppliers).



UN GLOBAL COMPACT



The United Nations Global Compact (UNGC) is a voluntary initiative that encourages firms throughout the world to create an economic, social and environmental framework that promotes a **healthy and sustainable world economy**, ensuring that everyone has the chance to benefit from it.

To this end, it asks member firms and organisations to share, support and apply, within their own sphere of influence, a set of **Basic Principles on human rights, working standards, protection of the environment and the fight against corruption**.

HUMAN RIGHTS	
1. Support and respect the protection of internationally proclaimed human rights in the respective spheres of influence	2. Make sure that they are not complicit in human rights abuses.
LABOUR	
3. Uphold the freedom of association and the effective recognition of the right to collective bargaining	4. The elimination of all forms of forced and compulsory labour
5. The effective abolition of child labour	6. The elimination of discrimination in respect of employment and occupation.
ENVIRONMENT	
7. Support a precautionary approach to environmental challenges	8. Undertake initiatives to promote greater environmental responsibility
ANTI.CORRUPTION	
10. Work against corruption in all its forms, including extortion and bribery	

The Ten Principles are universally shared values, based on and inspired by the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the Rio Declaration and the United Nations Convention against Corruption.

Pasubio joined the **United Nations Global Compact** in 2021, integrating the Principles into its own strategy and undertaking to apply them within its own sphere of influence. Joining the initiative is accompanied by a commitment to transparency: through the **Communication on Progress (CoP)**, provided in the Sustainability Report, the Group reports on the progress made in implementation of the Principles, communicating its ESG objectives and results transparently. As part of this, Pasubio has taken part in the **Climate Ambition Accelerator program** and the **Business and Human Rights (BHR) Accelerator program** (see ESRS E1 – Climate Change and the “BOX: BUSINESS & HUMAN RIGHTS ACCELERATOR” providing details on ESRS S1 – Own Workforce).



UN 2030 AGENDA

The 2030 Agenda for Sustainable Development defined by the United Nations in 2015 sets out a global action plan for sustainable development.

The goals (Sustainable Development Goals - SDG) are valid worldwide, as they involve all countries and all components of society.

The 17 goals relate to the three key aspects of sustainable development (environmental, social and economic) and address universal issues, such as poverty, hunger, lack of education, climate change, gender inequality, lack of access to clean water and energy. The goals have been divided into 169 targets to be reached by 2030.



In management of its own IRO, the Group contributes to achieving the following SDG:

ESRS	SDG
E1 Climate Change	   
E2 Pollution	   
E3 Water	
E4 Biodiversity and Ecosystems	  
E5 Circular Economy and Resource Use	 
S1 Own Workforce	    
S2 Workers in the Value Chain	 
S3 Affected Communities	  
S4 Consumers and End-users	 
G1 Business Conduct	   
G1 Animal Welfare	 
Cybersecurity	

AWARDS

In January 2025, Conceria Pasubio received the prestigious “Franco Delneri” award, which is awarded every year by Confindustria Serbia to companies that distinguish themselves in terms of integration of ESG principles into their own business. Furthermore, during the same event, Conceria Pasubio won the **INDUSTRY award** for investments and continual growth.



During the ceremony of the 2025 MF VALUE CHAIN AWARDS held in October, Pasubio received the award in the Best Growth Strategy section for the expansion project in the haut de gamme segment with the Unica platform supporting Italian luxury manufacturing. The award was presented during the Milano Fashion Global Summit, recognizing the industrial vision of Pasubio and its ability to combine technological innovation, sustainable development.

STAKEHOLDERS

In line with the definition provided by the ESRS (ESRS 1 – 3.2.1.), stakeholders are individuals or groups whose interests are affected or could be affected by the Group's activities and its direct and indirect business

relationships in its upstream and downstream value chain¹². Mapping of the relevant stakeholders for the Group is provided below:



Pasubio considers the relationship with its stakeholders to be central to the process of creating value and outlining and giving material form to objectives in line with its ESG Strategy. In 2024, a **new role was created within the Group** who will not only be responsible for the ESG function, as was the case in the past, but also for relations with stakeholders, in order to meet their expectations and engage them increasingly in Pasubio's commitment to society and to the territory and

to a focus on human resources and the environment along the entire value chain.

Interaction with stakeholders is through moments of dialogue and listening that have contributed to the development of stable and continuous relationships over time. The main active communication channels are listed below:

¹² The typical categories of affected stakeholders of an undertaking are: workers and workers' representatives in the undertaking's own workforce and in its upstream and downstream value chains, communities affected by its business operations or upstream and downstream value chain activities, and consumers and end-users of its products and services. Consideration of af-

ected stakeholders requires particular attention to the stakeholders within these categories who are in particularly vulnerable situations. Nature may be considered a silent affected stakeholder. (ESRS 1 – Application requirement 23 for paragraph 42).

STAKEHOLDERS	ENGAGEMENT, INTERACTION AND DIALOGUE ACTIVITIES
EMPLOYEES AND COLLABORATORS	Corporate welfare projects and/or initiatives Violation reporting protocol Company meetings with RSU (Amalgamated Trade Union Representatives) to share results and objectives Refresher and training courses Information bulletin boards at factories and offices Operational focus points Feedback encounters, individually or in working groups Pasubio Family Day Employee well-being questionnaire Moments of sharing and celebration Prevention days
SUPPLIERS	Opportunities for interaction and dialogue Sharing of the Code of Ethics Assessment of the supply chain and questionnaires Sharing of objectives Sharing of the ESG Policy Involvement in ESG projects of the supply chain
TRADE ASSOCIATIONS	Discussion meetings Technical round tables
COMMERCIAL INTERMEDIARIES	Meetings Exchange of product-related technical documentation
CUSTOMERS	Meetings Surveys and market research Ongoing dialogue through communication channels (e.g., e-mail, telephone, social media, website) Ability to access customer services Questionnaires and workshops
NGOs (Non-governmental Organisations)	Occasions for discussion
LOCAL COMMUNITY	Projects to support and/or sustain social initiatives Participation in local events Interaction with citizens and their representative bodies Sharing of communications via website and social networks
UNIVERSITIES AND RESEARCH INSTITUTIONS	Implementation of projects targeting academia to foster innovation and research Participation in university fairs and career days to showcase the organisation Presentation of Pasubio as a case study during university lectures Discussion with new possible collaborators from universities and schools
PUBLIC ADMINISTRATIONS AND INSTITUTIONS	Website and social networks Institutional and specific meetings dedicated to sustainability issues Corporate disclosures and press releases
INVESTORS AND SHAREHOLDERS	Meetings Corporate disclosures Sustainability Report
MEDIA	Institutional website and social media Invitation of communication partners to public events organised by the Pasubio Group Press releases
TRADE UNION ORGANISATIONS	Periodic meetings with Amalgamated Trade Union Representatives to review performance and define and share initiatives Communications and meetings on individual situations to be addressed

Further ways of engaging with stakeholders are set out in detail in the chapters on specific ESRS topics.

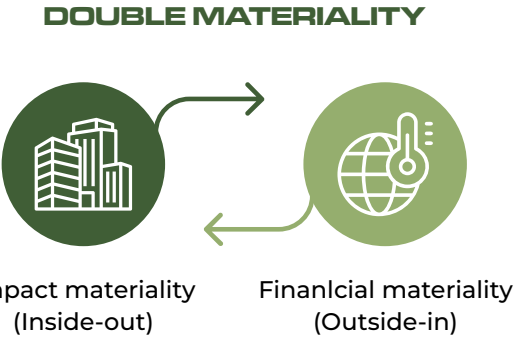
DOUBLE MATERIALITY ASSESSMENT

In 2024, the Group carried out its first **double materiality assessment** in line with the ESRS guidelines (ESRS 1 – 3.3, 3.4, 3.5¹³). This process complements the impact materiality assessment previously performed according to the 2021 GRI Standards, identifying the material impacts, risks and opportunities (hereinafter, “**IROS**”) to be included in sustainability reporting.

More specifically, the double materiality assessment allows to determine whether and to what extent a sustainability topic is material, considering two interdependent aspects:

- **IMPACT MATERIALITY** (so-called “inside-out”): considers the material actual and potential, **positive and negative impacts** on people and the environment over the short, medium and long term. Impacts include those connected with the Group’s own operations and its upstream and downstream value chain, including through its products and services, as well as through its business relationships. Business relationships are not limited to direct contractual relationships;
- **FINANCIAL MATERIALITY** (so-called “outside-in”) considers **the risks and opportunities** that impact the Group from the outside, analysing how external ESG factors can influence the Group’s economic performance and financial value. Unlike the identification of impacts, the risks and opportunities assessment is based on external factors that are not under the Group’s direct control but originate from the socio-economic and environmental context in which it operates and maintains business relationships. A sustainability topic is therefore considered to be financially .

Compared with the impact materiality assessment according to the GRI, the double materiality approach offers an even more strategic and integrated view of sustainability, improving management of risks, business opportunities and transparency with stakeholders and investors..



13 The regulatory reference relates to the ESRS in their original version, since the double materiality assessment was performed before the standards were simplified. The new regulatory reference, relating to the simplified ESRS, is: ESRS 1 3.2. “Double materiality assessment: Impact materiality and financial materiality”.

PROCESS OF IDENTIFICATION AND ASSESSMENT OF IROS¹⁴



Disclaimer: The preceding and subsequent regulatory references refer to the ESRS in their original version, as the assessment was carried out before the ESRS Standards were simplified.

PHASE A - UNDERSTANDING THE CONTEXT

The first step in identifying sustainability topics is a careful analysis of the context in which the Group operates. To this end, the Group has carried out a thorough assessment of its business activities, examining strategic and operational aspects, business relationships and the entire supply chain. The analysis also included a detailed examination of the current regulatory framework, the geographical context and the socio-political situation in which the Group operates.

PHASE B - IDENTIFICATION OF THE IMPACTS, RISKS AND OPPORTUNITIES (IROS)

In order to guarantee the comprehensiveness of the IRO identification process, the sustainability topics relevant to the Group's activities were mapped¹⁵. A comparison was then carried out between the sustainability topics identified in the wording suggested by Commission Delegated Regulation (UE) 2023/2772 and the material topics previously identified in the

impact materiality assessment (2023 Sustainability Report). This approach has enabled the Group to further enhance and develop the reporting activities it has already carried out in recent years, integrating topics, actions and targets with a view to the new future structure of its reporting initiatives.

PHASE C - ASSESSMENT OF THE IROS

Once the impacts, risks and opportunities had been identified, the Pasubio Group began to assess their significance for the Group's business.

The assessment is based on the following parameters:

- **Nature:** positive or negative
- **Likelihood:** description of the relationship of cause and effect between the impact described and the likelihood of its effects. The likelihood determines the type of impact.
- **Type:** actual or potential.
- **Time horizon** within which the impact occurs (short-term or medium-/long-term or both).
- **Scale:** severity of negative impacts or significance of the positive benefits.
- **Scope:** degree of diffusion among the various stakeholders and in the geographical context.

- **Irremediable character:** difficulty in mitigation or compensation in the case of damage.

Investigations were also conducted to verify any **links to human rights violations** and to establish whether the IROs were the result of **direct actions by the Group** or whether they were instead the **consequence of business relationships** (or whether both aspects were relevant), in order to identify the role of Pasubio in their occurrence.

For the assessment of risks and opportunities, focused on elements that could cause effects on the economic and financial performance of the Group, the methodological indication proposed by ESRS 1 (S1) was followed, which suggests basing this on the combination between the **likelihood of occurrence of the risk/opportunity** and the **potential magnitude of the financial effects**, in addition to consideration of the type and relative time horizon.

In order to assess risks and opportunities, it is necessary to consider likely scenarios, situations not yet reflected on the balance sheet, and unaccounted-for capital that is significant for financial performance, such as natural, intellectual, human, social and relational capital.

The assessment was performed by assigning a numerical score within a range of 1 to 5 for each criterion analysed. The assessment scales used provide for each numerical score corresponding with a predetermined and unique piece of descriptive text for positive impacts, negative impacts, risks/opportunities that contain the qualitative assessment elements that are useful for detailing the scenario corresponding with the 5 levels selectable. The assessments of impacts and risks and opportunities performed in this manner are then standardised in a common domain of variation between the numerical values of 1 and 5, so that the results are comparable with each other and a materiality threshold that allows the material topics to be distinguished from the non-material ones can be unequivocally established. In conclusion, the score obtained is multiplied by a coefficient between 0.2 and 1 that corresponds with the level of probability attributed to occurrence of the impact formulated.

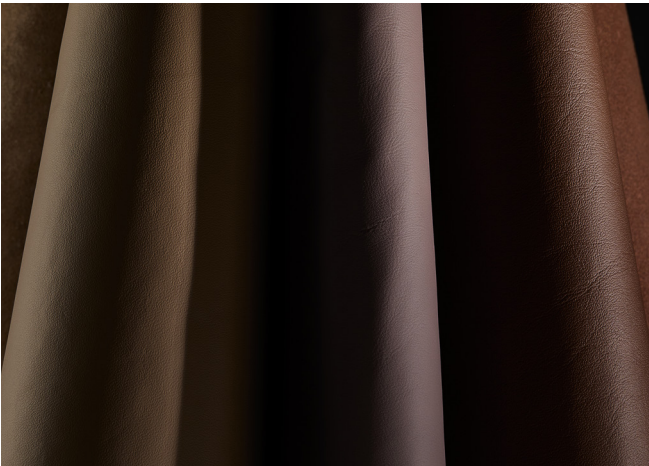
PHASE D - VALIDATION OF THE IMPACTS, RISKS AND OPPORTUNITIES

Once the assessment of the IROs had been completed, the results were subjected to an internal com-

parison with the sustainability team. This process allowed the topics that must be considered for reporting to be identified.

The topics identified as material in relation to the Group's strategic objectives and stakeholders' expectations are set out below. The wording and assessments performed for each IRO considered (see "Double Materiality Assessment"- details) are provided in full at the end of the Document.

- Climate change adaptation (ESRS E1)
- Climate change mitigation (ESRS E1)
- Energy (ESRS E1)
- Pollution (ESRS E2)
- Water and marine resources (ESRS E3)
- Biodiversity and ecosystems (ESRS E4)
- Circular economy (ESRS E5)
- Working conditions (ESRS S1)
- Equal treatment and opportunities for all (ESRS S1)
- Other work-related rights (ESRS S1)
- Affected communities (ESRS S3)
- Consumers and end-users (ESRS S4)
- Business conduct (ESRS G1)
- Animal welfare (ESRS G1)
- Cybersecurity
- Animal welfare (ESRS G1)
- Cybersecurity



¹⁴ Delegated Regulation 2023/2772 allows companies to independently identify appropriate methods for determining the relevant ESRS and indicates the useful criteria for identifying the topics (in relation to the usefulness of the reporting process and the interests of the users of the document) and for materiality assessment. For the phase of identification of impacts, risks and opportunities, the regulation (ESRS 1 Appendix A RA16) proposes a list of sustainability issues contemplated in the ESRS topics on which to base formulation and subsequent assessment, for which guidelines (ESRS 1 Appendix E) are provided, which have been considered in order to organise the Group's double materiality analysis. In detail, a context analysis was performed

that allowed an overview of the specific activities performed, the business relationships, the materiality of the geographical areas on its own supply chain and the interests of stakeholders to be obtained. The impacts, risks and opportunities were thus established in a pertinent manner and substantiated by the characteristics of the reference context, followed by identification of the severity characteristics.

¹⁵ Without limiting this to the topics and sub-topics indicated in the European standard contained in Regulation 2023/2772 ESRS 1 (RA 16).

POLICY OVERVIEW

The Group has in place the following policies to manage its material impacts, risks and opportunities. In 2025, Pasubio embarked on a comprehensive review of its global policies, with the aim of updating them, reorganizing them and ensuring they are consistent with the regulatory and organizational framework. All policies are translated into all the languages of the countries in which the Group has its companies and facilities.

INTEGRATED CORPORATE POLICY (2025) - ESRS E1, E2, E3, E4, E5, S1, S2, S3, S4, G1

Key contents: the policy defines the principles, commitments, and core values that guide the activities of Conceria Pasubio S.p.A.

Scope: it applies at the corporate level throughout the organization and to all subsidiaries of Conceria Pasubio S.p.A.

Third-party standards: the policy explicitly refers to a range of internationally recognized frameworks, standards, certifications These include international sustainability and responsible business frameworks such as the UN Guiding Principles on Business and Human Rights, the United Nations Global Compact, the Sustainable Development Goals (SDGs), the Science Based Targets initiative (SBTi) and the Carbon Disclosure Project (CDP); management system standards related to environmental management, occupational health and safety and quality management, including ISO 14001:2015, ISO 45001:2023, ISO 9001:2015 and IATF 16949:2016; information security assessment frameworks such as TISAX (Trusted Information Security Assessment Exchange) according to VDA-ISA requirements; and sector-specific sustainability standards and ESG assessment platforms, including Leather Working Group and EcoVadis.

Affected stakeholders: own workforce (employees and collaborators).

POLICY ON CLIMATE CHANGE (2025) - ESRS E1

Key contents: the policy sets out Conceria Pasubio's commitments to support the transition to a low-carbon economy by reducing greenhouse gas emissions and enhancing the climate resilience of its operations and supply chain.

Scope: it applies at the corporate level throughout the

organization and to all Conceria Pasubio S.p.A. subsidiaries.

Third-party standards: the policy makes explicit reference to the International Treaty on Climate Change, the Paris Agreement and specific international standards such as the Science based Targets (SBTi) and the GHG protocol, in line with the company's adherence to the United Nations Global Compact.

Affected stakeholders: all employees, collaborators along the value chain, affected local communities and nature.

INVENTARIO E REPORT DI RIDUZIONE GHG (2024) - ESRS E1, E2

Nel 2024 il Gruppo ha redatto un inventario e un report di riduzione GHG con baseline 2023, che, nel corso del 2025, è stato aggiornato ed esteso a tutti i plant del Gruppo per il 2023 e 2024.

Key contents: l'analisi mette in luce come l'impatto principale derivi dalle emissioni di Scope 3, e in modo particolare dall'approvvigionamento di materie prime.

Scope: si applica a tutti i plant del Gruppo.

Third-party standards: il report è stato sviluppato in relazione agli standard internazionali UNI EN ISO 16064-1:2019, UNI EN ISO 14040-2021 e UNI EN ISO 14044-2021.

Affected stakeholders: dipendenti e collaboratori.

POLICY FOR ENVIRONMENTAL PROTECTION & ENERGY MANAGEMENT (2025) - ESRS E1, E2, E5

Key contents: the policy sets out the concrete actions implemented by the Group to reduce both direct and indirect environmental impacts, through the responsible management of energy, emissions, and natural resources.

Scope: it applies at the corporate level throughout the organization and to all Conceria Pasubio S.p.A. subsidiaries.

Third-party standards: the policy is aligned with internationally recognized frameworks and standards, including the United Nations Sustainable Development Goals (SDGs) and key environmental management standards such as ISO 14001:2015, ISO 14025:2010, ISO

14040:2021, ISO 14044:2021, and ISO 14067:2018. It also ensures compliance with all applicable national environmental regulations, including those related to air emissions (PM, VOCs, SO₂, NO_x, and greenhouse gases), as well as noise, odor, light emissions, and energy efficiency management.

Affected stakeholders: all employees, customers and collaborators along the value chain, as well as affected local communities and nature.



POLICY FOR THE MANAGEMENT OF CHEMICAL PRODUCT (2025) - ESRS E2, E3, E4, E5, S1, S2, S3, S4

Key contents: the policy outlines the concrete and responsible measures implemented by the Group to manage, prevent, and minimize the impacts associated with the use of chemical substances.

Scope: it applies at the corporate level throughout the organization and to all Conceria Pasubio S.p.A. subsidiaries.

Third-party standards: the policy is aligned with key international regulations and standards on chemical management, including REACH Regulation (EC) No. 1907/2006, CLP Regulation (EC) No. 1272/2008, Regulation (EU) 878/2020, Regulation (EU) 2019/1021, and Regulation (EU) 528/2012. It also reflects adherence to the Zero Discharge of Hazardous Chemicals framework, including its Manufacturing Restricted Substances List (MRSL), the ISO 14001:2015 standard, the Leather Working Group protocol, and the Convention on International Trade in Endangered Species of Wild Fauna and Flora.

Affected stakeholders: all employees, customers and collaborators along the value chain, as well as affected local communities and nature.

POLICY FOR RESPONSIBLE WATER MANAGEMENT (2025) - ESRS E2, E3, E4, S3

Key contents: the policy outlines the Group's responsible water management approach, detailing the concrete measures implemented to reduce water consumption and minimize wastewater generation and impact.

Scope: it applies at the corporate level throughout the organization and to all Conceria Pasubio S.p.A. subsidiaries.

Third-party standards: the policy is aligned with internationally recognized frameworks and standards, including ISO 14001:2015 and the United Nations Sustainable Development Goal 6 on clean water and sanitation, and it further ensures compliance with all applicable regulations, laws, and standards related to water withdrawal and wastewater management.

Affected stakeholders: all employees, collaborators along the value chain, affected local communities and nature.

BIODIVERSITY PROTECTION POLICY (2025) - ESRS E4

Key contents: the policy sets out Conceria Pasubio's commitments to implement concrete and responsible measures for the protection and restoration of biodiversity, encompassing genetic diversity, species, and ecosystems.

Scope: it applies at the corporate level throughout the organization and to all Conceria Pasubio S.p.A. subsidiaries.

Third-party standards: the policy is aligned with internationally recognized frameworks, including the Kunming-Montreal Global Biodiversity Framework and the United Nations 2030 Agenda for Sustainable Development, and further references the Science Based Targets Network (SBTN).

Affected stakeholders: collaborators along the value chain, affected local communities and nature.

Traceability of products: the policy explicitly mentions the implementation of advanced supply chain traceability systems to monitor and mitigate environmental and social impacts, related to the use of raw materials, especially in areas of high biodiversity value.

Sites in its own operations in or near a biodiversity-sensitive area: the policy explicitly mentions its commitment to the adoption of adequate measures to reduce its impact when conducting its operations, especially in areas of high biodiversity value. The Group is also committed to conduct specific analysis

to identify those biodiversity-sensitive areas that might be near its site or its suppliers' operations.

LIVING WAGE POLICY (2024) - ESRS S1

Key contents: the policy aims to ensure that all employees and temporary workers of the Group receive a decent wage that allows them and their families to live with dignity and security.
Scope: it applies at the corporate level throughout the organization and to all Conceria Pasubio S.p.A. subsidiaries.

Third-party standards: the policy makes explicit reference to collective bargaining frameworks, national legislation and recognized international principles such as Working Principles of the UN Global Compact.

Affected stakeholders: it applies to all employees under any contractual form and all temporary workers similar to employees and collaborators, for example outsourced workers.

Mention of human rights: the policy explicitly targets living wages, which is a fundamental human right.

POLICY OF SOCIAL DIALOGUE (2024) - ESRS S1

Key contents: the policy aims to establish guidelines for all employees and collaborators, regardless of their role or position within the company, for the management of both formal and informal moments of social dialogue.

Scope: it applies to all facilities and business areas where the company has direct responsibility.

Third-party standards: N/A.

Affected stakeholders: all employees and collaborators.

Mention of human rights: N/A.

DIVERSITY AND INCLUSION POLICY (2025) - ESRS S1, S2

Key contents: the policy defines the commitment of Pasubio to foster an inclusive, fair, and respectful working environment, where diversity is recognized as a fundamental value for sustainable growth, innovation, and the creation of shared value for stakeholders.

Scope: it applies at the corporate level throughout the organization and to all subsidiaries of Conceria Pasubio S.p.A.

Third-party standards: the policy makes explicit reference to the following international standards, certifications and ratings: UN Guiding Principles on Business and Human Rights (UNGPs), UN Global Compact's Sustainable Development Goals (SDGs), UN Universal Declaration of Human Rights, International Labour Organization (ILO) Guidelines.

Affected stakeholders: all employees, all candidates involved in recruitment and hiring processes, partners, suppliers and external collaborators.

Mention of human rights: the policy refers to non-harassment and non-discrimination.

HARASSMENT AND NON-DISCRIMINATION POLICY (2024) - ESRS S1, S2

Key contents: the policy sets forth guidelines to prevent and address harassment and discrimination, ensuring that all members of the organization are treated with dignity and respect.

Scope: it applies at the corporate level throughout the organization and to all subsidiaries of Conceria Pasubio S.p.A., as well as across the value chain in which it operates.

Third-party standards: the policy makes explicit reference to the following frameworks and standards: National Collective Labour Agreement (CCNL) for Tannery Industrial Companies, UNIC Social Accountability Code of Conduct and Responsibility.

Affected stakeholders: the policy applies to all employees, collaborators, consultants, interns, and other individuals working on behalf of the Group.

Mention of human rights: the policy provides for the protection of two fundamental human rights: non-discrimination and non-harassment.

WHISTEBLOWING POLICY (2023) - ESRS S1, S2, S3, S4, G1

Key contents: the policy aims to establish a whistleblowing procedure and provide the whistleblower with clear operational indications about the object, contents, recipients and methods of transmission of reports.

Scope: it applies at the corporate level throughout the organization and to all subsidiaries of Conceria Pasubio S.p.A., as well as across the value chain in which it operates.

Third-party standards: N/A.

Affected stakeholders: all employees, managers, directors, collaborators, consultants, third parties such as suppliers, customers and more generally the stakeholders of the Group and its subsidiaries.

Mention of human rights: N/A.

HUMAN RIGHTS POLICY (2025) - ESRS S1, S2, S3

Key contents: the policy sets out all of Pasubio's commitments regarding human rights, with a particular focus on decent working conditions, health and safety, non-discrimination and equal opportunities, diversity and inclusion, social dialogue, respect for local communities and land rights, due diligence and responsible supply chain.

Scope: it applies at the corporate level throughout the organization and to all subsidiaries of Conceria Pasubio S.p.A., as well as across the value chain in which it operates.

Third-party standards: the policy makes explicit reference to the UN Global Compact Business and Human Rights (BHR) Accelerator program.



Affected stakeholders: own workforce (employees and collaborators), local communities, workers in the value chain.

Mention of human rights: the policy is specifically dedicated to this topic.

POLITICA PER IL SISTEMA DI GRIEVANCE (2025) - ESRS S1, S2, S3, G1

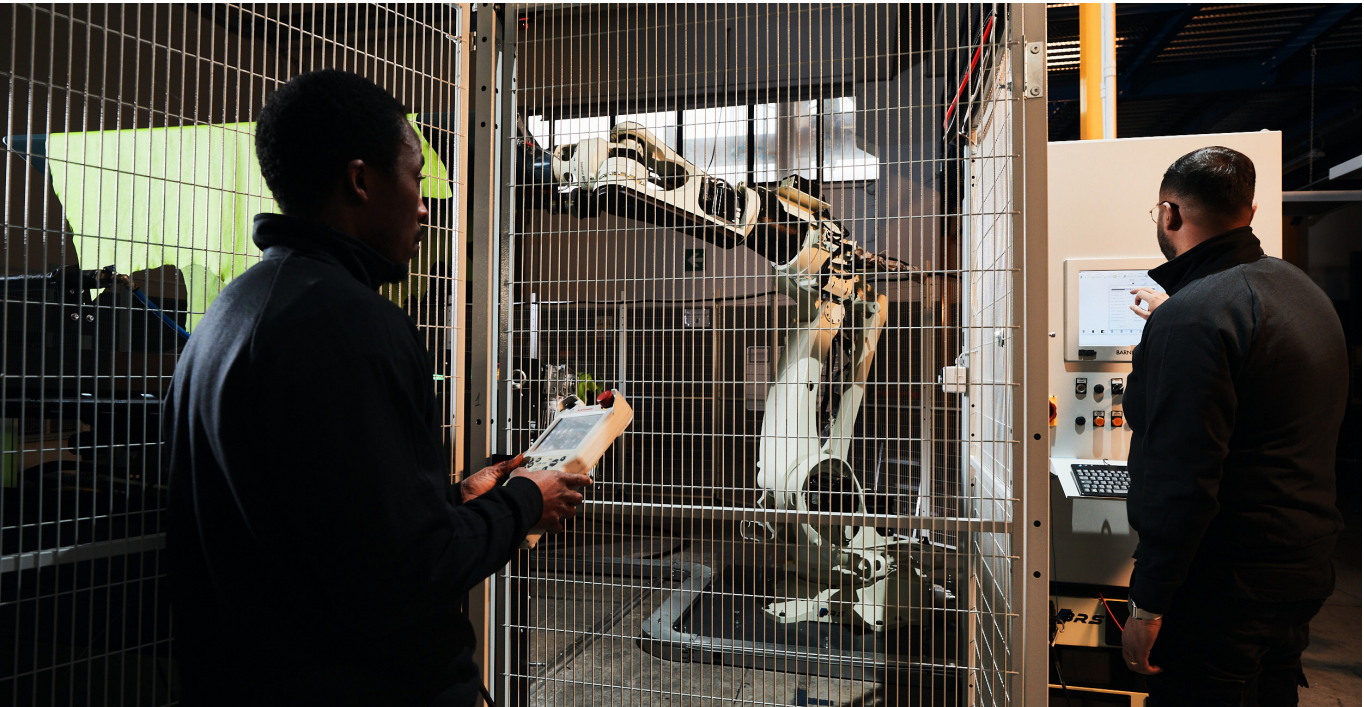
Key contents: la policy ha l'obiettivo di disciplinare il grievance mechanism per consentire a tutte le persone coinvolte nelle attività del Gruppo e della catena di fornitura di segnalare eventuali violazioni del Codice etico del Codice di condotta, dei diritti umani, episodi di discriminazione, molestie, rischi per la salute e sicurezza o pratiche non etiche, ricevere ascolto e riscontro in tempi definiti, accedere a soluzioni e rimedi adeguati, in un quadro di equità, trasparenza e rispetto della riservatezza.

Scope: l'ambito di applicazione riguarda le operazioni dirette e la catena del valore upstream e downstream.

Third-party standards: si fa esplicito riferimento ai UN Guiding Principles on Business and Human Rights (UNGPs).

Affected stakeholders: si applica a tutti i dipendenti, a candidati, collaboratori esterni, fornitori e partner commerciali, e alle comunità locali con cui il Gruppo interagisce.

Mention of human rights: si fa esplicito riferimento al grievance mechanism come sistema strutturato per consentire la segnalazione, tra le altre, di violazioni dei diritti umani.





CORPORATE POLICY FOR THE PROTECTION OF WORKERS' HEALTH AND SAFETY (2025) - ESRS S1, S4

Key contents: the policy defines the Group's key commitments and measures to protect workers' health and safety.

Scope: it applies at the corporate level throughout the organization and to all Conceria Pasubio S.p.A.'s subsidiaries.

Third-party standards: N/A

Affected stakeholders: own workforce, visitors, customers.

CORPORATE QUALITY POLICY (2025) - ESRS S4

Key contents: the policy outlines the Group's commitment to delivering products that meet customer and regulatory requirements, while focusing on customer satisfaction, process efficiency, risk management and continuous improvement of the Quality Management System.

Scope: this policy is applicable at a corporate level throughout the organization and to all the subsidiaries of the Group, as well as across the value chain in which it operates.

Third-party standards: the policy explicitly refers to ISO 9001:2015 and, where applicable, to the International Automotive Task Force (IATF) standard 16949:2016.

Affected stakeholders: it refers to all employees, collaborators and customers along the value chain, affected local communities.

CODICE ETICO (2025) - ESRS G1

Key contents: definisce un insieme di principi e di regole attraverso cui il Gruppo chiarisce le proprie responsabilità etiche e sociali verso i diversi portatori di interessi interni ed esterni e ricerca forme di bilanciamento e/o punti di equilibrio tra i molteplici interessi e le molteplici aspettative avanzate dagli stakeholder. Costituisce parte integrante del Modello di organizzazione, gestione e controllo adottato dalla Società ai sensi del D. Lgs. N. 231/2001 ("Modello 231").

Scope: si applica a tutte le attività aziendali a rischio reato e a tutti i soggetti che operano a qualunque titolo per la Società.

Third-party standards: N/A

Affected stakeholders: si applica a tutti i dipendenti, a candidati, collaboratori esterni, fornitori e partner commerciali, e alle comunità locali con cui il Gruppo interagisce.

CODE OF CONDUCT (2025) - ESRS E1, E2, S1, S3, S4, G1

Key contents: it integrates the Group's Code of Ethics, defining the principles and behaviors of integrity, transparency, fairness, honesty, good faith, responsibility and mutual respect, to be followed when carrying out activities at and/or on behalf of the Group.

Scope: it applies at the corporate level throughout the organization and to all subsidiaries.

Third-party standards: the policy is aligned with internationally recognized frameworks and standards, including the ISO 37001, ISO 37301, ISO 14001, ISO 26000, and SA8000, as well as the United Nations Global Compact, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights and the ILO Fundamental Conventions. It is further consistent with the UNIC Code of Conduct and Social Responsibility and complies with applicable European and national regulations, including Directive (EU) 2019/1937, the Italian Legislative

Decree 231/2001, Legislative Decree 24/2023, and the relevant National Collective Labor Agreement (CCNL).

Affected stakeholders: it applies to all employees, managers, interns, candidates, external collaborators, suppliers and partners, and local communities with which the Group interacts, regardless of role or hierarchical level, at all Group locations.

Mention of human rights: the policy explicitly states that respect for and protection of fundamental human rights is a non-negotiable principle. It ensures that all individuals are treated with dignity, fairness, and respect, promoting an inclusive and discrimination-free workplace, while prohibiting any form of forced, child, or coercive labor.

MODELLO DI ORGANIZZAZIONE, GESTIONE E CONTROLLO 231 (2020) - ESRS G1

Key contents: il Modello di Organizzazione, Gestione e Controllo ai sensi del D.Lgs. 231/2001 definisce l'insieme di regole, procedure e controlli adottati dall'azienda per prevenire la commissione di reati rilevanti ai fini della responsabilità amministrativa. Individua le attività a rischio, disciplina i processi decisionali e prevede un sistema di controlli interni, misure disciplinari e attività formative. Il Modello si compone di una Parte Generale, una Parte Speciale (composta da 12 documenti riguardanti categorie di reato), il cui rischio di commissione reato¹⁸ è stato valutato come rilevante all'interno della struttura di Conceria Pasubio S.p.A.), cinque allegati¹⁹ e tutta la documentazione aziendale richiamata nel Modello, tra cui le deleghe attribuite al CdA, le procure speciali e l'insieme delle procedure aziendali interne.

Scope: si applica a tutte le attività aziendali a rischio reato e a tutti i soggetti che operano a qualunque titolo per la Società, con riferimento alle fattispecie previste dal D. Lgs. 231/2001.

Third-party standards: N/A

Affected stakeholders: si rivolge a coloro che svolgono funzioni di rappresentanza, amministrazione, direzione e controllo della Società e a tutto il personale dipendente.

ANTI-CORRUPTION POLICY (2025) - ESRS G1

Key contents: the policy defines the principles, rules

of conduct, and control mechanisms adopted by the Company to prevent, detect and address any form of corruption, bribery or improper conduct, whether direct or indirect, active or passive.

Scope: it applies to all Pasubio's employees and its subsidiaries, members of corporate bodies and governing structure, directors, managers, officers, consultants, agents, intermediaries, suppliers, contractors and any third party acting for or on behalf of the Company.

Third-party standards: the policy is aligned with internationally recognized anti-corruption frameworks, including the United Nations Convention against Corruption, the OECD Convention on Combating Bribery of Foreign Public Officials, and the Council of Europe Criminal Law Convention on Corruption. It also ensures compliance with all applicable national anti-corruption and bribery laws, including extraterritorial regulations such as the UK Bribery Act 2010 and the Foreign Corrupt Practices Act.

Affected stakeholders: own workforce, suppliers and collaborators.

ICT POLICY (2024) - CYBERSECURITY

Conceria Pasubio S.p.A. has 20 different policies²⁰ regarding the Information and Communication Technology topic. Specifically, Pasubio has established a comprehensive and structured framework to govern information security and ICT management, built around clearly defined roles, responsibilities, and operational procedures.

Key contents: the policies collectively address the full lifecycle of information and IT systems, including data handling, classification, access control, asset management, and secure usage of technology resources. A strong emphasis is placed on ensuring the confidentiality, integrity, and availability of information, supported by formal processes for risk management, incident and problem resolution, and business continuity through backup and recovery mechanisms. The policies also extend to third-party interactions, setting clear expectations for external entities that interact with company systems or data, thereby mitigating risks beyond organizational boundaries.

Scope: they all apply to Conceria Pasubio S.p.A. and all its subsidiaries. There is also an Information Handling and IT Usage Policy which applies specifically to Hewa Leder GmbH.

18 Parte Speciale A – Analisi dei reati a rischio, Parte Speciale B – Reati contro la Pubblica Amministrazione e l'amministrazione della giustizia, Parte Speciale C – Reati informatici e reati in violazione del diritto d'autore, Parte Speciale D – Reati contro l'industria e il commercio e artt. 473 e 474 c.p., Parte Speciale E – Reati Societari, Parte Speciale F - Reato di impiego di cittadini di paesi terzi il cui soggiorno è irregolare, reati relativi all'immigrazione clandestina e di intermediazione illecita e sfruttamento del lavoro, Parte speciale G - Reati di

omicidio colposo e lesioni personali gravi e gravissime in violazione delle norme antinfortunistiche e sulla tutela dell'igiene e della salute sul lavoro, Parte speciale H - Reati di ricettazione, riciclaggio, impiego di denaro, beni o altre utilità di provenienza illecita, autoriciclaggio, Parte speciale I - Reati ambientali, Parte speciale L - Reati di razzismo e xenofobia, Parte speciale M - Reati tributari, Parte speciale N - Reati di contrabbando.

19 Codice Etico, Mappatura del rischio, Appendice Normativa, Flussi informativi e Policy anticorruzione.

20 Human Resources Security Policy, Governance & Compliance Policy, Information Security Management Policy, Information Handling and IT Usage Policy, Data Classification Policy, IT Asset Management Policy, Information Security guidelines for Suppliers, User Access Management Policy, Third Par-

ty Management Policy, Software Licenses Management Policy, Backup Policy, Problem and Incident Management Policy, Change Management Policy, Project Management Policy, Information Security Risk Management Policy, ISMS Internal Audits Policy, ISMS Non-Conformity, Corrective Actions and Improvement Policy, Cryptographic Controls Policy, ISMS Manual, Information Handling and IT Usage Policy (for Hewa).

Third-party standards: N/A

Affected stakeholders: The set of ICT and information security policies primarily targets internal stakeholders, including employees, ICT personnel, management, and project teams, who are responsible for the secure handling, governance, and protection of information assets. The scope also extends to external stakeholders, notably suppliers, consultants, outsourcers, and business partners, whenever they provide ICT services or access company systems and data. This external dimension is explicitly addressed in specific policies such as Third Party Management, Software Licence Management Policy, Problem and Incident Management, and Change Management, which require third parties to comply with defined security, operational, and compliance standards, ensuring consistency of protection across the company's broader ecosystem.

PROTECTION OF FORESTS AND UNCONTACTED INDIGENOUS PEOPLE'S RIGHTS POLICY (2024) - ESRS E4, S3

Key contents: the policy sets out Conceria Pasubio's commitments to eliminate deforestation and the conversion of natural ecosystems, while safeguarding biodiversity and upholding the rights of indigenous and uncontacted communities. It establishes minimum requirements and guidance for all suppliers, particularly those operating in high-risk forest areas or regions involving indigenous populations, to ensure responsible land use, the protection of cultural identity, and full respect for human rights and decent working conditions.

Scope: it applies to all Pasubio's suppliers and their supply chain, covering all land and forest areas involved in the production of hides, leather, and related products, including the full lifecycle of the animals and the sourcing of their feed.

Third-party standards: the policy makes explicit reference to internationally recognized frameworks for the protection of forests and indigenous peoples' rights, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the International Labour Organization (ILO) Convention No. 169, and the Escazú Agreement, as well as, where applicable, guidelines from the High Conservation Value Resource Network (HCV) and the High Carbon Stock Approach (HCSA). It also ensures compliance with

applicable local and national laws and regulations on forest management, including the EU Regulation on Deforestation-free Supply Chains (EUDR).

Affected stakeholders: affected local communities and nature.

Mention of human rights: the policy makes explicit reference to indigenous people human rights' protection. It states that the Group safeguards and promotes fundamental human rights in its operations and is committed to spreading the same principles throughout its supply chain.



ANIMAL WELFARE POLICY (2024) - ESRS G1

Key contents: the policy outlines the Group's commitments, requirements and expectations for the best welfare along the animal supply chain, within a responsible business perspective for the company itself, its suppliers and its clients.

Scope: the policy applies to the entire lifecycle of all animals, from birth to end-of-life, involved in the Group's operations and it extends to its suppliers and their respective supply chains.

Third-party standards: it explicitly refers to internationally recognized frameworks and guidelines on animal welfare, including those of the World Orga-

nisation for Animal Health (formerly OIE), the Terrestrial Animal Health Code, the Food and Agriculture Organization Animal Health Codes, the Farm Animal Welfare Committee standards, the principles of the 3Rs (Reduction, Refinement, Replacement), the Five Freedoms (extended by a sixth principle), the Five Domains model (nutrition, environment, physical health, behavior, and mental state), and the ISO/TS 34700:2016. It also complies with applicable European legislation, including Directive 2010/63/EU and the Council Regulation (EC) 1/2005 about the protection of animals during transport.

Affected stakeholders: all suppliers along the value chain.

CODE OF CONDUCT FOR SUPPLY CHAIN (2024) - ESRS E1, E2, E4, E5, S2, S3, G1

Key contents: it defines the minimum social, environmental, and ethical standards that suppliers are required to meet for the establishment and continuation of the commercial relationship, ensuring alignment with the Group's values and sustainability commitments.

Scope: it applies to all the players in the supply chain, i.e. suppliers and sub-suppliers along the value chain directly and indirectly involved in the commercial relationship with Pasubio.

Third-party standards: it makes explicit reference to the Declaration of Human Rights, Conventions of the ILO-International Labour Organization, UN Global Compact and the OECD guidelines.

Affected stakeholders: it addresses all the players in the Supply chain, i.e. suppliers and sub-suppliers directly and indirectly involved in the commercial relationship with Pasubio, including industry organizations, NGOs and the community.

Mention of human rights: it makes explicit reference to the respect and protection of human rights of all workers and indigenous people along the entire value chain.

STANDARD FOR SUSTAINABILITY IN SUPPLY CHAIN (2024) - ESRS E1, E2, E4, E5, S2, S3, G1

Key contents: it outlines good practices, expected solutions, application criteria and methods, as well as general and specific prohibitions, including Zero Tolerance provisions, aimed at guiding the development of a responsible supply chain across environmental, social, ethical, and animal welfare dimensions.

Scope: it applies to all the players in the supply chain, i.e. suppliers and sub-suppliers along the value chain directly and indirectly involved in the commercial re-



lationship with Pasubio.

Third-party standards: the policy explicitly mentions third-party standards referring to the areas of health and safety²¹, working conditions and human rights²², protection of forests, biodiversity and indigenous people²³ and animal welfare²⁴.

Affected stakeholders: it addresses all the players and workers in the supply chain, i.e. suppliers and sub-suppliers directly and indirectly involved in the commercial relationship with Pasubio.

Mention of human rights: the policy makes explicit reference to human rights' protection. Specifically, it states that the Group safeguards and promotes fundamental human rights in its operations and is committed to spreading the same principles throughout its supply chain.

SUSTAINABILITY PACKAGE

Pasubio has established a comprehensive Sustainability Package, which includes the following policies: Policy of Protection of Forests and Indigenous People, Animal Welfare Policy, Code of Conduct for Supply Chain and the Standard for Sustainability in Supply Chain. All suppliers are required to formally acknowledge, sign, and fully comply with these policies, in order to ensure the start or the continuation of the commercial relationship. By signing up, suppliers undertake to share the Sustainability Package throughout their supply chain. In addition to this package, Pasubio also shares its Codice Etico and Modello 231 with its suppliers.

21 For the topic of health, safety and hygiene of the workplace, the policy explicitly refers to: Article 7 of the International Pact on Economic, Social and Cultural Rights, Convention #155 of the International Labor Organization – ILO, United Nations Guiding Principles on Business and Human Rights, Health rules suggested by the World Health Organization (WHO), CLP Regulation (EC) 1272/2008, Regulation (EC) n. 1907/2006 (REACH), Legislative Decree. 152/06 "Consolidated Environmental Law" and Legislative Decree. 81/08 "Consolidated Safety Act", LWG protocol (LMAP), ZDHC Project - Zero Discharge of Hazardous Chemicals, MRSL ZDHC, SVHC (Substance of Very High Concern), sVOC (Semi-Volatile Organic Compound) and VOC (Volatile Organic Compound).

22 For the topic of working conditions and human rights: ILO Conventions 29 & 105, Modern Slavery Act – UK, RMI-Responsible Minerals Initiative, Dodd-Frank Wall Street Reform & Consumer Protection Act.

23 For the topic of protection of forests, biodiversity and indigenous populations: EU Regulation on Deforestation-free Supply Chains.

24 For the topic of animal welfare: Directive 98/58/EG2 - Protection of farm animals, OIE Animal Health Standards - World Organization for Animal Health, CITES list of endangered species - Convention on International Trade in Endangered Species of Wild Fauna and Flora, IUCN-International Union for Conservation of Nature, FAWC - UK Farm Animal Welfare Council.

2

More than
OUR
ENVIRONMENTAL
PERFORMANCE

ESRS E1
CLIMATE CHANGE



The Pasubio Group considers climate change to be one of the major challenges of the modern industrial context and recognises the role that firms are called upon to play on the path towards a more sustainable and resilient development model. In a sector such as tanning, which is characterised by complex production processes and by a broad-based supply chain, management of climate impacts is a strategic challenge in guaranteeing operational continuity, competitiveness and creation of value over the long term.

The Group addresses the topic from a double materiality perspective, considering both the impacts on climate produced by its own activities and the risks and effects that climate change could produce on business and on the value chain. Within this framework, the Group monitors the emissions associated with its operations, promotes interventions aimed at reducing environmental impacts and progressively integrates climate considerations into its own decision-making and risk management processes.

The approach is divided into three complementary areas. Concerning **adaptation**, Pasubio assesses and manages the physical risks linked to climate change, with the objective of improving the ability to respond to extreme events and possible impacts on its own assets and the supply chain. Concerning **mitigation**, the Group has started a process including initiatives aimed at monitoring and reducing climate-altering emissions that are constantly monitored and **validated by the SBTi initiative** (Science Based Target Initiative), which also provides for active engagement of the supply chain. Lastly, management of **energy** is an overarching operating lever, closely connected to the efficiency of production processes, reduction of

consumption and improvement of the environmental performance of the plants.

CLIMATE CHANGE ADAPTION

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

In 2025, the Group started to carry out a **hazard assessment** aimed at:

- identifying the nature and severity of climate change-related physical risks;
- evaluating the level of exposure, likelihood and potential magnitude of related impacts, and
- classifying the Group's assets according to their exposure to the identified physical risks.

PLANED

- Develop a **climate change adaptation plan and strategy** to identify and manage physical risks such as extreme weather events, temperature shifts and water stress and integrating them into strategic and operational decision-making.

CLIMATE CHANGE MITIGATION

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

In 2024, the Pasubio Group formalised its membership of the **Science Based Targets initiative (SBTi)**, confirming the commitment to define emission reduction targets that are consistent with the most recent scientific indications and with the goals of the Paris Agreement to keep global warming below 1.5 °C compared to pre-industrial levels.

During 2025, the Pasubio Group continued the process of alignment with the SBTi criteria through the following activities:

- progression towards procurement of 100% renewable electricity at the sites in Italy, Mexico, Germany and Serbia (see Energy section below).
- definition of specific Scope 1, 2 and 3 GHG emission reduction targets, also considering the companies which are within the scope of reporting for the first time.

- participation in the **UN Global Compact Climate Ambition Accelerator**, an international six-month acceleration program aimed at companies which have joined the United Nations Global Compact (see UN GLOBAL COMPACT), with the aim of training the participating firms in the definition of emission reduction targets. On this occasion, a **Climate Ambition Action Plan** was developed as the final output of the accelerator program, identifying the main actions and implementation priorities planned over the short term (6, 12 and 24 months).
- collection of primary data aimed at the definition of emission reduction targets.

PLANED

- As part of the Climate Ambition Action Plan, several actions are planned including: identify the suppliers that generate the most emissions and start collecting detailed, real data directly from them, while refining past inventories and retro-active recalculations whenever enabled by new and more accurate data, in the next 12 months;
- Start of the “Carbon Action Manager” project in collaboration with EcoVadis, aimed at more organised engagement of the supplier network in the collection of data on Scope 3 emissions at Group level.
- Development of a **Decarbonization Roadmap** aimed at identifying the main levers of emission reduction in operations and along the value chain.
- Complete the collection and processing of data for the SBTi inventory and proceed with submission by August 2026.

METRICS

In order to guarantee a comprehensive and transparent representation of the climate impacts produced by its activities, the Pasubio Group monitors and reports climate-altering emissions classified according to the GHG Protocol framework, distinguishing between direct emissions (**Scope 1**) and indirect emissions from purchased energy (**Scope 2**), as detailed in the tables below.

Scope 1 emissions comprise all direct emissions of greenhouse gases originating from proprietary energy sources or those under the direct control of the Pasubio Group. The main source of emission is **natural gas**, used both to reach the process temperatures required in specific phases of tanning (including liming, tanning and dyeing) and for heating the workplaces at the plants managed directly by the Group.

The **consumption of diesel, petrol and LPG** associated with management of the complete fleet of vehicles and operating means contribute to Scope 1 emissions to a residual extent. In 2025, total Scope 1 emissions amounted to **8.235 tCO₂e**, an increase on the **7.638 tCO₂e** in the 2024.

In 2025, total Scope 2 market based emissions amounted to

0 tCO₂e,

a net reduction on the

2.617 tCO₂e

in the 2024



CLIMATE
AMBITION
ACCELERATOR



AS THE WORLD MOVES TO
NET-ZERO, WE ARE PROUDLY
TAKING ACTION TOWARDS A
FUTURE ALIGNED WITH THE
1.5°C PATHWAY.

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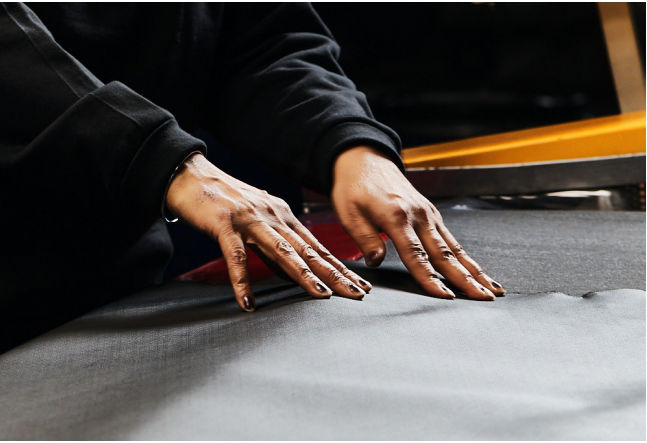
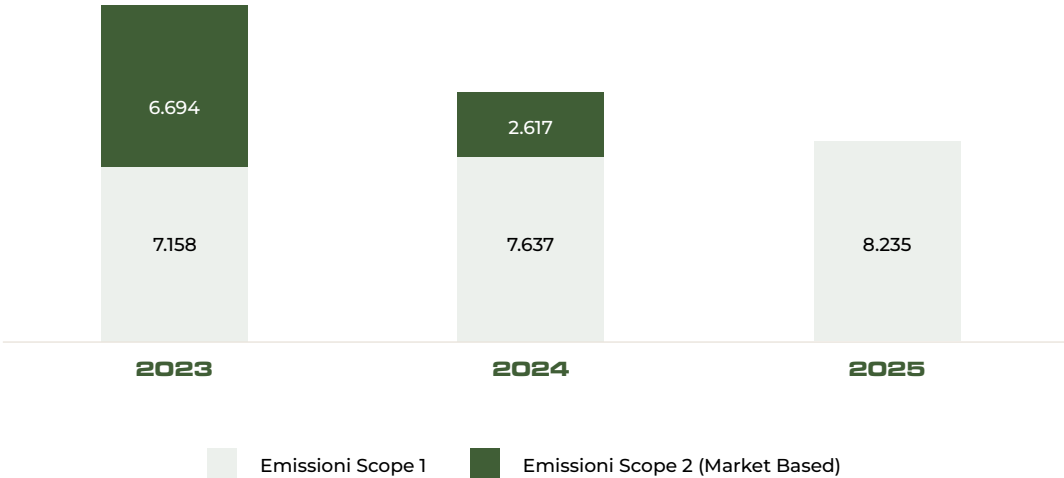
» GRI 305-1 Direct (Scope 1)

	Unit of measurement	2023	2024	2025
Total - Scope 1 emissions	tCO ₂ e	7.158,18	7.637,65	8.234,55

Scope 2 emissions comprise the indirect greenhouse gas emissions associated with purchasing of electricity by the Group. These emissions are quantified by adopting two separate methodological approaches, in line with the indications of the GHG Protocol:

- the **“location-based”** approach, applied for the entire reporting period, which estimates the emissions based on an average emission factor representing the national energy mix and returns a value of **6,402** tCO₂e for 2025, a progressive reduction on the **6,694** tCO₂e of 2023.
- the **“market-based”** approach, introduced as of 2023, which allows a more detailed assessment

» Trend in GHG emissions for 2023-2025 (tCO₂e)



» GRI 305-2 Energy indirect (Scope 2) GHG emissions

	Unit of measurement	2023	2024	2025
Total - Scope 2 Emissions (Location-Based)	tCO ₂ e	6.694,31	6.478,56	6.401,71
Total - Scope 2 Emissions (Market Based)	tCO ₂ e	6.694,31	2.617,46	0

through the application of specific emission factors associated with the purchase of electricity from certified renewable sources, providing a more accurate reflection of the Group's energy procurement choices. According to such approach, the Scope 2 emissions for 2025 amount to **0** tCO₂e, a net reduction on the **2,617** tCO₂e in 2024, confirming the efficacy of the initiatives undertaken by the Group in procurement of renewable energy certified through a Guarantee of Origin (GO) or similar for countries in which the Group operates.

In order to contextualise the emissions data with respect to the Group's effective production activity and to monitor the decarbonisation process independently of changes in perimeter and volumes, two emission intensity ratios have been calculated by adding together Scope 1 and Scope 2 emissions (market-based approach).

- The first ratio, expressed in **tCO₂e per square metre of leather sold**, measures emissions efficiency in relation to the Group's main output unit, making climate performance comparable after adjusting for changes in production and sales volumes.

- The second ratio, expressed in **tCO₂e per million euros of production value**, allows an assessment of carbon intensity in relation to the economic value generated, offering a complementary perspective on the Group's ability to decouple its economic growth from the increase in emissions.

» GRI 305-4 GHG emissions intensity

	Unit of measurement	2023	2024	2025
Scope 1 + Scope 2 Emissions - Market-Based	tCO ₂ e	13,852.49	10,254.81	8,234.55
Leather sold (1)	m ²	n/a	8,737,939.00	7,996,614.00
Value of production (2)	M €	353.57	331.58	328.62
Intensity ratio (1)	tCO₂e/m²	n/a	0.0012	0.0010
Intensity ratio (2)	tCO₂e/m² €	39.18	30.93	25.06



ENERGY

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- Implementation of a **long-term energy efficiency plan**, starting with energy diagnosis at the Arzignano II Strada (Headquarters) and Zermeghedo plants, in order to have an overview of energy consumption at the two plants and simultaneously to check for the presence and technical-economic feasibility of interventions to reduce energy consumption. In line with the plan, the following actions have been introduced:
 - installation of inverters and replacement of obsolete electric motors;
 - adoption of low-consumption lighting systems;
 - optimisation of production processes;
 - start-up and monitoring of two²⁵ cogeneration plants in Italy, capable of simultaneously producing electricity and heat for the production cycle. The cogenerators contribute to a greater energy efficiency, since they produce electricity more efficiently than traditional withdrawal from the mains network.
- Start of a process of **industrial transformation** characterised by replacement of the main production lines with state-of-the-art lines, thus reducing the energy need of the plants.
- Reaching of **100% procurement of electricity from renewable sources** for the plants located in Italy: covered entirely by Guarantees of Origin (GO), use of supplies characterised by green tariffs or similar for the production sites in Germany and Serbia and I-REC renewable energy certificates cancelled on the Evident register and certified by the The International Tracking Standard Foundation in Mexico.

100%
purchased
electricity

from renewable sources and partially
produced by

solar panels

25 The Group has a total of three cogeneration plants. The third, located at Antiba, is not counted here, as it does not form part of the interventions performed on the basis of the long-term efficiency plan.

26 The plant is installed at Antiba.

- Promotion of sustainable mobility and start of energy efficiency initiatives, including: adoption of renewable sources also for companies entering the perimeter with recent acquisitions, energy consumption monitoring systems through dedicated software, charging stations for electric vehicles, cogeneration plant, photovoltaic plant operating since 2024²⁶.

➤

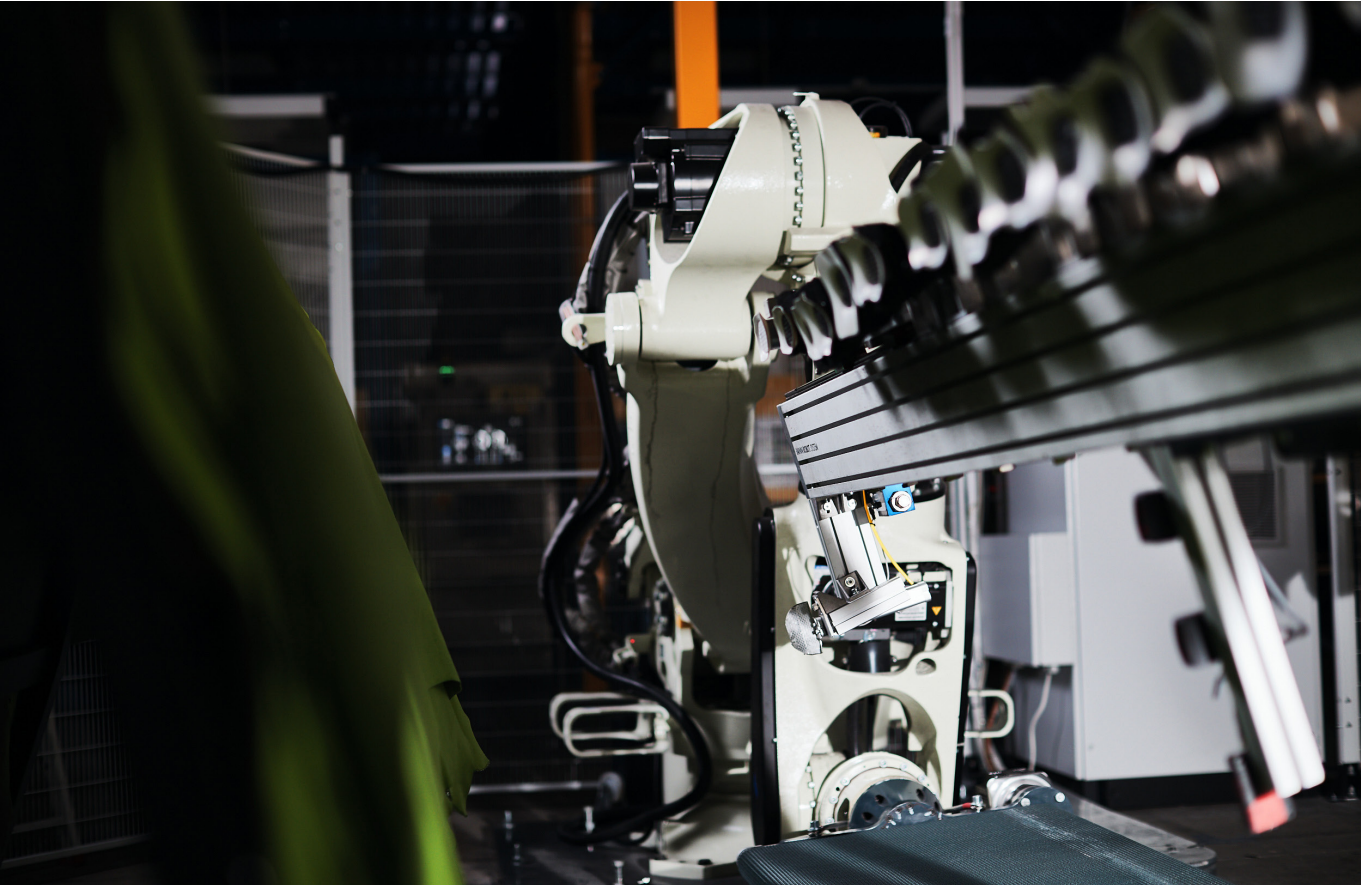
The photovoltaic plant of Conceria Antiba spa during 2025 produced

386.446 kWh



- Renewal of the Leather Working Group (LWG) certification and obtaining of gold certification for all the Italian plants (see Product and system certifications and rating)²⁷.
- **Socio-environmental audits:** refer to the Product and system certifications and rating section for a complete description of the action.
- With specific reference to the topic ESRS E1 – Climate Change, the audit examines in detail the methods of monitoring energy consumption adopted by the supplier and any actions implemented for a reduction thereof.

27 The LWG certification is also material for the following topics: ESRS E1, ESRS E2, ESRS E3, ESRS E4, ESRS E5, ESRS S2, ESRS G1.



The Group promotes the achievement of its climate goals not only through direct interventions on operations, but also through the **engagement of its own supply chain**. In this context, the Group encourages suppliers and business partners to adopt increasingly sustainable practices consistent with its own emission reduction process, including through signing of the Sustainability Package (see Policy overview).

PLANED

- Performance of an energy efficiency project at the Hewa plant in Germany.
- Progressively increase the share of renewable energy and energy efficiency, by installing renewable energy production systems where feasible, purchasing certified renewable energy from suppliers, or acquiring guarantees of origin or renewable energy certificates through recognized national and international channels.

TARGETS

The Group has set the following targets in relation to its material impacts, risks and opportunities:

- By the end of 2026, reach full coverage of the socio-environmental audits program for the automotive industry
 - 100% leather suppliers in core business: 93%

- purchasing and high-risk country suppliers; adoption of low-consumption lighting systems;
- 100% chemical suppliers in core business: 93% purchasing and high-risk country suppliers;
- 100% subcontractors: 90% purchasing and high-risk country suppliers.

METRICS

The industrial processes of the Pasubio Group are based primarily on two energy carriers: electricity and natural gas. These are accompanied, to a residual extent, by the diesel, petrol and LPG used for company mobility and heating. Electricity is the primary source for powering the machinery and production plants. Natural gas is used to reach the process temperatures required in specific phases of tanning (including liming, tanning and dyeing) and also for heating the workplaces at the Group plants. Diesel, petrol and LPG are used, to a residual extent, for management of the company fleet used for internal mobility and travel.

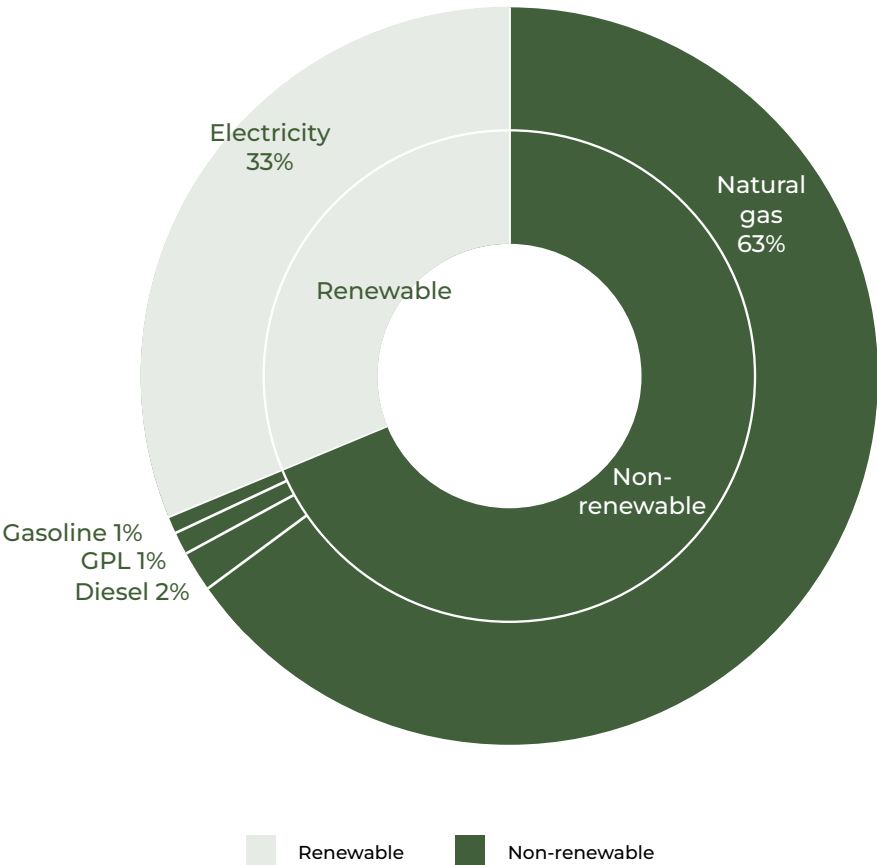
As shown in the graph and the table below, total energy consumption was substantially stable between 2023 and 2024, with a marked increase in 2025, leading to a total of 209,092 GJ. This trend reflects the progressive growth of all the main energy sources

monitored: the increase in consumption of electricity and natural gas is accompanied, to a more significant extent in 2025, by a greater use of diesel, petrol and LPG. This last trend is the result of broadening of the scope of reporting and a simultaneous increase in the company fleet.

» GRI 302-1 Energy consumption within the organisation²⁸

	Unit of measurement	2023	2024	2025
Electricity	GJ	73,183.00	67,854.50	68,974.33
Natural Gas	GJ	124,832.00	125,294.80	132,199.64
Diesel	GJ	3,720.00	3,538.96	4,510.80
Petrol	GJ	353.00	303.57	1,474.01
LPG	GJ	2.00	751.77	1,933.63
Total	GJ	202,090.00	197,743.60	209,092.42

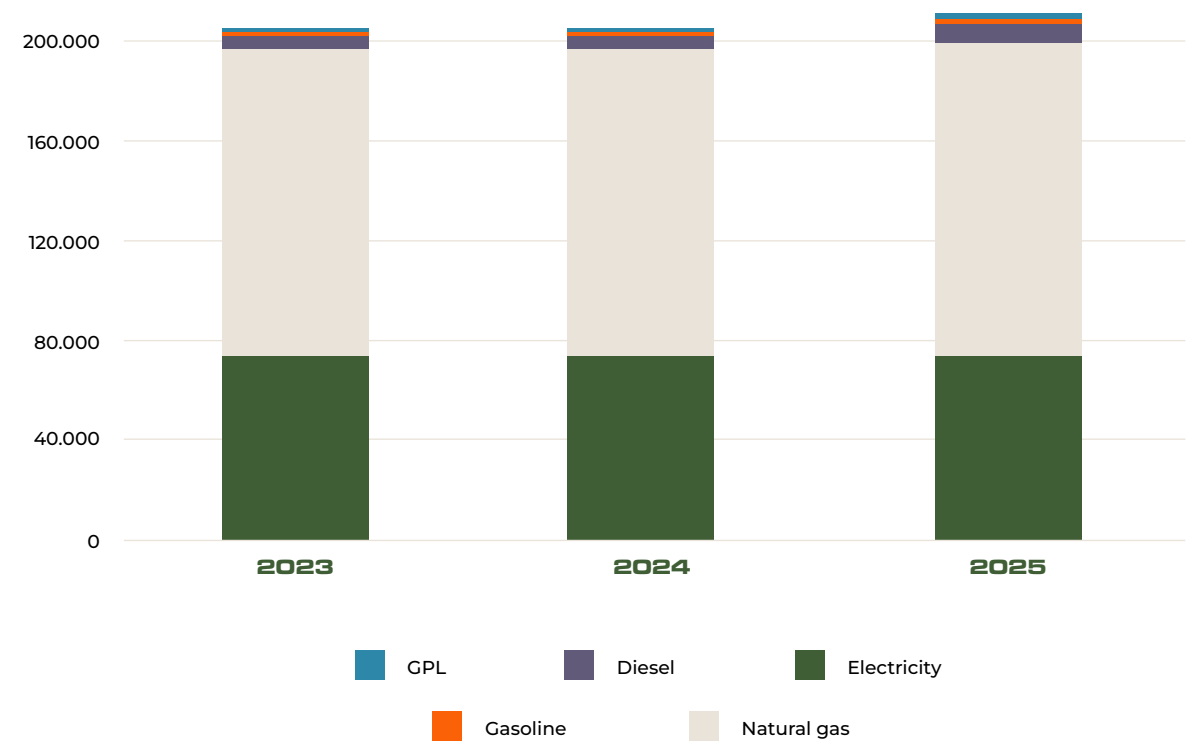
» Breakdown of energy consumption in 2025 (%)



²⁸ Energy quantification of fossil fuels has been performed by conversion into GJ, applying the standardised conversion coefficients published by the UK Department for Environment, Food & Rural Affairs (DEFRA 2025-2023).



▼ Trend in energy consumption for 2023-2025 (GJ)



In order to assess the energy efficiency of the Group independently from changes in scale and the scope of consolidation, an energy intensity ratio has been prepared, obtained by comparing total energy consumption with an indicator representing the volume of activity.

The ratio is expressed in GJ per square metre of leather sold, allowing energy consumption to be correlated directly to the Group's physical output.

This metric is particularly significant for a tanning company, as it immediately reflects the link between production process and use of energy.

Systematic monitoring of the ratio over time is a fundamental means of directing energy consumption reduction strategies and for checking efficiency in a robust and comparable manner between different years.

▼ GRI 302-3 Energy intensity

	Unit of measurement	2023	2024	2025
Energy consumption	GJ	202,090.00	197,743.60	209,092.42
Leather sold (1)	m ²	n/a	8,737,939.00	7,996,614.00
Intensity ratio (1)	GJ/m ²	n/a	0.02	0.03

ESRS E2 POLLUTION



By its very nature, the tanning industry involves the use of chemicals, water resources and complex industrial processes, with potentially significant impacts on local territories and ecosystems. For this reason, Pasubio has developed over time an approach based on the principle of prevention, whilst also focusing on the management of pollution in the water, air and soil that goes beyond simple compliance with regulations: it is a process based on constant monitoring, control and continuous improvement of environmental performance, with particular focus on emissions into the air and water discharge resulting from production activities. The Group has also signed the ZDHC Protocol (Zero Discharge of Hazardous Chemicals), undertaking to progressively eliminate the use and discharge of hazardous chemicals along the entire value chain, in line with the international standards of reference for a safer and more sustainable manufacturing industry.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

POLLUTION OF AIR

TAKEN

- **Regulatory compliance and monitoring through SEA:** the operating facilities in Arzignano (headquarters at Seconda Strada), Zermeghedo and Almisano, which are subject to the Single Envi-

ronmental Authorisation (SEA), operate in full compliance with the envisaged emission limits. Each plant is subjected to periodic controls performed by third-party organisations, with specific controls on the dusts produced by the machinery and the nitrogen oxide (NOx) produced by the boilers, through advanced monitoring systems, regular maintenance on the dust abatement systems and a check on the energy efficiency of the boilers. The data collected during the periodic controls is analysed and used to continuously improve the production processes, reducing the environmental impact of activities.

- **Installation of pollutant abatement systems** prior to the release of emissions into the atmosphere, aimed at reducing the concentration of air pollutants.
- **Replacement of obsolete equipment** with more advanced systems designed to reduce emissions, improve pollutant abatement performance, and mitigate noise impacts.
- **Maintenance and operational efficiency of equipment:** planned maintenance and cleaning activities to preserve high equipment efficiency and support emission control performance over time.
- **Reduction of indirect environmental impacts:** limiting the number of lighting fixtures and switching off lights outside working hours to reduce indirect emissions and environmental impacts.
- **Odour emission prevention:** sealing containers, tanks, and bins to prevent the spread of odours into the environment.

- **R&D for lower-impact processes and products:** research and development of new processes and products that use fewer hazardous substances, contain lower levels of VOCs (Volatile Organic Compounds), require fewer production resources, and facilitate reuse or recycling at end of life.
- **Socio-environmental audits:** refer to the Product and system certifications and rating section for a complete description of the action.

With specific reference to topic ESRS E2 – Pollution, the audit examines in detail the management of emissions into the air, checking the inventory of emission sources, compliance with regulatory limits on air quality and for the absence of direct evidence of atmospheric pollution at the plant.

POLLUTION OF WATER

TAKEN

- **Performance of chemical-physical water treatments** for correction of pH and for separation of sludge originating from the production processes.
- **Recovery of chemical products:** a project for recovery and partial reuses of the chemicals present in the finishing mixtures has been used at the Il Strada ad Arzignano plant since 2023, with a **49%** recovery rate.
- **Optimisation of chemical recipes:** the chemical formulations used for the dyeing and finishing phases are regularly reviewed and optimised, reducing the quantity of substances used in a targeted manner. The ESG impacts are assessed during the phase of proposing changes to both the recipes and also the processes.
- **Automation of sampling:** the introduction of a new automatic sampling machine in 2024, designed to faithfully replicate the colorimetric and visual characteristics of the finishing line, has improved the sampling times and resulted in a saving in chemicals.
- **Installation of a trial plant (WRT Project)** at the Headquarters in Arzignano, serving the R&D department, for the **treatment and recirculation of water** resulting from the retanning and dyeing process. The plant has a treatment capacity of 2 m3/day and an estimated recovery of 96% of the process water through a combination of processes. The water obtained has purity parameters such as to allow its reuse in the tanning processes, without altering the characteristics and chemical performance of the final products. The projects satisfy two purposes: a reduction in dependence on external water resources, strengthening company resilience to water shortages, and guaranteeing greater operating continuity, by releasing the workflows from constraints or interruptions of the purification systems.
- **Waste water management and treatment:** the

waste water produced by production processes at the Italian plants (with the exception of the Almisano di Lonigo plant) is conveyed into the industrial water network and then treated at the purification plant, respectively at the Acque del Chiampo S.p.A. treatment plant for the Arzignano plant and the Medio Campo S.p.A. treatment plant for the Zermeghedo site. Through the SEA, the consortia establish strict parameters both for the quantity and for the quality of the discharged water, with particular focus on the presence of pollutants such as those identified starting from analysis of parameters such as: chemical oxygen demand (COD), total suspended solids (TSS), chlorides and sulphates. These limits can vary, depending on the volume of discharges and the composition of the effluents, including in response to specific or emergency situations. Compliance with the limits set for pollutants is guaranteed through periodic controls. It is also ensured that the waste water discharged complies with the established legal limits.

- Participation in the shared round table of the **Acque del Chiampo project** for updating of the guidelines for reduction of chlorates, sulphates and chrome in tanning waste water, emissions of sulphuric acid into the air, checking of waste water collection tanks.
- Antiba currently has a project in progress for **improvement of the quality of waste water** through monitoring of the chemicals in the retanning baths. The project provides for a dedicated team, special instrumentation and an investment plan.

POLLUTION OF WATER

TAKEN

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

- **Preventive environmental checks on the soil:**



sampling and environmental checks on the soil to check for the absence of contaminants, check compliance with applicable regulations and identify any critical issues before the acquisition of new production sites.

SUBSTANCES OF CONCERN (SOC), INCLUDING SUBSTANCES OF VERY HIGH CONCERN (SVHC)

TAKEN

The Group adopts a structured approach based on the definition of strict chemical procurement criteria and on alignment with the applicable international standards. In particular, the use of substances is regulated by restrictive lists such as the Product Restricted Substances List (PRSL), the Manufacturing Restricted Substances List (MRSL) of the ZDHC program and the Global Automotive Declarable Substance List (GADSL), which establish limits and vetoes applicable throughout the entire production cycle.

TAKEN

- Progressive alignment with **ZDHC targets**
- **Traceability of chemical products:** progressive increase in traceability for each batch of chemical products supplied, from origin to internal use, to strengthen control over the supply chain and the final product.
- **PRSL update and chemical control:** periodic updating of the internal PRSL to reflect regulatory developments and customer requirements, supported by a detailed program of chemical analyses covering chemical products, incoming raw materials, and finished products.

PLANNED

- **Achievement of ZDHC level 1:** extend to all Italian automotive plants the achievement of level 1 in relation to the ZDHC targets in the production phase by 2027 (with the exception of Antiba, which is already compliant).
- **Achievement of ZDHC level 2** for the Antiba plant in 2026.

MICROPLASTICS

PLANNED

- Reach zero plastic at global level from 2030 onward.

In addition to these direct actions, the Group also intervenes **indirectly along the supply chain**, requiring its suppliers, through signing of the Sustainability Package and, in particulate, the Sustainability Standard for the Supply Chain and the Code of Conduct for the Supply Chain, to limit the introduction

of pollutants into production processes and into the environment, and also to guarantee compliance with limits on the presence of hazardous chemicals for human health and for the environment (see Policy overview).

TARGETS

The Group has set quantitative targets for the socio-environmental audits described in detail in section ESRS E1 – Climate Change.

METRICS

The Group ensures full and rigorous compliance with all control and monitoring obligations set out in the current environmental authorisations, including the periodic audits required by the competent authorities in accordance with current regulations, and works in constant collaboration with the operators of local treatment plants that perform constant and accurate monitoring of all parameters essential to the proper functioning of the plants, in order to guarantee water purification efficiency and performance, providing, if necessary, immediate feedback to the companies served. This compliance is a key element of the environmental management system adopted and results in systematic and documented monitoring of operational performance with regard to the applicable limits and authorisation requirements.

The Group's companies operate in compliance with the following environmental authorisations:

Company	Authorisation
Conceria Pasubio S.p.A ²⁹	AUA
Innova S.r.l	AUA
Arzignanese S.r.l	IEA (Integrated Environmental Authorisation)
Pasubio Mexico Sociedad De Responsabilidad Limitada De Capital Variable (Mexico)	Licencia Ambiental de Funcionalidad
HEWA LEDER GmbH	Immissionsschutzrechtliche Genehmigungen BImSchG

Overall annual quantification of pollutants released into the air is currently the subject of an organised process of data collection, systematisation and validation. This information will be made available starting from the 2027 Sustainability Report, with reference to FY 2026.

29 *The facilities at Via VI Strada 65, 360701 Arzignano (Vicenza) and Via Cassette 5, 36056 (Vicenza) are excluded, since the authorisation is not applicable to them



In the tanning industry, water management is one of the major environmental challenges: the tanning and dyeing processes require considerable volumes of water and produce complex waste that, due to the chemical composition and pollutant load, need specific treatments before being discharged.

In a situation in which availability of water is being increasingly influenced by climate and regulatory factors, Pasubio has created an approach to water management that goes beyond simple limitation of water consumption, focusing on recovery and reuse of process water as a strategic lever for reducing dependency on external resources and limiting the impact on the territory.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- **Research and development activities** for water reduction in retanning recipes.evaluating the level of exposure, likelihood and potential magnitude of related impacts, and
- **Monitoring and verification of water usage performance** through the measurement of water withdrawn and discharged, the analysis of related chemical and physical parameters, and the periodic review of collected data for continuous performance improvement.

- **Reducing water use in production processes** in its processes through the selection of plants and equipment that require less water for production or collateral activities, as well as implementing activities that prevent, reduce, and, where possible, eliminate the occurrence of leaks.
- **Innovation and circular use of water:** promoting research and development of products that require less water in their production process and investing in innovative solutions that may allow circular use of water and reduce the water footprint of its products, such as the product life cycle assessment and WRT Project at the Headquarters in Arzignano (see ESRS E2 – Pollution).
- **Promotion of responsible water use:** promoting responsible use to its employees, contractors, and suppliers, with the aim of fostering awareness and encouraging efficient water consumption practices.
- **Socio-environmental audits:** refer to the Product and system certifications and rating section for a complete description of the action. With specific reference to the topic ESRS E3 – Water, the audit examines waste water management through an audit on the inventory of sources and volumes, adequacy of the treatment systems installed and compliance with legal limits on discharge.

PLANED

- Complete validation of the state-of-the-art technological solution of the **WRT project** by June 2026.

TARGETS

The Group has set quantitative targets for the socio-environmental audits described in detail in section ESRS E1 – Climate Change.

METRICS

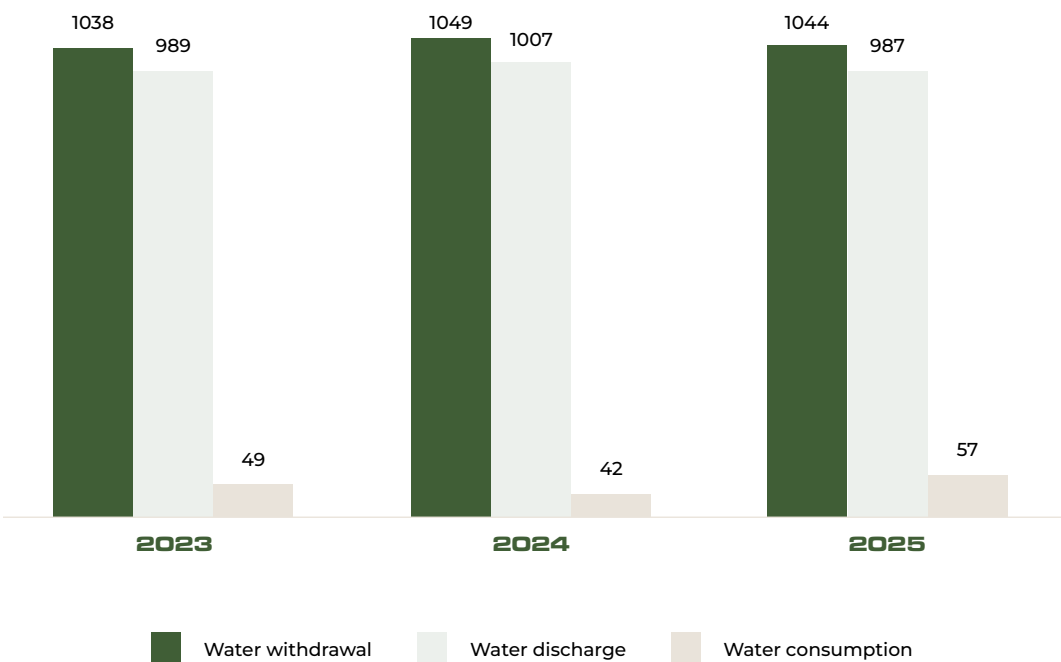
The following tables report water withdrawal, consumption and authorised discharge data for the entire Pasubio Group for the 2023-2025 three-year period. The trend recorded in the reference period shows that volumes withdrawn and discharged are substantially stable, with values of around **1,044 ML** and **987 ML** per annum respectively. Effective water consumption, determined by the difference between volumes withdrawn and those discharged, remains at limited levels and shows a stable trend over the three-year period, confirming the overall efficiency of

water management by the Group. With reference to areas subject to water stress identified through the Aqueduct Water Risk Atlas of the World Resources Institute (WRI), a progressive increase in volumes withdrawn and discharged in these areas is recorded, passing from zero values in 2023 to **5.69 ML** withdrawn and **4.90 ML** discharged in 2025. This development is attributable to broadening of the scope of reporting, which led to inclusion of production sites located in areas characterised by a higher level of water criticality. Water consumption in the stressed areas stood at **0.80 ML** in 2025, a figure which the Group monitors with particular care within its own strategy of responsible water management.

» GRI 303-5- Water consumption

	Unit of measurement	2023		2024		2025	
		All areas	Areas subject to water stress	All areas	Areas subject to water stress	All areas	Areas subject to water stress
Water withdrawal	ML	1038.00	0.00	1049.00	0.60	1043.75	5.69
Water discharge	ML	989.00	0.00	1007.00	0.03	986.81	4.90
Water consumption	ML	49.00	-	42.00	0.30	56.94	0.80

» Trend in water consumption for 2023-2025 (ML)



ESRS E4 BIODIVERSITY AND ECOSYSTEMS



The Pasubio Group is aware of the deep connection between its activities, the supply chain and natural ecosystems, particularly with regard to the most environmentally sensitive geographical areas. In the tanning industry, which is closely linked to the cattle supply chain and the use of natural resources, issues such as deforestation, land use and the protection of biodiversity are becoming increasingly important and are amplified by changes in the regulatory framework and the ever-more demanding expectations of stakeholders.

In this context, Pasubio has launched an organised process to deepen understanding of its impacts, interdependencies and risks linked to biodiversity and ecosystems. This process is leading to a gradual strengthening of traceability measures along the supply chain and a more systematic engagement of supply chain stakeholders, with the aim of integrating considerations on nature into decision-making processes and environmental risk management.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

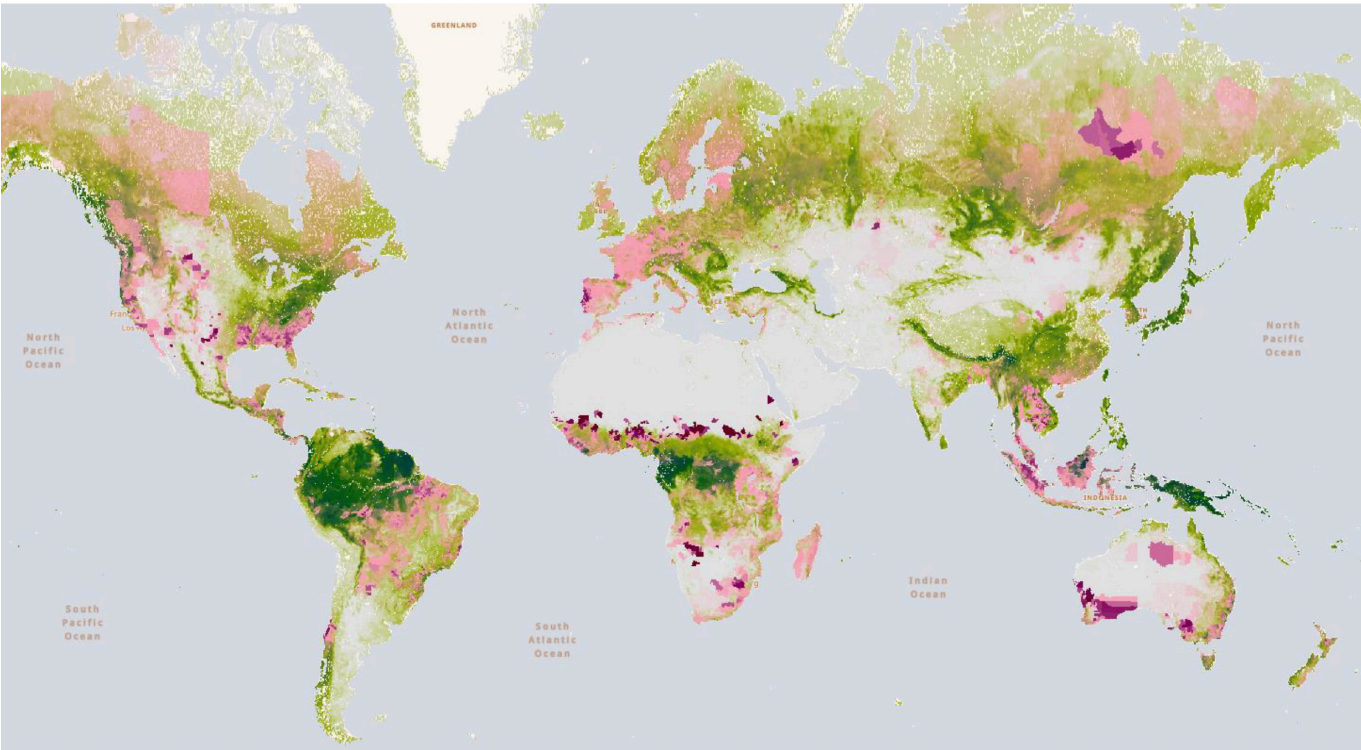
- Renewal of the Leather Working Group (LWG) certification and obtaining of gold certification for all the Italian plants (see Product and system certifications and rating).

- **Traceability of the hide supply chain:** in 2025, the Group started a project for traceability of the hide supply chain, developed in partnership with Eurofins Sustainability Services. The project is based on the use of a third-party validated digital platform, conceived to allow a systematic assessment of ESG risks along the entire supply chain. The risks analysed include, first and foremost, **deforestation**. In detail, the Group measures the progress of forests over the years at planetary level, through satellite images, identifying the causes and determining the extent of any loss of the natural tree heritage, using data from the Deforestation Legislation Index, Global Forest Watch and the Global Land Cover Data set (EPI). Other material risks are: interaction with indigenous populations recognised internationally (see ESRS S3 – Affected Communities), workers' rights, forced labour and child labour, women's rights, corruption and wage equality (see ESRS S2 – Workers in the Value Chain).

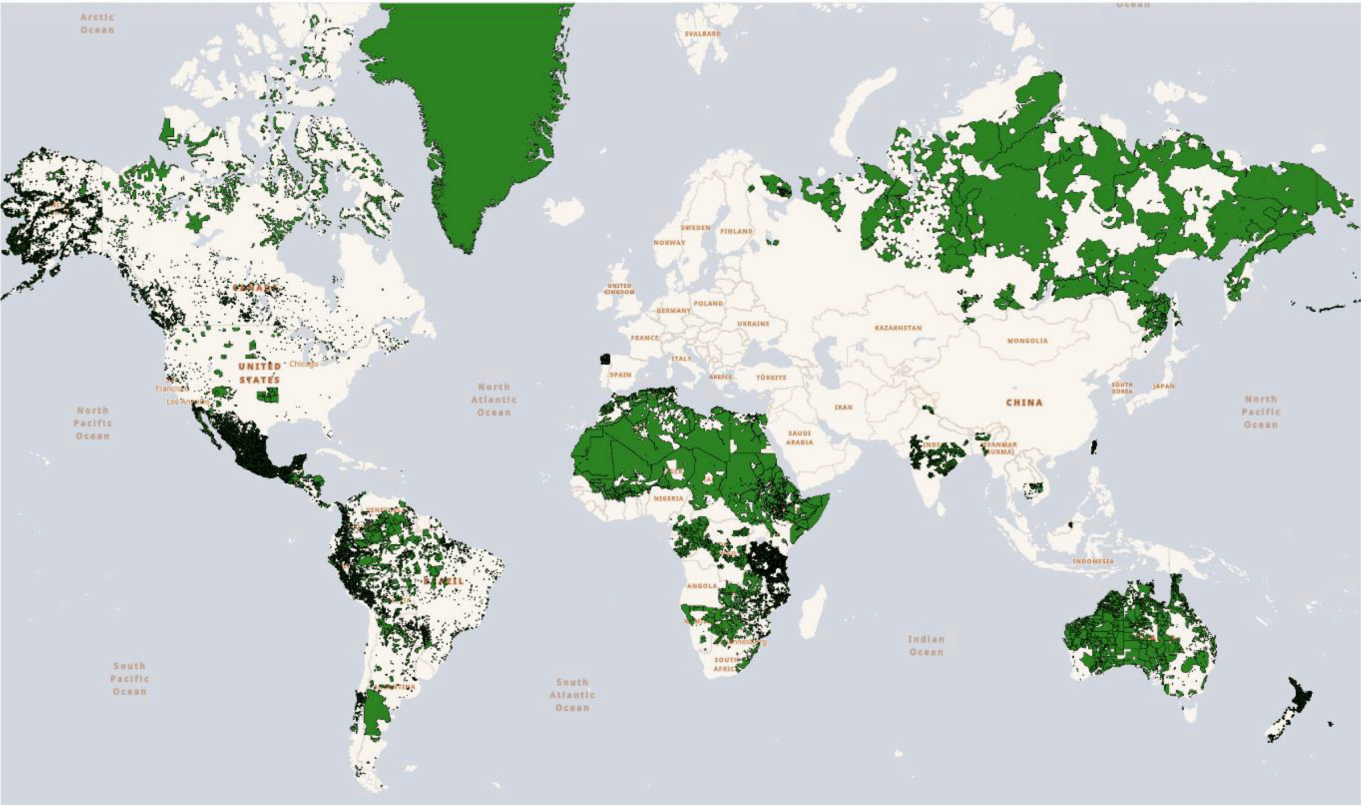
In the initial phase of the project, all the direct hide suppliers were mapped, arriving until slaughterhouses or farm, reaching a 93% coverage of purchasing (economic value) based on 2024 data.

coverage of purchasing (economic value) based on 2024 data. The analysis also included suppliers with limited purchasing volumes, but located in countries with a high risk profile. The long-term objective is to progressively extend traceability, increasing the number of breeding farms reached; however, achievement of this milestone requires both operational and regulatory challenges to be faced: of these, the constraints linked to data protection in certain are a structural factor that could limit sharing of information along the chain, making a gradual and coordinated approach with the parties involved necessary.

Global Canopy Height Data with Forest Loss



Global Canopy Height Data with Forest Loss



- **Socio-environmental** audits on the main hide suppliers: refer to the Product and system certifications and rating section for a complete description of the action. With specific reference to the topic ESRS E4 – Biodiversity and Ecosystems, the audits cover critical macro areas concerning environmental management, checking for the presence of an approval process that includes environmental impact assessments (if envisaged) or other documents that certify the legality of the operations.
- **Biodiversity assessment: in 2025, the Group conducted a biodiversity assessment according to the LEAP framework of the TNFD, involving 57 global regions and various levels of the supply chain, from production sites to breeding farms.** The analysis used international tools such as ENCORE, WWF Risk Filter and Global Forest Watch to assess the water risk, biodiversity intactness and loss of tree coverage. The results show that the most significant impacts are caused by second and third level suppliers on the Pasubio procurement chain, and constitute the basis for future definition of environmental intervention and target priorities.

In addition to these direct actions, the **Group also intervenes indirectly**, requiring its suppliers, by signing the Sustainability Package and, specifically, the Sustainability Standard for the Supply Chain and the



Policy of Protection of Forests and Indigenous People (see Policy Overview), to comply with specific conditions with regard to the territories in which procurement takes place.

In detail, the suppliers are required to guarantee the presentation of third-party evidence and/or certifications confirming that the hides and/or products supplied comply fully with the zero deforestation requirements, in preparation for the EUDR 1115/2023 Regulation, and in compliance with the principles of zero conversion of natural ecosystems and protection of the rights of indigenous and uncontacted peoples.

PLANNED

- Update and in-depth examination of the biodiversity assessment, identification of mitigating actions and definition of goals and targets complying with the TFND and SBTN frameworks.
- Formalisation of an initial Group biodiversity strategy, based on the AR3T Framework, which outlines the strategic approach of Pasubio to management of the topic.

TARGETS

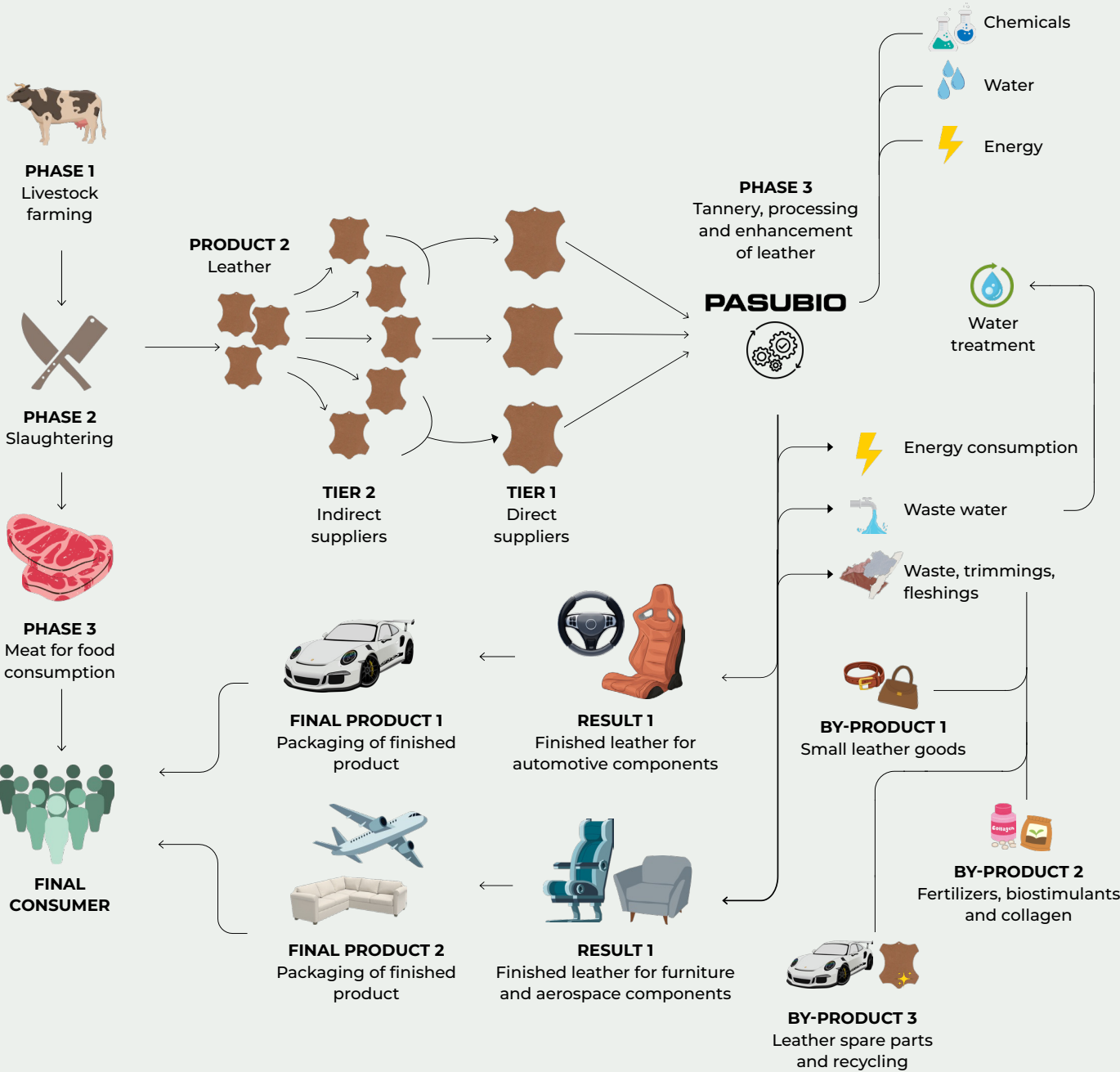
Strengthen end-to-end traceability to farm-level. The Group has set quantitative targets for the socio-environmental audits described in detail in section ESRS E1 – Climate Change.

ESRS E5 CIRCULAR ECONOMY AND RESOURCE USE

RESOURCE INFLOWS

In the tanning industry, management of raw materials is central both to the quality of the final product and to control of the environmental impacts along the value chain. The Group's main raw material is leather, a by-product of the food supply chain which the tanning process transforms into a durable product with high added value, destined primarily for various market segments, but mainly high-end ones. Alongside leather, the production processes require the use of chemicals for the phases of rehydration, tanning, dyeing and finishing, in addition to accessory materials and packaging.

In this context, management of incoming resources is divided into three main areas: traceability of the leather along the bovine supply chain, selection and monitoring of the chemicals used in the production processes, and responsible qualification of suppliers, with the objective of monitoring the environmental impacts not only at the plants, but along the entire procurement chain (see ESRS G1 - Relationship with suppliers).





ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- **Administration of questionnaires on suppliers** (leather and not), in order to collect information useful for assessing the level of attention and maturity on traceability and sustainability of the supply chain (see ESRS G1 - Relationship with suppliers).
- **Traceability of the hide supply chain** in order to investigate the ESG risks along the value chain and specifically insofar as concerns traceability of the raw materials, such as hides. Refer to ESRS E4 – Biodiversity & Ecosystems for a complete description of the project.
- **Socio-environmental audits:** refer to the Product and system certifications and rating section for a complete description of the action. With reference to ESRS E5 – Circular Economy and Resource



Use, the audits cover critical macro areas concerning the efficient use of resources and the adoption of circular models.

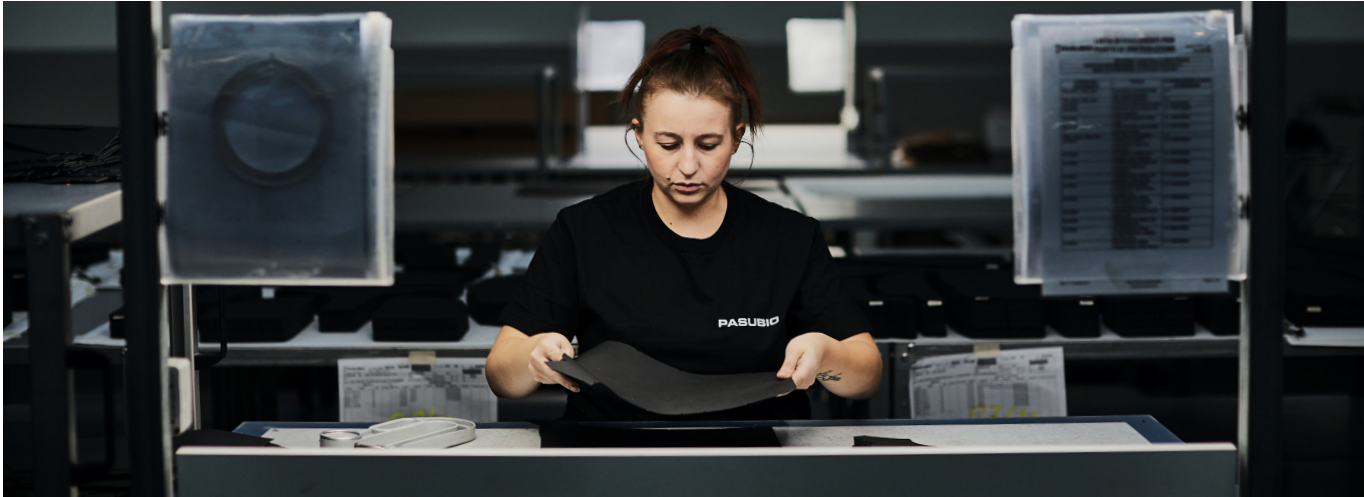
TARGETS

The Group has set quantitative targets for the socio-environmental and traceability audits of the supply chain, described in detail respectively in sections ESRS E1 – Climate Change and ESRS E4 – Biodiversity and Ecosystems.

METRICS

During 2025, the total weight of relevant materials used by the Pasubio Group in its production processes amounted to **62,356** tons, as detailed in the table below.

The main product categories covered in the survey include leathers in the various stages of processing, the chemicals used in the production process and the materials destined for packaging.



➤ GRI 301 – 1 Materials used by weight

	Unit of measurement	2023	2024	2025
LEATHERS				
Raw hides	t	n/a	9,394.00	6,201.00
Chromium-tanned hides (Wet Blue)	t	n/a	7,581.00	8,943.20
Skins tanned without chromium (Wet White)	t	n/a	14,992.00	11,018.00
Dyed hides (grain crust)	t	n/a	118.00	69.91
Dyed crusts	t	n/a	942.00	16,599.00
Alternative tanning	t	n/a	52.00	447.00
CHEMICALS FOR PRODUCTION PROCESSES				
Rehydration	t	3,262.00	3,254.00	3,186.56
Tanning	t	2,919.00	2,546.00	2,652.41
Dyeing	t	10,780.00	10,001.00	9,495.84
Finishing	t	3,468.00	3,130.00	2,876.49
OTHER				
Plastic	t	n/a	242.00	438.00
Wood	t	n/a	939.00	817.00
Paper	t	n/a	371.00	512.00
Steel	t	n/a	0.006	0.001
Total	t	20,429.00	53,562.01	62,356.41

RESOURCE OUTFLOWS

In an industry in which process chemistry is central and the environmental impacts are distributed throughout the entire product life cycle, innovation becomes the principal mechanism for reducing pressure on resources, replacing problematic resources and developing alternative materials to traditional leather. The R&D team and the sustainability team work in close collaboration towards this end, from optimising chemical recipes to development of tanning methods free of heavy metals, and creation of recycled and bio-based products, alongside life cycle analyses (LCA) that allow the environmental impact of the various solutions to be measured and compared.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

Development and adoption of **alternative tanning methods**, starting from numerous and diverse **research and development initiatives**:



» AVO

This tanning method is based on the use of vegetation water (a waste product of the oil industry), which needs to be disposed of in special purifiers. As it is rich in polyphenols, this water is used as a natural tanning agent. The substances used in the process are free of heavy metals and aldehydes.



» WET GREEN

This tanning method is based on the use of an extract from the olive leaves collected as waste in the oil production process. The substances used in the process are free of heavy metals and aldehydes.



» ZEOLITE

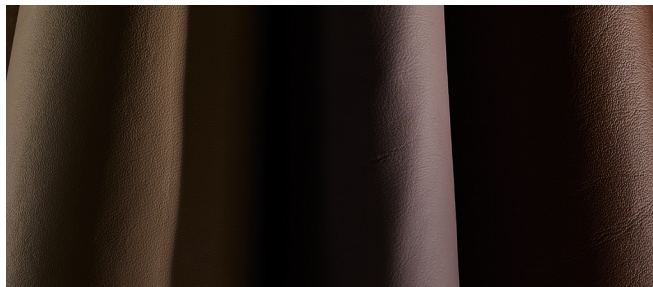
This tanning method is based on the use of aluminosilicates, elements that stabilise the leather collagen, and is free of chromium and aldehydes. Zeolite certified according to European standards is used.

Development and adoption of **recycled products**:



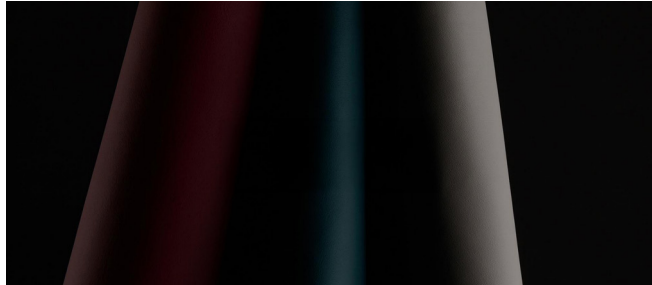
» RE-NOVA

This is a recycled leather on which the sublayer is formed of Wet Blue shavings that are needle-felted through a process in water on a polyester fabric (which can be recycled). The composition is: 61% shavings 26% polyester. This sublayer is finished with coating.



» VITANOVA

Manufactured using the waste produced in the cutting, shaving and trimming phases of production. A mechanical process is used to transform these residues into fibres. The material obtained in this manner is finished using the same finishing lines as for standard leathers. The material is formed 60% of leather fibres in Wet White, obtained from the production waste of the factories in Italy and Serbia. The remaining 40% is formed of a mixture of chemicals needed to hold the leather fibres together, which are crushed and agglomerated with binders and other resins.



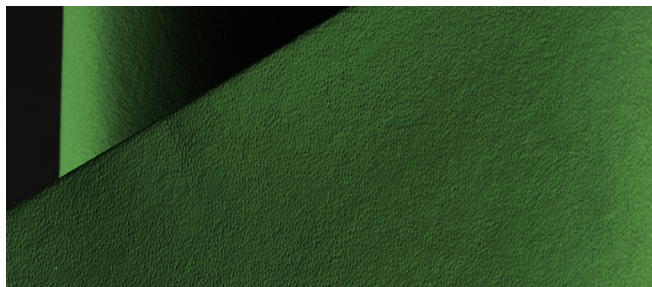
» ARMONIA

In the BIO version, this synthetic material is formed of a knitted fabric with 100% recycled pre-consumer polyester fibres and 4/5 layers of polyurethane from environmentally friendly sources (between 35 and 40% of the finishing film).



» PLANETA

This article is manufactured using an innovative material containing no animal products, obtained from a recycled post-consumption nylon fibre, combined with our proprietary Bio-Alloy binding agent to form a new product that recreates the natural appearance and typical characteristics of leather products. The dyeing and finishing process follow the same steps used for traditional leather, so as to obtain a final result that is as similar as possible to it in terms of appearance and touch



» PASUBIO-BASED LEATHER

This article was developed with the goal of maximising the use of bio-based chemicals in all stages of the production process, including tanning, retanning and finishing. The semi-finished product (crust) is made using the AVO technology, while finishing involves the use of innovative automotive products with a high bio-based components content. The total bio-based content of the chemicals used, on a dry basis, reaches around 65 percent.

The R&D team accompanies these activities with the development of custom solutions, designing articles based on specific customer requests.

- **Life Cycle Assessment (LCA³⁰):** Pasubio has been conducting life cycle assessment (LCA) on its products since 2021, including in collaboration with third parties. The assessments are performed with the support of the SimaPro software and using the Ecoinvent database in version 3.10 as a reference.

The Group has covered

80%

of automotive sold with the LCA of SPIN 360 and aims to reach

100%

of products sold in 2026

- **Engineering innovations:** through a series of interventions on processes, from optimisation of the chemical recipes to recovery and reuse of the mixtures, up to replacement of plant and automation of sampling, the Group has reduced the consumption of virgin chemical raw materials, simultaneously limiting process waste and the pollutant load of water discharges. Refer to the section ESRS E2 – Pollution for a complete description.

³⁰ Life Cycle Assessment (LCA) is a standardised method that allows the environmental impacts associated with a product, process or service to be quantified throughout its life cycle, from production of the raw materials to final disposal ("from cradle to grave" approach).

SCIENTIFIC SKILLS AT THE SERVICE OF QUALITY AND INNOVATION

The in-house laboratory at the headquarters in Arzignano is the scientific hub supporting the Group's product quality and innovation.

Women represent 88% of the chemists and technicians working in the laboratory, and 80% of the overall R&D team.

Activities range from the validation of incoming raw materials (both leather and chemicals) to physical and chemical testing on finished products, quality control and analysis of new tanning methods, in order to assess their future use.

The purpose of every analysis is to ensure compliance with current regulations and to promptly meet customers' requirements in terms of performance and quality. The equipment includes a gas chromatograph, an HPLC and an IR spectrometer. Finally, regular participation in inter-laboratory circuits promoted by customers provides external validation of the reliability of the analytical methods adopted.



RESOURCE OUTFLOWS WASTE

In the tanning industry, the generation of waste and processing residues is a structural feature of the production process. Pasubio faces this challenge with an approach based primarily on minimising waste and exploiting of materials, prioritising recovery over disposal and seeking to reintroduce value into the production cycle wherever possible.

In the plants where sorting and cutting activities take place, digital systems are in place to carefully sort the raw material, selecting materials at the upstream stage according to quality and in line with their potential end use and the required performance characteristics. These systems can rep the subsequent cutting templates, thereby making the most of each hide and reducing offcuts and waste.

Several of the leathers discarded in the initial selection phases and/or resulting from the initial cutting operations – such as residues from the perimeter parts of each individual piece - can also be sent to other industries (such as the agricultural chemical industry) for possible alternative uses, including those intended for human consumption (e.g. production of collagen).

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- Presence of an almost entirely digitalised raw materials management system, serving for optimal treatment of discards, by products and waste in compliance with current regulations.
- Preference for waste recovery and recycling practices over traditional disposal.
- **Collaboration with RECYCLA for circular management of industrial waste:** in 2025, the Pasubio continued with its process of sustainability of the tanning supply chain through the ECOL360° Sustainability Performance program, aimed at monitoring of waste recovery, fossil fuel savings and reuse of industrial packaging. At the Arzignano site of Conceria Pasubio S.p.A.,

80%

of the waste managed has been sent for recovery

with a saving of 69 tons of oil equivalent (TOE) and reuse of over 13,350 kg of industrial packaging; at the Lonigo site, the recovery percentage has reached 97%, with a saving of 269 TOE and 2,920 kg of packaging used. Innova S.r.l. has also recorded positive results, with **56% of waste sent for recovery**, a saving of 12 TOE and reuse of 1,422 kg of industrial packaging.

GRI 301 – 1 Materials used by weight





- Informing and training employees on waste handling and disposal to promote ever-increasing waste sorting to improve recovery and recycling opportunities.
- Supporting customers in compliance with the Extended Producer Responsibility (EPR) principles and aligning with international sustainability standards.

TAKEN

- Development of a global plan for reduction of waste sent for disposal.

METRICS

In accordance with the classification envisaged by European regulations on waste, the waste streams produced are divided into two main broad categories:

- **hazardous waste:** this is identified with an asterisk in the EWC (European Waste Catalogue) and

associated with specific hazard properties (HP); it includes all materials which, if not managed properly, may pose significant risks to human health and the ecosystem. This category includes waste containing toxic, inflammable, reactive or otherwise harmful substances, which require specialised and authorised treatment and disposal chains.

- **non-hazardous waste:** this has no classified hazardous properties and includes materials such as paper, plastic, wooden and glass packaging, and other solid waste similar to municipal waste, managed through ordinary collection and disposal channels.

In order to guarantee transparent and complete reporting, the Pasubio Group is reporting below the volumes of waste produced over 2023–2025, broken down by hazard category.

» GRI 306-3 Waste generated

	Unit of measurement	2023	2024	2025
Hazardous waste	t	273.00	275.00	490.54
Non-hazardous waste	t	20,977.00	20,272.00	16,288.45
Total	t	21,250.00	20,547.00	16,778.99

The overall figure indicates a significant reduction in the total volume of waste produced in 2025 compared with the previous two years, with a drop of around **21%** compared with 2023. The increase in the hazardous component in 2025 is attributable to changes in production processes and will be continuously monitored.

A key indicator of an organisation's environmental performance is the portion of waste sent for recovery compared with the portion sent for final disposal. In 2025, the portion of waste sent for recovery exceeded **64%** of the total generated, marking a considerable increase compared to previous years, when the ratio between recovery and disposal was basically equal.

» GRI 306-3 Waste by destination

Definition	Unit of measurement	2023	2024	2025
Waste not destined for disposal	t	10,565.00	10,491.00	10,811.02
Waste destined for disposal	t	10,685.00	10,056.00	5,967.97
Total	t	21,250.00	20,547.00	16,778.99

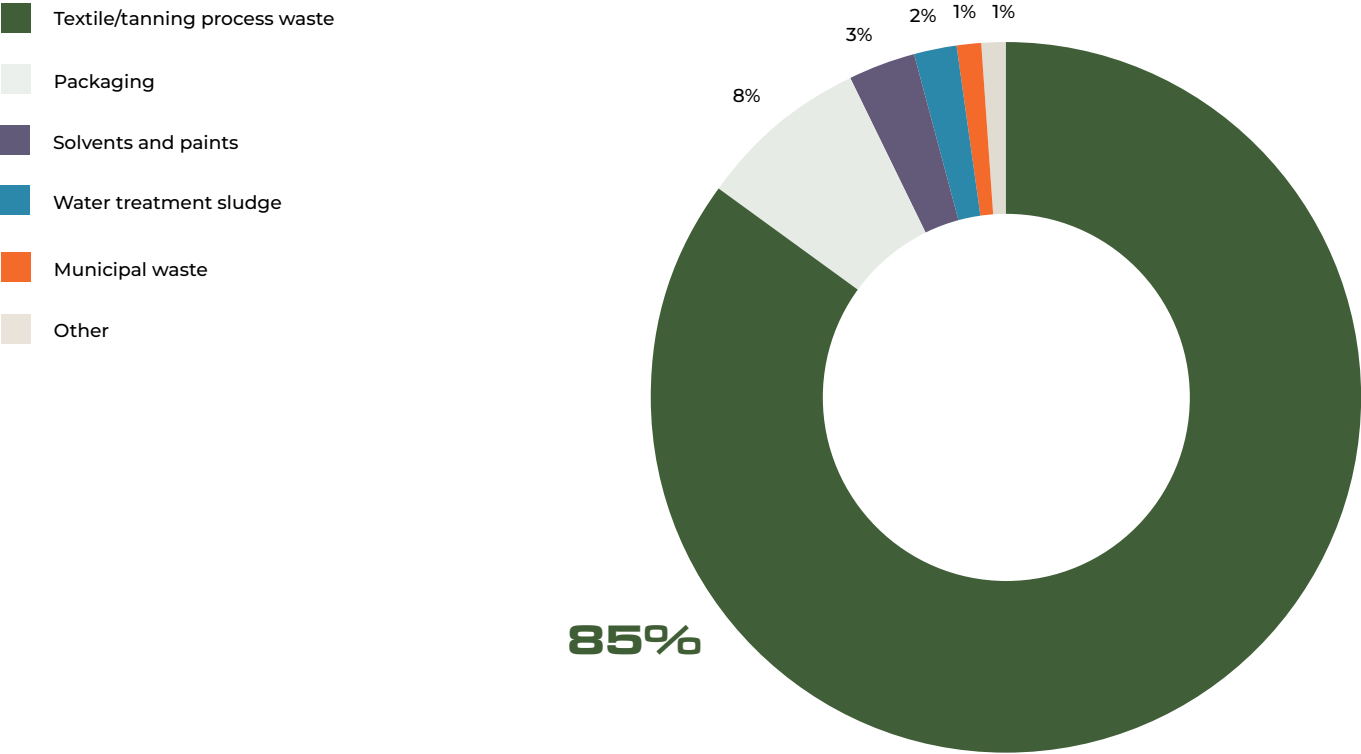


A more detailed analysis of waste streams allows to identify the main types of waste generated along the production chain. The main component is waste from the textile-tanning process, which includes sludge from on-site treatment of process effluents and tanned leather scraps, such as cuttings, trimmings and powders resulting from finishing operations.



This is accompanied, in order of relevance, by the primary and secondary packaging generated in the phases of procurement and shipping, depleted solvents and varnishes from surface finishing operations, sludge from water treatment at the internal treatment stations and, lastly, the urban waste and similar waste produced by office activities and general services at the plants.

▼ Breakdown of waste generated in 2025 (%)





3

More than **OUR SOCIAL COMMITMENT**

ESRS S1 OWN WORKFORCE

Over time, the Pasubio Group has created a solid relationship with its workforce, based on listening, trust and continuous dialogue. **The well-being of its people is at the centre of the corporate vision:** human capital is recognised as the fundamental lever for sustainable growth, and every strategy is directed towards enhancing individual talents and turning them into a shared benefit.

The Group undertakes to create an **inclusive workplace**, where every individual feels like they are being heard and appreciated in their own moral, cultural, physical and professional identity.

Investing in the professional development of every individual, favouring meritocracy, loyalty, dedication and teamwork is viewed by Pasubio as the way to strengthen internal cohesion and achieve excellence in the sector.

Growth in skills, active engagement and respect for diversity are not just principles, but tangible actions that are manifested in constant listening to the needs of workers and communities, in welfare policies that give careful consideration to the balance between private and professional life, in processes dedicated to the insertion of young people and in initiatives that encourage the exchange of experiences between colleagues at different facilities.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

ADEQUATE WAGES

TAKEN

- **Applying pay level conditions prescribed** by government regulations or by first or second level collective bargaining where applicable.
- **Actively participating** in discussions with social parties.
- **Promptly adjusting pay conditions** in response to updates in legal obligations or collective agreements.
- **Conducting semi-annual evaluations** of individual pay conditions in conjunction with performance evaluations, including the possibility of granting increases beyond minimum legal or collective bargaining requirements.
- **Creating and maintaining** second-level agreements that provide bonuses and incentives lin-

ked to achieving predetermined results.

- **Maintaining compensation and welfare systems**, beyond base salary, that support employees' healthcare and living expenses and, where possible, those of their families.
- **Assessing satisfaction with compensation** through climate surveys and the collection of employee feedback, suggestions, and requests.

PLANED

- **Implement a monitoring system for improvement of remuneration processes**, based on analysis of the various aspects, including competences and employment levels.
- **Implement a plan of adaptation to Directive (EU) 2023/970** on pay transparency, which includes analysis of the wage gap and a review of the performance assessment systems.

SOCIAL DIALOGUE

TAKEN

The Group establishes formal opportunities to implement social dialogue, including:

- **Organizational Climate Analysis:** conducting a qualitative and quantitative analysis of the organizational climate at least every two years, presenting results within the organization and acknowledging potential improvement actions.
- **One-to-One Meetings with HR:** either upon employee request or proactively organized by HR, fostering regular or ad-hoc meetings to allow for open and constructive dialogue.
- **Periodic Feedback Sessions:** organizing specific moments for employees to exchange feedback with their supervisors.
- **Individual Meetings upon Request with External Representatives:** guaranteeing that workers who request it can meet with external representatives (union, legal, etc.).
- **Union Assemblies:** ensuring the right to union assemblies as established by agreements with representatives or applicable collective labour contracts.
- **Quarterly Meetings with the Works Council and Provincial Trade Union Representatives:** organizing periodic meetings between management and employee representatives to discuss issues of common interest, address problems, and evaluate proposals for improving working conditions.
- **Meetings with Institutional Representatives:** ensuring and promoting meetings with repre-

sentatives of public institutions, local or national. These may include, but are not limited to, educational institutions, employment centres, labour and social policy departments.

- **Maintenance of the Dedicated Whistleblowing Channel:** ensuring the constant functioning of the official channel for reporting potential violations.
- **Actions to support feedback:** the HR team works alongside managers and supervisors in management of periodic feedback interviews with collaborators. The sessions are preceded by brief surveys filled out by parties and aimed at mutual assessment. The managers are supported with continual training, including outside training, to refine their leadership and communication skills.
- **Meetings for communication of strategic objectives and team building:** in-person moments when teams from different Group facilities come together for sharing of the strategic vision, alignment on objectives and strengthening of internal relationships through team-building activities.
- **Gemba HR:** monthly initiative that provides for the physical presence of the HR team at the Group production plants. The day is divided between an

observation phase in the field and a phase of individual consultation, during which the employees can meet with the HR team to discuss needs or problems. The objective is to guarantee an HR presence that is close by, tangible and reactive.

- **Exit Meeting:** structured meetings with employees who leave the company, in order to collect feedback on their experience at the company. The information gathered helps in understanding the reasons for turnover and in identifying areas of improvement in personnel organisation and management

There are also projects applied in specific countries, such as:

- **Talk therapy (Serbia):** the project is underway provides for the presence of a psychologist at the company who provides support for the mental health of any employees who request it. The aim of the initiative is to promote a greater awareness of mental health and to promote a culture of dialogue and listening.
- **Suggestions and Ideas (Serbia):** currently being expanded to the rest of the Group, the purpose of the project is to give value to employees' ideas. Each proposal is examined for feasibility and



- **Impact Talks (Italy)**_ informative and educational topic-based evening events open to employees of Pasubio and the entire district, on topics such as mental health, coaching, financial well-being, verbal self-defence before physical self-defence and a life that is respectful of the environment
- **Rotation program (Serbia)**_ a program that allows employees to work temporarily in other departments, in order to learn about different duties, but above all to foster empathy over the needs of other departments
- **Assessment program (Italy)**_ process of assessment of management and executive potential, conducted by a third party with the objective of supporting our talent in establishing their own development plan
- (Leon) committee with the HR representatives of the companies in Pilba, industrial park in order to share best practices and keep a communication channel

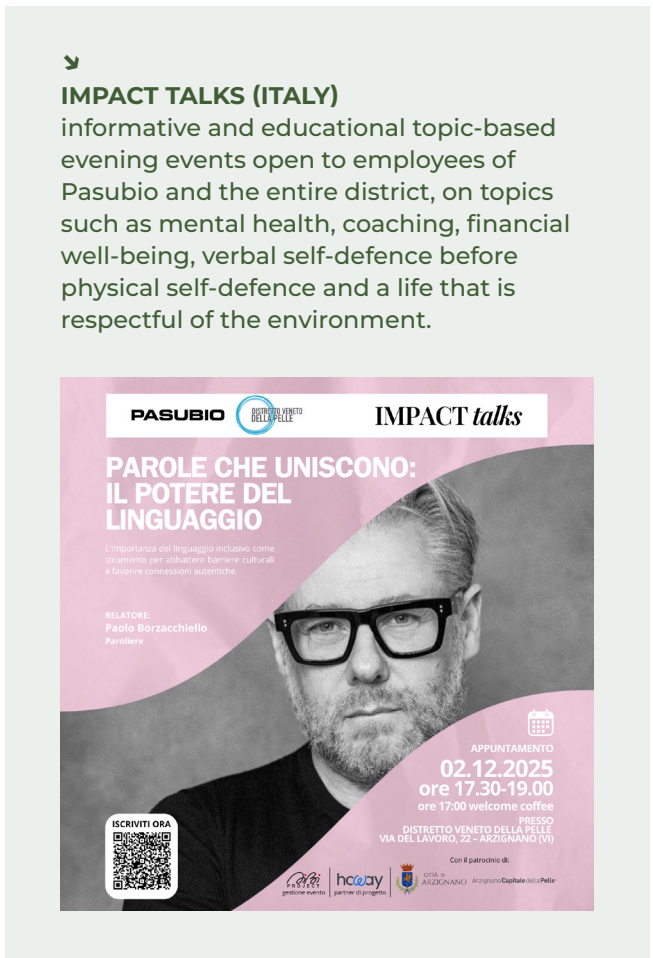
The Group establishes formal opportunities to implement social dialogue, including:

- **Certification of the Code of Conduct and Social Accountability (UNIC):** the UNIC certification for the Italian plants was renewed in 2025, confirming the Group's ethical and social commitment to its workers and to the community.
- **Responsible Supply Chain Initiative (RSCI):** a program that assesses and guarantees sustainability of the Group's suppliers, ensuring that the supply chain respects the environment, human rights and ethical standards (see Product and system certifications and rating).
- **Social Accountability 8000 (SA8000):** the certification of Conceria Antiba was renewed in 2025, the renewal reinforces Conceria Antiba's ongoing dedication to ensuring safe working conditions, respect for human rights and continuous improvement in its social management system.

- **Improvement of work spaces:** assessment and possible improvement of the physical working conditions in all the plants, with particular attention focused on communal spaces such as canteen areas, meeting rooms and operating environments.
- **Awareness meetings:** periodic meetings dedicated to raising employee awareness of topics of social and personal importance. The topics addressed include mental and physical welfare, workers' rights, gender equality, and also personal and

- **Events and celebrations:** initiatives designed to strengthen the sense of belonging, celebrate cultural diversity and encourage positive relationships on the teams, through opportunities for interaction and sharing linked to local festivities and to company life (e.g. Pasubio Family Day, local festivities, etc.).

- **Onboarding:** encourage efficient and conscious integration of new resources into the organisation through an encounter with the main company departments and a visit to the production plants. The HCM Workday platform, through which the formal process of insertion of new resources is started, was introduced in 2025.
- **Analysis of skills:** after the project started in co-operation with Strategy Innovation to identify critical, emerging and strategic skills for the next ten years, assessment of critical skills for each Pasubio person and the definition of dedicated training plans are continuing. The analysis included a benchmark analysis with evolved industrial concerns and resulted in custom empowerment and training programs. In addition, assessments of the potential of human resources are performed regularly, in order to guarantee that access to executive management roles is based on skills and professional potential.
- **Online training courses:** with the aim of training and raising the awareness of its employees on ESG topics, the company provides the EcoVadis Academy platform. Based on the specific needs of each company department, a vertical approach to deeper understanding of the topics of interest is possible. Furthermore, all employees at the Serbia facility was guaranteed access to a vast range of training courses in e-learning mode, both on topics linked to the workplace and to personal welfare. This initiative encourages continual professional development, enhancing the skills and know-how of collaborators, and simultaneously encourages overarching growth on the company ESG culture. Open Doors to Next Generation & Internship Programs: this is a well-established collaboration project with high schools, technical training institutes, universities and business schools, opening the doors of Group companies to students through visits, workshops, focus groups and internships. Several of them have resulted in recruitments, strengthening the bond between the company and the new generations.
- **Training courses and targeted technical-professional training courses:** annual definition of detailed training plans, which include hard skills, soft skills and mandatory training on safety and compliance with certifications. In addition to external courses, the Group also organises in-house



- Activate a **training course on new Group policies** for the entire workforce (by 2026-2027).

- **Ensuring fair processes** of recruitment, development, career advancement, and remuneration, free from any form of direct or indirect discrimination.
- **Opposing any form of discrimination** based on race, colour, ethnicity, nationality, religion, gender, sexual orientation, gender identity, age, di-

- **Creating safe, respectful, and inclusive workplaces** where everyone can express themselves freely, feel welcomed, and valued.
- **Encouraging open dialogue and engagement** with people of communities and all stakeholders, fostering collaboration and the creation of shared values.
- **Training managers and department leaders** to actively promote inclusion and to recognize diversity as a source of enrichment that strengthens business resilience.
- **Ensuring the integration of diversity and inclusion into corporate strategies**, HR processes, and operational decisions.
- **Providing confidential reporting channels and management procedures** in accordance with the Group's Whistleblowing Policy, which guarantees a safe and accessible system for reporting violation of rights, discrimination, and harassment.

- Obtaining a **D&I Certification** (2030 forward).

The Harassment and non-discrimination policy sets out a specific procedure to be followed by anyone who believes they have been subjected to harassment or discrimination or has witnessed such behaviour and wishes to report it. Reporting methods include:

- **requesting an immediate meeting** with the Human Resources Department through the HR Director, HR Manager or HR Business Partner;
- **submitting a written report** of the incident to the Human Resources Department;
- **reporting** the incident **to union representatives**;
- **seeking assistance** and representation **from a third party**;
- activating the organization's **whistleblowing channel**.

Following internal or external investigations, if violations are confirmed the Human Resources Department will initiate disciplinary proceedings against who committed the violation. In severe cases, precautionary suspension and reporting to the competent authorities may proceed. At the end of the internal disciplinary process, the violator will be subject to disciplinary actions ranging from verbal warnings to termination, as provided by law and applicable national collective labour agreements.

The Group expressly prohibits any form of retaliation against employees who report harassment or discrimination or who participate in investigations of such reports. Any act of retaliation will be subject to disciplinary proceedings and consequent sanctions.

BUSINESS HUMAN RIGHTS ACCELERATOR

In 2025, the Group was selected by the UN Global Compact to participate in the Business & Human Rights Accelerator program, a six-monthly process focused on strengthening respect for human rights in company activities. Access to the program is reserved to a limited number of industrial concerns, with the objective of transforming a commitment to human rights into concrete projects, through the implementation of organised Human Rights Due Diligence processes extended to the entire value chain.

The process is divided into progressive stages: from understanding the fundamental principles on human rights and the Labour Principles of UNGC, analysis of the company's own value chain to identify potential negative impacts and prioritise risks, up to definition of specific actions, monitoring metrics and rectification mechanisms. Collaboration is an important component of the program: the group working sessions with other participating companies, although they are from different sectors, encourage the exchange of good practices and discussion of shared challenges, multiplying the value of the training experience.

As part of the BHR Accelerator, the Group has performed **mapping of the risks linked to human rights**, which is divided into the following stages:

1. HUMAN RIGHTS IDENTIFICATION

specific risks have been identified by category of stakeholder (e.g. own workforce, workers in the supply chain, local communities and end-users) and by area (e.g. worldwide, specific countries, specific perimeter such as own operations or the entire supply chain).

2. HUMAN RIGHTS PRIORITIZATION

an assessment was then performed based on a criterion of intersecting risk severity and likelihood in order to assess and prioritise the risks.

3. HEAT MAP

as a result, a Heat Map intersecting likelihood and severity of the risk was created.



BUSINESS &
HUMAN RIGHTS
ACCELERATOR



PROUDLY PARTICIPATING IN THE BUSINESS & HUMAN RIGHTS ACCELERATOR TO MOVE FROM COMMITMENT TO ACTION ON HUMAN RIGHTS IN BUSINESS





HUMAN RIGHTS

TAKEN

- Ensuring safe, anonymous, and accessible **reporting channels** (e.g. whistleblowing) for employees, suppliers, local communities and every other stakeholder.
- Providing an **accessible, confidential, and transparent grievance mechanism** that allows internal and external stakeholders to report potential human rights violations, discriminations, or unethical behaviour.
- Activating appropriate and proportionate remediation mechanism** where violations occur, which may include disciplinary actions, contract termination, or corrective actions in the supply chain.
- Managing complaints and remedies** according to the UN Guiding Principles on Business and Human Rights.
- Pasubio has also joined the **Business & Human Rights (BHR) Accelerator** program of the UN Global Compact (see UN GLOBAL COMPACT), and has performed mapping of risks linked to human rights at Group and value chain level and defined an action plan to mitigate the risks identified.



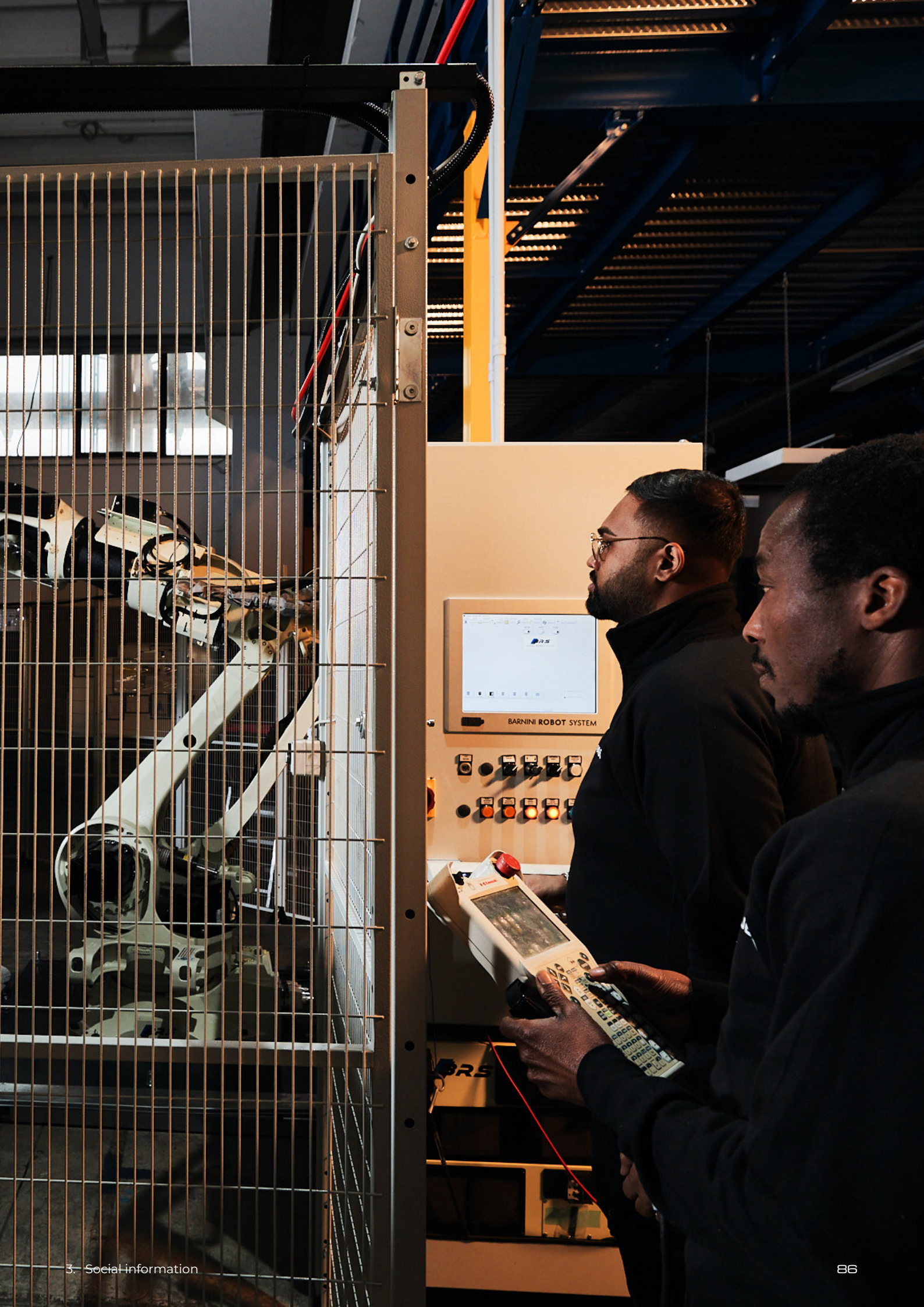
PLANNED

- Extend analysis of risks linked to human rights**, with particular focus on foreign facilities, in order to identify a more complete view of potential critical issues.
- Implement the Action Plan** dedicated to protection of human rights by 2027-2029.
- Organise **training sessions** to share the main activities performed and replicable practices on the topic of "human rights and workers' rights".

CROSS-CUTTING ACTIONS

PLANNED

- Assessment for SA 8000 certification for the entire Group.



STAKEHOLDER ENGAGEMENT



The Group engages directly with its own workforce and workers’ representatives through a structured set of channels, ensuring that employees’ and collaborators’ perspectives actively inform decisions and activities aimed at managing actual and potential impacts associated with ESRs S1.

Within this context the Serbian plant has implemented different stakeholder engagement initiatives, to foster dialogue and involvement among its own workforce. Climate surveys and exit interviews provide systematic insight that feeds into continuous organizational improvement. The Group also takes specific action to gain insight into the perspectives of people who may be particularly vulnerable to impacts, ensuring that all workforce segments have access to engagement channels across every site.

Employees and collaborators can raise concerns through multiple accessible mechanisms, including direct HR contact, workers’ representatives, a dedicated whistleblowing channel and a grievance mechanism. All complaints and reports are managed in accordance with the UN Guiding Principles on Business and Human Rights, with proportionate remediation actions activated where violations are identified.

The Group’s commitment to is also communicated externally through sustainability reports, recognized rating frameworks such as CDP, EcoVadis, CoP UN Global Compact and SBTi.

TARGETS

The Group has set the following targets in relation to its material impacts, risks and opportunities:

ADEQUATE WAGES

- Having **no individual or collective disputes** or controversies active regarding the wages paid to workers.

SOCIAL DIALOGUE

- **Ensuring regular monitoring of the state of social dialogue** by requesting semi-annual reports on any issues raised and on action plans taken following dialogue moments.
- Implementing at least one improvement action each year as a result of social dialogue.



WORKING CONDITIONS

- **Reduce the number of overtime hours** worked so that they do not exceed 200 hours/per annum per worker by 2027³¹.

DIVERSITY AND INCLUSION

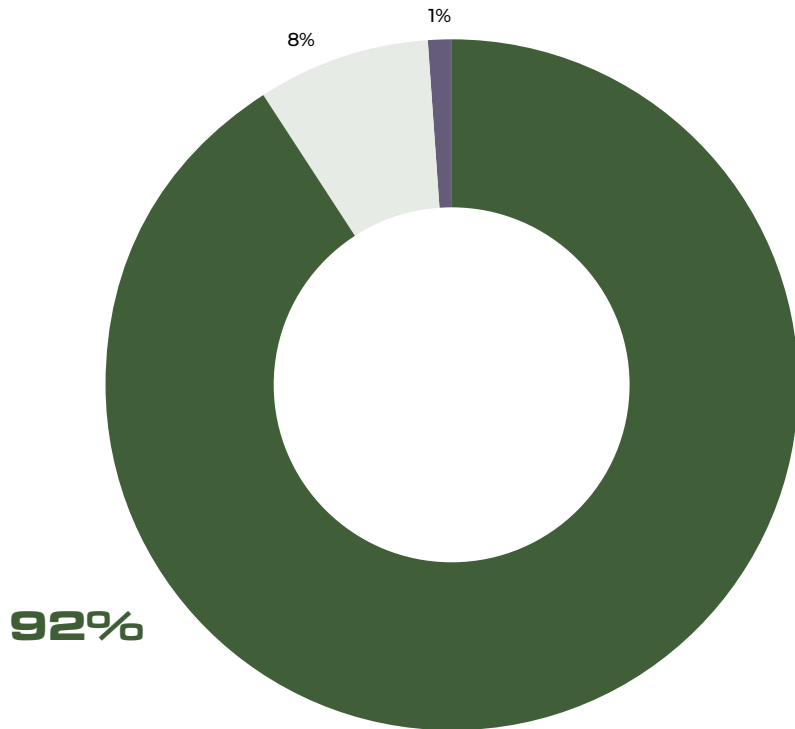
- Annual increase in the **number of women** in leadership positions³².
- Inclusion of **people from ethnic minorities and protected groups** in positions of leadership.

ANTI-HARASSMENT AND NON-DISCRIMINATION

- **Maintaining of zero episodes of discrimination and harassment**, through monitoring of episodes and training on the whistleblowing channel³³.

Employees by contract type in 2025 (%)

- Permanent contract
- Fixed-term contract
- Other contracts



HUMAN RIGHTS

- **Train 100% of employees** on the topic of “human rights and workers’ rights “ by the end of 2026³⁴.

METRICS

As of 31 December 2025, the Pasubio Group had a total of **1,833 employees**, of whom **52%** are men and **48%** are women. Compared to the previous year, when there were 1,630 employees, there was an overall increase in the workforce of 12%.

92%

of the workforce is employed on permanent contracts, which reflects the Group’s commitment to stable employment and the long-term development its personnel.

31 The objective is monitored through a weekly reporting system that monitors overtime hours. The situation was positive in 2025, with a decreasing number of overtime hours.

32 The Group is currently recording an increasing presence of women in management roles, supported by organised and objective recruiting processes and promotion criteria.

33 There were no reports of discrimination and harassment in 2025.

34 The activities planned to facilitate pursuit of this objective include the organisation of brief training sessions, for groups of around 20 people, in order to share information on the main activities performed and any replicable practices in a simple and understandable way. The sessions will be conducted by the HR figures at each facility and at the various plants.

The table below shows the breakdown of employees by contract type and by gender in 2023-2025.

GRI 2-7 Total number of employees on permanent/fixed-term contract, by gender

Group	2023						2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	621	575	1196	741	667	1408	900	793	1693
Fixed-term	89	149	238	74	147	221	52	87	139
On non-guaranteed hours	0	0	0	0	1	1	0	1	1
Total	710	724	1434	815	815	1630	952	881	1833

Parallel with growth in the workforce, there has been a gradual reduction in the use of external workers, mainly on fixed-term and supply contracts, with a decrease from 190 people in 2024 to 127 in 2025. This

trend is attributable to the process of internalisation of the workforce started by the Group, in line with the strategy of strengthening stable employment.

GRI 2-8 Total number of workers who are not employees whose work is controlled by the organisation

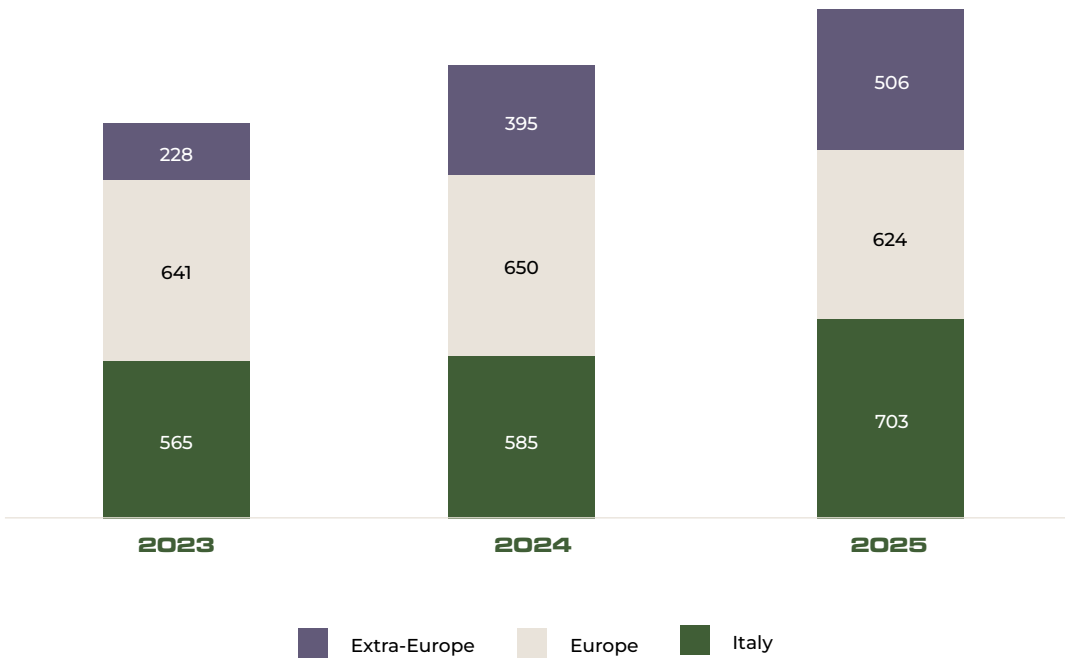
	2023	2024	2025
Total	154	190	127



Employment growth has varied across the geographical areas in which the Group operates. Italy is confirmed as the most representative area by far, with **703** employees in 2025 compared to **585** in 2024, a 20% increase.

Non-European countries, represented mainly by Mexico and, to a lesser extent, the USA, recorded **28%** growth, taking the number of employees to **506**. As for European countries (Germany and Serbia), there was a slight reduction in the workforce, with 624 employees, down by **4%** on the previous period.

» Trend in employee count for 2023-2025 (n)



During 2025, the Group recruited new **406** employees, corresponding to a staff entry rate of **22.31%**, calculated in relation to the total number of employees on 31 December 2025. The turnover rate is **19.97%**, determined by 366 exits during the year, including voluntary resignations, dismissals and retirements. The values recorded are consistent with the phase of

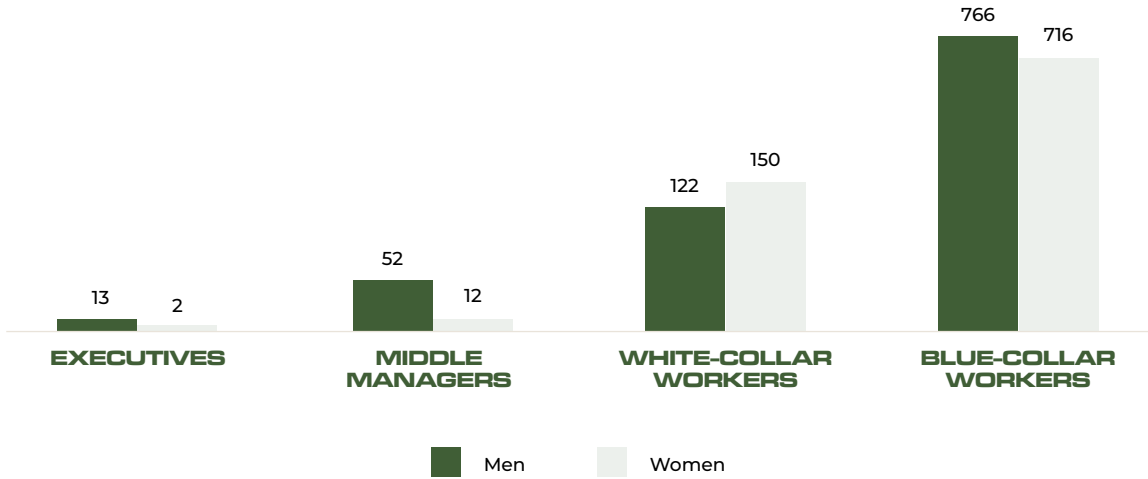
expansion characterising the Group in the period of reference.

The table below shows the breakdown of employees by gender, age range and professional category as of 31 December 2025.

» GRI 405-1 Number of employees by gender, age range and category

2025	<30			30-50			>50		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	0	0	0	2	1	3	11	1	12
Middle managers	0	0	0	35	9	44	17	3	20
White-collar workers	31	35	66	70	98	681	21	17	38
Blue-collar workers	248	205	453	370	371	741	148	140	288
Total	279	240	519	477	479	956	197	161	358

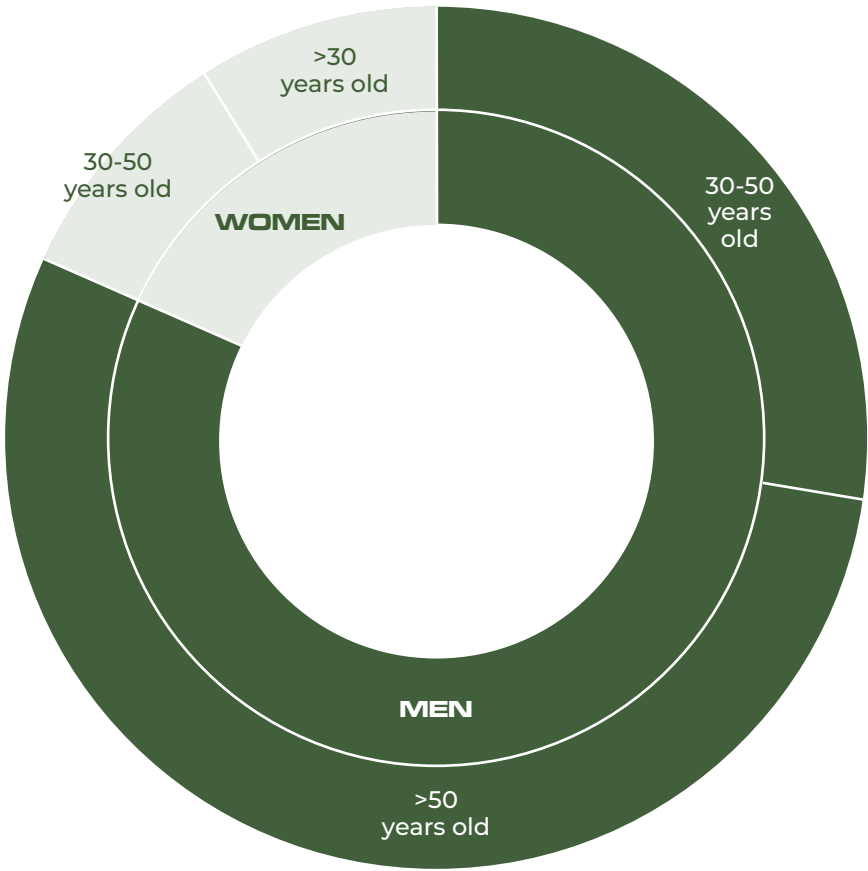
» Breakdown of employees by job category



The Group also recorded a share of employees in protected groups equal to **4.96%** of the total, with each country in line with the obligations of current regulations on targeted employment.

As for governance bodies, the Group has **11 members**, of whom 9 are men (82%) and 2 are women (18%).

» Composition of governing bodies in 2025 (%)



The Pasubio Group governs the professional relationships through a combined system of collective and individual contracts, in compliance with the national regulations in force in the countries where it operates.

This approach guarantees transparency, fairness and full compliance with local labour laws, ensuring working conditions that are consistent with the principles shared at Group level.

Management of the contracts is based on the geographical context of reference.

- In **Italy**, the companies apply the industry National Collective Employment Contracts (CCNL), for both direct employees and supply workers categorised as blue-collar and white-collar; the National Collective Contract for Executives is applied to executive management and individual contracts are used for external collaborators, either in subordinate or freelance form.
- In **Germany and Serbia**, employment relationships

are governed by general labour law through individual contracts; the minimum legal wage is also applied in Germany.

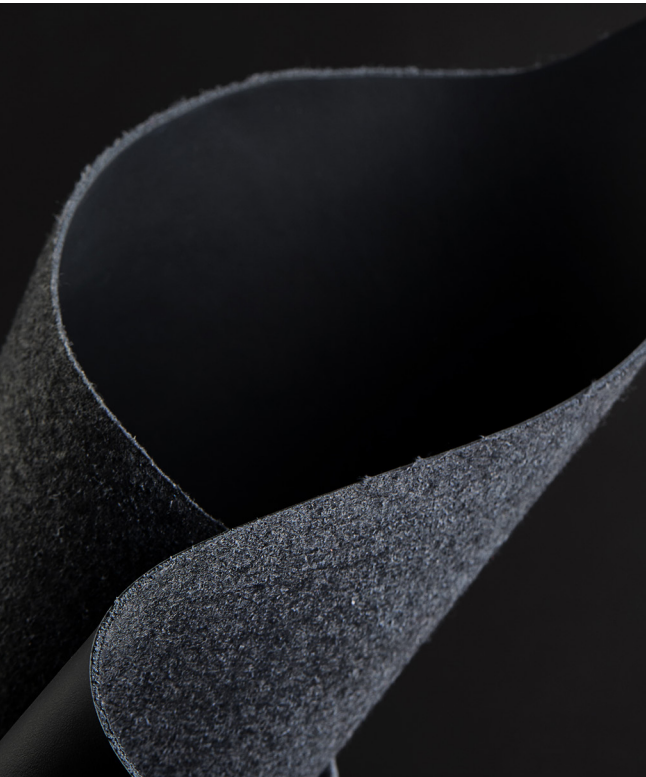
- In **Mexico Matamoros**, employment is governed by the Federal Labour Law, with a model differentiated by qualification: collective bargaining for blue-collar workers and individual contracts for white-collar workers.
- In **Mexico Leon**, employment is governed by the federal labour law, without any collective bargaining at the moment, so only individual contracts that exceed the minimum required by federal law.

This contractual structure allows the Pasubio Group to guarantee operational consistency, fair working conditions and full compliance with local regulations, strengthening its own commitment to responsible and sustainable management of human resources.

The commitment to contractual transparency and universal protection is demonstrated by the fact that, in 2025, 1,656 employees, or 90% of the total, is covered by collective bargaining agreements (CCNL).

» GRI 2-30 Collective bargaining agreements

	2023	2024	2025
Number of employees	1434	1630	1833
Covered by collective bargaining	1376	1511	1656
Percentage covered by collective bargaining	96%	93%	90%



The Pasubio Group governs the professional relationships through a combined system of collective and individual contracts, in compliance with the national regulations in force in the countries where it operates. This approach guarantees transparency, fairness and full compliance with local labour laws, ensuring working conditions that are consistent with the principles shared at Group level.

Management of the contracts is based on the geographical context of reference.

- In **Italy**, the companies apply the industry National Collective Employment Contracts (CCNL), for both direct employees and supply workers categorised as blue-collar and white-collar; the National Collective Contract for Executives is applied to executive management and individual contracts are used for external collaborators, either in subordinate or freelance form.
- In **Germany and Serbia**, employment relationships are governed by general labour law through individual contracts; the minimum legal wage is also applied in Germany.



» GRI 404-3 Percentage of employees receiving regular performance and career development assessment

2025		Number of employees who receive regular assessments	Total employees	Percentage of employees given a periodic performance assessment
Executives	Men	13	13	100%
	Women	2	2	100%
	Total	40	15	100%
Middle managers	Men	40	52	77%
	Women	9	12	75%
	Total	49	64	77%
White-collar workers	Men	91	122	75%
	Women	103	150	69%
	Total	194	272	71%
Blue-collar workers	Men	359	766	47%
	Women	198	716	28%
	Total	557	1482	38%
Total		815	1833	44%



The Group demonstrates a constant commitment to training as well, with organised programs differentiated according to professional category and workplace. In 2025, the average hours of training dispensed per work totalled **8.34**, with a particularly high figure for the white-collar worker category, which reached an average of around **29** hours per capita, a signifi-

cant increase on previous years. The table below shows distribution of the average hours of training by gender and professional category in the 2023-2025 three-year period, in compliance with the reporting requirements envisaged by standard GRI 404-1.

» GRI 404-1 Average hours of training provided to employees during the reporting period, by gender and category

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	109.67	18.00	86.75	1.43	30.50	5.06	2.23	1.00	2.07
Middle managers	35.56	14.04	29.20	33.36	26.33	32.23	21.82	21.50	21.76
White-collar workers	14.66	12.08	13.22	17.20	14.06	15.59	33.14	25.23	28.78
Blue-collar workers	4.20	5.21	4.54	6.41	3.04	4.67	4.45	3.66	4.07
Total	8.39	7.93	8.21	9.54	5.15	7.35	9.04	7.57	8.34

The objective of the training processes promoted by the Group is developing all-round professionals, capable of applying their own skills not just in their specific role, but also within the broader context of the Group. Particular attention is focused on encouraging cooperation between departments and enhancement of overarching skills.

The training activities provided by the Group are divided between three basic macro-areas:

- **Product and process training:** intended for the entire workforce, with a particular attention focused on those who do not operate directly in these areas. This course allows a greater technical knowledge and greater independence and mastery to be acquired.
- **Individual language training:** designed to facilitate communication between the employees of the different Group companies, encouraging integration and efficacy of teamwork on an international scale.
- **Development of soft skills:** a program designed to strengthen relational and leadership skills, useful both for roles with managerial responsibilities and for personal growth. Supervisors, team lea-

ders and new managers have been accompanied on a path for improvement of their own communication, empathy and team management skills, with a particular focus on feedback.

In detail, the courses provided in 2025 related primarily to the following topic areas:

- health and safety³⁴;
- specific training;
- development of soft skills;
- leadership building;
- Lean Academy;
- sustainability;
- ethical topics;
- onboarding;
- language training;
- Artificial Intelligence.



34 Where envisaged by current local regulations, the Group provides mandatory occupational health and safety training to the entire workforce. The training processes are divided by role and risk profile and are subject, where required, to periodic retraining courses at the required deadlines.

ESRS S1 OWN WORKFORCE (HEALTH AND SAFETY)

Occupational health and safety are a fundamental commitment for the Pasubio Group, which works every day to guarantee a protected and safe working environment, both for the internal workforce and for third parties involved in the Group's activities. This objective is pursued through an **integrated approach that combines prevention, technological innovation and continuous training.**

Through technological innovation, dedicated initiatives and targeted training programs, Pasubio constantly improves the safety of the plants and processes, simultaneously strengthening a culture of prevention and the development of employees' skills. This integrated approach promotes people's professional growth and welfare, acknowledging their strategic value for sustainable development.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

RISK ASSESSMENT

In compliance with the requirements of Legislative Decree no. 81/2008, Pasubio adopts a structured approach to risk assessment, based on a quantitative method that analyses potentially hazardous situations, considering the severity of the possible harm and the likelihood of it occurring. The process is divided into five stages:

1. **HAZARD IDENTIFICATION AND RECORDING;**
2. **ASSESSMENT OF THE RISK LEVEL ASSOCIATED WITH EACH HAZARD IDENTIFIED;**
3. **DEFINITION OF THE NECESSARY PREVENTIVE MEASURES;**

TAKEN

- Implemented a **voluntary management system compliant with UNI EN ISO 45001:2023³⁵**, tailored to the Group's needs, with the aim of eliminating, reducing, and, above all, preventing accidents and occupational diseases.
- **Performing periodic internal and independent external audits** and establishing and monitoring specific Key Performance Indicators (KPIs).
- **Eliminating, where possible, and reducing all types of risks**, including organizational ones, work-related stress, and gender-related risks, providing collective and personal protective equipment when necessary.
- **Reporting risks** arising from plants, machinery, equipment, chemicals, and materials through methods deemed most appropriate and in compliance with applicable regulations.
- Designing workplaces and providing plants and equipment that comply **with specific legal requirements**, replacing and restoring compliance

4. **IMPLEMENTATION OF THE MEASURES IDENTIFIED;**
5. **CONSTANT MONITORING AND PERIODIC UPDATING OF THE ASSESSMENTS.**

The assessment is updated whenever there are changes in organisation or production, following the introduction of new equipment or substances, or in response to accidents or near-misses, thus guaranteeing continuity and efficiency of the prevention system. The process complies fully with the requirements of standard ISO 45001, adopted voluntarily by the Group as the reference framework for management of occupational health and safety.



- when deviations are identified.
- **Designing workstations considering ergonomic factors** necessary to prevent musculoskeletal disorders related to work activity.
 - **Automating, where possible, the most dangerous operations** or those that may involve risks for workers, minimizing the number of people exposed to risks.
 - **Adopting sanitization systems for workplaces** where there may be risks of pollutants affecting workers' health and safety.
 - **Providing adequate information, training, and instruction** to workers on general safety rules and the performance of their duties.
 - **Informing external staff and visitors on general rules** to be observed within facilities to prevent accidents and manage emergencies.
 - **Collecting reports**, including anonymously through Near Miss and Whistleblowing processes, relating to hazardous situations or behaviours, analysing their causes, and activating action plans to prevent recurrence.
 - **Ensuring that workers receive periodic medical checks** in compliance with applicable local laws to monitor health status in relation to their activities, managing the organization internally with operational procedures and external specialized doctors³⁶.
 - **Systematic SMAT** (Safety Management Audit Training) audits are performed by the EHS team, the purpose of which is to observe behaviour, use of PPE, compliance with operating procedures

- and conditions of equipment, in order to identify areas of improvement and prevent potential accidents.
- **Reporting of near misses is promoted** through a digital form accessible via a QR code, which allows the all employees to send their comments rapidly and anonymously.

PLANNED

- Introducing mental health and wellness awareness programs/platforms at global sites (by 2026-2027)

STAKEHOLDER ENGAGEMENT

The Group is committed to effective internal communication, ensuring that employees, external staff, and visitors are consistently **informed about workplace risks and the corresponding prevention and protection measures**. Engagement covers mechanical, chemical, electrical, physical, ergonomic, and organizational risk areas, with information disseminated through multiple channels, including noticeboards, digital monitors, and digital platforms, and made available in multiple languages where needed to overcome potential language barriers.

The Group's commitment to health and safety is also **communicated externally** through sustainability reports, recognized rating frameworks such as CDP, EcoVadis and CoP UN Global Compact, direct engagement at company sites, and ongoing collaboration with customers on performance-related information, reinforcing transparency and accountability across

³⁵ The target is monitored through the following KPI: n° accidents, n° deaths, n° workdays lost. The actions undertaken to achieve the target are precise mapping of accidents and near misses and specific training provided to those responsible.

³⁶ Workers' health is protected through a health service established by the occupational health service, divided by duty and including medical examinations and check-ups planned with continuity. All the health information is processed in full compliance with privacy laws and does not influence the workers' career path in any way.

the wider value chain.

TARGETS

The Group has set the following targets in relation to its material impacts, risks and opportunities:

- Reach **zero accidents** every year³⁷.

METRICS

During 2025, **44** work-related injuries³⁸ were recorded among employees, with an injury rate equal to **13.55** per million of hours worked. The increase in the figure compared to previous years is attributable to a plurality of operating and simultaneous factors currently being analysed by the Group, which has already started specific actions as part of its own health and safety management system.

In the reporting period, there were no deaths linked to work-related injuries or occupational diseases,

nor new ascertained cases of occupational diseases among subordinate and non-subordinate employees. The absence of fatal events and occupational diseases confirms the constant attention focused by the Pasubio Group on prevention and protection of the physical integrity and health of its workers.

The Group maintains its commitment to promoting a culture of prevention and guaranteeing a safe workplace, operating in line with the ISO 45001 standard and with the international best practices on occupational health and safety.

The table below shows details of the indicators on accidents for 2023-2025, broken down by employees and non-employees, in compliance with the reporting requirements envisaged by standard GRI 403-9.

» GRI 403-9 Work-related injuries for employees³⁹

	2023		2024		2025	
Data on subordinate employees	No.	rate	No.	rate	No.	rate
Number and rate of deaths as a result of work-related injuries	-	-	-	-	-	-
Number and rate of work-related injuries with serious consequences (excluding deaths)	-	-	2	0.56	-	-
Number and rate of work-related injuries - excluding injuries during travel	27	10.02	25	6.97	44	13.55

» GRI 403-9 Work-related injuries for non-employees

	2023		2024		2025	
Data on subordinate employees	No.	rate	No.	rate	No.	rate
Number and rate of deaths as a result of work-related injuries	-	-	-	-	-	-
Number and rate of work-related injuries with serious consequences (excluding deaths)	-	-	-	-	-	-
Number and rate of work-related injuries - excluding injuries during travel	6	2.23	4	7.43	1	0.86

37 For purposes of this report, all harmful events occurring through violent cause during work and that have resulted in an absence from work of at least one day, excluding the day of the event itself, have been considered as work-related injuries.

38 For purposes of this report, all harmful events occurring through violent cause during work and that have resulted in an absence from work of at least

one day, excluding the day of the event itself, have been considered as work-related injuries.

39 The injury rate was calculated as the ratio of the total number of injuries to the total hours worked, using a multiplication factor of 1,000,000.

ESRS S2
WORKERS IN
THE VALUE CHAIN



Beyond its own direct collaborators, the Pasubio Group recognises that sustainable value creation does not occur just within the boundaries of the company, but extends along the entire value chain, involving everyone whose work, upstream or downstream, contributes, directly or indirectly, to Group activities.

In line with the provisions of ESRS S2, workers in the value chain are defined as all workers who, whilst not forming part of the Group's workforce, can be materially influenced by the products, services and business relations of the Group.

The same attention that the Group shows towards its own personnel is therefore reflected in the way Pasubio views workers on the value chain, namely with respect, responsibility and awareness of the impact that its strategic and operating choices can produce on the working and life conditions. In a sector such as tanning, which is characterised by complex and geographically distributed supply chains, guaranteeing ethical standards and dignified conditions along the entire supply chain is not just a transparency obligation, but an expression consistent with the values on which the Group has built its own identity.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- **Traceability of the hide supply chain:** refer to ESRS E4 – Biodiversity & Ecosystems for a complete description of the project. With specific reference to the topic ESRS S2 – Workers in the Va-

lue Chain, the project covers a **broad-based set of social topics**, including workers' right, forced labour and child labour, women's right, corruption and wage equality.

- **Socio-environmental audits:** refer to the ESRS E1 – Climate Change section for a complete description of the action. With specific reference to the topic ESRS S2 – Workers in the Value Chain, audits cover critical macro-areas concerning occupational health and safety, workers' rights (with reference to working hours, salaries and benefits) and the child labour risk.
- **Mapping of risks on human rights as part of the Business & Human Rights Accelerator:** refer to ESRS S1 – Own Workforce for a complete description of the project. With specific reference to the topic ESRS S2 – Workers in the Value Chain, mapping related to the principal human rights that are relevant for workers on the value chain, with particular focus on the areas of health and safety, working conditions, dignified wage, freedom of association, forced labour, child labour, discrimination, privacy and corruption, also investigating the risk of illegal recruitment.

In addition to these direct actions, the Group also intervenes indirectly, requiring its suppliers, by signing the Sustainability Package and, specifically, the Sustainability Standard for the Supply Chain, to comply with specific conditions with their own workers. In the case of serious breaches of fundamental rules on human rights and workers' rights, the business relationship with the supplier will be immediately suspended or terminated.

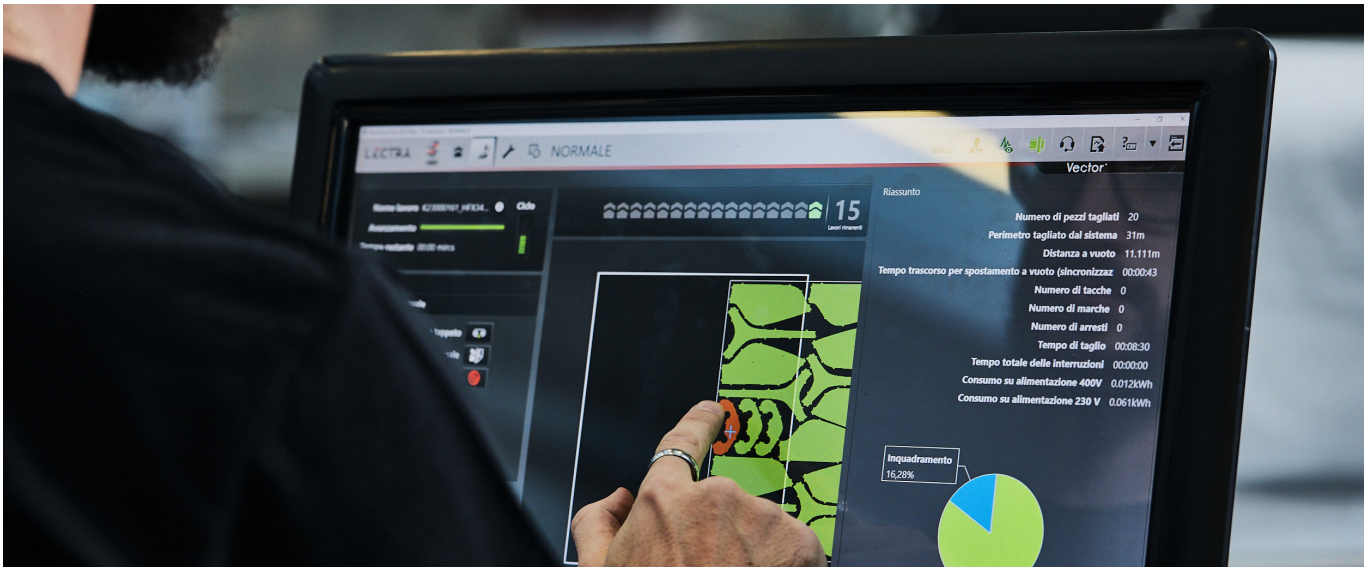
The requirements relate to aspects such as wage equality and working conditions, social dialogue and workers' rights, health and safety, training and development of skills, diversity and equal treatment, prevention of forced labour, child labour and exploitation of migrant labour and vulnerable categories. By way of example, suppliers are required to guarantee wages equal to or higher than the minimum, to protect workers against all forms of discrimination, to ensure freedom of association and workers' representation, to provide training on health and safety and to adopt age-checking systems to protect minors against hazardous or night-time work.

PLANNED

- Extend environmental and social audits to suppliers of tier 2 from 2029.

STAKEHOLDER ENGAGEMENT

The Group undertakes to maintain efficient channels of interaction with workers along the supply chain, recognising that responsible management of social impacts requires organised listening and reporting mechanisms. For this purpose, complementary mechanisms have been arranged that range from systematic assessment of risks along the supply chain, direct collection of information from suppliers on topics that cannot always be obtained through audits alone, and availability of a whistleblowing channel that allows direct and confidential reports.



ESRS S3
AFFECTED
COMMUNITIES

In line with the provisions of ESRS S3, affected communities are defined as all local, indigenous or vulnerable groups and populations who can be materially influenced by the products, services and business relations of the Group, directly or through the value chain.

For a Group like Pasubio, which operates on a global supply chain and with plants distributed in different geographical and cultural contexts, this aspect is particularly important. Activities linked to procurement of raw materials intersect with complex topics such as management of the territory, use of natural resources, deforestation and protection of the rights of populations who depend on those territories.

With the same consistency with which it views its own collaborators and workers on the supply chain, the Group undertakes to acknowledge, assess and manage its impacts on the affected communities: with respect for the cultural and environmental contexts in which it operates, with responsibility towards the

The Group's commitment is also **communicated externally** through sustainability reports, recognized rating frameworks such as CDP, EcoVadis and CoP UN Global Compact.

TARGETS

The Group has set quantitative targets for the socio-environmental and traceability audits of the supply chain, described in detail respectively in sections ESRS E1 – Climate Change and ESRS E4 – Biodiversity and Ecosystems.

generations who inhabit those territories, and with the awareness that authentically sustainable growth cannot be separated from the well-being of anyone who lives alongside, or upstream, of its activities.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- **Traceability of the hide supply chain:** refer to ESRS E4 – Biodiversity & Ecosystems for a complete description of the project. With specific reference to the topic ESRS S3 – Affected Communities, the project uses the Global Platform of Indigenous and Community Lands di LandMark, a global tool for mapping and protection of indigenous territories, material for purposes of identification and engagement of the communities potentially affected by the activities of the supply chain.

- **Mapping of risks on human rights as part of the Business & Human Rights Accelerator:** refer to ESRS S1 – Own Workforce for a complete description of the initiative. With specific reference to the topic ESRS S3 – Affected Communities, mapping related to the main risks for communities potentially affected by the activities of the Group and its supply chain, with attention focused on topics such as corruption, expropriation of the land of indigenous populations, right to health (divided into impacts on water, emissions and soil), management of waste and product end of life, protection of biodiversity, excessive exploitation of water resources and the Group's ability to produce shared value for local communities, also through a correct wage policy along the entire chain.

In addition to these direct actions, the **Group also intervenes** indirectly, requiring its suppliers, by signing the Sustainability Package and, specifically, the Sustainability Standard for the Supply Chain and the Policy of Protection of Forests and Indigenous People (see Policy Overview), to comply with specific conditions with the communities in which they operate. In the case of serious breaches of fundamental rules on human rights and workers' rights, the business relationship with the supplier will be immediately suspended or terminated.

In detail, suppliers must satisfy the following requirements:

- present third-party evidence and/or certifications certifying that the hides and/or products supplied have been procured with respect for the rights of indigenous and uncontacted peoples;
- check that the breeding farms of origin are not located in territories with indigenous populations, or in areas claimed by indigenous groups or uncontacted peoples; they must also check that these breeding farms are not subject to govern-



ment embargo or on the list of the Brazilian Institute for the Environment and Natural Resources (IBAMA);

- agree to investigate any involuntary breaches or late discoveries, adopting efficient and compensatory corrective actions with the indigenous and uncontacted peoples.

PLANNED

Increase collaboration with local communities throughout the supply chain :

STAKEHOLDER ENGAGEMENT

The Group recognises the importance of maintaining accessible and transparent channels of communication for receiving reports and claims from communities potentially affected by its activities. For this purpose, the Group whistleblowing channel is available, through which internal and external stakeholders can confidentially report negative impacts attributable to Group activities. During 2025, no reports were recorded attributable to damage to affected communities were recorded.

The Group is aware that efficient engagement of stakeholders requires a proactive approach that goes beyond simple receiving of reports, and therefore intends to assess additional methods of dialogue and consultation with local communities potentially exposed to the impacts of its supply chain.

The Group's commitment is also communicated externally through sustainability reports, recognized rating frameworks such as CDP, EcoVadis and CoP UN Global Compact.

TARGETS

The Group has set quantitative targets for traceability of the supply chain, described in detail in section ESRS E4 – Biodiversity and Ecosystems.



ESRS S4 CONSUMERS AND END-USERS

The relationship with its customers is a fundamental strategic asset for the Pasubio Group: it is the point where quality, corporate accountability, and value creation meet and are effectively measured. In an industry such as tanning, characterised by complex supply chains and stakeholders increasingly focused on aspects of sustainability and integrity of the supply chain, the ability to respond with skill, propriety and continuity is simultaneously an expression of Group values and the key to gaining a competitive edge.

With this in mind, Pasubio is committed to establishing long-term relationships with its customers, based on product quality, safety, continual improvement of processes and on transparent and responsible business conduct.

ACTIONS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN CUSTOMER HEALTH & SAFETY

- **Designing products in compliance with applicable international standards** for the safety of chemicals used and the physical performance of the product. Specifically, compliance is ensured by:
 - operating in accordance with internal Quality Management System standards;
 - mapping and assessing all incoming chemicals and raw materials;
 - verifying compliance with safety in various processes through internal and external audits;
 - setting up internal laboratories for chemical and physical compliance;
 - providing customers with finished products information;
 - remaining available even after product delivery through a dedicated customer office that receives any complaints or disputes, including those related to safety.
- **Mapping of risks on human rights as part of the Business & Human Rights Accelerator:** refer to ESRS S1 – Own Workforce for a complete description of the initiative. With specific reference to topic ESRS S4 – Consumers and End Users, mapping related to the main risks for consumers and end users of Group products throughout the product's life cycle.

TAKEN QUALITY AND CONTINUOUS IMPROVEMENT

- Organisation and constant monitoring of the processes to ensure efficiency and efficacy in satisfying customer requirements.
- Adoption of continuous improvement systems, such as the LEAN production method, to minimise waste, inefficiencies and the costs of poor quality.
- Broad in-house knowledge and application of all Customer Specific Requirements (CSR).

RESPONSIBLE CUSTOMER RELATIONS

In building long-lasting and profitable relationships with its customers, Pasubio undertakes to:

- maintain relationships based on professionalism, propriety, efficiency, cooperation and courtesy;
- promptly meet commitments and obligations accepted;
- provide accurate, complete and timely information so that informed decisions can be made;
- share the principles of the Code of Ethics and company policies with customers;
- operate in full compliance with current regulations and demand compliance with them;
- abstain from giving gifts or performing acts of courtesy that breach internal rules, except where the value is so low that it does not compromise integrity and independence, and provided that such types of expenditure are authorised and documented.

PLANNED

- Preparation of specific Customer Specific Requirements (CSR) dedicated to sustainability.
- Improvement of the quality system through refining of process indicators and development of predictive analysis tools, to anticipate critical issues and intervention from a preventive standpoint.

STAKEHOLDER ENGAGEMENT

The Group undertakes to maintain organised channels of interaction with its consumers and end users, recognising that responsible management of impacts requires continuous listening and discussion mechanisms. For this purpose, complementary mechanisms have been prepared for acquiring customers' perspectives on material topics: these include both annual focus groups dedicated to specific topics, such

as climate strategy, traceability and compliance with the requirements of the Leather Working Group and the administration of a Self-Assessment (SAQ) questionnaire aimed at identifying their level of sustainability and social accountability. At the same time, the Group makes sure that it communicates transparently on the environmental impacts of its activities and on the measures adopted to reduce them, through the sustainability report, participation in questionnaires and industry ratings and an active dialogue with important customers and stakeholders. These tools

allow the external perspective to be integrated into internal decision-making processes, improving quality and materiality of the actions taken. The Group's commitment is also communicated externally through sustainability reports, recognized rating frameworks such as CDP, EcoVadis and CoP UN Global Compact.



4

More than
OUR
INFORMATION
ON GOVERNANCE

ESRS G1
BUSINESS
CONDUCT

Governance is the set of principles, rules and procedures underlying the entire decision-making process. The Pasubio Group bases its strategic choices and activities on the ethical and moral principles of its own Code of Ethics (see Policy Overview), in the belief that sustainable development is only possible when such values are a common asset shared along the entire value chain.

The ethical standards of conduct that Pasubio promotes are:

- fairness and equality in the treatment and recognition of the value of human resources;
- diligence, transparency, honesty, confidentiality and impartiality in carrying out business activities;
- protection of the individual and the environment.
- ethically correct and lawful conduct of the company and its interlocutors;
- fight against corruption and conflicts of interest;
- data protection and cybersecurity;
- financial responsibility;
- confidentiality and disclosure of information.

These principles form the foundations on which Pasubio builds responsible growth and forges continuous bonds with its own stakeholders, in the awareness that operating ethically produces value for the Group and the territory in which it operates.

ACTION

The Group has undertaken and/or planned the following actions to manage its own significant impacts, risks and opportunities.

TAKEN

- **Organisation of training moments and information on the Code of Ethics** in order to divulge the rules, procedures and practices with which it is necessary to comply, promote and strengthen a culture of enterprise around recognised values and broaden sharing of the principles underlying the Code.
- The presence of an **organised corruption assessment and monitoring system** in line with internationally recognised control practices, with the objective of maintaining company integrity and customers’ trust. During the three-year period 2023-2025, there were no cases of corruption.
- Providing of specific training on anti-corruption issues to the entire executive management of the Group.

- Providing of secure and confidential **reporting channels** accessible to stakeholder, in line with current regulations on whistleblowing, including:
 - independent digital platform (multilingual and accessible from mobile devices);
 - dedicated e-mail address;
 - boxes for physical reports at the various facilities;
 - verbal reports through formal declarations or dedicated meetings;
 - eWhistle application.

PLANNED

- Creation of an ESG committee, with the objective of strengthening governance of sustainability topics, by the end of 2026.
- Preparation of an **ESG Governance Assessment** by the end of 2026. The activity provides for mapping of the Group’s corporate governance set-up, with a focus on the ESG aspect and subsequent preparation of an action plan to reinforce the relative mechanisms.

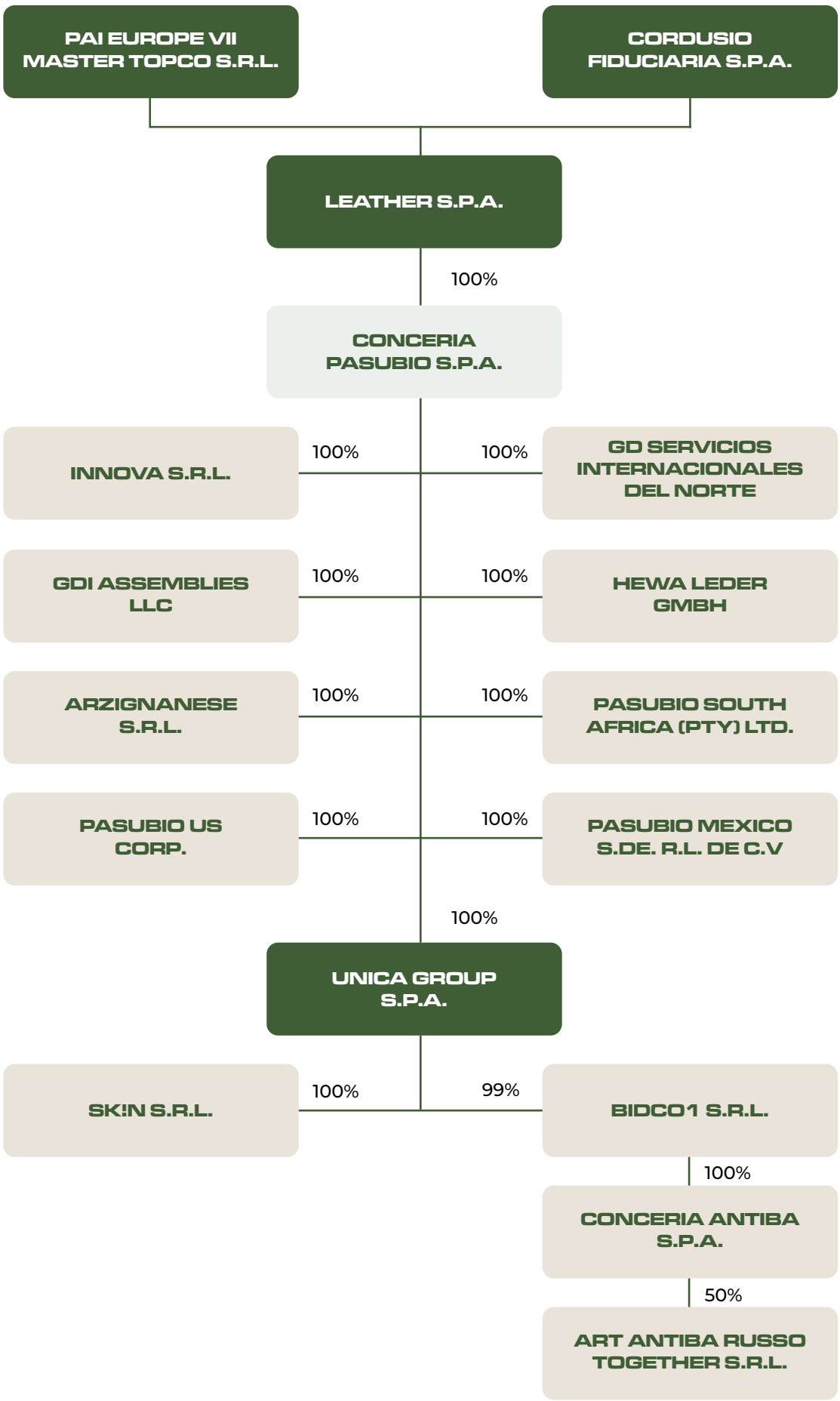
METRICS

The Pasubio Group is a wholly owned subsidiary of Italian Leather Group S.p.A. and has adopted a functional organisational structure that rewards the specialisation of functions and encourages dialogue and cooperation among all its constituent companies.

Conceria Pasubio S.p.A., as the parent company, assumes operational and functional control of all companies, ensuring full compliance with corporate principles, operations, and commitment to corporate sustainability.

To meet business needs, the Board of Directors (hereafter BoD) makes all strategic decisions and choices, including the **oversight of ESG objectives**.

The ownership structure of 31.12.2025 is shown below:



The Corporate Governance model includes the presence of the Board of Directors and the Board of Statutory Auditors.

Board of Directors as of 31.12.2025

Names	Office
Marco Allena	Chairperson of the Board of Directors
Luca Pretto	CEO ⁴⁰
Celeste Maria Di Pietro	Director
Stefano Shuster	Director
Albin Pierre Paulin Louit	Director
Esohe Denise Aiwanfo Odaro	Director
Laurent Jean-Louis Rivoire	Director
Fabrizio Curci	Director
Andreas Thumm	Director
Gideon James Jewel	Director
Marco Bellino	Director

Ongoing dialogue with company management, which serves as key support for the actions carried out by the BoD, combined with a proper flow of information from the Chief Executive Officer on management performance and the exercise of his delegated powers, has produced an optimal collaborative climate for the achievement of the Group's objectives. The Board of Statutory Auditors, the body responsible for supervising the management of the Group according to law, was appointed by the Shareholders' Meeting as follows:

Board of Statutory Auditors at 31.12.2025

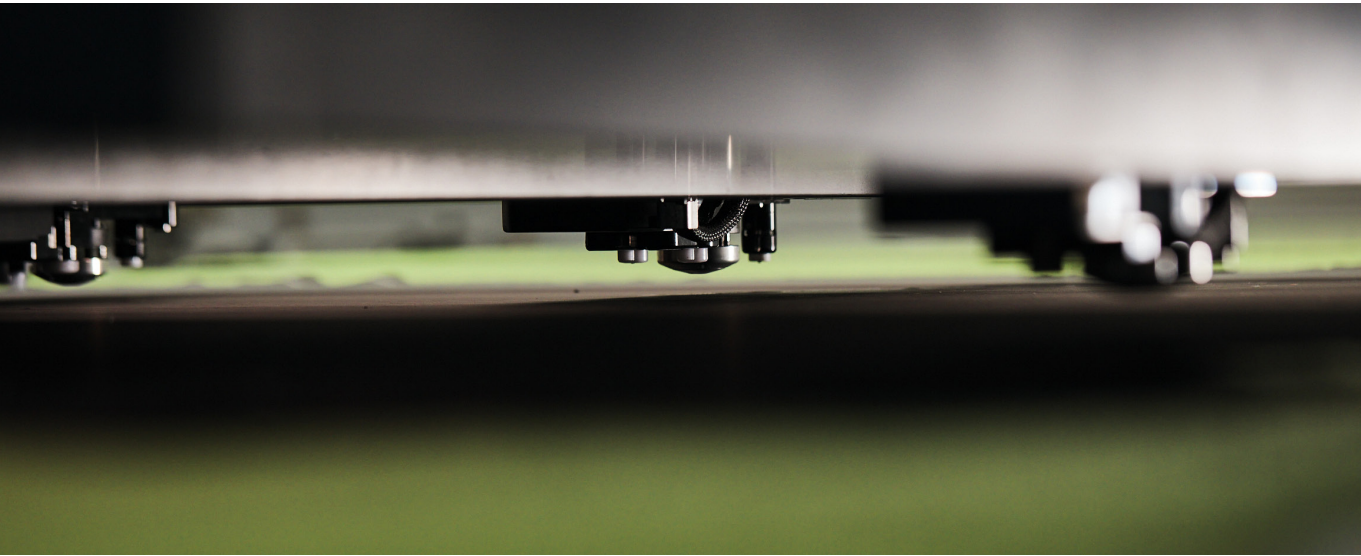
Names	Office
Mario Stefano Luigi Ravaccia	Chairman of the Board of Statutory Auditors
Alberto Brandolese	Statutory Auditor
Francesco Molinari	Statutory Auditor
Vito Morriello	Substitute Auditor
Roberto Fracassi	Substitute Auditor
KPMG Advisory S.p.A.	Auditing firm

40 Luca Pretto also holds the position of Employer for the purposes of Legislative Decree 81/2008 and Company Representative.

The members of the Supervisory Body are:

Names	Office
Gaia Fassoli	Member
Alessandro Viglione	Chairman
Antonio Pasquino	Member
Fioranna Negri	Member

Concluding with leadership, the following is a graphic representation of the Pasubio Group's front line as of 31.12.2025:



ESRS G1 ANIMAL WELFARE



For the tanning industry, animal welfare is a topic that necessarily lies upstream of the supply chain: leather is a by-product of the livestock and food industries, whose life cycle starts in production stages and contexts external to the Group's own business.

This operational distance does not reduce the materiality of the topic, but rather defines how to address the issue: Pasubio's commitment results in the ability to trace the origin of the raw material and check whether the breeding and slaughtering conditions comply with appropriate standards along the entire supply chain. In an industry in which traceability is already a complex challenge, extending it to include animal welfare requires a structure approach, dedicated tools and suppliers who share the same principles.

ACTION

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- **Traceability of the hide supply chain:** refer to ESRS E4 – Biodiversity & Ecosystems for a complete description of the project. With specific reference to the topic ESRS G1 – Animal Welfare, the project has been based on the Voiceless Animal Cruelty Index and the Animal Protection Index prepared by World Animal Protection

- The Group requires its suppliers, by signing the Sustainability Package and specifically the Sustainability Standard for the Supply Chain and the Animal Welfare Policy (see Policy Overview), to satisfy specific conditions in treatment of the animals and procurement of hides. In detail, the following are required:
 - documentation certifying that the hides and/or leather received come from animals whose health and welfare have been assessed;
 - full compliance with local and international regulations on animal welfare and maintaining of high animal welfare management standards and traceability of the procurement chain.
- The Group invites its suppliers to:documentation certifying that the hides and/or leather received come from animals whose health and welfare have been assessed;
 - introduce a management system for implementation of the Animal Welfare Policy within and along their own supply chain;
 - use third-party organisations to monitor and certify the level of compliance with the requirements of the policy;
 - share the Animal Welfare Policy and its precepts along their own supply chain.
- Pasubio **refuses to process and market** hides coming from suppliers whose animals are bred in systems that do not comply with the provisions of the Animal Welfare Policy.

TARGETS

The Group has set the following targets in relation to its material impacts, risks and opportunities:

- Achievement of 100% of supplies of hides, leather and animal products from animals bred in full compliance with the principles outlined in the Animal Welfare Policy.

The Group has also set quantitative targets for traceability of the supply chain, described in detail in section ESRS E4 – Biodiversity and Ecosystems.

ESRS G1 COMMUNITY ENGAGEMENT

Pasubio was founded and has grown in a specific area, with an industrial history and a community that have shaped its identity. This bond has not loosened with growth of the Group, but has been transformed into a conscious commitment: give part of the value generated back to the territory, participate in the life of local institutions, support training for young people and contribute to initiatives that keep the civil and economic fabric of the district alive.

ACTION

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- Collaborations with **universities and schools** through initiatives such as orientation and training events, internships and vocational training projects (FSL)⁴¹.
- Participation in the **Girls Code It Better** project to support women in STEM subjects (since 2023).
- Participation of Conceria Pasubio S.p.A. (since 2023) in use of the **“Arzignano Capitale della Pelle”** (“Arzignano Leather Capital”) brand promoted by the Town of Arzignano. This membership confirms its commitment to promoting and enhancing its territory, characterised by a particular economic and industrial fabric and recognised as a world hub of tanning entrepreneurship.

- Membership of the National Union of the Tanning Industry (UNIC⁴²), the world's leading association of tanning industrialists.
- Support for the Leather Museum (inaugurated in 2025) to provide support and continuity to initiatives in the district.
- Support of Arzignano hospital through donation of a state-of-the-art laparoscopy tower. This is a high-definition system that improves urological surgery for various diseases (cancer of the bladder, kidneys, prostate, prostatic hypertrophy, kidney stones, male and female urinary incontinence, etc.)
- Support through a donation to the Giardino d'Infanzia Ines Bonazzi (kindergarten) in Arzignano for work to renovate the structure, which dates to the early twentieth century, with the donation being allocated to rearrangement of the rooms and maintenance of the new boiler.
- Support through a donation to the Montorso Elementary School
- Other initiatives to support the community through financial donations and assistance (e.g. Arzignano Dog Rescue Centre).

PLANNED

- Increase engagement to local communities in supply chain from 2030 onwards.



⁴¹ In 2025, Pasubio collaborated with the following universities and institutes: ITS Fashion Sustainability Manager of Valdagno (VI), ITS Cosmo_ Arzignano, Padua University, Verona University, Vicenza University.

⁴² The UNIC is, in turn, a partner of COTANCE, a non-profit organisation that represents and promotes the European leather industry worldwide.

ESRS G1 RELATIONSHIP WITH SUPPLIERS



Pasubio’s commitment to sustainability starts in the procurement phase, through a supplier selection that considers not only economic and qualitative criteria but also environmental and social aspects such as respect for human rights, protection of forests and animal welfare.

Guided by the principles of the United Nations Global Compact (see UN GLOBAL COMPACT), Pasubio promotes an active dialogue with its supply chain partners, through dedicated moments of dialogue in which to share reciprocal objectives, projects and expectations.

The aim is to create an increasingly responsible and transparent supply chain, aligned with the Group’s sustainability standards.

ACTION

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

MANAGEMENT OF PURCHASING

TAKEN

- The Group purchasing offices are given the responsibility of making sustainable procurement choices and select materials and suppliers in line with the Group’s sustainability criteria.
- The personnel of the purchasing offices receive specific annual training to allow them to acquire knowledge, techniques and methods on which to base purchasing decisions in this sense.

SELECTION OF SUPPLIERS

TAKEN

- In order to start any business relationship, Pasubio requires its suppliers to sign the so-called

“Sustainability Package” (see Policy Overview), a set of documents that comprises:

- Code of Ethics;
- Model 231;
- Policy of Protection of Forests and Indigenous People;
- Animal Welfare Policy;
- Code of Conduct for Supply Chain;
- Standard for Sustainability in Supply Chain.

Through this set of documents, Pasubio asks its suppliers to guarantee ethical, transparent and fair operations, in full respect for human rights and labour rights, conditions of safety in the workplace and protection of the environment, including biodiversity and local communities. The specific requirements are examined in detail in the chapters dedicated to the topic ESRS.

Signing these documents means committing to full compliance with the contents thereof and to disseminating them along their own supply chain.

- The Group reserves the **right to perform**, directly or through third parties, **due diligence** audits at suppliers’ facilities on health, safety, hygiene and product compliance, and social and environmental aspects, including tests and analysis on the materials supplied.
- The Group applies a **Zero Tolerance Policy**, according to which any serious breach of the fundamental standards on human rights and labour rights results in immediate suspension or termination of the business relationship with the supplier.
- Suppliers are required to **inform Pasubio** of any non-compliance or difficulty in satisfying the sustainability requirements and to undertake to address any shortcomings identified promptly, through agreed improvement plans.

PLANNED

- Renew the Sustainability Package by 2027;
- Develop a supplier framework by 2027;
- Develop a supplier management tracking system;
- Activate ESG scorecards deployment by 2028-2029;
- Engage suppliers to promote regenerative practices and pilot initiatives from 2030 onwards;
- Support and establish innovation-focused partnerships with virtuous suppliers from 2030 onwards.

TRANSPARENCY ALONG THE SUPPLY CHAIN

TAKEN

• Leather Working Group (LWG) Certification:

during 2025 the Conceria Pasubio Italian plants renewed the Leather Working Group (LWG) Certification confirming Gold medal. The certification certifies environmental and traceability performance of the hide supply chain, checking for compliance of the entire supply chain with the criteria of responsible management of raw materials, chemicals, waste and emissions (see Product and system certifications and rating).



- **Traceability of the hide supply chain:** refer to ESRS E4 – Biodiversity & Ecosystems for a complete description of the project.
- **Socio-environmental audits:** refer to the Product and system certifications and rating section for a complete description of the action.
- **Mapping of risks on human rights as part of the Business & Human Rights Accelerator:** refer to ESRS S1 – Own Workforce for a complete description of the project.

PLANNED

- Increase traceability of the farms compared to the levels currently achieved
- Develop a farm engagement program by 2030.
- Extending LWG certification to Mexican plant, with the aim of obtaining recognition by the end of 2027.

TARGETS

The Group has set quantitative targets for the socio-environmental and traceability audits of the supply chain, described in detail respectively in sections ESRS E1 – Climate Change and ESRS E4 – Biodiversity and Ecosystems.

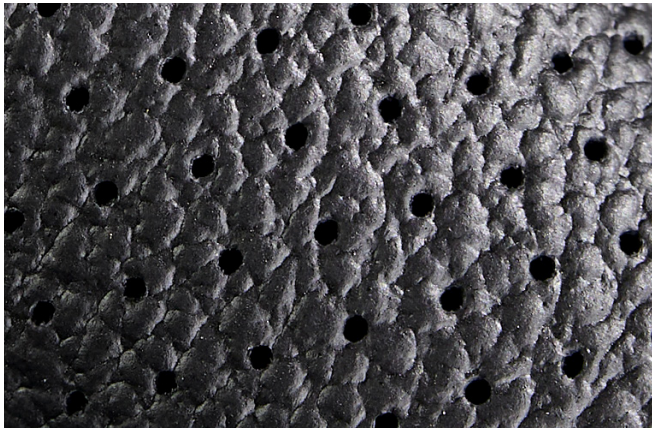


METRICS

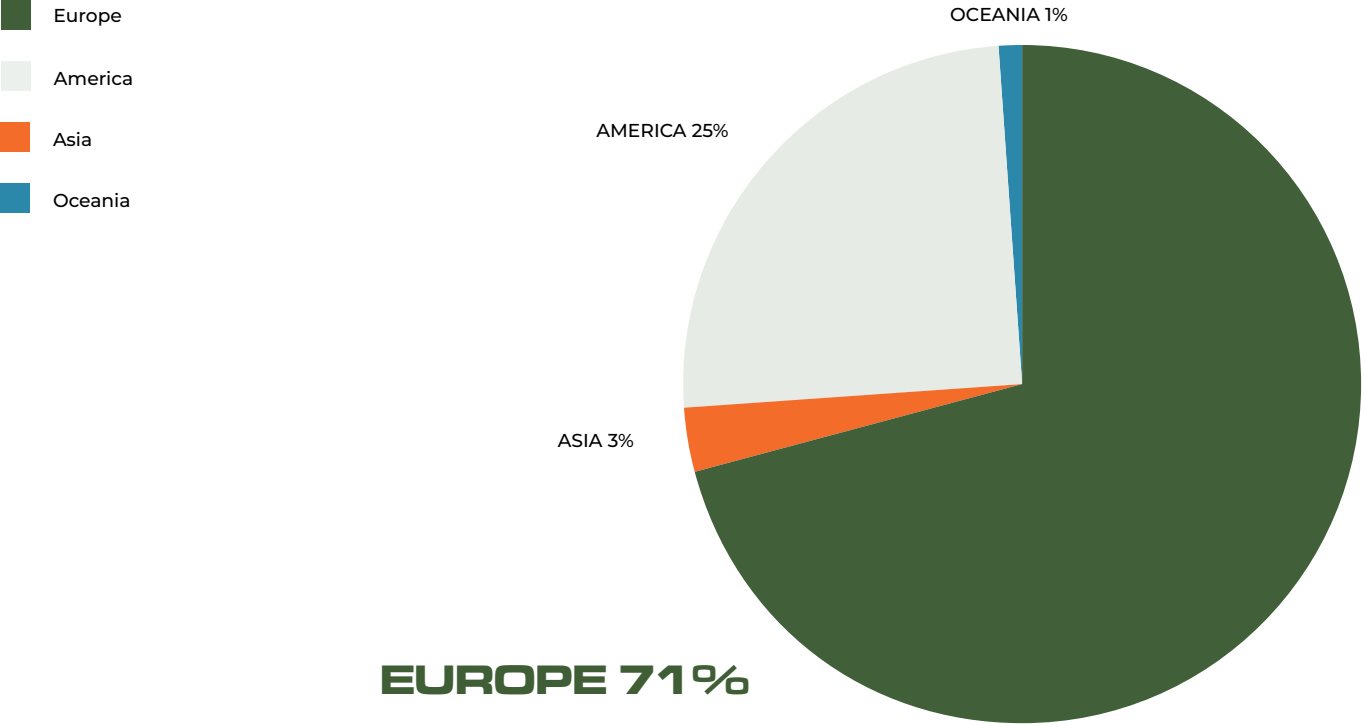
Purchasing management is handled by the individual companies of Pasubio Group; therefore, the definitions of “local” or “non-local” can be distinguished as follows:

- **local:** the supplier is located in the same province/region where the factory is located;
- **country:** the supplier is located in the same country as the factory, but outside the province/region;
- **continent:** the supplier is located in the same continent where the factory is located, but outside the country;
- **world:** the supplier is outside the continent where the factory is located.

The following chart shows the detailed geographical breakdown regarding the volume of purchases of hides by category of suppliers, adopting the classification indicated above



Origin of hides in 2025



Over the years, the Group has consolidated its procurement in terms of raw materials of a primarily European origin. This choice not only makes a major contribution to the local economy, but also significantly reduces the risk of impacts in areas at greater risk of deforestation. For the plant at Leon in Mexico, which will start production in early 2025, the choice has

been made to procure the hides from North America, in order to enhance the local territories, limit CO2 emissions and reduce the environmental impact associated with intercontinental transport, in line with the commitments made in terms of environmental sustainability and accountability of the production chain.



The background of the entire page is a close-up photograph of a tree trunk. The bark is dark, almost black, and has a deeply textured, cracked appearance. It is heavily covered with bright green moss, which is growing in patches and along the lines of the bark's cracks. The lighting is somewhat dramatic, with highlights on the moss and deep shadows in the bark's crevices.

5

More than **DATA PROTECTION AND CYBERSECURITY**

DATA PROTECTION AND CYBERSECURITY ARE AN ESSENTIAL COMPONENT OF RESPONSIBLE COMPANY

In a situation in which digital threats are continually evolving and both personal and company data are a critical asset, the Group adopts an organised approach that combines technical measures, operating procedures and personnel training.

The aim is to guarantee confidentiality, integrity and availability of information, simultaneously protecting the rights of the people involved in data processing and ensuring operational continuity of the Group in the case of incidents.

ACTION

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

TAKEN

- Adoption of **procedures for the collection of consent**, processing and correct management of personal data, in compliance with the GDPR on protection of data.
- **Request to collaborators** to process personal, sensitive or confidential data for purposes connected with their professional activities, transparently and in compliance with company policies.
- Adoption of technical and organisational measures aimed at preventing unauthorised access, loss, alteration or improper use of information, including use of the **CrowdStrike suite** for monitoring cybersecurity and management of threats.
- Adoption of a specific procedure for **management of data breaches**.
- Introduction of a block on access through **Multi-Factor Authentication (MFA)** based on geographical criteria, with automatic activation of blocking measures in the case of attempted access from unauthorised areas. In 2025, the MFA was extended to 100% of company users.
- Providing of **training on the ICT Policy** (see Policy Overview) to all Group employees.
- Performance of **two phishing simulation campaigns** at the facilities in Serbia, Germany, the USA, Mexico and Italy. Based on the results obtained, employees who have shown the greatest

vulnerability have been involved in further target training initiatives.

PLANNED

- Performance of **awareness campaigns** and providing of general training on cybersecurity.
- **Centralisation of the IT platforms and users** at Group level, with particular reference to the branches which still operate on autonomous systems, in order to guarantee uniform application of the security, governance and control mechanisms already in use at other facilities, with completion planned by the end of 2027.
- Strengthening of activities for monitoring, threat detection and response to security incidents, through the adoption of more state-of-the-art solutions and involvement of specialised suppliers for continuous supervision.
- **Extension of authentication to several factors through access via a VPN**, in order to guarantee a level of protection equivalent to the one already in use for access at the facility, including for users who are working remotely.

TARGETS

The Group has taken and/or planned the following actions to manage its material impacts, risks and opportunities:

- Guarantee management and resolving of cybersecurity incidents within a maximum of 24 hours, to protect Group organisational continuity.

METRICS

During 2023-2025 there were no cases of non-compliance with data protection regulations.



DETAILED
INFORMATION

GENERAL DISCLOSURES

› GRI 2-7 Total number of employees on long-term/fixed-term contract, by gender

Group	2023						2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	621	575	1196	741	667	1408	900	793	1693
Fixed-term	89	149	238	74	147	221	52	87	139
On non-guaranteed hours	0	0	0	0	1	1	0	1	1
Total	710	724	1434	815	815	1630	952	881	1833

› GRI 2-7 Total number of employees on long-term/fixed-term contract, by gender

Italy	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	356	198	554	372	197	569	456	234	690
Fixed-term	9	2	11	10	6	16	9	4	13
On non-guaranteed hours	0	0	0	0	0	0	0	0	0
Total	365	200	565	382	203	585	465	238	703

› GRI 2-7 Total number of employees on long-term/fixed-term contract, by gender

Europe	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	152	262	414	157	287	444	168	329	497
Fixed-term	80	147	227	64	141	205	43	83	126
On non-guaranteed hours	0	0	0	0	1	1	0	1	1
Total	232	409	641	221	429	650	211	413	624

› GRI 2-7 Total number of employees on long-term/fixed-term contract, by gender

Outside Europe	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	113	115	228	212	183	395	276	230	506
Fixed-term	0	0	0	0	0	0	0	0	0
On non-guaranteed hours	0	0	0	0	0	0	0	0	0
Total	113	115	228	212	183	395	276	230	506

› GRI 2-7 Total number of full-time/part time employees, by gender

Group	2023						2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	704	702	1406	810	794	1604	946	860	1806
Part-time	6	22	28	5	21	26	6	21	27
Total	710	724	1434	815	815	1630	952	881	1833

› GRI 2-7 Total number of full-time/part time employees, by gender

Italy	2023						2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	361	187	548	378	190	568	460	225	685
Part-time	4	13	17	4	13	17	5	13	18
Total	365	200	565	382	203	585	465	238	703

› GRI 2-7 Total number of full-time/part time employees, by gender

Europe	2023						2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	230	400	630	220	421	641	210	405	615
Part-time	2	9	11	1	8	9	1	8	9
Total	232	409	641	221	429	650	211	413	624

» GRI 2-7 Total number of full-time/part time employees, by gender

Outside Europe	2023						2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	113	115	228	212	183	395	276	230	506
Part-time	0	0	0	0	0	0	0	0	0
Total	113	115	228	212	183	395	276	230	506

» GRI 2-8 Total number of workers who are not employees whose work is controlled by the organisation

	2023	2024	2025
Total	154	190	127

» GRI 2-9 Governance structure and composition⁴³

	2023						2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Non-executive members	n/a	n/a	n/a	7	2	9	8	2	10
Executive members	n/a	n/a	n/a	1	1	2	1	0	1
Total	n/a	n/a	n/a	8	3	11	9	2	11

» GRI 2-30 Collective bargaining agreements

	2023	2024	2025
Number of employees	1434	1630	1833
Covered by collective bargaining	1376	1511	1656
Percentage covered by collective bargaining	96%	93%	90%

43 Composition of the Conceria Pasubio S.p.A. Board of Directors as at 31.12.2025.

ENVIRONMENT
ENERGY AND EMISSIONS

» GRI 302-1 Energy consumption within the organisation⁴⁴

	Unit of measurement	2023	2024	2025
Electricity	GJ	73,183.00	67,854.50	68,974.33
Natural Gas	GJ	124,832.00	125,294.80	132,199.64
Diesel	GJ	3,720.00	3,538.96	4,510.80
Petrol	GJ	353.00	303.57	1,474.01
LPG	GJ	2.00	751.77	1,933.63
Total	GJ	202,090.00	197,743.60	209,092.42

» GRI 302-3 Energy intensity⁴⁵

	Unit of measurement	2023	2024	2025
Energy consumption	GJ	202,090.00	197,743.60	209,092.42
Leather sold (l)	m²	n/a	8,737,939.00	7,996,614.00
Intensity ratio (l)	GJ/m²	n/a	0.02	0.03

» GRI 305-1 Direct GHG emissions (Scope 1)⁴⁶

	Unit of measurement	2023	2024	2025
Total - Scope 1 emissions	tCO ₂ e	7,158.18	7,637.65	8234.55

» GRI 305-2 Energy indirect (Scope 2) GHG emissions⁴⁷

	Unit of measurement	2023	2024	2025
Total - Scope 2 Emissions (Location-Based)	tCO ₂ e	6,694.31	6,478.56	6,401.71
Total - Scope 2 Emissions (Market Based)	tCO ₂ e	6,694.31	2,617.46	0.00

44 Energy quantification of fossil fuels has been performed by conversion into GJ, applying the standardised conversion coefficients published by the UK Department for Environment, Food & Rural Affairs (DEFRA 2025-2023).

45 Direct greenhouse gas emissions have been quantified on the basis of consumption of fuel for company transport and direct consumption of fossil fuels, applying the standard emission factors published by the UK Department for Environment, Food & Rural Affairs (DEFRA 2025-2023).

46 Direct greenhouse gas emissions have been quantified on the basis of consumption of fuel for company transport and direct consumption of fossil fuels, applying the standard emission factors published by the UK Department for Environment, Food & Rural Affairs (DEFRA 2025-2023).

47 Indirect emissions deriving from purchased energy comprise those associated with consumption of electricity and heat. Calculation of indirect greenhouse gas emissions has been performed using the emission factors of the national networks in which the Group operates, published by the International Energy Agency (IEA 2024-2025).

» GRI 305-4 Intensity of GHG emissions

	Unit of measurement	2023	2024	2025
Scope 1 + Scope 2 Emissions - Market-Based	tCO ₂ e	13,852.49	10,254.81	8,234.55
Leather sold (1)	m²	n/a	8,737,939.00	7,996,614.00
Value of production (2)	M €	353.57	331.58	328.62
Intensity ratio (1)	tCO ₂ e/m²	n/a	0.0012	0.0010
Intensity ratio (2)	tCO ₂ e/m² €	39.18	30.93	25.06

WATER RESOURCES

» GRI 303-3- Water withdrawal

	Unit of measurement	2023		2024		2025	
		All areas	Areas subject to water stress	All areas	Areas subject to water stress	All areas	Areas subject to water stress
Surface water (total)	ML	44.00	0.00	42.00	0.00	29.22	0.00
Fresh water (≤1,000 mg/L total dissolved solids)	ML	44.00	0.00	42.00	0.00	29.22	0.00
Other water (> 1,000 mg/L total dissolved solids)	ML	0.00	0.00	42.00	0.00	0.00	0.00
Water table (total)	ML	969.00	0.00	992.00	0.60	951.90	5.69
Fresh water (≤1,000 mg/L total dissolved solids)	ML	969.00	0.00	992.00	0.60	892.01	5.69
Other water (> 1,000 mg/L total dissolved solids)	ML	0.00	0.00	0.00	0.00	59.89	0.00
Water from third parties (total)		25.00	0.00	15.00	0.00	62.63	0.00
Fresh water (≤1,000 mg/L total dissolved solids)	ML	25.00	0.00	15.00	0.00	62.63	0.00
Surface water	ML	0.00	0.00	0.00	0.00	0.00	0.00
Water table	ML	0.00	0.00	0.00	0.00	4.34	0.00
Total water withdrawal	ML	1038.00	0.00	1049.00	0.60	1043.75	5.69

» GRI 303-4 Water discharge

	Unit of measurement	2023		2024		2025	
		All areas	Areas subject to water stress	All areas	Areas subject to water stress	All areas	Areas subject to water stress
Surface water (total)	ML	989.00	0.00	1007.00	0.00	0.00	0.00
Fresh water (≤1,000 mg/L total dissolved solids)	ML	989.00	0.00	1007.00	0.00	0.00	0.00
Other water (> 1,000 mg/L total dissolved solids)	ML	0.00	0.00	0.00	0.00	0.00	0.00
Water from third parties (total)	ML	0.00	0.00	0.00	0.30	986.81	4.90
Of which volume of water sent to other organisations	ML	0.00	0.00	0.00	0.60	65.82	4.90
Fresh water (≤1,000 mg/L total dissolved solids)	ML	0.00	0.00	0.00	0.30	603.86	0.00
Other water (> 1,000 mg/L total dissolved solids)	ML	0.00	0.00	0.00	0.00	382.95	0.00
Total water discharge	ML	989.00	0.00	1007.00	0.30	986.81	4.90

» GRI 303-5- Water consumption

	Unit of measurement	2023		2024		2025	
		All areas	Areas subject to water stress	All areas	Areas subject to water stress	All areas	Areas subject to water stress
Water drawn	ML	1038.00	-	1049.00	0.60	1043.75	5.69
Water discharged	ML	989.00	-	1007.00	0.30	986.81	4.90
Water consumption	ML	49.00	-	42.00	0.30	56.94	0.80

INCOMING AND OUTGOING MATERIALS

» GRI 301 – 1 Materials used by weight

	Unit of measurement	2023	2024	2025
LEATHERS				
Raw hides	t	n/a	9,394.00	6,201.00
Chromium-tanned hides (Wet Blue)	t	n/a	7,581.00	8,943.20
Skins tanned without chromium (Wet White)	t	n/a	14,992.00	11,018.00
Dyed hides (grain crust)	t	n/a	118.00	69.91
Dyed crusts	t	n/a	942.00	16,599.00
Alternative tanning	t	n/a	52.00	447.00
CHEMICALS FOR PRODUCTION PROCESSES				
Rehydration	t	3,262.00	3,254.00	3,186.56
Tanning	t	2,919.00	2,546.00	2,652.41
Dyeing	t	10,780.00	10,001.00	9,495.84
Finishing	t	3,468.00	3,130.00	2,876.49
OTHER				
Plastic	t	n/a	242.00	438.00
Wood	t	n/a	939.00	817.00
Paper	t	n/a	371.00	512.00
Steel	t	n/a	0.006	0.001
Total	t	20,429.00	53,562.01	62,356.41

» GRI 301 – 1 Materials used by weight

	Unit of measurement	2023	2024	2025
Hazardous waste	t	273.00	275.00	490.54
Non-hazardous waste	t	273.00	20,272.00	16,288.45
Total	t	21,250.00	20,547.00	16,778.99

» GRI 306-3 Waste by destination

Definition	Unit of measurement	2023	2024	2025
Waste not destined for disposal	t	10,565.00	10,491.00	10,811.02
Waste destined for disposal	t	10,685.00	10,056.00	5,967.97
Total	t	21,250.00	20,547.00	16,778.99

SOCIAL

» GRI 401-1 New employee hires rate in the reporting period, by age range and gender⁴⁸

Group	2023						2025		
	Men	Women	Other	Men	Women	Other	Men	Women	Other
<30	31%	32%	0%	51%	45%	0%	43%	35%	0%
30-50	14%	17%	1%	23%	23%	0%	20%	16%	0%
>50	9%	9%	0%	6%	12%	0%	10%	6%	0%
Total	18%	20%	1%	27%	27%	0%	25%	19%	0%

» GRI 401-1 Total number of new employee hires in the reporting period, by age range and gender

Group	2023				2024				2025			
	Men	Women	Other	Total	Men	Women	Other	Total	Men	Women	Other	Total
<30	67	64	0	131	121	98	0	219	121	85	0	206
30-50	51	70	1	122	91	104	0	195	96	75	0	171
>50	20	14	0	34	10	18	0	28	19	10	0	29
Total	138	148	1	287	222	220	0	442	236	170	0	406

48 The entry rate (or positive turnover) was calculated in the following manner: n° hires/workforce at end of period x 100

» GRI 401-1 Total number of new employee hires in the reporting period, by age range and gender

Italy	2023				2024				2025			
	Men	Women	Other	Total	Men	Women	Other	Total	Men	Women	Other	Total
<30	17	10	0	27	19	13	0	32	14	10	0	24
30-50	16	11	0	27	29	4	0	33	27	5	0	32
>50	9	2	0	11	3	1	0	4	7	0	0	7
Total	42	23	0	65	51	18	0	69	48	15	0	63

» GRI 401-1 Total number of new employee hires in the reporting period, by age range and gender

Europe	2023				2024				2025			
	Men	Women	Other	Total	Men	Women	Other	Total	Men	Women	Other	Total
<30	45	52	0	97	40	45	0	85	11	14	0	25
30-50	33	55	0	88	24	67	0	91	18	21	0	39
>50	11	12	0	23	3	16	0	19	4	6	0	10
Total	89	119	0	208	67	128	0	195	33	41	0	74

» GRI 401-1 Total number of new employee hires in the reporting period, by age range and gender

Outside Europe	2023				2024				2025			
	Men	Women	Other	Total	Men	Women	Other	Total	Men	Women	Other	Total
<30	5	2	0	7	62	40	0	102	96	61	0	157
30-50	2	4	1	7	38	33	0	71	51	49	0	100
>50	0	0	0	0	4	1	0	5	8	4	0	12
Total	7	6	1	14	104	74	0	178	155	114	0	269

» GRI 401-1 New departures rate in the reporting period, by age range and gender⁵⁰

Group	2023			2024			2025		
	Men	Women	Other	Men	Women	Other	Men	Women	Other
<30	37%	34%	0%	45%	34%	0%	38%	27%	0%
30-50	25%	24%	0%	20%	19%	1%	18%	15%	0%
>50	14%	14%	0%	14%	15%	0%	10%	9%	0%
Total	26%	25%	0%	26%	22%	0%	22%	18%	0%

» GRI 401-1 Total number of new departures in the reporting period, by age range and gender

Group	2023				2024				2025			
	Men	Women	Other	Total	Men	Women	Other	Total	Men	Women	Other	Total
<30	78	68	0	146	108	75	0	183	107	65	0	172
30-50	81	94	1	176	79	85	0	164	86	74	0	160
>50	25	20	0	45	25	22	0	47	19	15	0	34
Total	184	182	1	367	212	182	0	394	212	154	0	366

» GRI 401-1 Total number of new departures in the reporting period, by age range and gender

Italy	2023				2024				2025			
	Men	Women	Other	Total	Men	Women	Other	Total	Men	Women	Other	Total
<30	9	7	0	16	8	6	0	14	7	5	0	12
30-50	20	16	0	36	19	7	0	26	26	10	0	36
>50	9	0	0	9	13	4	0	17	13	2	0	15
Total	38	23	0	61	40	17	0	57	46	17	0	63

50 The departure rate (or negative turnover) was calculated in the following manner: n° departures/workforce at end of period x 100

» GRI 401-1 Total number of new departures in the reporting period, by age range and gender

Europe	2023				2024				2025			
	Men	Women	Other	Total	Men	Women	Other	Total	Men	Women	Other	Total
<30	43	39	0	82	48	37	0	85	21	23	0	44
30-50	41	57	0	98	33	49	0	82	13	32	0	45
>50	16	20	0	36	10	18	0	28	3	7	0	10
Total	100	116	0	216	91	104	0	195	37	62	0	99

» GRI 401-1 Total number of new departures in the reporting period, by age range and gender

Outside Europe	2023				2024				2025			
	Men	Women	Other	Total	Men	Women	Other	Total	Men	Women	Other	Total
<30	26	22	0	48	52	32	0	84	79	37	0	116
30-50	20	21	1	42	27	29	0	56	47	32	0	79
>50	0	0	0	0	2	0	0	2	3	6	0	9
Total	46	43	1	90	81	61	0	142	129	75	0	204

» GRI 401-3 Parental leave

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees who used the right to parental leave	n/a	n/a	n/a	n/a	n/a	117	n/a	n/a	102
Employees who used parental leave	n/a	n/a	n/a	n/a	n/a	115	n/a	n/a	99
Parental leave use rate	n/a	n/a	n/a	n/a	n/a	98%	n/a	n/a	97%
Total	46	43	90	81	61	142	129	75	204

» GRI 403-9 Accidents in the workplace for all employees

	2023		2024		2025	
Data on employees	No.	rate	No.	rate	No.	rate
Number and rate of deaths as a result of work-related injuries	-	-	-	-	-	-
Number and rate of work-related injuries with serious consequences (excluding deaths)	-	-	2	0.56	-	-
Number and rate of work-related injuries excluding injuries during travel	27	10.02	25	6.97	44	13.55

» GRI 403-9 Accidents in the workplace for all non-employees

	2023		2024		2025	
Data on non-employees	No.	rate	No.	rate	No.	rate
Number and rate of deaths as a result of work-related injuries	-	-	-	-	-	-
Number and rate of work-related injuries with serious consequences (excluding deaths)	-	-	-	-	-	-
Number and rate of work-related injuries - excluding injuries during travel	6	2.23	4	7.43	1	0.86

» GRI 404-1 Average hours of training provided to employees during the reporting period, by gender and category

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	109.67	18.00	86.75	1.43	30.50	5.06	2.23	1.00	2.07
Middle managers	35.56	14.04	29.20	33.36	26.33	32.23	21.82	21.50	21.76
White-collar workers	14.66	12.08	13.22	17.20	14.06	15.59	33.14	25.23	28.78
Blue-collar workers	4.20	5.21	4.54	6.41	3.04	4.67	4.45	3.66	4.07
Total	8.39	7.93	8.21	9.54	5.15	7.35	9.04	7.57	8.34

» GRI 404-3 Percentage of employees receiving regular performance and career development assessment

2025		Number of employees who receive regular assessments	Total employees	Percentage of employees given a periodic performance assessment
Executives	Men	13	13	100%
	Women	2	2	100%
	Total	15	15	100%
Middle managers	Men	40	52	77%
	Women	9	12	75%
	Total	49	64	77%
White-collar workers	Men	91	122	75%
	Women	103	150	69%
	Total	194	272	71%
Blue-collar workers	Men	359	766	47%
	Women	198	716	28%
	Total	557	1482	38%
Total		815	1833	44%

» GRI 405-1 Percentage of employees by gender, age range and category (governance bodies)

2025	< 30 years	30-50 years	> 50 years	Total
Men	0%	7.7%	76.9%	82%
Women	0%	7.7%	7.7%	18%
Total	0%	15%	85%	100%

» GRI 405-1 Percentage of employees by gender, age range and category

2025	<30			30 - 50			>50		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	0%	0%	0%	0%	0%	0%	1%	0%	1%
Middle managers	0%	0%	0%	2%	0%	2%	1%	0%	1%
White-collar workers	2%	2%	4%	4%	5%	9%	1%	1%	2%
Blue-collar workers	14%	11%	25%	20%	20%	40%	8%	8%	16%
Total	15%	13%	28%	26%	26%	52%	11%	9%	20%
2024	<30			30 - 50			>50		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	0%	0%	0%	0%	0%	0%	1%	0%	1%
Middle managers	0%	0%	0%	2%	0%	2%	1%	0%	1%
White-collar workers	2%	2%	4%	5%	5%	10%	1%	1%	2%
Blue-collar workers	12%	11%	24%	18%	22%	40%	8%	8%	17%
Total	15%	13%	28%	25%	27%	52%	11%	9%	20%
2023	<30			30 - 50			>50		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	n/a	n/a	0%	n/a	n/a	0%	n/a	n/a	1%
Middle managers	n/a	n/a	0%	n/a	n/a	2%	n/a	n/a	1%
White-collar workers	n/a	n/a	4%	n/a	n/a	9%	n/a	n/a	2%
Blue-collar workers	n/a	n/a	24%	n/a	n/a	38%	n/a	n/a	18%
Total	n/a	n/a	29%	n/a	n/a	50%	n/a	n/a	21%

GOVERNANCE

» GRI 205-1 Operations assessed for risks related to corruption⁵⁰

	2025
Total number of operations assessed for risks related to corruption	9
Total operations	28
Percentage of operations assessed for risks related to corruption	32%

» GRI 205-3 Confirmed cases of corruption and measures adopted

	2023	2024	2025
Total number of confirmed cases of corruption	0	0	0

» GRI 206-1 Legal actions for anti-competitive behaviour, anti-trust and monopoly practices

	2023	2024	2025
Number of legal actions in progress or completed during the reporting period for anti-competitive behaviour	0	0	0
Number of legal actions in progress or completed during the reporting period for breaches of anti-trust and monopoly laws	0	0	0

» GRI 205-3 Confirmed cases of corruption and measures adopted

	2023	2024	2025
Total number of justified complaints received concerning customer privacy breaches	0	0	0

50 The information reported is taken from the risk assessment performed when Model 231 was adopted.

» GRI 205-1 Operations assessed for risks related to corruption⁵¹

	2024	2025
ECONOMIC VALUE GENERATED	€ 334,125,000	€ 329,686,000
Revenue	€ 328,985,000	€ 322,034,000
Other revenue	€ 2,465,000	€ 5,138,000
Capitalization in fixed assets for internal work	€ 2,675,000	€ 2,514,000
ECONOMIC VALUE DISTRIBUTED	€ -319,865,000	-328.189.000 €
Operating costs	€ -226,138,0	-231.296.000 €
Employee wages and benefits	€ -54,631,000	€ -60,428,000
Payments to capital providers	€ -31,391,000	€ -31,640,000
Payments to governments	€ -7,680,000	€ -4,754,000
Community investments	€ -25,000	€ -71,000
ECONOMIC VALUE RETAINED	€ 14,260,000	€ 1,497,000
Depreciation - tangible assets	€ -11,889,000	€ -13,957,000
Amortization - intangible assets	€ -24,527,000	€ -27,343,000
Loss for the period	€ -22,156,000	€ -39,803,000

REPORTING IN COMPLIANCE
WITH THE STANDARDS

The Group provides its stakeholders with detailed information in order to allow them to make an informed assessment of the operations of Pasubio and its contribution to sustainable development. The Group guarantees compliance with all nine mandatory required set forth by the 2021 GRI Standards, listed in the table below.

Requirements	Chapter/Paragraph
1) Application of the reporting principles	This document satisfies the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, promptness and verifiability in all its parts.
2) Reporting of the information envisaged by GRI 2: General disclosures 2021	GRI-ESRS Interoperability Index
3) Identification of material topics	Double Materiality Assessment
4) Reporting of the information envisaged by GRI 3: Material topics 2021	Double Materiality Assessment; Management of the material topics is examined in more detail in the chapters on topic ESRS.
5) Reporting of the information envisaged by specific	GRI-ESRS Interoperability Index
6) Presentation of the reasons for omission of the information and the requirements with which the organisation cannot comply	GRI-ESRS Interoperability Index
7) Publication of the GRI Content Index	GRI-ESRS Interoperability Index
8) Preparation of the statement of use	Comments on methodology
9) Notification to GRI	This document has been notified to the Global Reporting Initiative (GRI) on [date] through use of the e-mail reportregistration@globalreporting.org

The chapter and paragraph of reference are indicated for each requirement or, alternatively, the method the Group uses to guarantee compliance is specified.

GRI-ESRS
INTEROPERABILITY
INDEX

GENERAL DISCLOSURES

ESRS 1 - General disclosures

Chapter	Paragraph	ESRS disclosure requirements		GRI disclosure requirements		Comments
Comments on methodology	/	ESRS 1	General disclosures	GRI 2-2; GRI 2-3; GRI 2-4; GRI 2-5	Entities included in the organisation's sustainability reporting; Reporting period, frequency and point of contact; Restatements of information; External assurance	Each exception to the scope indicated in the Comments on Methodology is duly indicated in the Document. Every restatement is duly indicated in the Document. This report is subject to external assurance.

ESRS 1 - General disclosures

Chapter	Paragraph	ESRS disclosure requirements		GRI disclosure requirements		Comments
Comments on methodology	/	BP-1	Basis for preparation of the sustainability statement	GRI 2-1; GRI 2-2	Organisational details; Entities included in the organisation's sustainability reporting	Each exception to the scope indicated in the Comments on Methodology is duly indicated in the Document. Every restatement is duly indicated in the Document. This report is subject to external assurance.
/	/	BP-2	Specific information if the undertaking uses phasing-in options	/	/	N/A
The Pasubio Group; The approach to sustainability; GI-Business Conduct; Detailed information	Corporate structure;	GOV-1	The role of the administrative, management and supervisory bodies in relation to sustainability	GRI 2-9; GRI 2-12; GRI 2-13; GRI 2-17	Governance structure and composition; Role of highest body of governance in supervising management of impacts; Delegation of responsibility for management of impacts; Collective responsibilities of the highest body of governance	

/	/	GOV-2	Integration of sustainability-related performance in incentive schemes	GRI 2-19; GRI 2-20	Wage policies Processes for determining remuneration	There are currently no mechanisms for assessing the performance of the Board of Directors in managing impacts on the economy, environment and people. Remuneration for members of the Board of Directors is set at a fixed amount.
Policy overview	/	GOV-3	Statement on due diligence	GRI 2-23; GRI 2-24	Processes for determining remuneration	There are currently no mechanisms for assessing the performance of the Board of Directors in managing impacts on the economy, environment and people.
Comments on methodology	/	GOV-4	Risk management and internal controls over sustainability reporting	GRI 2-14	Role of the highest body of governance in sustainability reporting	This Report was approved by the Board of Directors on xx/xx/2026.
The Pasubio Group; The approach to sustainability; Double materiality assessment; G1-Relationship with suppliers	Profile; History; Leathers	SBM-1	Strategy, business model and value chain	GRI 2-6; GRI 2-22	Activities, value chain and other business relationships; Declaration on sustainable business strategy	
Stakeholders	/	SBM-2	Interests and views of stakeholders	GRI 2-29	Approach to stakeholder involvement	
Double materiality assessment	/	SBM-3	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	GRI 3-2; GRI 201-2	List of material topics; Financial implications and other risks and opportunities due to climate change	

Double materiality assessment	/	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities and material information to be reported	GRI 3-1	Processes for determining material topics	
Double materiality assessment	/	IRO-2	Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	GRI 3-2	List of material topics	

ENVIRONMENTAL INFORMATION

» ESRS E1 - Climate change

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
ESRS E1 Climate change	/	E1-1	Transition plan for climate change mitigation	GRI 201-2	Financial implications and other risks and opportunities due to climate change	
	/	E1-2	Climate-related risks and scenario analysis	GRI 201-2	Financial implications and other risks and opportunities due to climate change	
Policy overview	/	E1-4	Policies related to climate change	/	/	
ESRS E1 Climate change	Actions	E1-5	Actions and resources in relation to climate change	GRI 302-4; GRI 305-5	Reduction of energy consumption;	
					Reduction of GHG emissions	
	Targets	E1-6	Targets related to climate change	GRI 302-4; GRI 305-5	Reduction of energy consumption;	
					Reduction of GHG emissions	
	Metrics	E1-7	Energy consumption and mix	GRI 302-1	Energy consumption within the organisation	
	Metrics	E1-8	Gross Scopes 1, 2, 3 GHG emissions	GRI 305-1; GRI 305-2; GRI 305-3	Direct GHG emissions (Scope 1)	

» ESRS E2 - Pollution

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
Policy overview	/	E2-1	Policies related to pollution	/	/	
ESRS E2 Pollution	Action	E2-2	Actions and resources related to pollution	/	/	
	Targets	E2-3	Targets related to pollution	/	/	
	Metrics	E2-4	Pollution of air, water and soil	GRI 305-7; GRI 306-1	Nitrogen oxides (NOX), sulphur oxides (SOX) and other relevant emissions into air;	
					Production of waste and significant impacts connected to waste	

» ESRS E3 - Water

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
Policy overview	/	E3-1	Policies related to water	GRI 303-1; GRI 303-2	/	
ESRS E3 Water	Action	E3-2	Actions and resources related to water	GRI 303-1; GRI 303-2	/	
	Targets	E3-3	Targets related to water	GRI 303-1; GRI 303-2	Interaction with water as a shared resource; Management of water discharge-related impacts	
	Metrics	E3-4	Water metrics	GRI 303-3; GRI 303-4; GRI 303-5	Water withdrawal;	
					Water discharge; Water consumption	

» ESRS E4 - Biodiversity and ecosystems

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
ESRS E4 Biodiversity and ecosystems	Actions	E4-1	Transition plan for biodiversity and ecosystems	GRI 101-2	Management of impacts on biodiversity	The Group does not currently have a biodiversity transition plan.
Policy overview	/	E4-2	Policies related to biodiversity and ecosystems	GRI 101-1	Policies to to halt and reverse biodiversity loss	
ESRS E4 Biodiversity and ecosystems	Actions	E4-3	Actions and resources related to biodiversity and ecosystems	GRI 101-2	Management of impacts on biodiversity	
	Targets	E4-4	Targets related to biodiversity and ecosystems	GRI 101-1	Policies to to halt and reverse biodiversity loss	

» ESRS E5 - Resource use and circular economy

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
Policy overview	/	E5-1	Policies related to resource use and circular economy	GRI 2-23	Commitments made through policy	
ESRS E5 Resource use and circular economy	Actions	E5-2	Actions and resources related to resource use and circular economy	/	/	
	Targets	E5-3	Targets related to resource use and circular economy	/	/	
	Metrics	E5-4	Resource inflows	GRI 306-1; GRI 301-1; GRI 301-2	Production of waste and significant impacts connected to waste; Materials used by weight or volume; Recycled incoming materials used	
	Metrics	E5-5	Resource outflows	GRI 306-1; GRI 306-2; GRI 306-3; GRI 306-4; GRI 306-5	Production of waste and significant impacts connected to waste;	
					Management of significant impacts connected to waste; Waste generated Waste not destined for disposal Waste destined for disposal	

SOCIAL INFORMATION

» ESRS S1 - Own workforce

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
Policy overview	/	S1-1	Policies related to own workforce	GRI 2-23;	Commitments made through policy	
ESRS S1 Own workforce	Actions	S1-2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	GRI 2-26;	/	
	Actions	S1-3	Actions and resources related to own workforce	GRI 2-25	Processes to remedy negative impacts	
	Targets	S1-4	Targets related to own workforce	/	/	
	Metrics	S1-5	Characteristics of the undertaking's employees	GRI 2-7 GRI 401-1 GRI 405-1	Employees; New hires and turnover; Diversity in governing bodies and among employees	
	Metrics	S1-6	Characteristics of non-employees in the undertaking's own operation	GRI 2-8	Non-employee workers	
	Metrics	S1-7	Collective bargaining coverage and social dialogue	GRI 2-30	Collective bargaining agreements	
	Metrics	S1-8	Diversity metrics	GRI 405-1	Diversity in governing bodies and among employees.	
	Metrics	S1-9	Adequate wages	GRI 202-1	Ratio between standard salary of a new hire by gender and local minimum wage	
	Metrics	S1-10	Social protection	GRI 401-2	Benefits provided for full-time employees, but not for part-time employees or those on a fixed-term contract	

	Metrics	S1-11	Persons with disabilities	GRI 405-1	Diversity in governing bodies and among employees.	
	Metrics	S1-12	Training and skills development metrics - Percentage of employees that participated in regular performance and career development reviews	GRI 404-3	Periodic assessment of performance and professional development	
	Metrics	S1-12	Training and skills development metrics - Average number of training hours per employee	GRI 404-1; GRI 404-2; GRI 403-5	Average hours of training per year per employee; Programs for upgrading employee skills and transition assistance programs Worker training on occupational health and safety	
	Metrics	S1-13	Health and Safety metrics	GRI 403-1; GRI 403-8; GRI 403-9; GRI 403-10	Occupational Health and Safety management system; Workers covered by an occupational health and safety management system; Work-related injuries; Occupational diseases	
	Metrics	S1-14	Work-life balance metrics	GRI 401-3	Parental leave	
	Metrics	S1-15	Remuneration metrics	GRI 2-21; GRI 405-2	Ratio on total annual remuneration; Ratio of basic salary and remuneration of women compared to men	
	/	S1-16	Incidents of discrimination and other human rights incidents	GRI 406-1	Incidents of discrimination and corrective measures taken	No episodes of discrimination were recorded during the reporting period.

» **ESRS S2 - Workers in the value chain**

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
Policy overview	/	S2-1	Policies related to value chain workers	GRI 2-23	Commitments made through policy	
ESRS S2 Workers in the value chain	Actions	S2-2	Engagement with value chain workers, existence of channels for value chain workers to raise concerns or needs and approaches to remedy	GRI 2-29; GRI 2-25	Approach to stakeholder involvement Processes to remedy negative impacts	
	Actions	S2-3	Actions and resources related to value chain workers	/	/	
	Targets	S2-4	Targets related to value chain workers	/	/	

» **ESRS S3 – Affected communities**

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
Policy overview	/	S3-1	Policies related to affected communities	GRI 2-23	Commitments made through policy	
ESRS S3 Affected communities	Actions	S3-2	Engagement with affected communities, existence of channels for affected communities to raise concerns or needs and approaches to remedy	GRI 2-29; GRI 2-25	Approach to stakeholder involvement Processes to remedy negative impacts	
	Actions	S3-3	Actions and resources related to affected communities	/	/	
	Targets	S3-4	Targets related to affected communities	/	/	

» ESRS S4 - Consumers and end-users

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
Policy overview	/	S4-1	Policies related to consumers and end-users	GRI 2-23	Commitments made through policy	
ESRS S4 Consumers and end-users	Actions	S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	GRI 2-29; GRI 2-25	Approach to stakeholder involvement Processes to remedy negative impacts	In 2025, the Group did not receive any complaints concerning a breach of privacy or did not record any episodes of leaks, thefts or losses of customer data .
	Actions	S4-3	Actions and resources related to consumers and end-users	/	/	
	Targets	S4-4	Targets related to consumers and end-users	/	/	

INFORMATION ON GOVERNANCE

» ESRS G1 - Business conduct

Chapter	2023 Paragraph	ESRS disclosure requirements 2025		GRI disclosure requirements		Comments
Policy overview	/	G1-1	Policies related to business conduct	GRI 2-23; GRI 2-24	Commitments made through policy; Integration of commitments in terms of policy	
GRI 2-24	Commitments made through policy;	E1-4	Policies related to climate change	/	/	
ESRS G1 Business conduct; G1 Animal welfare; G1 Community engagement G1 Relationship with suppliers; Cybersecurity	Actions	G1-2	Actions related to business conduct	GRI 308-1; GRI 414-1	New suppliers who have been assessed using environmental criteria; New suppliers who have been subjected to assessment through use of social criteria	
	Actions	G1-3	Targets related to business conduct	/	/	
	/	G1-4	Metrics related to incidents of corruption or bribery	GRI 2-27 GRI 205-3	Compliance with laws and regulations Confirmed cases of corruption and measures adopted	There were no instances of non-compliance with laws and regulations during the reporting period. No cases of corruption were recorded in 2025.
	Actions	G1-5	Metrics related to political influence and lobbying activities	GRI 2-28 GRI 415-1	Membership of associations Political donations	The Pasubio does not make political donations of any kind.
	/	G1-6	Metrics in relation to payment practices	/	/	

DOUBLE
MATERIALITY
ASSESSMENT
– DETAILS

ESRS material topic	Formulation of the IRO	Nature of the IRO	Score
E1 Climate change Adaptation to climate change	Mitigation of the impact of the physical phenomena associated with climate change on company assets obtained through implementation of a vulnerability assessment on the national and international facilities and consequent development of a group strategy and implementation of improvement initiatives (e.g. renovations, installation of emergency systems, etc.).	Positive impact	4.0
	Increase in public incentives and regulatory instruments intended for the adoption of measures to make company assets more resilient with respect to the expected effects of climate change.	Opportunity	
	Reduction in availability of raw material and reduction in the number of suppliers as a consequence of the physical effects of climate change on cattle breeding areas.	Risk	
	Financial losses deriving from extreme climate events that cause damage to the infrastructures owned by the Group, with consequences on operational continuity and on financial results.	Risk	
E1 Climate change Mitigation of climate change	Active contribution to mitigation of climate change through prompt and continuous monitoring and assessment of the emission impacts of the Group, which allow definition of the actions directed towards decarbonisation objectives, based on scientific evidence and duly validated for decarbonisation along the entire supply chain.	Positive impact	3.6
	Contribution to climate change deriving from lack of precise control on its own emission impacts and effective mitigation and limitation initiatives that support the decarbonisation commitments required by customers.	Negative impact	
	Increase in know-how in the area of alternative solutions in the production process capable of reducing the inputs of raw materials and energy and expansion of opportunities for investment in alternative technological solutions supporting carbon neutrality (e.g. alternative energies, low-impact chemicals, carbon sink systems, etc.).	Opportunity	
	Increase in attractiveness with investors due to the increasing importance attributed to the ESG rating and to the enterprise's ability to demonstrate significant commitments to decarbonisation.	Opportunity	
	Increase in expenditure following introduction of more stringent regulations and customer requirements on the decarbonisation objectives to be pursued in the short term, with consequences on the Group's competitiveness.	Risk	

E1 Climate change Energy	Improvement of the Group's energy performance through reduction in procurement of fossil fuel in favour of energy produced from renewable sources.	Positive impact	4.0
	Increase in the Group's energy needs due to an absence of monitoring, rationalisation and efficiency initiatives directed towards a reduction in energy incidence.	Negative impact	
	Increase in the interest of investors and opportunities for improving competitiveness encouraged by the growing attention on companies who adopt less impacting energy solutions, with potential benefits in terms of access to capital and opportunities for further investments.	Opportunity	
	Discontinuity in electricity supplies and increase in procurement costs due to geopolitical crises that prevent appropriate planning of production activities and produce uncertainty in business relationships.	Risk	
E2 Pollution	Reduction in the potential impacts on the environmental matrices guaranteed by research and development initiatives aligned with the EU strategy "Safe and Sustainable by Design", by precise monitoring initiatives in the most significant production phases (with particular reference to leather tanning), by technologically advanced and high-performance solutions for filtering and treatment of effluents and control systems in line with the ZDHC (Zero Discharge of Hazardous Chemicals) strategy.	Positive impact	4.1
	Contamination of environmental matrices (air, water, soil) caused by the release of chemicals related to production processes into the environment.	Negative impact	
	Greater attractiveness on the market reserved to enterprises who are aligned with the sustainable design initiatives promoted by the EU and offer guarantees of promptness, precision and efficiency in their own controls on activities that could produce emissions in the environmental matrices, particularly for the most recalcitrant and hazardous substances for human health and the environment.	Opportunity	
E3 Water and marine resources	Financial and/or reputational damage deriving from the introduction of new substances into the "concerning" and "extremely concerning" categories or more stringent limits for substances already regulated, which force the company to invest in alternative products in the short term.	Risk	3.7
	Reduced water consumption of production processes through implementation of innovative technologies and proper waste water management that maximises the internal circularity of the resource.	Positive impact	
	Increase in the water requirement caused by the absence of control, management and mitigation mechanisms on procurement and delayed implementation of innovative technologies that allow a reduction of the water impact.	Negative impact	

	Spread of scientific knowledge and new technological solutions on a large scale that allow transition towards less impacting leather processing techniques and that require a lower water input. Increase in operating costs and the risk of production discontinuity due to organisational changes	Opportunity Risk	
E4 Biodiversity and ecosystems	Ability to protect biodiversity deriving from assessment of its own impacts and dependency on functions of the ecosystems, performed within the perimeter of the Group and along the supply chain and that allow appropriate strategies and responsible procurement criteria to be developed. Reputational damage and reduction in Group competitiveness deriving from the increasing demands for sustainability guarantees on procurement, imposed by regulations (EUDR) and business initiatives, in relation to the impacts of the leather supply chain, such as over-exploitation of natural resources, damage to ecosystems and deterioration of the quality of the soil.	Positive impact Risk	3.6
E5 Use of resources and the circular economy	Improvement in circularity of products guaranteed by impact studies on its own production processes (e.g. conducted through LCA/PEF) and consequent investments in R&D capable of developing innovative solutions (for production processes), with an increase in opportunities for reuse/upcycling/ industrial symbiosis and reduction in the quantities of waste and effluents. Worsening in use of raw materials due to failure to adopt technological solutions based on the circular economy that incorporate the guidelines of European regulations/international regulatory requirements, using the results of scientific research ready for the industrial scale. Maintaining of competitiveness on the market thanks to investments in research and innovation that involve the leather industry and collaboration with universities, research organisations and customers (network activities). Reduced competitiveness due to delay in and/or lack of initiatives in the leather industry capable of reducing the impacts in terms of inputs of necessary resources and waste produced that have become essential for the value chain of reference.	Positive impact Negative impact Opportunity Risk	3.4
S1 Own workforce Working conditions	Improvement in the welfare of the workforce through creation of a stimulating workplace in which dialogue and constant interaction with the HR department are possible and through the implementation of welfare solutions and solutions to support the balance between personal life and professional life. Optimisation in management of workforce health and safety topics through extension of the 45001:2018 management system to all Group facilities.	Positive impact Positive impact	3.7

	Negative impacts on workers' health caused by reduced commitments in the identification of H&S risks, in monitoring of near misses and in training/ information activities. Improvement in the ability to attract new resources following cultural changes that increase the importance of the topic of welfare in the workplace. Increase in the operating costs following regulatory adaptations in terms of H&S intended for concerns that do not have certified management systems.	Negative impact Opportunity Risk	
S1 Own workforce Equal treatment and opportunities for all	Enhancement of resources through the introduction of training programs for employees on the main critical aspects linked to the topic, initiatives to collect feedback, mechanisms for managing any cases of discrimination. Improvement in its inclusiveness performance through the definition of objectives to increase the presence of women at all company levels and through the introduction of specific policies and certification initiatives on DEI Disparity in career prospects due to the limited presence of women in executive management positions of the Group and the presence of gender-based salary gaps. Greater recruiting and retention opportunities caused by external trends that encourage a correct balance between personal life and professional life and tax subsidies that encourage the insertion of under-represented categories stably on its own workforce. Increase in operating costs and inefficiencies caused by the need to reorganise human resources due to professional obsolescence resulting from technological acceleration.	Positive impact Positive impact Negative impact Opportunity Risk	3.3
S1 Own workforce Other work-related rights	Positive contribution to the fight against exploitation of labour, obtained starting from correct management of aspects linked to workers' rights in all countries where the Group is present, in compliance with national regulations and with a view to encouraging a virtuous and proactive approach to protection of fundamental rights. Reputational damage, loss of stakeholder trust and legal repercussions as a result of failure to adapt to developments in regulations on workers' rights in countries where the Group is already present and will be in the future.	Positive impact Risk	3.7

S2 Workers on the value chain	Improvement in working conditions on the value chain through the introduction of a supplier code of conduct and through engagement and partnership initiatives with suppliers that envisage monitoring, inspection and audit activities.	Positive impact	3.9
	Positive contribution to the working conditions along the entire supply chain through risk assessment and due diligence activities that take into account the main standards on human rights that have led to introduction of the ESG criteria into the supplier selection process.	Positive impact	
	Contribution to worsening of working conditions on the supply chain due to purchasing policies that do not consider and/or check for minimum standards in terms of human rights and workers' rights.	Negative impact	
	Reputational damage and possible involvement in legal disputes connected to breaches of human rights along the supply chain and trade union initiatives on fair pay, also in consideration of developments in European regulations on Due Diligence and sustainability reporting.	Risk	
	Loss of suppliers and consequent reduction in opportunities to apply a correct diversification, associated with failure of parties currently present on the supply chain to adapt to regulatory obligations on specific ESG topics (e.g. fair pay, DEI policies, etc.).	Risk	
S3 - Affected communities	Contribution to the welfare of the communities where the Group operates, due to the presence of long-term employment contracts and welfare opportunities that increase the well-being of workers and their families.	Positive impact	3.2
	Improvement in attracting skilled employees and opportunities for innovation, competitiveness and specialisation, due to the Group presence on territorial networks that involve universities, research centres and technical institutes.	Opportunity	
	Reputational damage caused by association of the Group's name with worsening living conditions of populations residing in territories where the Group is present, as a result of national policies, environmental damage or geopolitical crises.	Risk	
S4 Consumers and end-users	Protection of the safety of end-users obtained through close interaction with customers (including through efficient co-design, feedback and complaint mechanisms), right from the design phases and through implementation of the highest safety standards.	Positive impact	3.6
	Increase in customer loyalty due to positive audits received on the truthfulness of reporting on the impacts of the products purchased and responsible business practices with all categories of end-users involved.	Opportunity	

G1 Business conduct	Delays and discontinuity in sales due to sudden changes in regulations on safety and environmental impact of the final products.	Risk	3.6
	Fostering of a company climate characterised by high ethical standards and responsible conduct of the workforce, with positive consequences also in relations with stakeholders, also obtained through initiatives on awareness and implementation of the Group mechanisms (e.g. training on Model 231, whistleblowing system, etc.).	Positive impact	
	Worsening of the ethical profile in business relations caused by a lack of adequate due diligence mechanisms on the supply chain and absence of ESG in the selection and qualification of suppliers.	Negative impact	
	Improvement of the company reputation resulting from the increasing demand in the social-economic area for guarantees on solid governance, anti-corruption mechanisms and ESG topics and compliance with ethical and responsible business practices.	Opportunity	
	Risk of business discontinuity associated with disruption of the supply chain linked to exogenous factors (e.g. multi-crisis situations) and/or relating to supply chain compliance (e.g. difficulty in satisfying regulatory requirements, such as the EUDR, ESPR, etc.) and/or control of business conduct.	Risk	
G1 Business conduct - Animal welfare	Procurement and responsible use of co-products of the meat industry through the introduction of restrictive supplier selection policies and procedures, with particular reference to the five freedoms set forth by the European Convention for the protection of animals kept for farming purposes.	Positive impact	3.5
	Competitive edge obtained from the increase in audit initiatives on correct application of current regulations on the topic and consumers' growing orientation towards products and services that guarantee sufficient animal welfare standards in a reliable and transparent way.	Opportunity	
	Reputational damage with consequent financial impacts resulting from non-compliance with standards by operators on the Group's supply chain in relation to the conditions of breeding farms and the controls performed in the raw materials procurement phase.	Risk	
Cybersecurity	Protection of company IT systems through the introduction of state-of-the-art processes and technologies that help to protect against cyber threats (e.g. segmentation of information, controlled access, cyber risk analysis, security updates, basic personnel training, regular backups).	Positive impact	3.4
	Reputational and financial damage caused by theft of intellectual property and by breaches of sensitive data relating to the Group and its stakeholders due to hacker attacks on critical company infrastructures.	Risk	



REPORT OF THE "PASUBIO GROUP SUSTAINABILITY REPORT" 2025

Scope

Certiquality S.r.l. has been engaged by Conceria Pasubio S.p.A. to carry out a limited assurance engagement on the Pasubio Group Sustainability Report for the year 2025 – Italian version, in order to verify its consistency with the GRI (Global Reporting Initiative) Standards 2021, applying the "in accordance with the GRI Standards" reporting option, which does not require a minimum number of disclosures or performance indicators. This letter describes the activities carried out, reports the results of the verification, and sets out recommendations for improvement.

The verification was carried out with reference to the "GRI Standards" published in 2021 by the Global Reporting Initiative, limited to the disclosures and indicators listed in the GRI content index, and covered, in particular:

- verification of the reporting principles (accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability);
- definition of the reporting boundary of the report and of the individual disclosures;
- compliance of the disclosures and indicators included in the content index with the requirements set out in the relevant GRI Standards guidelines.

The verification was conducted in accordance with the procedures adopted by Certiquality for audits, in compliance with the UNI EN ISO 19011:2018 standard. The verification was carried out partly on-site and partly (in particular for foreign companies) remotely, through videoconference interviews with the relevant functions and examination of the documentation shared on screen.

Methods

The activity was carried out according to the following operating procedures:

- analysis of the "Pasubio Group Sustainability Report 2025" document – Italian version, with particular reference to the principles and contents set out in the GRI Standards 2021 guidelines;
- interviews with the functions directly or indirectly involved in the drafting of the document and in the data and information management process (from collection to subsequent processing);
- data extractions and checks on the management system and database used by the Group for data collection, consolidation, review and re-examination;
- on-site and remote operational visits, and examination of documents and records held at the operating and head office at Via Il Strada 38, 36071 Arzignano (Vicenza), the production plant at Via Valdichiampo 11, 36050 Zermeghedo (Vicenza), and the plant in Sabac (Serbia) – Filipa Visnjica Sabac Street, Misar;
- analysis of both the procedures adopted for data collection, archiving and processing, and the technical and regulatory aspects of the activities carried out.

Economic and financial data were drawn from the financial statements of Conceria Pasubio S.p.A. as at 31 December 2025, which had already undergone a statutory audit (as per the KPMG letter dated 28 April 2026) and were therefore not subject to further verification.

The verification activities relating to the management of the data and information contained in the Report were carried out on a sample basis, ensuring adequate coverage of all the aspects addressed in the document.

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Results and Recommendations

The verification of the "Pasubio Group Sustainability Report 2025" showed substantial alignment with the principles set out in the GRI Standards 2021 guidelines, integrated – where possible – with the European Sustainability Reporting Standards (hereinafter "ESRS"), in the simplified version approved by the European Financial Reporting Advisory Group (hereinafter "EFRAG") on 28 November 2025, although some room for improvement remains.

It is believed that the areas for improvement identified may be addressed by the Organization in future editions of the document, also in light of the obligation, already known to the Organization, to comply – starting from fiscal year 2027 – with the Corporate Sustainability Reporting Directive (CSRD), under which sustainability information will need to be reported in accordance with the aforementioned European Sustainability Reporting Standards (ESRS).

In order to identify which disclosure requirements are already met and which will require further adjustments to achieve compliance with the new directive, a reconciliation table was prepared between the GRI indicators currently in use and the new ESRS standards, in accordance with the GRI-ESRS interoperability principle.

The Report was prepared in methodological continuity with the previous year's edition, maintaining the same reporting boundary, including data and information relating to the activities and operating plants of the Group. In particular, the reporting boundary comprises all Group companies, with the exception of the Conceria Pasubio plant located in Pretoria, South Africa, and the company ART Antiba Russo Together S.r.l. (these exclusions and limitations are duly indicated within the Report). Data relating to Conceria Antiba S.p.A. and SK!N S.r.l. cover the entire reporting period, with the exception of economic indicators which, in order to ensure consistency with the financial statements, are reported starting from their respective acquisition dates.

The data reported refer to the Pasubio Group as at 31 December 2025 (hereinafter "2025") and cover the three-year period 2023-2025.

Overall, the principles of Accuracy, Balance, Clarity, Comparability, Sustainability Context, Timeliness and Verifiability were satisfied. The principle of Completeness requires the improvements set out below.

The selection of indicators was based on an analysis of the sustainability matters most significant to the Group, namely a double materiality assessment, in line with the requirements of GRI Standard 3: "Material Topics 2021" and ESRS 1 – Chapter 3, "Double materiality as the basis for sustainability reporting".

In particular, the following improvements compared to the previous year's Report are noted, together with the aspects considered particularly positive among the information reported:

- the data management system and the resulting full traceability of calculations back to the primary sources of the data used, thanks to the use of a centralized ESGEO software platform and database, with local users and reviewers for each piece of data at every level, through quantitative data collection forms dedicated to function representatives, in line with best practices in non-financial reporting; any use of estimates is clearly indicated in the relevant paragraphs of the Document;
- the description of the materiality assessment process in the text of the Report and in Pasubio's internal documents, also in line with ESRS requirements;
- the completeness, thoroughness and accuracy of the data collected and reported;

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- the inclusion of the statement of respect for human rights, the Pasubio Group having adopted the approach of the United Nations Global Compact in the responsible selection of leather; in particular, Pasubio took part in the Climate Ambition Accelerator program and the Business and Human Rights (BHR) Accelerator program (see ESRS E1 – Climate Change and the in-depth "BOX: BUSINESS & HUMAN RIGHTS ACCELERATOR" section within ESRS S1 – Own Workforce);
- the inclusion of a description of the leather supply chain traceability approach: in 2025 the Group launched a structured project for the traceability of the leather supply chain, as well as a description of the biodiversity assessment carried out according to the TNFD's LEAP framework, involving 57 regions worldwide and various levels of the value chain, from production sites to farms, and of projects involving the adoption of recycled products and by-products and the circular management of industrial waste;
- the continued progress of LCA projects: the Group has covered 80% of automotive products sold with SPIN 360 LCAs, with the objective of reaching 100% of products sold in 2026;
- the ongoing implementation and expansion of social projects in specific countries, including welfare, worker assistance, meetings to communicate strategic objectives and team building, a Whistleblowing Channel, Feedback Sessions, Rotation Programs, Code of Conduct and Social Responsibility Certification, etc.;
- the definition, given the different regulatory frameworks across the various countries where the Group's sites are located, of consistent criteria for data collection (e.g. classification of accidents, number of employees and third-party workers, waste classification, etc.) based on GRI definitions.

The Report includes a reference matrix showing the content index and the list of indicators reported. For each GRI indicator (where the GRI 2021 requirement is not applied, reference is made to a GRI guideline from a previous edition), the relevant chapter or section is indicated or, where the data or information is not contained in the text, a description of the indicator itself is provided.

The recommendations provided in previous years have been duly addressed, with the exception of a few which have been confirmed in this Report.

The verification activities carried out confirm certain areas for improvement, concerning in particular:

- the inclusion in the Report of certain environmental data available in the company's monitoring and control systems, relating to the volume of water consumption other than industrial use, the level of potential risk of soil/subsoil contamination, the quality and level of pollutants present compared with authorized limits for emissions and water discharges, and the number of any exceedances of such limits;
- the effective direct involvement of stakeholders in the materiality analysis;
- the integration of social data with relevant elements and indicators, such as average salary by function and by country.

Conclusions

The verification of the "Pasubio Group Sustainability Report" for the year 2025 did not reveal any significant shortcomings with regard to compliance with the principles of the GRI Standards guidelines and the content in terms of information and performance indicators, albeit with some room for improvement.

The verification activities carried out did not reveal any significant elements suggesting that the Report is not compliant with the "in accordance with the GRI Standards" reporting option of the GRI Standards 2021.

27/07/2026



Certiquality S.r.l.
The President
Marco Martinelli

PASUBIO

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