



GIORGIO ARMANI

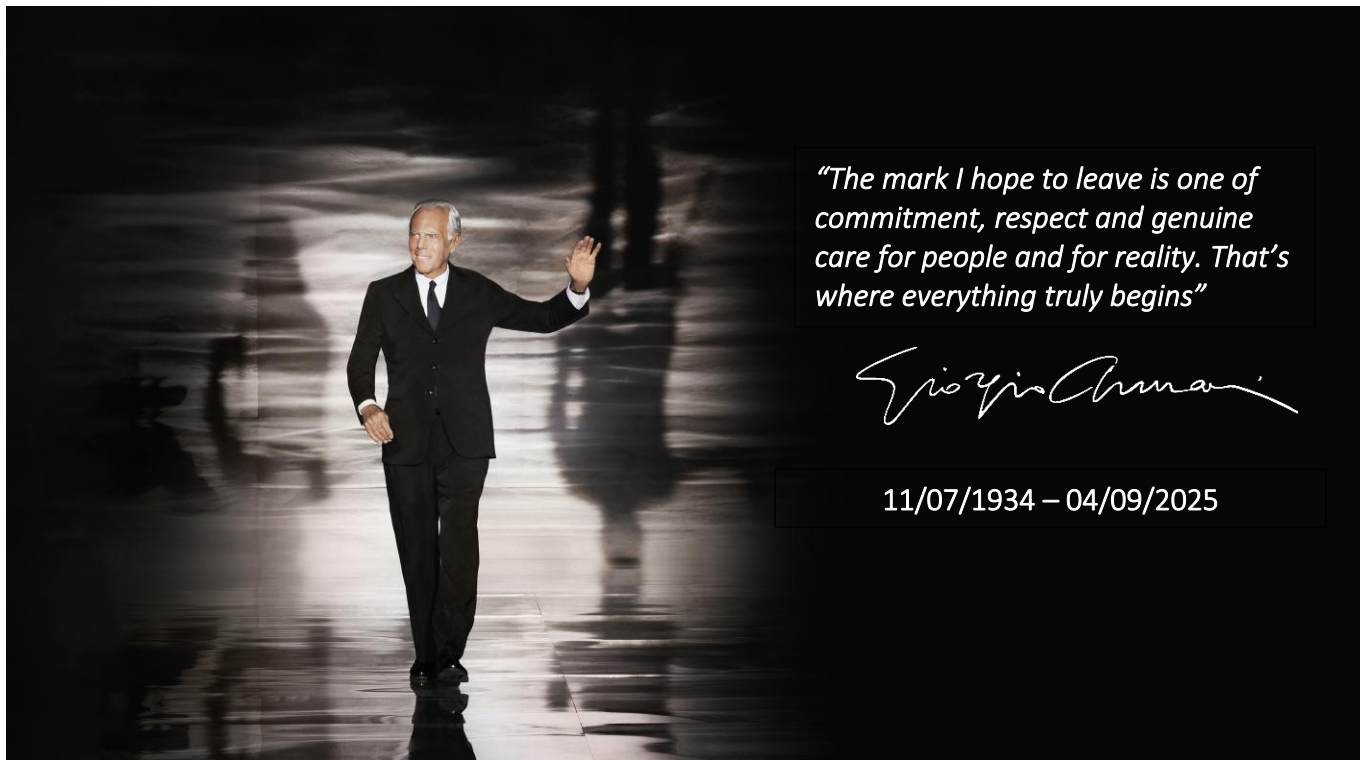
ARMANI / VALUES

THE ARMANI GROUP AND SUSTAINABILITY
2024 REPORT

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"The mark I hope to leave is one of commitment, respect and genuine care for people and for reality. That's where everything truly begins"

Giorgio Armani

11/07/1934 – 04/09/2025

"In this company, we have always felt like part of a family. Today, with deep emotion, we feel the void left by the one who founded and nurtured this family with vision, passion, and dedication. But it is precisely in his spirit that we, the employees and the family members who have always worked alongside Mr. Armani, commit to protecting what he built and to carrying his company forward in his memory, with respect, responsibility, and love"

His employees and his family

OUR COMMITMENT TO SUSTAINABILITY

The year 2024 was marked by important events that reinforced the Armani Group's commitment to the actions and objectives of the People, Planet and Prosperity Strategic Sustainability Plan.

During the year, the Group undertook initiatives aimed at strengthening the company's organisational structure and control processes to protect and respect human rights throughout the value chain, according to the impact and financial materiality assessment.

In particular, we recall that on 5 April 2024, the Court of Milan notified the subsidiary G.A. Operations S.p.A. of a decree placing it under Judicial Administration for a period of one year. The measure was based on inspections that led the Milan Public Prosecutor's Office to charge the owners of four Italian subcontractors of two direct Italian suppliers of G.A. Operations S.p.A. with the crime of illegal intermediation and labour exploitation.

The total amount of products purchased in 2023 from the two direct suppliers mentioned above represents 0.5% of the total amount of products purchased by the subsidiary G.A. Operations S.p.A. The Judicial Administrator's intervention, with the full cooperation of G.A. Operations S.p.A.'s administrative bodies, aimed to analyse ongoing relationships with suppliers to prevent suppliers and subcontractors who exploit workers from entering the production chain of G.A. Operations S.p.A.

As emphasised in the decree, the purpose of the measure is preventive rather than punitive. The aim is to assess and, where necessary, redesign all corporate governance tools in agreement with the Judicial Administrator to avoid potential errors and omissions in the supervision of G.A. Operations S.p.A.'s production chain.

The measure was revoked in February 2025 two months ahead of schedule, as explained in more detail in the following paragraph.

Furthermore, the transition to renewable energy has continued, with increased use of electricity from renewable sources and support for biodiversity conservation projects.

The Group has launched investment projects in both technology, to improve the Group's digitalisation, and sustainability.

As always, with this document we want to share our actions, our progress and our commitment.

Andrea Camerana

Board member of Giorgio Armani S.p.A.

EVENTS AFTER THE REPORTING PERIOD

As mentioned above, with decree no. 24/25, issued on 18 February 2025, approximately two months before the original expiry date of the relevant measure, the Court of Milan – Autonomous Section on Prevention Measures - revoked the prevention measures ordered on 3 April 2024 and terminated the judicial administration of the subsidiary G.A. Operations S.p.A. The court acknowledged that the new risk prevention systems adopted by the subsidiary are a benchmark in the sector and that this excellent result was achieved swiftly thanks to the structured and tested supply chain control systems that were already in place when the measure was imposed. Consequently, the judicial administration effectively served only to accelerate the adjustment of the operational management model and of all the existing safeguards designed to control the production chain and prevent situations such as those, entirely exceptional and unforeseeable, which led to the imposition of the prevention measure.

The following statement in the revocation decision regarding the craftsmanship of the product is noteworthy: *“GAO’s¹ suppliers, operating in the specific sector in which the company is active, are frequently recognised as highly skilled craftsmen, particularly in relation to Italian products, known for their exceptional sophistication and quality. These professionals operate using traditional production techniques characterised by a high level of craftsmanship and the use of premium-quality materials. These activities are a fundamental component of the creativity and exceptional savoir-faire that have long distinguished products under the Armani label, a view widely acknowledged and endorsed by the court”*.

The Group welcomed the reasoning behind the revocation of the measure and viewed the decision as a recognition of the effective existence of an excellent management and control system for the production chain.

In 2025, the parent Giorgio Armani S.p.A. joined YHub’s investors. YHub is an Italian group specialising in innovative services and technology platforms for traceability and sustainability in the fashion and luxury industry, the measurement of environmental and social impacts of production and the support with regulatory developments in sustainability. As part of this initiative, the Armani Group intends to reinforce its commitment and make an active contribution to the development of innovative solutions for traceability and sustainability in fashion. In order to achieve these fundamental goals, the close collaboration between brand and production chain is essential.

On 1 August 2025, the Italian Competition Authority (Autorità Garante della Concorrenza e del Mercato - AGCM) imposed a fine on Giorgio Armani S.p.A. and its subsidiary G.A. Operations S.p.A. for alleged unfair commercial practices².

The Group announced that it had received the decision “with disappointment and bitterness”, expressing regret that the Court’s decision to revoke the company’s Judicial Administration had not been given sufficient consideration, and stating that it would appeal.

The AGCM’s decision does not take into account the decree by which the Court of Milan terminated the Judicial Administration of G.A. Operations S.p.A. early, recognising that, after thoroughly analysing the control and monitoring systems used by the Armani Group for some time in relation to the supply chain, *“the excellent results achieved by the Company were made possible - within a limited time frame - precisely because structured and proven supply chain control systems were already in place when the measure was applied”*. Furthermore, throughout the almost year-long investigation, the Armani Group responded to all the Authority’s requests but didn’t have the opportunity to establish a constructive relationship with them to fully understand the reasons for the Group’s position. The Group has decided to appeal the decision before the Regional Administrative Court, confident that it has always operated with the utmost fairness

¹ G.A. Operations S.p.A.

² For more information, please refer to this link: <https://en.agcm.it/en/media/press-releases/2025/8/PS12793>

and transparency towards consumers, the market and stakeholders, as demonstrated by the Group's history.

Following the publication of the Founder's will on 11 September 2025, it was established that, as of that date, the Giorgio Armani Foundation, created in 2016, will hold full and bare ownership of 100% of the shares of Giorgio Armani S.p.A. The Foundation, whose first duty will be to propose the name of the new Chief Executive Officer, shall never hold less than 30% of the capital, thereby acting as a permanent guarantor of compliance with the founding principles, confirmed and reaffirmed to this day.

The **founding principles** of the **Giorgio Armani Foundation**, which are also listed as the founding principles of Giorgio Armani S.p.A. in the new Articles of Association that came into force after the death of its Founder, are based on ethical and proper business management, innovation, excellence and product quality, and upholding of an essential, modern, elegant, and understated style.

The above principles are set out below:

- management of activities in an ethical manner, with moral integrity and fairness
- prioritising the continuous global development of the Armani brand
- a careful policy of diversifying and segmenting the various company brands while maintaining consistency in terms of style, image, products and communication
- search for an essential, modern, elegant and understated style with attention to detail and fit
- focus on innovation, excellence, quality and product refinement
- a cautious approach to acquisitions, focused solely on developing skills that are not available internally, from a market, product or channel perspective
- maintaining an adequate level of investment to ensure continuous brand development
- balanced financial management and limited use of financial indebtedness
- adequate level of reinvestment of profits in the Company aimed at promoting the generation of liquidity over time.

The Foundation will play a key role in the future development of the Armani Group, with a focus on growth and corporate sustainability. This will be achieved by promoting economic and financial stability to enable the company to continue growing and for it to maintain its position as a sector leader in the long term.

On 16 October 2025, the Board of Directors of Giorgio Armani S.p.A. announced the appointment of Giuseppe Marsocci as Chief Executive Officer of the Armani Group, effective from that date.

No other significant events occurred after the reporting period.

METHODOLOGICAL NOTE

This document is the ninth edition of the Armani Group Sustainability Report (“the Report”) and describes the main ESG achievements and initiatives in 2024.

The Report, which is prepared and published annually on a voluntary basis, has been prepared in accordance with the GRI Standards published by the Global Reporting Initiative on an “in accordance with” basis. As required by the GRI Standards, the GRI Content Index is included at the end of the Report to facilitate the identification of specific information within the document. This index enables users to identify content that has been reported in accordance with the adopted standards.

This Sustainability Report covers the year from 1 January to 31 December 2024. Where available, data from the two previous reporting years (2023 and 2022) are provided to facilitate comparative analysis and the identification of performance trends. Comparisons with respect to 2021, 2020 and 2019 are also provided for energy consumption and emissions.

Any restatement of comparative data has been highlighted in the text or footnotes.

In accordance with the GRI Standards, the content of the Report has been defined based on the fundamental principles of relevance, stakeholder inclusiveness, completeness, and the Group’s operating context. In order to guarantee the quality of the information reported, the principles of balance, accuracy, reliability, comparability, clarity, timeliness and verifiability have also been adopted.

While updating the materiality assessment process, the Group confirmed the results of the impact materiality assessment conducted for the 2023 Sustainability Report.

For the first time, the Group carried out an integrated analysis during 2024 and the early months of 2025. This analysis considered both the inside-out perspective (the impacts generated by the Group on the environment and society) and the outside-in perspective (the risks and opportunities arising from the external context that may affect the Group, including financial risks). The aim is to gradually align with the requirements of the new Corporate Sustainability Reporting Directive (CSRD)³.

The results of the materiality assessment, which is updated every two years, are presented in paragraph 1.4 “Materiality assessment, ESG risks and opportunities and stakeholders” of this document.

The reporting boundary of the data presented in the Sustainability Report⁴ is the same as that of the Consolidated Financial Statements as at and for the year ended 31 December 2024, with the exception of two representative offices of minor importance. In 2024, the reporting boundary was extended to include Giorgio Armani Bahrain.

The cases where estimates had to be used are noted in the document. Specifically, estimates were used to calculate energy consumption, emissions into the atmosphere, waste generated and disposed of, water withdrawals and discharges, and training hours provided.

³ Directive (EU) 2022/2464 of the European Parliament and of the Council of the European Union amending Regulation (EU) 537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU as regard corporate sustainability reporting.

⁴ The reporting boundary of the social and environmental data and information is as follows: Giorgio Armani S.p.A., Giorgio Armani Retail S.r.l., G.A. Operations S.p.A., Alia S.r.l., Pallacanestro Olimpia Milano S.s.r.l., Giorgio Armani Shanghai Trading Co., Giorgio Armani Hong Kong Limited, G.A. Operations Hong Kong Ltd, Giorgio Armani Macau Ltd, Giorgio Armani Japan Co. Ltd, Giorgio Armani Singapore Pte. Ltd, Giorgio Armani Malaysia Sdn. Bhd, Giorgio Armani Australia Pty Ltd, Giorgio Armani Canada Corporation, Giorgio Armani Corporation, Giorgio Armani Brasil Comércio Importação e Exportação Ltda, Giorgio Armani México Import, Giorgio Armani México Retail Corporation, Giorgio Armani México Servicios, Alia France Sas, Ultimate SA, Giorgio Armani Monaco SAM, Giorgio Armani Arabia Trading LLC, Giorgio Armani Middle East FZ-LLC, Giorgio Armani Doha W.L.L. and Giorgio Armani Bahrain.

This Sustainability Report is subjected to a limited assurance engagement in accordance with the criteria set out in ISAE 3000 (revised) by the independent auditors KPMG S.p.A. The assurance engagement was carried out in accordance with the procedures indicated in the “Independent Auditors’ Report”, attached to this document. The information relating to the outside-in perspective (financial materiality assessment) was not covered by the assurance engagement.

This Report and the materiality assessment were submitted to the Board of Directors of Giorgio Armani S.p.A. for approval on 19 November 2025.

For any information on the Sustainability Report, please contact the Group Sustainability Department at the following e-mail address: sustainability@giorgioarmani.it

With a view to continuous improvement, inspired by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), this document includes information relevant to the four focus areas identified by the framework, in particular:

- governance of the organisation on climate-related risks and opportunities
- current and potential impact of climate-related risks and opportunities in relation to the organisation’s business activities, strategy and financial planning
- methods used by the organisation to identify, assess and manage climate-related risks
- metrics and targets used to assess and manage relevant climate-related risks and opportunities

The table below lists references to the sections of this document that contain relevant information in relation to the TCFD’s disclosure recommendations.

TCFD area	Paragraph of reference
Governance	1.2.1 Governance and structure of the Group 1.2.2. Sustainability governance 1.4 Materiality assessment, ESG risks and opportunities and stakeholders 3.1.1 Energy consumption 3.1.2 Emissions into the atmosphere
Strategy	1.3 The 2019-2030 Sustainability Strategy and Plan 1.4 Materiality assessment, ESG risks and opportunities and stakeholders
Risk management	1.3 The 2019-2030 Sustainability Strategy and Plan 1.4 Materiality assessment, ESG risks and opportunities and stakeholders 3.1.1 Energy consumption 3.1.2 Emissions into the atmosphere 4.3.8 Responsible event management
Metrics and targets	3.1 Environmental protection and efficient use of resources

2024 IN NUMBERS AND FACTS

GOVERNANCE

SUSTAINABILITY GOVERNANCE

- 2019-2030 Sustainability Plan integrated into business strategy
- Monthly meetings of the Strategic Sustainability Committee and quarterly meetings with members of the Board and the Chairman
- ESG risks and opportunities analysis and financial materiality assessment

PEOPLE

EMPLOYEES

- 9,100 employees as at 31 December 2024
 - 62% women employees
 - 51% women executives and managers⁵

TRAINING

+20% training hours compared to 2023

PLANET

EMISSIONS INTO THE ATMOSPHERE

- -64% absolute Scope 1 and 2 Market-based emissions compared to 2019: target⁶ achieved
- -26% absolute Scope 3 emissions (Category 1 and Category 9) compared to 2019: result in line with the objectives defined

ENERGY FROM RENEWABLE SOURCES

- 64% energy (+6% compared to 2023) and 84% (+8% compared to 2023) electricity from renewable sources: result in line with the objectives defined⁷

PROTECTION OF BIODIVERSITY

- Development of the “Apulia Regenerative Cotton Project”
- “Milano Green Circle 90/91” project in collaboration with Forestami
- “Blue Forest” and “Il Mare inizia da qui” projects in collaboration with One Ocean Foundation
- 94% plastic-free B2C packaging:
 - 86% of B2C plastic is recycled and certified
- 83% plastic-free B2B packaging:
 - 42% of B2B plastic is recycled and certified

⁵ This includes employees who manage a department and/or one or more individuals, as well as store managers.

⁶ Target approved by SBTi (Science Based Targets initiative):

- 50% reduction compared to 2019 in absolute Scope 1 and 2 Market-based greenhouse gas emissions by 2030
- 42% reduction compared to 2019 in absolute Scope 3 greenhouse gas emissions - related to category 1 “Purchased goods and services” and category 9 “Downstream transportation and distribution” - by 2029.

⁷ 100% energy from renewable sources for all the Group’s premises by 2030.

PROSPERITY

PROJECTS - CERTIFICATIONS - LOCAL COMMUNITIES

- ISO 20121⁸ and ISO 14067⁹ certifications for all corporate events
- Social impact projects with stock recovery
- Joining the Materials Benchmark of Textile Exchange
- Ongoing support for community projects: *Fondazione Humanitas per la Ricerca*, *Save the Children*, *Fondazione Umberto Veronesi* and *Opera San Francesco per i Poveri*

SUPPLY CHAIN

- Strengthening of the Governance for supply chain management, assessment and monitoring: establishment of the SRM¹⁰ function, appointment of an ESG advisor to the BoD of G.A. Operations S.p.A., expansion of the Supplier Committee and definition of the Risk Board
- Adoption of a technology platform for traceability, risk management and sustainability audits
- 948 sustainability audits of suppliers and subcontractors were carried out in the period from 2019 to 2024:
 - 339 in the three-year period from 2019 to 2021
 - 609 in the three-year period from 2022 to 2024
 - 172 in 2023 (≈57% of production costs generated by façon manufacturers and finished product suppliers)
 - 310 in 2024 (≈72% of production costs generated by façon manufacturers and finished product suppliers)
- Rejoining the Accord for Health and Safety in the Textile and Garment Industry¹¹, WageIndicator Foundation¹², Open Supply Chain Hub¹³ and the Employment Injury Scheme pilot project with ILO in Bangladesh¹⁴

⁸ Management standards for the sustainable organisation of events.

⁹ Standards for quantifying the CO₂ emissions generated throughout the life cycle of a product or service.

¹⁰ Supplier Risk Management function.

¹¹ For more information, please refer to the following link: <https://internationalaccord.org/>

¹² A global, independent, non-profit organisation that collects, analyses and shares information on real wages, minimum wages, living wages, labour laws, casual and self-employment contracts and collective agreements, whose mission is to ensure greater labour market transparency worldwide for workers, employers, institutions and civil society.

¹³ Accessible and collaborative online supply chain mapping platform used and populated by stakeholders from all sectors worldwide.

¹⁴ The International Labour Organization (ILO) is working in Bangladesh to create an occupational injury protection scheme for the textile sector through the Employment Injury Scheme (EIS) pilot project, a national insurance programme to strengthen medical and health care for workers with permanent disabilities and long-term compensation for family members of deceased workers.

1. APPROACH TO SUSTAINABILITY

PEOPLE, PLANET, PROSPERITY

1.1 The Group worldwide: business areas and brands

The Armani Group focuses on three main brands: **Giorgio Armani**, **Emporio Armani** and **A|X Armani Exchange**. 2025 marks the 50th anniversary of the establishment of the company and its brand.

The **Giorgio Armani** collection includes clothing, accessories, watches and eyewear and is characterised by attention to detail, purity of line and the use of high-quality materials. The men's line offers a "Made-to-Measure" service and the **Giorgio Armani Privé haute couture** women's collection, one-of-a-kind garments made to order and sold worldwide, is the result of a very high level of craftsmanship and meets the requirements of a demanding and select customer base.

GIORGIO ARMANI

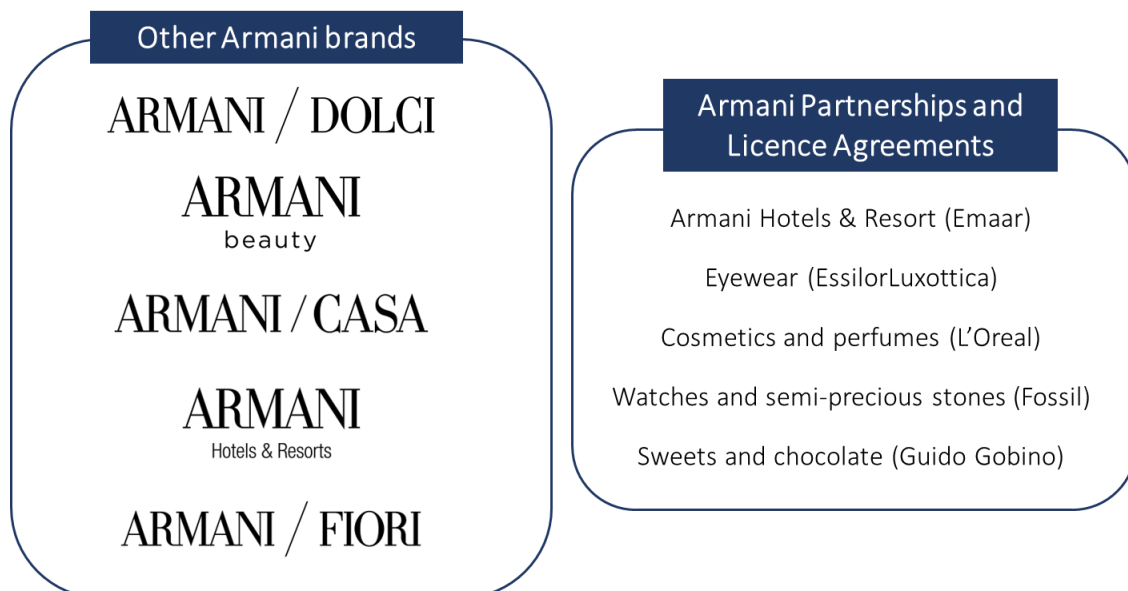
EMPORIO  ARMANI

The **Emporio Armani** line reflects the elegant characteristics of the Armani aesthetic in a concise and contemporary language. The collection offers a wide range of clothing and accessories – including eyewear, watches and jewellery from the EA7 sportswear collection to the formal up to the elegant – appealing to different target groups, including children.

The **A|X Armani Exchange** collections offer affordable and versatile garments and accessories - including watches and eyewear. Departing from conventional norms, they present an unconventional approach to style and identity, embodying a lifestyle that is firmly rooted in street culture.

A | X
ARMANI EXCHANGE

In some limited areas, the Armani Group operates through **production and distribution licensing agreements**. These agreements give the Group a leading position in categories other than textiles/clothing, such as perfumes and cosmetics (L'Oréal), eyewear (EssilorLuxottica) and watches and semi-precious stones (Fossil), thanks to the expertise and technological excellence of its licensees.



The Armani Group has owned the **Pallacanestro Olimpia Milano** basketball team since 2008.

Who we are and how we work

The Armani Group, one of the world's leading fashion and luxury companies, has been a symbol of **elegance** in the world for 50 years through a sophisticated and timeless lifestyle concept. Giorgio Armani, Founder, Chairman and Chief Executive Officer of Giorgio Armani S.p.A., is the driving force behind this vision. He has always been directly involved in all the Group's strategic, stylistic, design and business decisions.

The Armani Group has an international presence and continues to create and share wealth by contributing to the economic growth of the social and environmental context in which it operates, in line with the interests of its stakeholders.

The Armani Group distributes its product lines, manufactured by its subsidiary **G.A. Operations S.p.A.** ("GAO"), directly to end customers through the **Retail** channel, which is managed by subsidiaries and directly managed stores located in all the main markets in which the Group operates. GAO is the industrial company of the Armani Group, with 1,275 employees in Italy. It is responsible for creating Armani brand collections worldwide, as well as overseeing production processes, design and industrialisation. GAO relies on nine owned production sites in Italy and works with external manufacturers and packagers. The company designs production lines for various items and brands, coordinating the different stages of processing and related quality control. GAO depends on the support of its affiliate, G.A. Operations Hong Kong Ltd, for the coordination and supervision of the Asian supplier network. G.A. Operations Hong Kong Ltd is a direct subsidiary of the parent, Giorgio Armani S.p.A.

Armani products are also sold through **Wholesale** distribution, primarily to retailers - Franchisees, Department Stores, specialised multi-brand retailers and Travel Retail and Duty-Free operators.

THE GROUP IN THE WORLD AS AT 31/12/2024



The geographical areas in which the Armani Group operates directly are¹⁵:

- **Americas:** United States, Canada, Mexico, Brazil
- **Europe:** Belgium, Netherlands, France, Germany, Austria, Portugal, Spain, United Kingdom, Ireland, Switzerland, Monaco, Greece
- **Italy**
- **Asia-Pacific:** Japan, China, Hong Kong SAR, Macau SAR, Malaysia, Singapore
- **Australia**
- **Middle East:** Qatar, Saudi Arabia, United Arab Emirates (Dubai), Bahrain

G.A. Operations (GAO):

- **Italy:** Baggiovara (MO), Trissino (VI), Fossò (VE), Mattarello (TN), Settimo Torinese (TO), Matelica (MC), Carrè (VI), Inzago (MI) and Vertemate (CO).

¹⁵ The Group operates in other countries through third-party partners.

1.2 Governance, distribution and value creation

1.2.1 Governance and structure of the Group

As of 31 December 2024, the Armani Group is made up of companies located all over the world and almost entirely controlled by the parent **Giorgio Armani S.p.A.**, headquartered in Milan.

The production process of the Armani Group is managed by the subsidiary **G.A. Operations S.p.A. (GAO)** through its plants in Italy and agreements with manufacturers and partners outside the company, in Italy and abroad. GAO also carries out quality control on raw materials and finished products. GAO's production sites are in Baggiovara (MO), Trissino (VI), Fossò (VE), Mattarello (TN), Settimo Torinese (TO), Matelica (MC), Carrè (VI), Inzago (MI) and Vertemate (CO).

In 2016, the **Giorgio Armani Foundation**¹⁶ was established. Through this Foundation, the designer wanted to provide guidance for the future management of the company, as well as ensuring the transmission and safeguarding of the values and principles that have always inspired the founder's creative and entrepreneurial activities.

The Group implemented the legal requirements relating to conflicts of interest. In particular, the Group has adopted a Code of Ethics which sets out the principles of transparency, fairness and impartiality and has appointed a Supervisory Body (in accordance with Italian Legislative Decree 231/2001) to monitor compliance with the rules on conflicts of interest and internal procedures.

CORPORATE OFFICES AND POSITIONS AS AT 31 DECEMBER 2024¹⁷

The Board of Directors of Giorgio Armani S.p.A. comprises members of the Armani family and one independent external member. The composition of the Board of Directors ensures that a variety of knowledge, skills and experience are represented, all of which are essential for effectively addressing the challenges posed by an ever-changing global market. The Board members take a proactive and collaborative approach to ensure effective governance and the constant pursuit of the Group's strategic objectives in line with the company's values and long-term vision.

Board of Directors of Giorgio Armani S.p.A.			
Giorgio Armani	Chairman	Executive	M
Rosanna Armani	Non-independent director	Non-Executive	F
Silvana Armani	Non-independent director	Executive	F
Roberta Armani	Non-independent director	Executive	F
Pantaleo Dell'Orco	Non-independent director	Executive	M
Andrea Camerana	Non-independent director	Non-Executive	M
Federico Marchetti	Independent director	Non-Executive	M

Board of Statutory Auditors	
Marco Terrenghi	Chairman
Luca Gaiani	Statutory Auditor
Andrea Zoccali	Statutory Auditor
Vieri Chimenti	Alternate Auditor
Maria Cristina Pedroni	Alternate Auditor

¹⁶ For more information, please refer to the paragraph "Events after the reporting period".

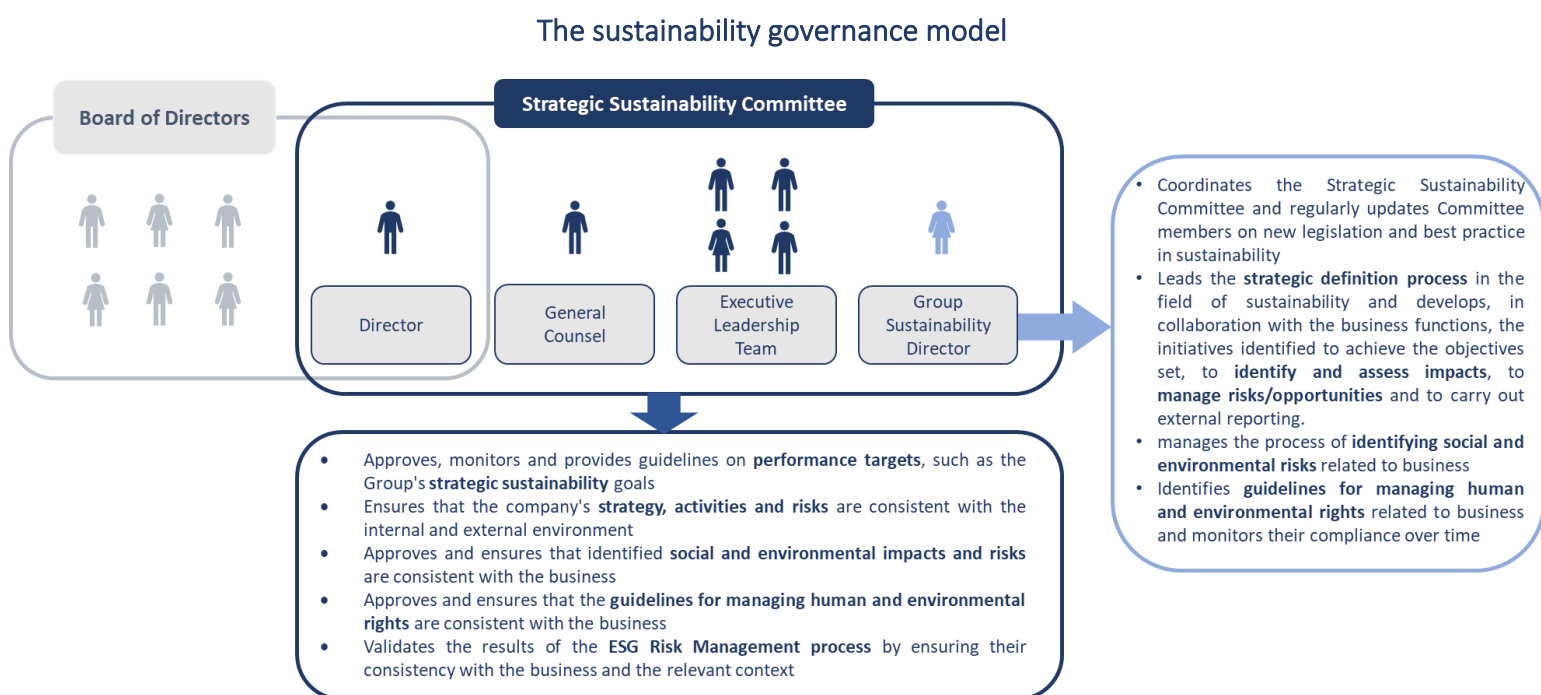
¹⁷ The composition of the Board of Directors remains valid until 16 October 2025.

Supervisory Body	
Maurizio Bortolotto	Chairman
Paolo Pacciani	
Marco Dal Bianco	

1.2.2. Sustainability governance

During 2024, the **Strategic Sustainability Committee** - composed of a Director of Giorgio Armani S.p.A., the Executive Leadership Team¹⁸, the General Counsel and the Group Sustainability Director - met monthly to discuss issues, projects, objectives and results, and to assess and approve the process for defining material topics. The Strategic Committee also provided regular updates to the Chairman and the full Board.

In order to raise awareness of ESG risks in the supply chain, a Group Sustainability Director was appointed as a member of the Board of Directors of G.A. Operations S.p.A. in April 2024.



1.2.3 Business culture

The Armani Group has adopted a corporate management and organisational model that is based on an integrated system of principles and control tools. This system has been designed to ensure compliance with ethical, legal and human rights standards. The principles have been formalised and approved by the Board of Directors and are set out in the **Code of Ethics**, the **Supplier Sustainability Code** and Group policies, while the control tools include the **Organisation, Management and Control Models** pursuant to **Italian Legislative Decree 231/2001**, among others. This system of principles and control tools complies with the regulations in force in the countries where the Group operates and is based on best practices and international standards.

¹⁸ The Executive Leadership Team consists of the following persons: Deputy Managing Director Commercial, Deputy Managing Director Operations, Deputy Managing Director Industrial and Global Human Resources Director.

The **Code of Ethics**¹⁹ sets out the principles and rules of conduct with which all individuals and entities entering into relationships with the Armani Group must comply, whether through contractual obligations or otherwise. The Code of Ethics is based on a set of values that guide employees in their daily work.

The values of the Armani Group are outlined below:



The Armani Group has set up a **whistleblowing system** to make it easier to report any suspected misconduct. This system is based on a multilingual, external web portal that is accessible to all affected parties. Reports can be made either anonymously or confidentially, at the discretion of the whistleblower. In accordance with Italian Legislative Decree 24/2023 on whistleblowing and European Regulation 2016/679 on the protection of personal data, the platform is configured to collect verbal reports and to ensure whistleblower protection. Whistleblowers are guaranteed protection from any form of retaliation, discrimination or penalisation. However, this does not affect legal requirements or the protection of the Group's or individuals' rights, in the event of instrumental or malicious use of a report. The Armani Group does not tolerate any form of retaliation against employees who report potential wrongdoing in good faith.

The Italian operating companies of the Armani Group have adopted an **Organisation, Management and Control Model** pursuant to **Italian Legislative Decree 231/01 (Model 231)** and have appointed a **Supervisory Body (SB)** to monitor the effective and efficient implementation of control measures. This includes carrying out periodic checks through the Internal Audit function.

With reference to the ongoing efforts to combat corruption and bribery, the **internal control system** is founded on the principles delineated in the Code of Ethics and Model 231 of the Group companies. It provides specific procedures for monitoring sensitive areas such as authorising payments, selecting suppliers, making investments, dealing with the Public Administration and accepting gifts. In 2024, no cases of confirmed non-compliance with applicable laws or regulations affecting the Group were identified both through the reporting channel or as a result of the verifications carried out by the Supervisory Body.

In 2024, also in light of the situations relating to the Judicial Administration mentioned in the opening pages of this document, a project was initiated to comprehensively update the Model 231 in force and renew the positions of the Supervisory Bodies.

To strengthen the Group's organisational controls, the parent increased the number of employees in its

¹⁹ The Code of Ethics is currently under review and is scheduled for publication by the end of 2025. The Group's values will also be updated at the same time as the Code.

Internal Audit and Sustainability departments and set up a Compliance department within the Legal and Corporate Department.

On 15 July 2024, the Italian Competition Authority (Autorità Garante della Concorrenza e del Mercato - AGCM) initiated proceedings against Giorgio Armani S.p.A. and its subsidiary G.A. Operations S.p.A., following the beginning of the Judicial Administration process. AGCM identified certain institutional communications on the Group's Armani/Values website regarding the company's values and commitment to compliance with the law as potentially misleading commercial practices, and therefore as alleged violations of consumer protection regulations (for further information, please refer to the section "Events after the reporting period").

1.2.4 Economic value generated, distributed and retained

In 2024, the Armani Group achieved solid economic and financial results despite a decline in performance compared to the previous year, due to an international context characterised by tensions and uncertainty. Consolidated revenue amounted to **€ 2,297 million**.

The economic value was classified into three levels: generated, distributed and retained by the Group. The latter ensures the financial and economic continuity and stability of the Group. In 2024, the **economic value generated** by the Armani Group was **€ 2,332 million** (down 6% compared to 2023). During the year, 89% of the economic value generated - amounting to € 2,077 million - was distributed to **stakeholders**.

GRI 201-1 Direct economic value generated and distributed

(In thousands of Euros)	2024	2023	2022
Economic value generated by the Group	2,332,345	2,483,712²⁰	2,365,031²⁰
Revenue	2,296,915	2,445,063	2,352,330
Other income	3,342	3,523	4,664
Financial income	32,088	35,126	8,037
Economic value distributed by the Group	2,076,969	2,192,956²⁰	2,047,676²⁰
Operating costs	1,347,159	1,393,775	1,330,720
Employees wages and benefits	549,059	529,314	500,569
Payments to providers of capital (including IFRS 16 financial expenses) ²¹	36,783	21,496	20,993
Remuneration of investors	121,790	182,590	134,955
Remuneration of the Public Administration ²²	20,235	64,061 ²³	57,790 ²³
External donations	1,943	1,720	2,649
Economic value retained by the Group	255,376	290,756²⁰	317,355²⁰

²⁰ The figures for 2022 and 2023 shown in the table have been restated compared to those reported in previous sustainability reports following a process of simplification and improved presentation of data relating to the economic value generated.

²¹ Inclusion of financial expenses calculated on leases that must be recognised in line with IFRS 16.

²² With regard to tax issues, the Group complies with the regulations in force in the various areas in which it operates and provides maximum cooperation to the authorities in the event of questions or in-depth investigations.

²³ The figures for 2022 and 2023 have been restated compared to those reported in previous sustainability reports, as deferred taxes were not taken into account.

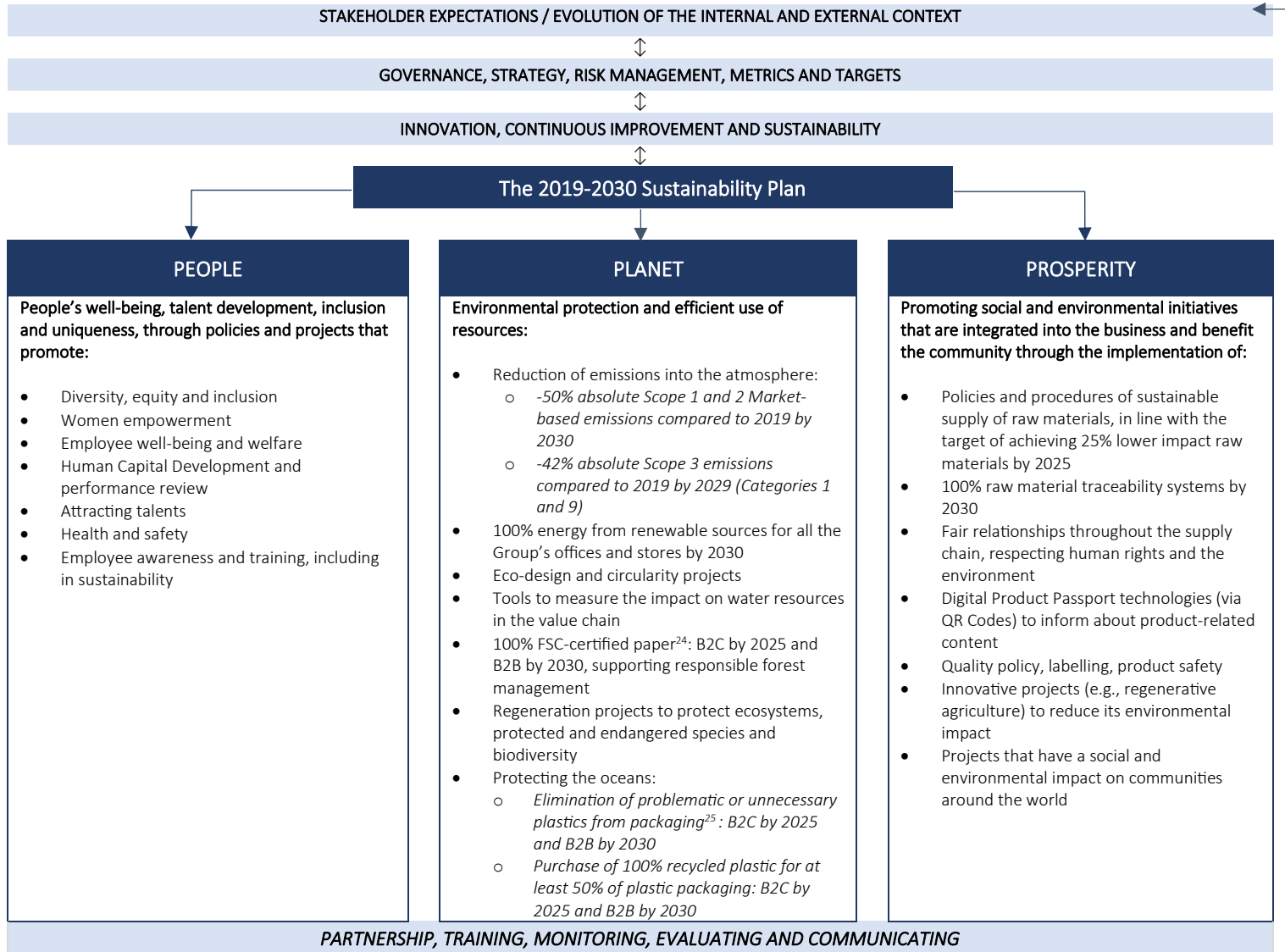
THE SUSTAINABILITY TIMELINE

- 1996 – Exhibition of a recycled jeans model at the Museum of Science and Technology in Milan
- 2003 – CA-RI-FE Award for the reintroduction of textile hemp in the Italian fashion sector
- 2010 – Start of the Acqua for Life project
- 2012 – Outfit made from recycled PET on the Golden Globes Red Carpet
- 2013 – Establishment of the Corporate Social Responsibility Department
- 2014 – First social and environmental audits of the supply chain and installation of photovoltaic systems at the offices in Via Bergognone, Milan
- 2015 – Opening of Armani/Silos
- 2016 – Year of establishment of the Giorgio Armani Foundation
- 2016 – Fur Free Policy
- 2018 – First year of public reporting (2018 Sustainability Report)
- 2019 – Joining The Fashion Pact initiative
- 2020 – Launch of the Emporio Armani recycled Capsule Collection
- 2021 – Launch of Sustainability Governance with the establishment of Sustainability Direction, Department and People, Planet, Prosperity Strategy
- 2021 – ISO 20121 certification of the One Night Only Dubai event
- 2021 – Announcement of the commitment not to use angora wool in all the collections as from the Autumn Winter 2022/23 season
- 2021 – Launch of capsules with yarns and/or fabrics made from materials such as recycled polyester or organic cotton
- 2021 – Approval of absolute GHG emission reduction targets by SBTi
- 2021 – Joining the Fashion Task force of the Sustainable Markets Initiative and Textile Exchange
- 2022 – Joining the Manifesto for Regenerative Fashion of the Sustainable Markets Initiative
- 2022 – Application of the ISO 20121 and ISO 14067 for the sustainable event management system and emissions calculation
- 2022 – Launch of Spring Summer 2023 Emporio Armani Capsule with preferred materials and QR Code for sustainability information, in line with the ISO 14021 standard
- 2022 – ESG risk mapping analysis in the supply chain
- 2022 – Launch of the Armani/Values website
- 2023 – Launch of Apulia Regenerative Cotton Project
- 2023 – Launch of the ESG supplier survey and key supplier identification
- 2023 – Collaboration with ILO and joining the Open Supply Chain Hub
- 2023 – Signing the Commitment to Responsible Recruitment
- 2023 – Launch of ESGeo platform for environmental and social data collection
- 2023 – Social impact projects with stock recovery
- 2023 – Partnership with One Ocean Foundation to protect marine ecosystems
- 2023 – Continuation of the partnership with Forestami
- 2024 – Analysis of ESG risks and opportunities and financial materiality
- 2024 – *Milano Green Circle 90/91* project in collaboration with Forestami
- 2024 – *Blue Forest* and *Il Mare inizia da qui* projects in collaboration with One Ocean Foundation
- 2024 – Joining the Survey Materials Benchmark of Textile Exchange
- 2024 – Joining the Leather Working Group
- 2024 – Approval of the Diversity, Equity and Inclusion Policy
- 2024 – Start of implementation of the technological platform for traceability management, supplier management, monitoring and evaluation
- 2024 – Installation of the photovoltaic system at GAO Modena
- 2024 – Start of LEED Platinum certification for the Emporio Armani store in Via Manzoni, Milan

1.3 The 2019-2030 Sustainability Strategy and Plan

In 2021, the **sustainability strategy** was launched, defined around three main areas of action: People, Planet and Prosperity.

For each of the three areas, specific qualitative and quantitative objectives were identified in line with the results of the materiality assessment. These objectives are summarised in the **Group's Sustainability Plan**, which is fed by internal strategic planning and analysis processes, reinforced by stakeholder input and participation in national and international working groups, in line with the **Sustainable Development Goals (SDGs)** defined by the United Nations.



SDGs of reference



²⁴ FSC: Forest Stewardship Council <https://fsc.org/en>.

²⁵ According to the definition of The Fashion Pact, it is sufficient for plastic to meet one of the following criteria to be considered problematic or unnecessary: it cannot be reused or recycled; it contains, or its production requires, hazardous chemical substances that pose a significant risk to human health or the environment (applying the precautionary principle); it can be avoided or replaced by reusable alternatives; it makes it difficult or impossible to recycle other plastic items; it is likely to be discarded or dispersed in the environment. For more information, please refer to this link: <https://www.thefashionpact.org/wp-content/uploads/2023/07/the-fashion-pact-packaging-guide.pdf>.

1.4 Materiality assessment, ESG risks and opportunities and stakeholders

The Armani Group's stakeholders

The Armani Group's approach to stakeholder engagement focuses on promoting clear and effective communication based on continuous dialogue.

In 2024, the Group identified its main stakeholders through a structured process in accordance with the reporting principles defined by the Global Reporting Initiative (GRI). The categories of stakeholders most relevant to the Group in previous years were confirmed based on the results of the context analysis.



The mapping focused on the relationship of mutual influence and interest between stakeholders and the organisation, as well as the Group's potential impact on them.

Identification of material topics

The Armani Group reports its main sustainability results and performance in accordance with the principle of impact materiality, as illustrated in "GRI 3 - Material topics 2021". This principle provides guidance on identifying the most significant impacts that the Group has (or could have) on the economy, the environment, and people. Therefore, identifying these topics allows to determine those of the greatest strategic importance to the Group and its stakeholders, with a view to creating medium-to long-term value.

Integrated assessment: inside-out and outside-in perspectives

Specifically, for the first time, an integrated assessment was carried out during 2024 and the early months of 2025. This analysis considered both the inside-out perspective (the impacts generated by the Group on the environment and society) and the outside-in perspective (the risks and opportunities arising from the external context that may affect the Group, including financial risks).

The steps for the inside-out and outside-in perspective assessments are given below.

INSIDE-OUT PERSPECTIVE

1) Internal and external context analysis:

An internal and external context analysis was carried out to identify the main ESG trends. The analysis took into account industry documents, regulations in force, sustainability frameworks and recently issued guidelines, including EFRAG, S&P, SASB, The Fashion Pact and the Manifesto of Sustainability for Italian Fashion. Moreover, the context analysis took into account developments in the materiality assessments of peers and competitors during 2024.

2) Mapping of the stakeholders:

The categories of stakeholders most relevant to the Group were analysed and confirmed based on the results of the context analysis. The mapping focused on the relationship of mutual influence and interest between stakeholders and the organisation, as well as the Group's potential impact on them.

3) Impact identification:

Using the results from previous phases, a list of impacts generated by the Group (inside-out approach) on the economy, the environment and people, including potential impacts on human rights was identified. Further information can be found in the paragraph "Correlation between material topics, impacts, risks and opportunities" in the Appendix.

4) Stakeholder and Top Management engagement:

To assess the impact materiality, an online questionnaire was administered to approximately 540 stakeholders and members of Top Management. The response rate was approximately 50%.

The identified material impacts were subsequently associated with the sustainability topics presented in the following table and were clustered into the Armani Group's areas of action.

AREAS OF ACTION	SUSTAINABILITY TOPICS
PEOPLE	Promotion of diversity and inclusion
	Talent attraction and employee well-being
	Employee training and development
	Occupational health and safety
PLANET	Climate change and energy efficiency
	Protection of land and marine biodiversity
	Water resource management
	Eco-design, product life cycle and circular economy
PROSPERITY	Support to local communities and to the territory
	Information management and privacy
	Product quality and safety standards
	Brand enhancement and protection
	Product labelling and communication
	Respect for human and workers' rights
	Sustainability topics in the supply chain
	Sustainable procurement of raw materials
TOPICS SIGNIFICANT ACROSS THE BOARD	Compliance and business ethics
	Creation and distribution of economic value
	Innovation

Following a process of updating the materiality assessment, the Group confirmed the results of the impact assessment conducted for the 2023 Sustainability Report.

Topics are prioritised in terms of **Impact Materiality** as follows:

- Respect for human and workers' rights

- Sustainability topics in the supply chain
- Sustainable procurement of raw materials
- Product quality and safety standards
- Product labelling and communication
- Promotion of diversity and inclusion
- Talent attraction and employee well-being
- Support to local communities and to the territory

From the perspective of **Top Management**, the priority topics that have been identified are “**sustainability topics in the supply chain**” and “**sustainable procurement of raw materials**”. From the stakeholders’ perspective, the following are particularly important: “**information and privacy management**”, “**promotion of diversity and inclusion**” and “**respect for human and workers’ rights**”.

OUTSIDE-IN PERSPECTIVE

Regarding the outside-in perspective, in 2024 and early 2025, the Group completed an initial mapping of the main ESG risks and opportunities, considering future CSRD requirements in line with the principles defined by EFRAG²⁶. In particular, a correlation was made between risks and opportunities, considering the COSO ESG Framework guideline and industry benchmarks.

Subsequently, qualitative and quantitative economic and financial assessment scales were defined and shared with the Group’s main departments, based on the Armani Group’s risk appetite, and the departments concerned were involved in assessing the risks and opportunities previously identified.

The departments affected by these risks and opportunities were then interviewed to assess their scale and probability.

At the end of the analysis, a **materiality threshold** was defined, and the risks and opportunities that had been identified as priorities were correlated to the sustainability topics of the Armani Group.

This initial **financial materiality assessment (outside-in)** shows that the Group’s priority risks are related to the topics of “**Respect for human and workers’ rights**” and “**Sustainability topics in the supply chain**”. In this case, there is a perfect convergence with the priority topics from an **Impact perspective (inside-out)**.

Further information on the list of material risks and opportunities can be found in the paragraphs “Correlation between material topics, impacts, risks and opportunities” and “Prioritised material risks and opportunities” in the Appendix.

The information relating to the outside-in perspective (financial materiality assessment) was not covered by the limited assurance engagement carried out by KPMG S.p.A.

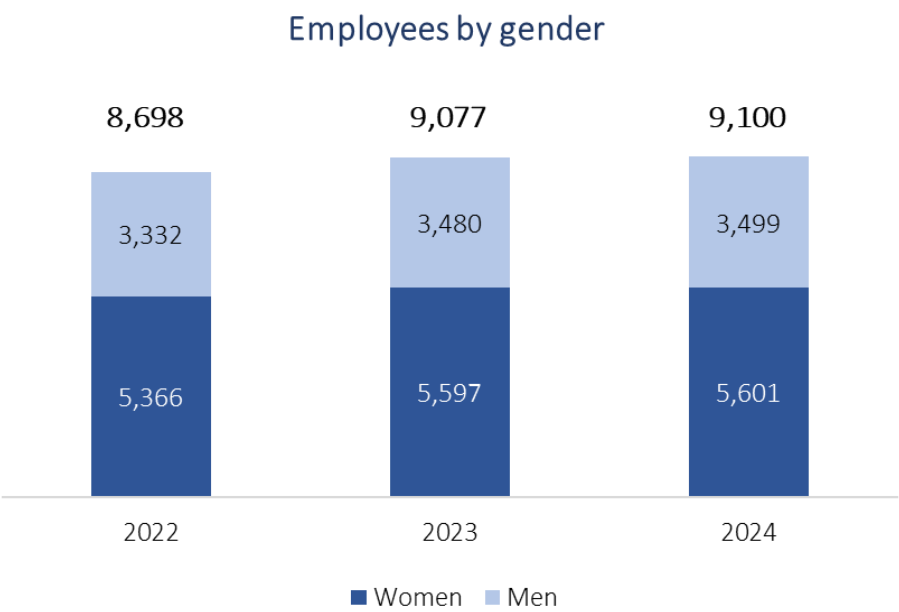
²⁶ The EFRAG (European Financial Reporting Advisory Group) is a technical body that develops guidelines for reporting practices in line with EU regulations; specifically, for the double materiality assessment, reference is made to the standards required by the CSRD. The COSO ESG Framework is a study on internal control systems for companies in relation to sustainability that is shared by the Committee of Sponsoring Organizations (COSO). It aims to provide guidance on ESG disclosure and facilitate internal decision-making processes on sustainability issues.

2. PEOPLE

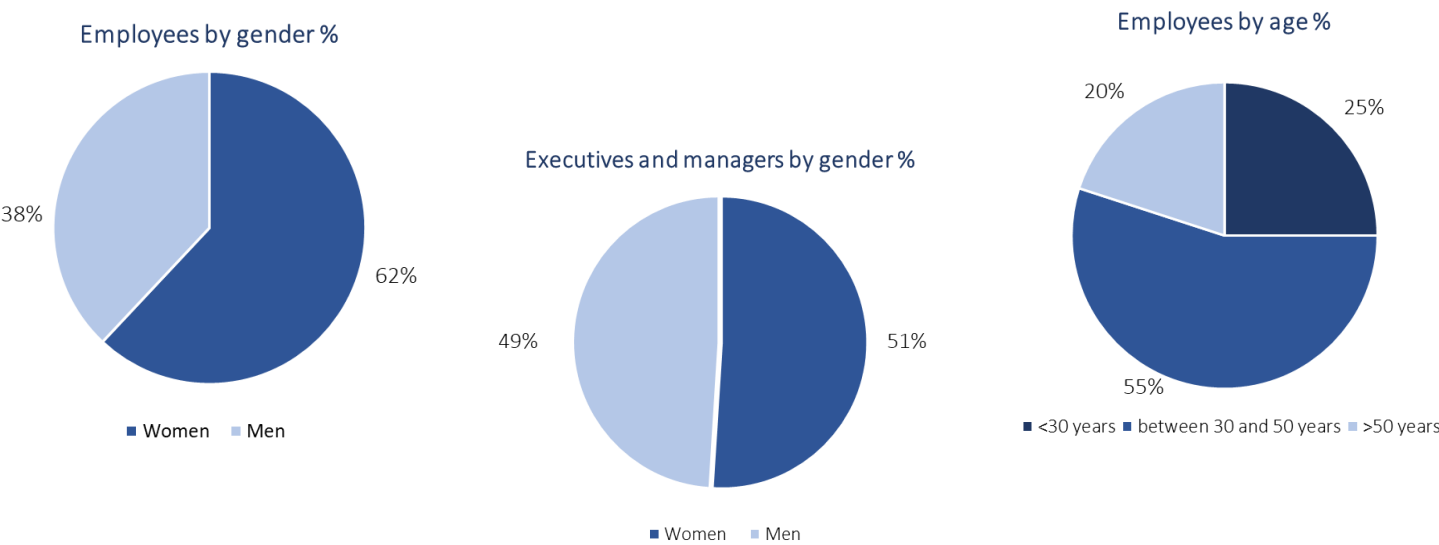
2.1 Our people

2.1.1 Group employees

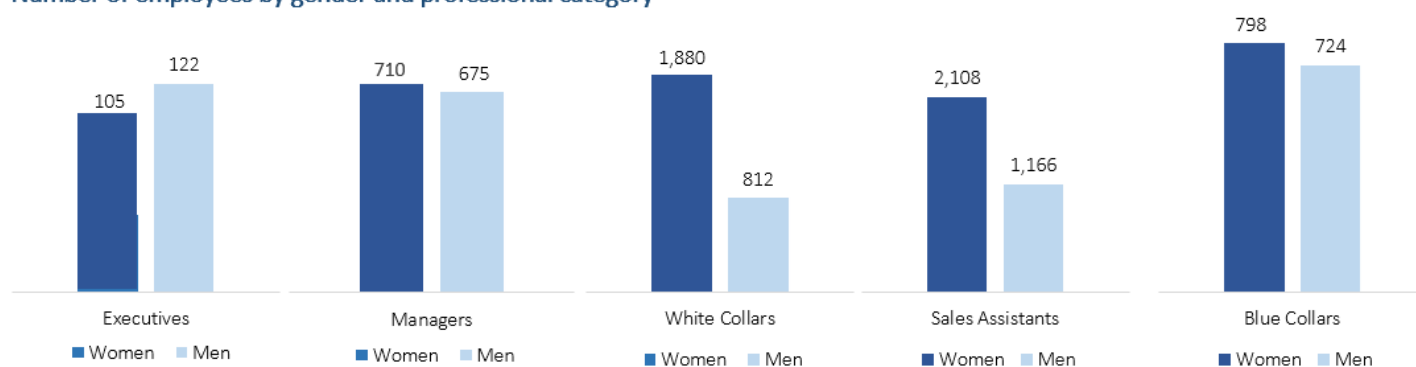
At 31 December 2024, the Armani Group had **9,100 employees**, a slight increase compared to 2023 (+0.3%, or 23 more employees). This growth was due to the inclusion of Giorgio Armani Bahrain within the company’s scope.



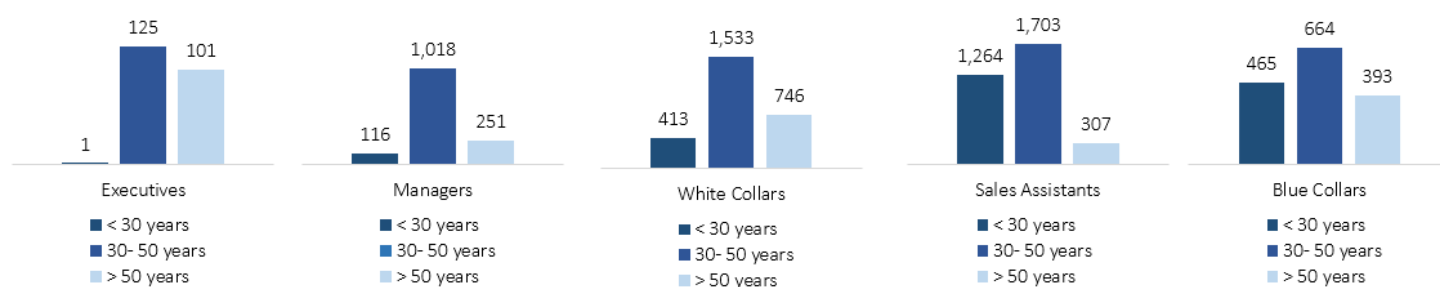
Women represent 62% of the workforce, and it is noteworthy that 51% of managers and executives are female. This confirms the Group’s commitment to promoting **gender equality** and **generational diversity**, as shown in the graphs below.



Number of employees by gender and professional category

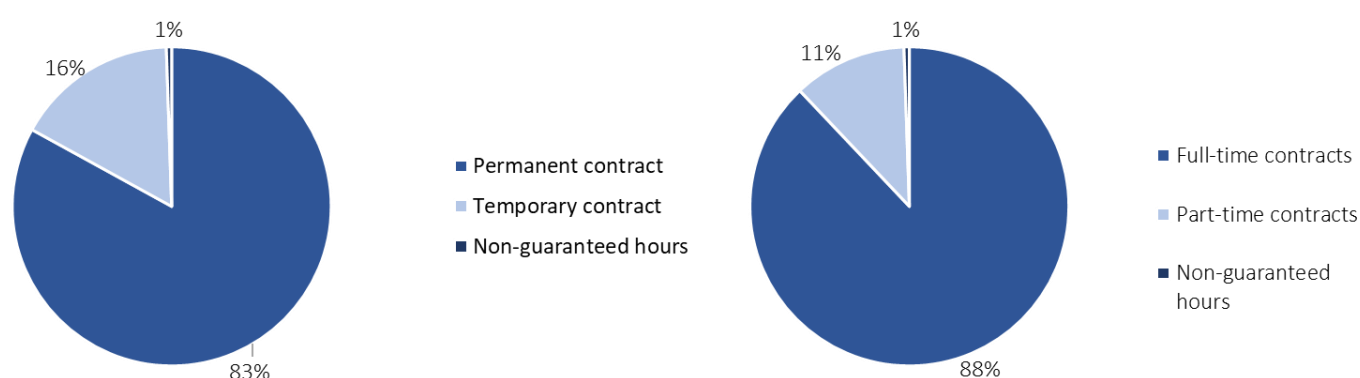


Number of employees by professional category and age



The majority of employees are hired on **permanent contracts**, accounting for **83%** of the total. Meanwhile, temporary contracts account for 16%, and those with non-guaranteed hours make up the remaining 1%. In terms of working hours, **88%** of employees work **full-time**, while the remaining 12% work part-time or have no guaranteed hours.

Employees by type of contract



The Group has **collective bargaining agreements** in different countries including Italy, Belgium, France, Greece, the Netherlands, Switzerland, Spain, Portugal and Brazil, covering approximately **46%** of employees at Group level. In all countries where there are no such agreements, employment contracts comply with local regulations in force.

Over the years, differentiated **remuneration policies** have been implemented for the different professional categories, which for some include, in addition to a fixed remuneration component, economic incentives linked to individual and group performance. The aim of these initiatives is to promote a sense of belonging to the Group and encourage teamwork.



11 July 2024

2.1.2 Workers who are not employees

In 2024, the Group was able to count on the support of **workers who are not employees**, including 84 interns and 97 agency workers²⁷.

2.2 Diversity, inclusion and equal opportunities

In 2024, the Armani Group pursued numerous initiatives to increase diversity and promote fairness and inclusion, to ensure equal opportunities for professional development and to create a welcoming and equitable working environment. During the year, there were no cases of discrimination involving Group employees and workers who are not employees.

At least once a quarter, the Group Head of Diversity, Equity & Inclusion brings activities and projects in this area to the attention and analysis of the Strategic Sustainability Committee to take appropriate action to effectively pursue the objectives of the Strategic Sustainability Plan.

The main initiatives carried out by Giorgio Armani S.p.A. during 2024 are listed below:

²⁷ Workers who are not employees are reported on a full-time equivalent (FTE) basis.

- approval and revision of the **Diversity, Equity and Inclusion Policy**²⁸
- continuation of the monthly “*Il linguaggio del rispetto*” (The Language of Respect) workshop, which is open to everyone in the company, in response to requests from Focus Group 2022
- continuation of the monthly “*Leadership Inclusiva*” (Inclusive Leadership) workshop for all company managers
- development of initiatives and progress of activities for the **Certification of Gender Equality**²⁹
- organisation of the “*Femminile Plurale*” webinars dedicated to women in March, and the “Armani Pride Days” in June, in collaboration with prominent guests
- organisation of the “*Mai più sole*” (Never Alone Again) webinar, in collaboration with the Una Nessuna Centomila foundation, to raise awareness of gender-based violence. The webinar is open to all employees at the head office and Italian stores
- start of work on creating an e-learning course dedicated to Diversity, Equity & Inclusion (DE&I) topics
- design and delivery of the workshop “*Lo spazio dell'integrità*” (The Space of Integrity) for GAO employees.

2.3 Employee training and development

The main objectives of the Group’s employee training and development process are to:

- make a real contribution to the well-being of the people in the organisation
- be the benchmark for moving towards a continuous learning business model
- promote a positive approach to lifelong learning, to encourage everyone’s personal responsibility for their own development and to act as a centre of expertise to support all the Group’s learning and development and diversity, equity and inclusion processes.



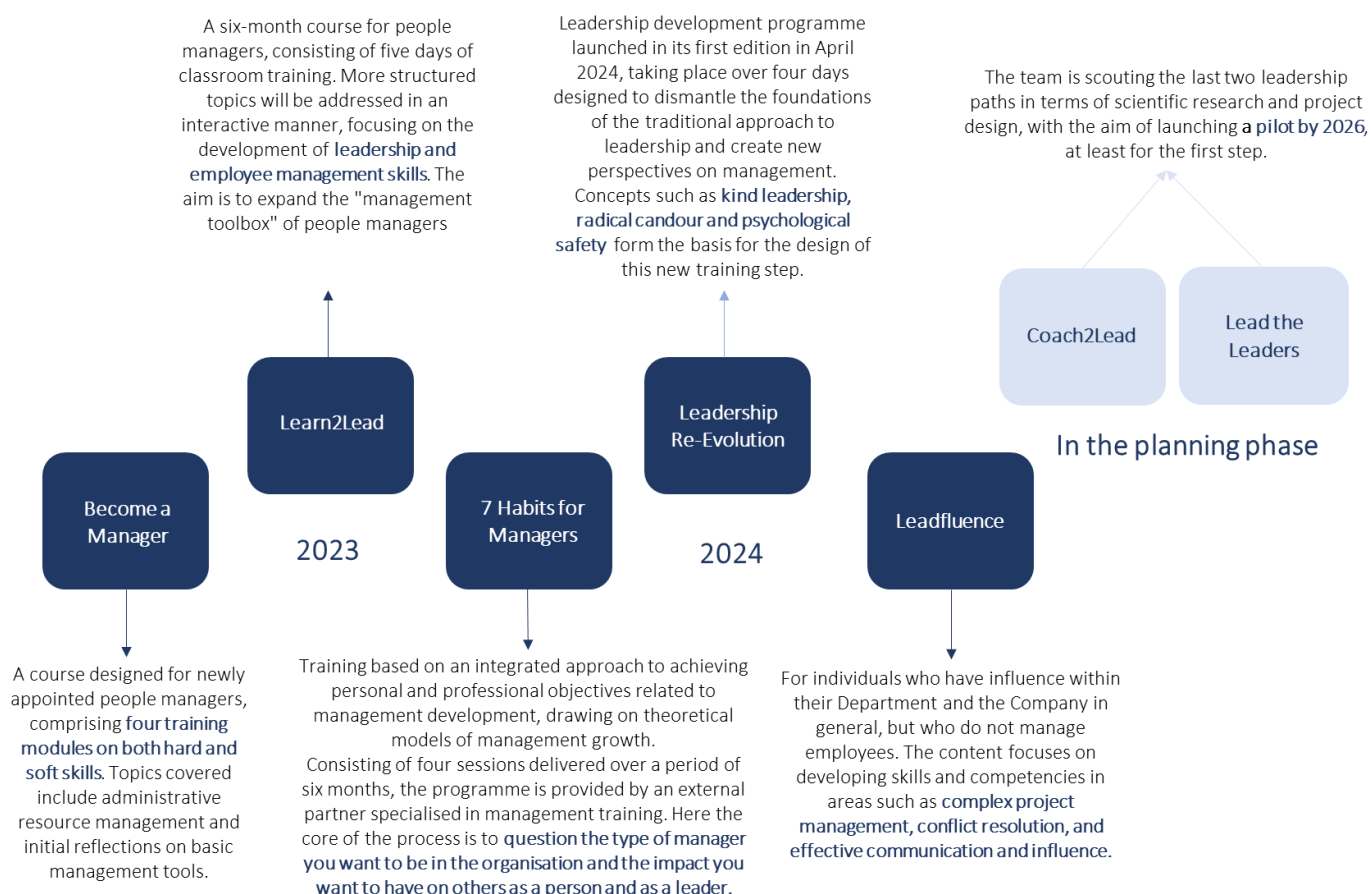
LEADERSHIP DEVELOPMENT PROCESSES

In 2024, the Armani Group continued to invest in training and developing the management skills of people managers and function managers, as they are key in disseminating values, organisational culture and objectives. To this end, a **seven-step** process - five of which have already been implemented and two of

²⁸ The Diversity, Equity and Inclusion Policy was published on the Armani/Values website in June 2025.

²⁹ The Gender Equality Policy was published on the Armani/Values website in June 2025, referencing Giorgio Armani S.p.A., Giorgio Armani Retail S.r.l., Alia S.r.l. and G.A. Operations S.p.A. This policy demonstrates the Group’s commitment to ensuring that the principles of gender equality are embedded throughout the career paths offered to its current and potential employees. The Group has also decided to implement a Gender Equality Management System (GEMS) compliant with UNI/PdR 125:2022. Certification was obtained at the end of a verification process by the relevant certifying body in July 2025.

which are currently being designed - has been developed to provide the skills and tools needed to support people's **management growth**.



In 2024, more than 100 people underwent training in leadership development topics, successfully completing two editions of Become a Manager, three editions of Learn2Lead, one edition of Leadfluence, three editions of 7 Habits for Managers and the pilot of Leadership Re-evolution. Become a Manager, Leadfluence and Learn2Lead are delivered entirely by internal trainers from the Human Resources department.

In 2024, the Armani Group provided **244,955³⁰ hours of training**, with an average of **27 hours of training per employee**, an increase of **20% compared to 2023**. Training activities during the year mainly included professional, management, technical and language training and awareness programmes on diversity, equity and inclusion, health and safety, Model 231, sustainability and cybersecurity, as detailed below.

Training hours by area of competence - 2024	Hours	%
Professional training, anti-corruption, Code of Ethics, Model 231, whistleblowing	137,715	56%
Health and safety training	33,694	14%
Management Training	46,250	19%
Language Training	2,328	1%
Diversity, Equity & Inclusion and sustainability training	6,403	3%
Cybersecurity training	18,564	8%
Total	244,955	100%

³⁰ For approximately 2% of the training hours provided at Group level, the classification of training hours by professional category and gender was estimated based on the number of employees belonging to specific categories as at 31 December.

TRAINING IN THE WORLD OF RETAIL

The Learning & Development team works continuously with the Retail Training departments, which are responsible for managing and delivering training for retail employees across different brands and countries.

MAIN PROJECTS

- Coaching, assessment , mystery shopping and team-building services for all brands
- Workshop dedicated to Giorgio Armani Store Managers in Rome
- A facilitation day for the A|X Armani Exchange team in Brussels.

ARMANI/RETAIL DEVELOPMENT PROGRAMME EUROPE

The Armani Retail Development Programme for Europe was completed successfully in October 2024. Once again, the project has proven to be a valuable opportunity for Italian and European store staff to grow and develop. They were carefully selected through an assessment programme.

Twenty-five participants, representing all brands and European branches, attended six training sessions at the Milan headquarters. The sessions were designed to provide participants with the skills needed to progress within the organisation.

People had the opportunity to move to different stores within the country, which challenged them to acquire new knowledge and skills.

Participation in the Armani Retail Development Programme will result in your inclusion in a talent pool. The pool will be used to fill management vacancies in the Group's stores.

DIALOGUE ON PERFORMANCE

The performance review (**Human Capital Development**) at the Italian offices and stores consolidated a process started in 2017 and updated in 2022 by implementing the new Competency Model of the Armani Group. Specific evaluation forms, based on role and brand, were prepared for the stores. This process aims to consolidate the feedback culture within the organisation with a view to continuous improvement. Regarding the in-house process, starting from the competency model that is based on the company's values and defines a leadership model, an evaluation form was developed that allows people to self-evaluate themselves, to receive an evaluation from their manager and in turn to evaluate their managers. The performance review process also helps to clarify individual and team objectives, contributes to the creation of personal development and training plans and is part of other key processes managed by the Group's Human Resources Department, such as the rewarding, job rotation and career development process.

In 2024, more than half (**65%**) of Armani Group employees received at least one **performance review** in line with the performance review process.

Employees who received a performance review (%)



2.4 The employee welfare package in Italy

The employee welfare package consists of the following services:

Armani People Care plan

It allows permanent employees to benefit from an annual allowance for themselves and their families to reimburse medical, social, educational and transport expenses, as well as to purchase leisure, sports, travel and cultural activities. It is also possible to access conventions, discounts and offers that are renewed every year and include companies operating in different sectors (e.g., food, technology, education, health, wellness and leisure).

Management By Objectives (MBO)

For employees who received an MBO, part of the bonus was paid as a welfare allowance, giving them the opportunity to use the services offered by the Armani People Care portal.

OneNet

This application allows employees to book specialist medical appointments at various facilities at discounted prices via their smartphones. The service has been developed to simplify the booking process and make it easier for patients to access quality medical care.

Armani/Fitness gym

Based in the office in Via Bergognone, Milan, it has over 300 members, including permanent and temporary employees. It is open five days a week in six time slots throughout the day. From May 2024 onwards, one-hour courses have been introduced and scheduled during opening hours. Members can attend these courses after registering via a dedicated application.

Vita Health Programme

Vita Health is a corporate wellness programme that is designed to encourage employees to adopt healthy and balanced lifestyles. The service includes a personalised consultation with a qualified nutritionist, who will develop a bespoke dietary plan based on the specific needs of each participant.

A dedicated application allows employees to access their nutrition diary, monitor their progress and keep track of their results. The programme is now available to all employees at a discounted price. Moreover, from September to December 2024, employees enrolled in the company gym could access the service free of charge. This additional benefit was intended to encourage a combination of physical activity and healthy eating.

Cycl-e Around

An eco-friendly transport initiative launched in collaboration with Pirelli, which allows employees to use electric bicycles free of charge at the Milan offices in Via Bergognone and Via Borgonuovo. In 2024, a bicycle park was also created at the office of Via Morimondo.

Refund of Utilities expenses

Permanent employees can use the welfare amount to claim the reimbursement of electricity, water and gas bills and purchase vouchers, including shopping vouchers, petrol, e-commerce, etc.

Tax consultancy

A tax consultancy system is available at a subsidised cost to assist permanent employees with tax returns and 730 forms.

Work from home and flexible hours

Office-based employees of Giorgio Armani S.p.A. and Giorgio Armani Retail S.r.l. can take advantage of work from home and flexible office hours to encourage a better work-life balance.

Pallacanestro Olimpia Milano tickets

Access to free tickets for the basketball team's championship and EuroLeague games at the Assago Forum in Milan.

Olimpia Summer Camp

In July 2024, the children of employees born between 2007 and 2015 were offered the opportunity to attend the Olimpia Summer Camp at a reduced price at a sports centre in Milan.

2.5 Health and safety

The Armani Group is committed to providing a safe and healthy working environment in accordance with the regulations in force in the countries in which it operates, and to promoting structural measures to improve it.

As for its Italian offices, the Group promotes workers' awareness of work-related risks through **regular health surveillance** activities, the provision of specific **training courses** and the **planning of periodic audits**. Workers' health and safety risks are identified and assessed with the involvement of specialists, department managers and workers' representatives. The management of accidents and injuries is monitored by the **Head of the Prevention and Protection Service**, who, together with the **Workers' Safety Representative** and all the safety officers, analyses the accidents that have occurred during the annual periodic meeting, with the aim of resolving any critical issues that have arisen and preventing accidents from recurring.

At Group level, the **rate of recordable work-related injuries**³¹ in 2024 is **4.83** and shows a slight decrease compared to 2023 due to the increase in hours worked. The most common types of injuries were fractures, sprains and cuts. Of the 88 accidents that occurred, 46 required at least one day's absence from work. **No fatalities occurred as a result of work-related injuries, but there was one case of high-consequence injury**³². In 2024, there were no accidents involving workers who are not employees.

³¹ Rate of recordable work-related injuries: (number of recordable work-related injuries / number of hours worked) *1,000,000.

³² This case concerns an employee who returned to work after being off for more than six months due to a broken limb resulting from a fall from a ladder in a shop.

3. PLANET

3.1 Environmental protection and efficient use of resources

The Armani Group is committed to reducing its environmental footprint by promoting the conservation and efficient use of natural resources. Indeed, the protection of the environment is one of the cornerstones of the Group sustainability strategy.

The strategies implemented by the Group to improve its environmental performance focus on the following macro areas:

- energy efficiency initiatives and increasing the use of **electricity from renewable sources**
- **minimising waste** and improving operational efficiency
- increasing the procurement of **preferred materials**³³
- regenerative agriculture projects (Apulia Regenerative Cotton Project)
- starting processes to obtain LEED environmental certification for some of the Group' stores.

3.1.1 Energy consumption

The Group's total energy consumption is **64%** renewable energy (+6% compared to 2023).

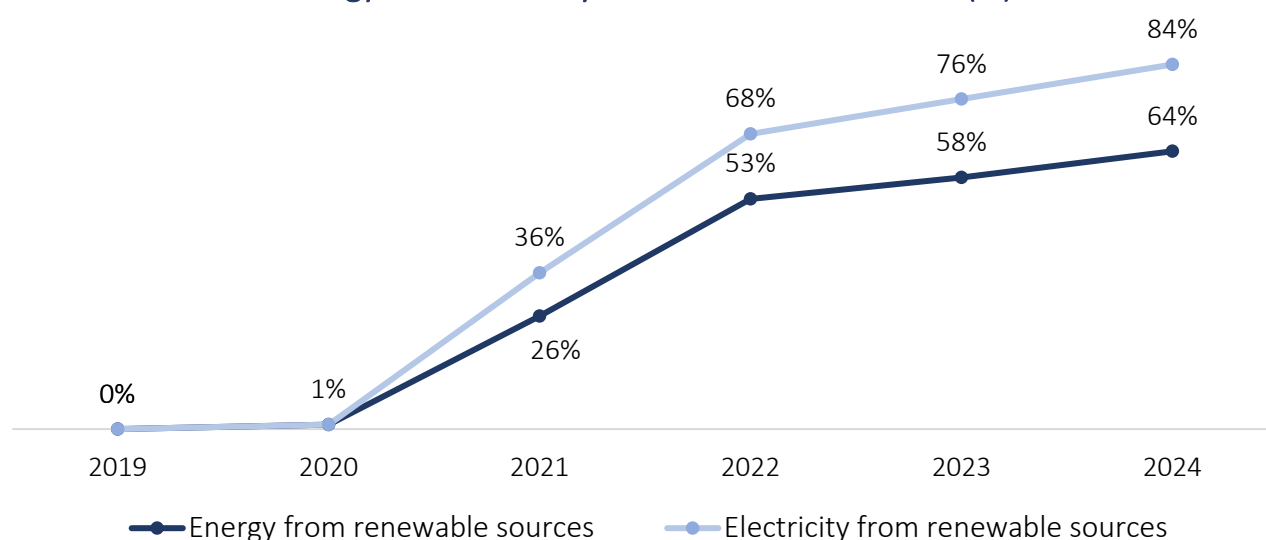
The share of **electricity from renewable sources** also increased from 76% in 2023 to **84%** in 2024. This percentage was achieved thanks to:

- the conversion of electricity supply contracts from fossil fuel into **contracts for electricity from renewable sources** (France, Switzerland, UK, Ireland, Germany, Spain, Portugal)
- the purchase of **Guarantees of Origin**³⁴ in Italy, Austria, Belgium, the Netherlands, Canada, the United States, Mexico, Brazil, China, Macau SAR, Hong Kong SAR, Malaysia and Singapore
- the self-production of electricity through **photovoltaic plants** installed at the offices of Via Bergognone in Milan and GAO Modena, operational since 2014 and April 2024, respectively. Giorgio Armani S.p.A. and GAO Modena have been able to cover around 5% of their energy needs thanks to solar panels.

³³ As defined by the Textile Exchange, "preferred" is a fibre or raw material that, through a holistic approach to transforming production systems, consistently ensures lower impacts and greater benefits for climate, nature and people than the conventional equivalent.

³⁴ The Guarantee of Origin (GO) is an electronic certification attesting the renewable origin of the sources used by IGO-qualified plants. Each GO corresponds to 1 MWh of renewable electricity produced and injected into the grid by IGO-qualified plants. All GO titles are issued, transferred and cancelled electronically via the dedicated web portal.

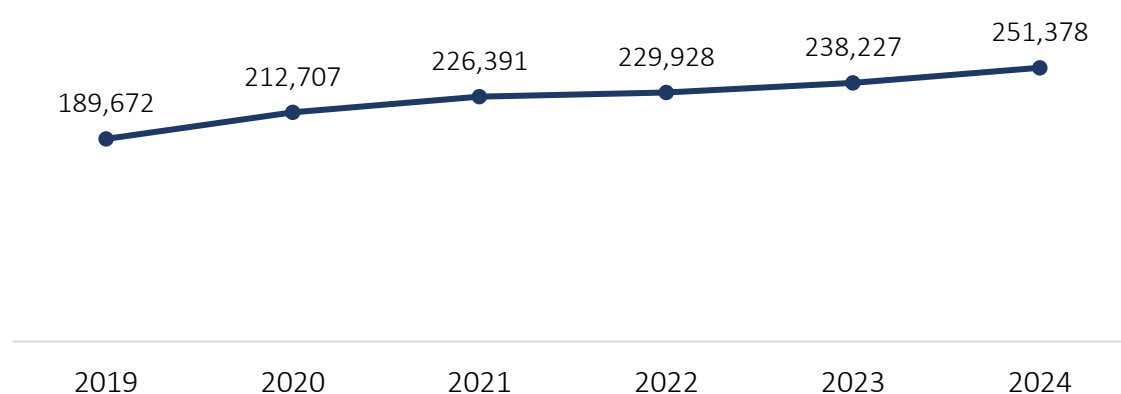
Energy and electricity from renewable sources (%)



At the office in Via Bergognone in Milan, charging points for electric and plug-in hybrid cars and a free electric shuttle service between the Via Bergognone and Via Borgonuovo offices in Milan are available to all employees.

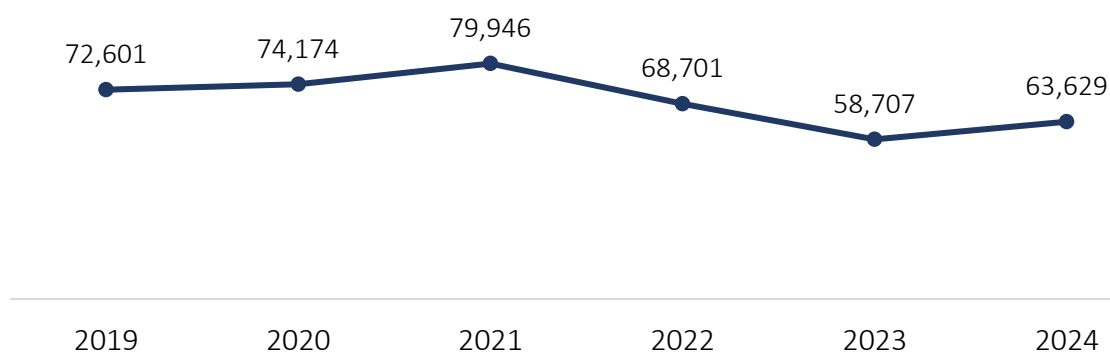
In terms of **electricity**, total consumption increased by 6% compared to 2023, and this increase considers three factors: the expansion of the reporting boundary to include Giorgio Armani Bahrain and Giorgio Armani Middle East FZ-LLC, the inclusion of district cooling and heating consumption from 2024 onwards and the refinement of electricity consumption estimates in Chinese stores, which has led to an increase in consumption in this country compared to previous years. Since 2023, electricity consumption has included consumption associated with the use of electric, hybrid and plug-in hybrid company cars.

Electricity consumption (GJ)



In 2024, **natural gas** and **propane** used to heat the Group's offices and production processes increased (+8% compared to 2023). This increase is mainly due to the fact that the raw materials warehouse of GAO Modena operated double shifts (including Saturdays) for approximately two months, which resulted in increased energy consumption.

Natural and propane gas consumption (GJ)



When taking into account not only natural gas and propane, but also the consumption of **petrol, diesel** and **LPG** for the use of company cars worldwide, total fossil fuel consumption has increased by 4%.

For more information on energy consumption, please refer to the dedicated section in the Appendix.

LEED CERTIFICATION

After several months of renovation work, the **Emporio Armani** flagship store in Via Manzoni, Milan, reopened in September 2024. The store was renovated in accordance with the criteria for obtaining **LEED Platinum³⁵** certification, which was achieved in 2025. In addition to the store in Milan, the **Giorgio Armani Roma Fiumicino** store is expected to obtain **LEED Gold** certification in 2025.

3.1.2 Emissions into the atmosphere

In 2021, the SBTi (Science Based Targets initiative) approved the absolute atmospheric emission reduction targets set by the Armani Group and in line with the 1.5°C scenario:

- **reduce absolute Scope 1 and 2 Market-based** greenhouse gas emissions **by 50%** compared to 2019 by 2030
- **reduce absolute Scope 3** greenhouse gas emissions **by 42%** compared to 2019, for categories 1 “Purchased goods and services” and 9 “Downstream transport and distribution”, by 2029.

The Armani Group calculates direct and indirect carbon dioxide emissions into the atmosphere on an annual basis using the GHG Protocol methodology. This data is monitored to assess progress towards the emission reduction targets validated by SBTi and analysed by the Sustainability Committee.

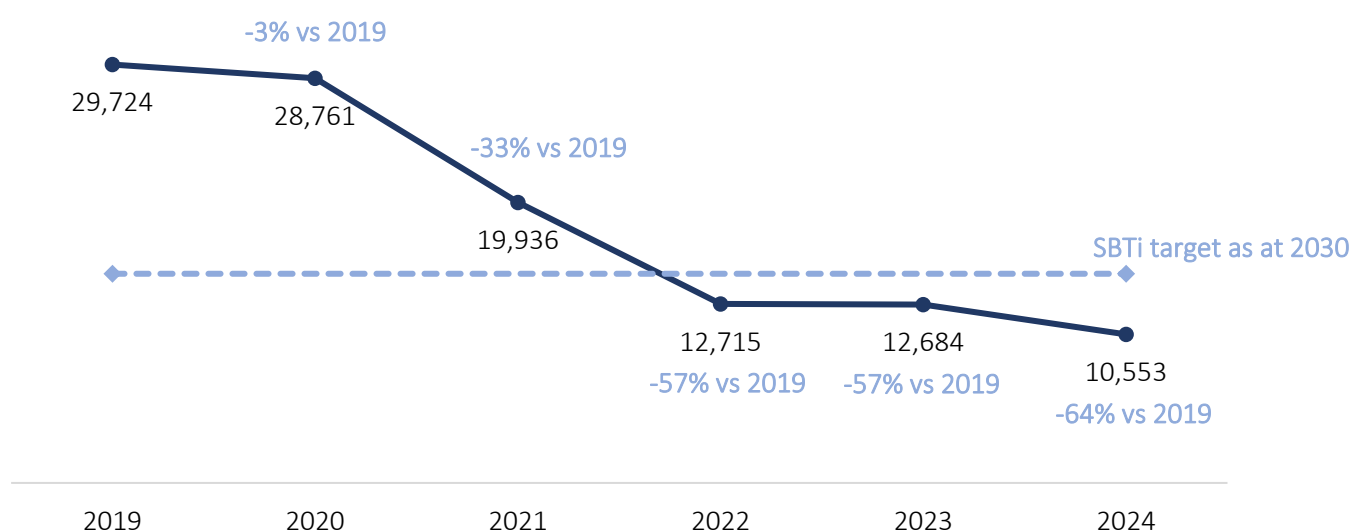
³⁵LEED® is a voluntary certification programme applicable to any type of building, covering the entire life cycle of the building itself, from design to construction. LEED promotes sustainability by recognising the performance of buildings in areas such as energy and water conservation, reducing CO₂ emissions, improving indoor environmental quality, and the materials and resources used in design and site selection. The system, developed by the U.S. Green Building Council (USGBC), is based on the allocation of credits for each requirement. The total number of credits earned is equivalent to the four levels of certification: basic, gold, silver and platinum.

2024 GHG emissions	tCO _{2eq}	%
Scope 1	5,113	1.2%
Scope 2 Market-Based	5,440	1.3%
Scope 3 - Category 1	325,116	78.9%
Scope 3 - Category 2	22,353	5.4%
Scope 3 - Category 4	6,059	1.5%
Scope 3 - Category 9	12,766	3.1%
Scope 3 - Other categories ³⁶	35,288	8.6%
Total	412,135	100.0%

Scope 1 and Scope 2 emissions

As shown in the chart below, the Group has **reduced its absolute emissions by 64% compared to 2019** in terms of Scope 1 and Scope 2 Market-based emissions and **has achieved its 50% reduction target by 2030 ahead of schedule**.

Scope 1 and Scope 2 Market-based GHG emissions (tCO_{2eq})



More specifically, in 2024:

- there was a decrease in **Scope 1** emissions (-6%) mainly due to a decrease in refrigerant gas leakage compared to 2023
- there was a decrease in **Scope 2 Market-based emissions** (-25%) due to the purchase of electricity from renewable sources to cover an increasing percentage of electricity consumption (84%).

Scope 3 emissions

In terms of indirect Scope 3 emissions³⁷, there was an **absolute reduction of 25%** compared to 2019 and **6%** compared to 2023. This was mainly due to a decrease in Category 1 emissions, which was the result of

³⁶ Reference is made here to the following Scope 3 categories: Category 3, Category 5, Category 6, Category 7, Category 8, Category 11, Category 12, Category 13 and Category 14.

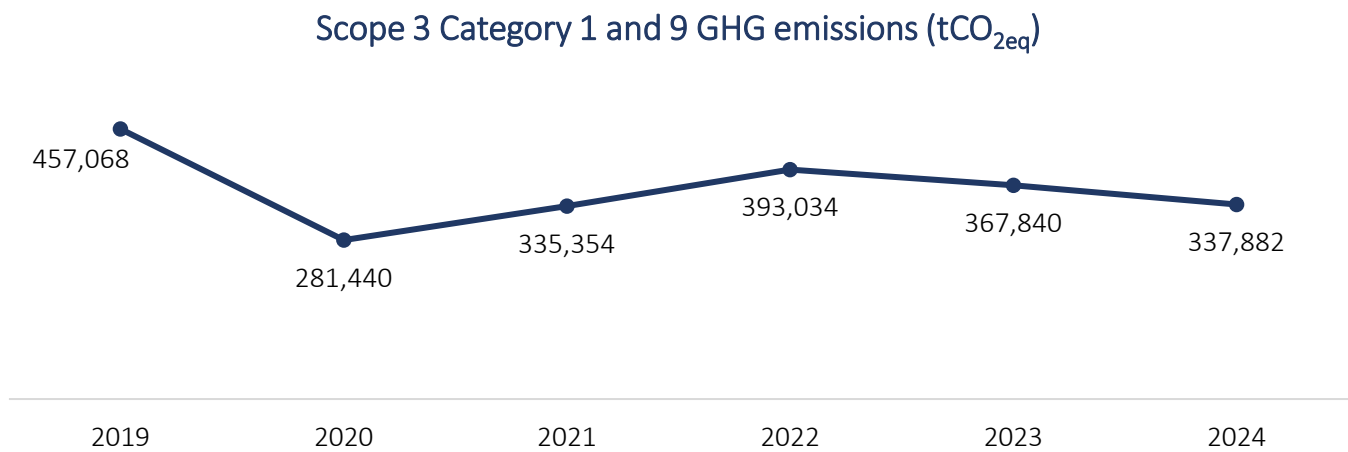
³⁷ The data relating to Category 1 and Category 2 emissions for 2024 have been subject to an improvement in the calculation process, which has also led to a retroactive revision of previous years to make the data more accurate and representative (however, the estimation component inherent in the indicator calculation process remains). This methodological improvement will also be reflected in the revision of the Group's baseline and emission reduction targets, which will be carried out in accordance with SBTi criteria in the coming months. These criteria require targets to be revised every five years.

a lower volume of fibre purchased and updated emission factors. The latter were updated using publicly available *Life Cycle Assessment* and *Environmental Product Declaration* data.

To achieve the absolute emission reduction target approved by SBTi, the Group is committed to progressively identifying and implementing initiatives that will contribute to a reduction over the coming years. Specifically, through these main areas of intervention:

- increase the volume of *preferred* materials by applying the “Sustainability requirements for raw materials and production processes” guidelines
- initiatives and projects that follow the principles of regenerative agriculture
- supporting initiatives and projects to decarbonise the supply chain.

The following is a breakdown of Scope 3 emissions for the two categories for which the Group has declared a reduction target in line with the SBTi targets.



For more information on atmospheric emissions, please refer to the section in the Appendix.

3.1.3 Water resource management

The **Armani Group’s water withdrawals** are mainly for sanitary services used by employees, air conditioning and catering activities. In 2024, they amounted to **308 ML** - a decrease of 3% compared to 2023 - and most of the water (92%) is taken from the aqueduct.

Regarding **water withdrawals** relating to **GAO Italia** premises, there was a 4% decrease in 2024 compared to 2023, due to the repair of leaks that occurred the previous year. The main sources of supply are groundwater (54%) and aqueducts (46%). **9%** of GAO’s water withdrawals come from **water stressed areas**³⁸.

Regarding **water discharges** at **Group level** of **305 ML**, most of the water is discharged into the sewerage system (94%) and a small amount of the water withdrawn is not discharged because it is used to feed the steam generators used in production and boilers.

In accordance with the Group trend, **GAO Italia’s water discharges** are mainly discharges into the sewerage system (52%), surface waters (41%) and groundwater (7%). **5%** of the water was discharged into **water stressed areas**.

³⁸According to the Aqueduct Water Risk Atlas of the World Resources Institute (WRI), GAO Matelica is located in a water stressed area.

For more information, please refer to the dedicated section in the Appendix.

3.2 Protection of biodiversity

The Armani Group is committed to continuing activities to combat climate change and to ensure continued support for reforestation and ocean protection projects, in line with the objectives of the Sustainability Plan, the Fashion Pact³⁹, Sustainable Markets Initiative⁴⁰ and Circular Bioeconomy Alliance.

This commitment is also reflected in a focus on the environmental impact of materials, as well as participation in initiatives and programmes aimed at protecting ecosystems and biodiversity⁴¹.

In line with the strategic approach of “**Avoid, Reduce, Restore and Regenerate**”, the Group has implemented the following activities to protect terrestrial and marine ecosystems:

- Updating of the “Sustainability requirements for raw materials and production processes” guideline: the Armani Group is committed to carefully selecting the materials it uses, giving preference to certified, organic and recycled materials. Compared to all materials used, the proportion of preferred fibres increased by 55% in 2024 compared to 2023. Cotton is one of the main fibres used by the Group which is why it has decided to launch the **Apulia Regenerative Cotton Project**, the multi-year experimental project described in the box below.
- Participating in the Textile Exchange’s **Materials Benchmark survey**⁴², of which the Armani Group is a member, to define a sustainable fibre sourcing strategy that best integrates with the company’s activities.
- Continuing the commitment to introducing preferred fibres in line with the “**Manifesto per la Moda Rigenerativa**” (Manifesto for Regenerative Fashion) signed in 2022 and the “**Sustainable Cotton Challenge**” of Textile Exchange.
- Starting the “**Milano Green Circle 90/91**” project promoted by the City of Milan in collaboration with **Forestami**, with the aim of planting 350 new trees and over 60,000 shrubs and herbaceous perennials along the 90/91 trolleybus route in Milan.
- Planting 850 trees on World Earth Day and 250 trees during the Giorgio Armani World Retail Meeting⁴³ in Milan through **Treedom**, a platform that promotes agroforestry projects around the world.
- Continuing the **Acqua for Life** initiative, through which the Armani/Beauty brand addresses the issue of water scarcity by providing access to drinking water in arid regions and empowering local communities.
- Continuing the Group’s commitment to protecting the oceans, reducing plastic use and increasing recycled plastic use⁴⁴, in line with the objectives of The Fashion Pact⁴⁵.

³⁹ In 2019, the Group joined The Fashion Pact: one of the most important international initiatives to promote sustainability in fashion, bringing together more than 250 leading fashion and luxury brands with the intention to promote a sustainable and virtuous transformation of the industry.

⁴⁰ Since 2021, the Armani Group has been a member of the Fashion Task Force of the Sustainable Markets Initiative: <https://www.sustainable-markets.org/taskforces/fashion-taskforce>.

⁴¹ The Group checked whether the GAOs in Italy were in protected areas or in key biodiversity areas. The analysis carried out confirmed that no GAO is in or near one of these areas.

⁴² This standardised questionnaire is a tool that enables companies to monitor their progress in sourcing materials by collecting and tracking the weight of total and certified fibres and raw materials from sustainability programmes. The tool also calculates the level of awareness and leadership demonstrated by companies in addressing issues such as circularity, impact on biodiversity, land, freshwater and forests.

⁴³ A three-day event was held in Milan, with Giorgio Armani brand store managers participating in training activities.

⁴⁴ For more information, please refer to the paragraph on packaging.

⁴⁵ Eliminate problematic or unnecessary plastics from B2C packaging by 2025 and from B2B packaging by 2030 and ensure that at least half of plastic packaging is made from 100% recycled material by 2025 for B2C and 2030 for B2B.

APULIA REGENERATIVE COTTON PROJECT

The Armani Group's Apulia Regenerative Cotton project is a **scientific experiment** involving the development of a cotton field in Apulia using regenerative farming methods. The aim is to produce cotton with a reduced environmental impact through the use of agroforestry systems, while at the same time increasing landscape diversity, soil fertility, water savings and biodiversity-related ecosystem services. This innovative approach ensures traceable, resilient value chains and secure resources. The project was launched in collaboration with the Fashion Task Force of the Sustainable Markets Initiative and the Circular Bioeconomy Alliance, both founded by His Majesty King Charles III of England, and coordinated by the European Forest Institute together with the Council for Agricultural Research and Analysis of Agricultural Economics (CREA) and PRETATERRA.



The project was launched in 2023 on one hectare of land. In 2024, it was expanded to cover three hectares, which increased biodiversity with poplars and pomegranates growing alongside peach trees and cotton, which had been planted the previous year. By 2025, the cultivated area had expanded to five hectares, including other Mediterranean trees such as carob, fig and mulberry. This agricultural site is one of the first on-site trials in Europe to test agroforestry cotton with alternative tree species and regenerative practices.

The project involves the continuous collection of quantitative and qualitative data in order to compare the performance, yield and consumption of the regenerative cropping system with that of the traditional system. Regular scientific reports evaluate the characteristics of the cultivated cotton, the environmental impact and the production levels of the areas concerned. The positive results, including water savings, which are particularly important in regions at risk of water stress, such as the Mediterranean area, have been the subject of several scientific publications⁴⁶.

In 2024, the cotton was used to make a white and blue T-shirt with a QR code printed on the label, enabling complete traceability thanks to the product's digital passport⁴⁷. For further information, please refer to paragraph 4.3.1 "Customer Focus, Customer Experience and Digital Product Passport".

⁴⁶ De Carolis, G., Garofalo, S.P., Sanitate, N., Modugno, A.F., Scarascia-Mugnozza, G., Palahí, M., Tesemma, M.N., Campi, P. 2024 "First insights of cotton intercropping with peach trees under Mediterranean conditions". *Agroforestry Systems*. <https://doi.org/10.1007/s10457-024-01084-6>. M. Negash, Y. Tekle Tegegne, M. Palahi, V. Ziantoni, S.P. Garofalo, G. De Carolis, P. Campi; A.F. Modugno, G. Scarascia-Mugnozza "Overview of Regenerative and Agroforestry-based Cotton systems in the Mediterranean and beyond: a review". *Agroforestry Systems* 99, 117 (2025) <https://doi.org/10.1007/s10457-025-01207-7>. S.P. Garofalo, A.F. Modugno, G. De Carolis, N. Sanitate, M. Negash Tesemma, G. Scarascia-Mugnozza, Y. Tekle Tegegne, and P. Campi. "Explainable Artificial Intelligence to Predict the Water Status of Cotton (*Gossypium hirsutum* L., 1763) from Sentinel-2 Images in the Mediterranean Area". *Plants* 2024, 13, 3325. <https://doi.org/10.3390/plants13233325>

⁴⁷ The t-shirts were launched on the e-commerce channel and in major Giorgio Armani stores worldwide in July 2025. The Regenagri certification process was launched in 2024 and completed in early 2025. Regenagri is an international initiative that certifies products grown using regenerative methods, ensuring soil health, efficient water use, and biodiversity preservation. To obtain Regenagri certification for the supply chain, every supplier and process has been verified, ensuring traceability of the product from raw material to finished product.

MANIFESTO PER LA MODA RIGENERATIVA - SUSTAINABLE MARKETS INITIATIVE (SMI)

The “Manifesto per la Moda Rigenerativa” (Manifesto for Regenerative Fashion), developed by the Fashion Task Force of SMI in collaboration with the Circular Bioeconomy Alliance (CBA), both of which were founded by His Majesty King Charles III of England, aims to contribute to the gradual transition to regenerative fashion. Regenerative territories are resilient, rich in biodiversity and free of deforestation and produce a variety of goods and services such as food, energy and biomaterials, as well as ecosystem services, including carbon sequestration. These regenerative practices increase the prosperity of local and Indigenous communities.

MILANO GREEN CIRCLE 90/91

In 2024, the Armani Group renewed its collaboration with **Forestami**, which began in 2020, by launching the “**Milano Green Circle 90/91**” project. Promoted by the City of Milan and implemented by Forestami, the project received support from the Group.

The project involves the renaturalisation of the 90/91 trolleybus route in Milan, which will include the planting of 350 new trees, as well as over 60,000 shrubs and perennial herbaceous plants. The selected plant species were chosen for their resilience to urban stress and for their ability to improve air quality by acting as natural barriers to pollutants. The initiative is scheduled for completion during the 2026-2027 agricultural season. It will enable the integration of ecosystem services, including rainwater management, reduction of fine dust, increased biodiversity, climate resilience, soil regeneration, and noise reduction. Work on the first stretch from Piazzale Brescia to Piazza Bolivar started in January 2025.



3.2.1 Protecting the oceans

The Group is continuing its partnership with the **One Ocean Foundation**, an Italian non-profit organisation dedicated to protecting marine ecosystems and promoting the “Blue Economy”. Through this collaboration, the Armani Group is supporting projects related to biodiversity, coastal protection and pollution, thereby contributing to ocean conservation.

In particular, the Group supported two main initiatives in 2024:

- the “**Progetto Blue Forest**” (the Blue Forest Project) aims to replant 50 square metres of *Posidonia oceanica* meadows on the seabed at Punta Pedale in the Portofino Marine Protected Area. *Posidonia oceanica* is a marine plant endemic to the Mediterranean Sea that forms extensive underwater forests of great ecological importance. It protects the coastline from erosion, stabilises the seabed, creates a biodiversity hotspot, provides shelter and food for many marine species, absorb carbons dioxide and produces oxygen through photosynthesis.



- the “**Il Mare Inizia Da Qui**” (The Sea Starts Here) project supports the University of Milan’s scientific research into the contamination of Alps glaciers. The project aims to investigate the health of glaciers and their connection with marine ecosystems, drawing attention to the global spread of pollution⁴⁸. The project focuses on glacier contamination levels and the effects of climate change. It adopts a combined approach involving scientific research, education and raising awareness. Due to climate change, glaciers are releasing pollutants that have accumulated over time. These substances have a detrimental effect on mountain and valley ecosystems, and there is a possibility that they contribute to increased marine pollution. This demonstrates the interconnected nature of mountain and marine environments through the water cycle. In collaboration with the Department of Environmental Sciences and Policies at the University of Milan, a detailed map has been created showing the state of contamination of 15 Alpine glaciers and the only glacier in the Apennines, the Calderone, which is currently in sharp decline. The result is the first comprehensive map to show the extent of contamination of Italian glaciers.

⁴⁸ The melting of glaciers, exacerbated by climate change, can release substances that have been trapped in ice sheets for millennia, contributing to increased levels of environmental pollution, including impacts on the health of the marine ecosystem.



Finally, the Group's commitment to protecting the oceans is also reflected in its efforts to reduce the use of plastics, as reported in the following section.

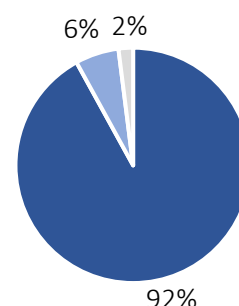
3.3 Packaging

The Group is in the process of reviewing and updating its packaging to reduce the use of plastic in favour of other materials such as paper, cardboard and textile fibres, and to increase the use of recycled and certified materials. All interventions were also carried out in order to maximise the recyclability and recovery of individual materials.

3.3.1 Packaging for the B2C end consumer

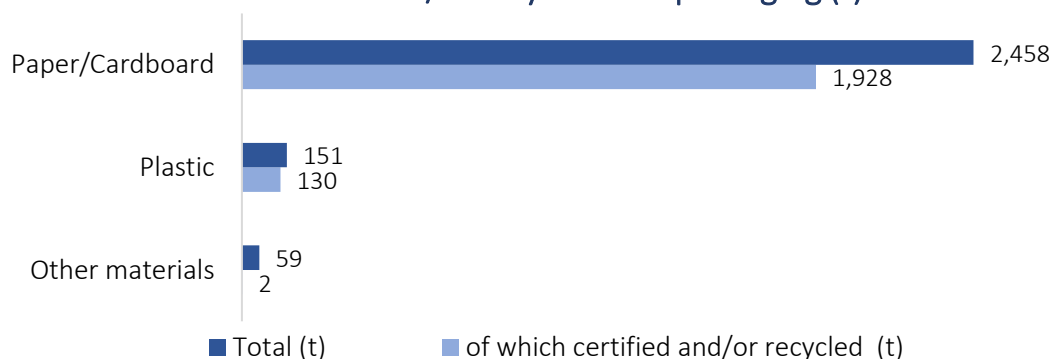
In 2024, **paper and cardboard** packaging accounts for 92% of total B2C packaging. The main packaging categories are boxes, gift boxes, shopping bags, tissue paper and tags. 78% of the paper and cardboard is FSC-certified and/or recycled. **Plastic** packaging, mainly envelopes, garment bags and underwear boxes, accounts for 6% of B2C packaging and is 86% certified⁴⁹ and recycled. The remaining packaging - 2% - is made from **cotton, wood, metal and other materials** and is 4% certified and/or recycled. Looking at all B2C packaging, 77% is certified and/or recycled.

B2C Packaging (%)



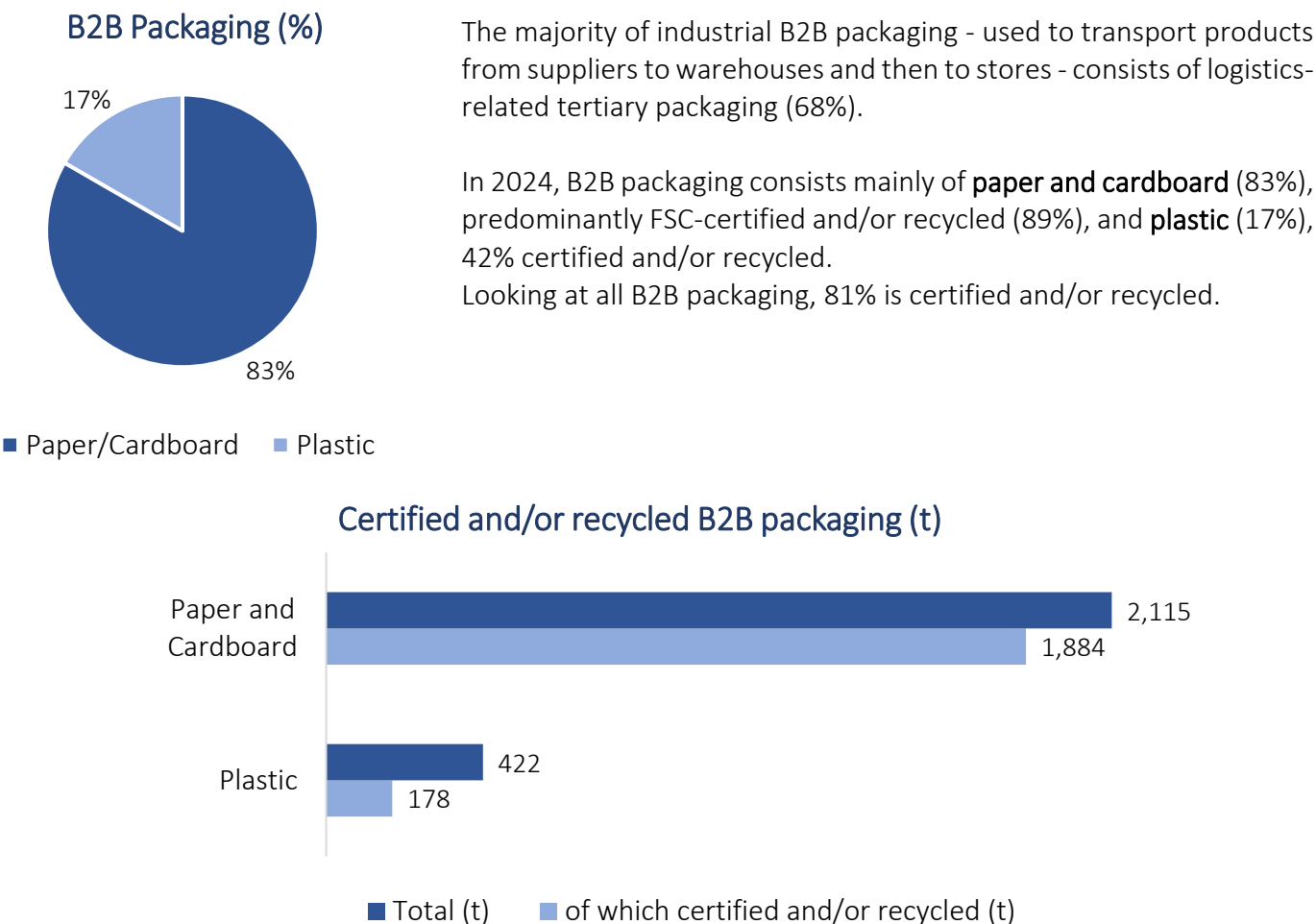
■ Paper/Cardboard ■ Plastic ■ Other materials

Certified and/or recycled B2C packaging (t)



⁴⁹ Reference certifications: Global Recycled Standard (GRS), Recycled Claim Standard (RCS), TÜV OK Compost.

3.3.2 Packaging for B2B business-to-business industrial transport



For more information, please refer to the dedicated section in the Appendix.

3.4 Circular economy, waste management and office materials

In line with its sustainability strategy, the Armani Group is committed to integrating circular economy principles into all phases of product development: from design to sourcing, manufacturing, distribution and after-sales.

In 2024, the **reconditioning service for returned products** launched in 2022 enabled more than 205,000 products to be returned to the first life cycle stream through ironing, stain removal and minor repairs.

Moreover, in line with the **policy on the management of unsold products and inventories**, the Armani Group is committed to ensuring that unsold products and unused materials are reused, recovered and recycled and/or used for social impact projects through the involvement of non-profit companies.

3.4.1 Waste generated

The **waste generated** at Group level in 2024 is approximately 2,687 tonnes, representing an 8% increase compared to 2023 due to higher waste production at GAO premises, the expansion of the reporting boundary to include the companies Giorgio Armani Middle East and Giorgio Armani Bahrain, and the enhanced ability to collect more precise data on waste generated in some European countries.

Waste generated in 2024 refers to **all Group venue worldwide**: GAO premises, offices, shops, cafés and restaurants. Where point-in-time figures were not available, the Group estimated the waste generated based on the square metres of office space.

The percentage of **waste sent for recovery** in 2024 at Group level is **64%**.

In terms of industrial waste generated by the **GAO premises in Italy**, 702 tonnes of waste were generated in 2024, an increase of 42% compared to 2023. In 2024, there was an increase in waste generated and disposed of due to disposal associated with extraordinary events. For example, GAO Modena recorded a significant increase in waste generated compared to the previous year due to work related to the installation of photovoltaic panels that affected the structure in the early months of 2024, the construction of new offices and a new laboratory, and the disposal of ferrous materials used on site in previous years. The main types of waste generated are metal waste, paper and cardboard, and mixed packaging. The percentage of hazardous waste⁵⁰ is 0.67%. Regarding waste disposal, **99.6%** of waste was sent for **recovery**.

3.4.2 Office materials

Globally, the use of printer paper and toner was **reduced** by **7%** in 2024 compared to 2023. **25%** of the paper used is **recycled** and **71%** is **FSC** certified.

For more information, please refer to the dedicated section in the Appendix.

⁵⁰ Waste has hazardous properties if it is: explosive, combustible, flammable, irritant, toxic, carcinogenic, corrosive, infectious, mutagenic, sensitising, ecotoxic.

4. PROSPERITY

4.1 Relations with the supply chain

On 3 April 2024, with decree no. 10/2024, the Court of Milan - Autonomous Section on Prevention Measures - ordered the Judicial Administration prevention measure against G.A. Operations S.p.A. pursuant to Article 31 of Italian Legislative Decree 159/2011. This measure was taken against G.A. Operations S.p.A. due to the behaviour of two of its numerous suppliers. It is noted that the total amount of products purchased from these two direct suppliers in 2023 represented 0.5% of the total amount of products purchased by the subsidiary G.A. Operations S.p.A. The suppliers not only violated the company's Code of Ethics, but they also betrayed the Armani Group's founding values. The Armani Group has never pursued profit for its own sake, nor has it ever compromised its respect for workers and consumers. Furthermore, no criminal allegations have been made against G.A. Operations S.p.A., its directors or its employees. The measure did not involve replacing the administrative body of G.A. Operations S.p.A. with the Judicial Administrator but rather supporting the existing body.

Although the Company was aware that it had an effective compliance and supply chain risk management system in place, it immediately recognised the measure as an opportunity to develop and strengthen its governance further. This strategy was adopted on the understanding that the issues that emerged, on which the prevention measure was based, were episodic and exceptional. This revealed an opportunity to reinforce the existing internal control system, which, by its very nature, was inevitably oriented towards risk-based control activities. In relation to these events, the Company swiftly terminated its ties with the companies implicated in the exploitation of workers, as outlined in Article 603-bis of the Italian Code of Criminal Procedure, and resolutely adhered to the Court-prescribed plan.

The process was completed thanks to the continuous and effective collaboration between G.A. Operations S.p.A.'s management and the Judicial Administrator, characterised by constant communication and the regular sharing of initiatives. This joint effort achieved significant results within a few months of the measure's launch and were further completed in the following months, reaching full operational capacity with excellent results in early February 2025.

The excellent result achieved was made possible - within a limited time frame - precisely because structured and proven supply chain control systems were already in place when the measure was applied. Therefore, the Judicial Administration has "actually, only served to accelerate the adaptation of the Organisational Model and all existing controls aimed at monitoring the production chain in order to avoid situations like those that led to the decree being issued, which were entirely unexpected and exceptional".

The following paragraphs describe the main activities carried out by the Armani Group in relation to reporting on, managing and monitoring the production chain with which the Group works through G.A. Operations S.p.A.

4.1.1 Description of the supply chain

The Armani Group's supplier base is divided into the following four categories:

- suppliers of **raw materials**

- **façon manufacturers** to whom the Group entrusts the making of the finished product by providing the necessary technical information and raw materials
- suppliers of **finished products** who make the finished garment according to technical drawings or samples, sourcing the raw materials themselves
- **service providers** such as testing laboratories, consultancies and general service providers, logistics and transport.

4.1.2 Supply chain management, assessment and monitoring

The process of strengthening and accelerating improvements to the existing system is perfectly consistent with the strategy that the Armani Group has always adopted, which is committed to full compliance with the law and all its implications.

This approach is characterised by its systemic and cross-cutting nature, as well as by the continuous collaboration between the various departments involved.

The main updates relating to the supply chain assessment and monitoring process are described below:

- Updating the **governance** of suppliers' management and assessment process by strengthening and increasing the headcount of the Sustainability (ESG) and Internal Audit functions, establishing the Compliance function, enhancing the activities of the Supplier Committee composed of the ESG, Finance, Legal, Technical Management and Supplier Risk Management (SRM) functions, a newly established function under which the management of suppliers, the coordination of the Committee's works and the establishment of the Risk Board convened to analyse specific cases are centralised.
- Appointing the Group Sustainability Director as a member of the **Board of Directors of G.A. Operations S.p.A.**, thereby strengthening the **ESG** risks and controls in place.
- Updating and refining already existing **procedures** relating to the onboarding of façon manufacturers and finished product suppliers, to the process of continuous monitoring of suppliers and subcontractors, to the revision of the onboarding questionnaire - to make it more understandable to suppliers and to enable more appropriate rating allocation - and to the consequent updating of supplier selection and management procedures.
- Updating the contractual instruments already in use to regulate relations with finished product suppliers of (**General Purchasing Conditions**) and façon manufacturers (**General Conditions of Supply**) in order to further emphasise the contractual obligations of suppliers and subcontractors in terms of social, environmental and labour law sustainability (including remuneration and social security obligations) and occupational health and safety. These obligations are included in the Code of Ethics and the Supplier Sustainability Code, forming an integral part of the contract. The existing contractual regulations already required suppliers to ensure that their subcontractors complied with the same general terms and conditions, including all annexes, as amended from time to time by GAO. This ensured full compliance, making suppliers responsible for responding to GAO regarding any non-compliance, including that of their subcontractors.
- Specific **monitoring activities** regarding the signing of **general terms and conditions** to ensure that commercial relations between GAO and suppliers involved in production cycles are always compliant.

- Periodic updating of the **Supplier Sustainability Code**⁵¹ to reflect new laws, directives and Group ESG requirements.
- The refinement, by the SRM function and GAO Directors, of the complete mapping of all suppliers and subcontractors and the rationalisation of this pool of suppliers, with the aim of implementing the strategy to further strengthen the supply chain management and evaluation process.
- The continuation and refinement of **ethical, reputational and financial verification** and due diligence activities, the **identification and assessment of ESG risks** by the Sustainability function, and the periodic monitoring of assessment parameters (in terms of ethical-reputational and social sustainability and compliance with relevant regulations) of suppliers and subcontractors (in the pre-assessment phase) through the administration of an onboarding questionnaire. This process involves the Supplier Committee to ensure high-precision and competent control, with the goal of minimising the various risks inherent in the production chain (e.g., labour law, financial, social and environmental risks). A rating from A to E is assigned at the end of this activity to guide subsequent sustainability verification and audit activities⁵².
- The continuation - once the pre-assessment activities and technical visit have been completed and following any other reports or critical situations and ESG risks – of the **sustainability audit** activities (see next paragraph). The Group Sustainability function carries out sustainability audits on a regular basis. Sustainability audits are scheduled to ensure that each supplier/subcontractor is audited at least once every two years.
- The continuation and strengthening of follow-up activities for **corrective action plans (CAPs)** defined during onboarding or following recurring sustainability audits in relation to identified non-compliances, activities that may result in the need for further document or on-site audits (see next paragraph).
- Strengthening the specific **training programme** provided by the Sustainability function for GAO personnel (including quality inspectors) and suppliers, to promote an **ESG culture**.
- The continuation - as in previous years - of **living wage analyses** for all audited suppliers and subcontractors and compliance with international agreements and projects for the protection of health, safety and workers' rights⁵³.

⁵¹ The Armani Group requires its suppliers to sign and comply with the Supplier Sustainability Code, which is included in the general purchasing conditions ([Area download | Armani Values](#)). Issued in 2022, it is based on the principles of the international conventions of ILO of the United Nations, the human rights conventions and the international certification standards and aims to provide guidance to suppliers on respecting the human rights and working conditions of their employees and limiting their environmental impact, from the sourcing of materials to their use, and throughout the value chain. The Sustainability Code, together with the technical specifications, the Product Restricted Substances List (PRSL), the Manufacturing Restricted Substances List (MRSL) and the Code of Ethics, forms part of the general purchasing conditions and good industry practices in the social and environmental fields that the Group's suppliers undertake to comply with, enforce and disseminate to their suppliers and subcontractors.

⁵² Rating of existing suppliers and subcontractors: A: on-site audit within 18-24 months; B: document audit and on-site audit within 24 months; C: on-site audit within 12 months; D: completion of corrective actions within 3 months and urgent on-site audit and follow-up; E: phase-out assessment plan.

Rating of new suppliers and subcontractors: A: on-site audit within 12 months; B: document audit and on-site audit within 12 months; C: on-site audit within 2 months; D: completion of corrective actions within a period of 3 weeks to 3 months before starting collaboration; E: excluded from possible collaborations.

⁵³ In 2024, the Group continued to monitor the living wage in the countries where its suppliers and subcontractors operate. It analysed the wage levels of the audited companies in relation to the estimated living wage in the area where the company

- The creation of an innovative **software platform** to ensure the efficiency of the initial traceability and qualification process and monitoring of supplier assessment⁵⁴.

GOVERNANCE OF THE PROCESS OF SELECTION, EVALUATION AND MONITORING PROCESS OF NEW AND EXISTING SUPPLIERS

The main stages of this process are:

- management of onboarding questionnaires
- pre-assessment activities: analysis of the questionnaire by the Supplier Committee, financial assessment, compliance, reputation, legal, ESG, Technical and Strategic-Production Analysis (by SRM) and rating assignment
- technical visit to assess production capacity
- audit and management of corrective actions (Corrective Action Plan)
- analysis by the Supplier Committee of all the results of the above-mentioned checks and audits to assign the final rating.

The assessment and monitoring of suppliers and subcontractors by the Supplier Committee, which meets regularly (at least once a month), is a recurring and structured process designed to ensure that supplier assessment indices are constantly updated at the end of the initial qualification carried out during onboarding and to monitor the timely identification of potential critical issues and, in such cases, the adoption of corrective actions to improve the rating and reduce risk or, if the outcome is negative, to terminate the relationship with the supplier.

4.1.3 The sustainability audit process

Evidence of the Group's commitment to constantly monitoring social risks related to the supply chain can be found in the annual sustainability audit campaigns it launched in 2014. The Sustainability function had already defined precise guidelines for these campaigns in 2021, including a checklist assessing legal aspects relating to working conditions, remuneration and social security contributions, and occupational health and safety.

Purpose of the audit process

The audit process is designed to ensure that the supplier or subcontractor complies with the requirements of the Armani Group Supplier Sustainability Code regarding human rights, working conditions, health and safety and the environment. Audits are carried out by third-party companies and aim at monitoring and mitigating risks related to outsourced activities and activating continuous improvement processes.

operates to identify potential critical issues. The result of this analysis is used to classify the supplier's risk and define the improvement actions to be taken. Moreover, the Group participates in the Employment Injury Scheme pilot, promoted by ILO in Bangladesh, as well as in the Accord for Health and Safety in the Textile and Garment Industry, in the Wageindicators Foundation and in the AAFA/FLA Industry Commitment to Responsible Recruitment. The Group is committed to responsible recruitment, with the aim of addressing and preventing potential risks of human rights violations for migrant workers in the global supply chain.

⁵⁴ In May 2025, the Group announced its decision to invest in YHub, an Italian group that provides innovative services and technological platforms for traceability and sustainability in the fashion and luxury goods industry. This investment aims to contribute to the development of innovative solutions for traceability and sustainability in fashion.

The audit is carried out during the onboarding of new suppliers, as part of the regular monitoring of existing qualified suppliers and to verify the implementation of remedial plans relating to identified non-compliance.

The audit is carried out in a semi-announced and unannounced mode.

The audit is based on a **risk-based process**, i.e. an approach that takes risks and opportunities into account. This approach has a significant impact on the planning, execution and reporting of audits, ensuring that important issues are addressed and a continuous improvement approach is adopted.

Audit management

The audit is carried out by qualified and certified auditors on environmental and social topics and the auditors' approaches are calibrated annually to ensure consistency in audit activities.

Audits are carried out in accordance with the main international reference standards (e.g. UNI EN ISO 19011⁵⁵), which are based on a risk-based approach and aim to stimulate a process of continuous improvement through the **Plan - Do - Check - Act** methodology. The ultimate objective is therefore to identify non-compliance so that corrective, remedial and enhancement actions can be considered.

The Group Sustainability function carries out sustainability audits in accordance with the guidelines set out in the "**Sustainability Audit Management Procedure**", a document updated at least once a year to reflect ongoing adjustments and improvements to the audit tools and approach.

The main activities that characterise the audit process are as follows:

- **Risk assessment and identification of audit priorities**

The risk assessment of each supplier or subcontractor is based on a risk matrix that takes into account the critical indicators of the Armani Group's supply chain and those specific to the sector. The level of potential risk is assigned to each supplier or subcontractor in one of four categories (low, medium, high or critical) and allows audit priorities to be set, with the aim of optimising available resources by focusing audit activities on the most critical areas of their supply chain.

- **Planning**

Audit planning is prioritised based on pre-assessment activities, including financial and reputational analyses, external reports, supply chain complexity, previous audit results, onboarding questionnaire results and ESG risk analyses.

- **Document analysis (before, during and after the visit)**

- **On-site audits**

Audits include on-site visits, document analysis and interviews with a representative sample of workers. The visit may last from one to three days, depending on the number of employees and complexity.

The audit is carried out using checklists agreed between the Group and the auditors covering all aspects of the Supplier Sustainability Code. The checklist is a tool to guide the audit activity, collecting all evidence for the preparation of the final audit report and corrective action plan. The contents of the checklist, as well as the Supplier Sustainability Code, are regularly (at least once a year) updated to reflect legislative and regulatory developments and to best cover all sustainability aspects.

⁵⁵ ISO 19011: Guidelines for auditing management systems.

- **Audit report**

An audit report is produced following the on-site audit visit. Depending on the level of risk resulting from the assessment, a periodic monitoring plan (Corrective Action Plan) is agreed for the supplier and/or subcontractor.

The guidelines in place, which were updated during the year, already provided for the assignment of a rating from A to E and the subsequent management of identified non-compliances through the definition of remediation plans, which, in the event of a negative outcome, would have led to the termination of the relationship with the supplier and subcontractor: A (fully compliant), B (compliant with observations); C (presence of minor non-compliances); D (presence of major non-compliances); E (presence of serious non-compliances/zero tolerance).

The suppliers whose rating is below a threshold considered desirable are guided towards improvement through a corrective action plan, with deadlines set according to the seriousness of the irregularity or non-compliance identified.

Suppliers whose overall assessment is found to be unacceptable (e.g. non-compliance on personnel management and health and safety issues) are required to take immediate action and, in the event of non-compliance, the supply relationship will be terminated by the Supplier Committee.

- **Management of non-compliance and corrective actions**

The supplier receives a document detailing the non-compliances and the corrective actions required. Corrective actions to address non-compliances are monitored for timing of implementation and effectiveness with subsequent follow-up activities. If non-compliances are not resolved, termination of the relationship with the supplier will be considered. The supplier receives an improved rating if the non-compliance is successfully resolved. This rating is monitored over time.

Since 2014, on an annual basis, the Group carries out **social and environmental audits** on a sample of suppliers and subcontractors. In 2024, **310 audits** were carried out, accounting for **72%** of production costs incurred by façon manufacturers and finished product suppliers.

The analysis of the results of the 310 audits carried out in 2024 revealed a number of non-compliances that led to rating “E” in 58 cases, “D” in 162 cases, “C” in 80 cases, and “B” in 10 cases.

In accordance with the procedures, a periodic monitoring plan (Corrective Action Plan, CAP) has been defined for each supplier and subcontractor in line with their respective risk level, in order to facilitate the resolution of any non-compliances identified. In the light of the results of the corrective actions, a new rating classification has been given to suppliers and subcontractors: 39 in “E”, 142 in “D”, 119 in “C”, 10 in “B”.

The Supplier Committee has taken the decision to terminate its relationship with 38 out of 39 suppliers and subcontractors rated “E” due to “zero-tolerance” non-compliances, while the relationship with the remaining supplier was ended in March 2025.

Regarding 99 suppliers and subcontractors classified as “D” - excluding 43 terminated relationships - remedial plans have been defined and timelines assigned for resolving the non-compliances identified. These corrective actions are therefore being constantly monitored to resolve the non-compliances identified, reiterating that, according to the procedures, any counterparties unwilling to resolve the non-compliances will have their collaboration terminated.

The main non-compliances identified were breaches relating to health and safety, a lack of knowledge of, and failure to share internally and externally, the Supplier Sustainability Code, a failure to adopt a

complaints procedure and/or tools for anonymous reporting, shortcomings in the administrative and remuneration management of personnel, cases of denied access to audits, inaccurate reporting of working hours (e.g. fictitious part-time work) and the use of unauthorised subcontractors.

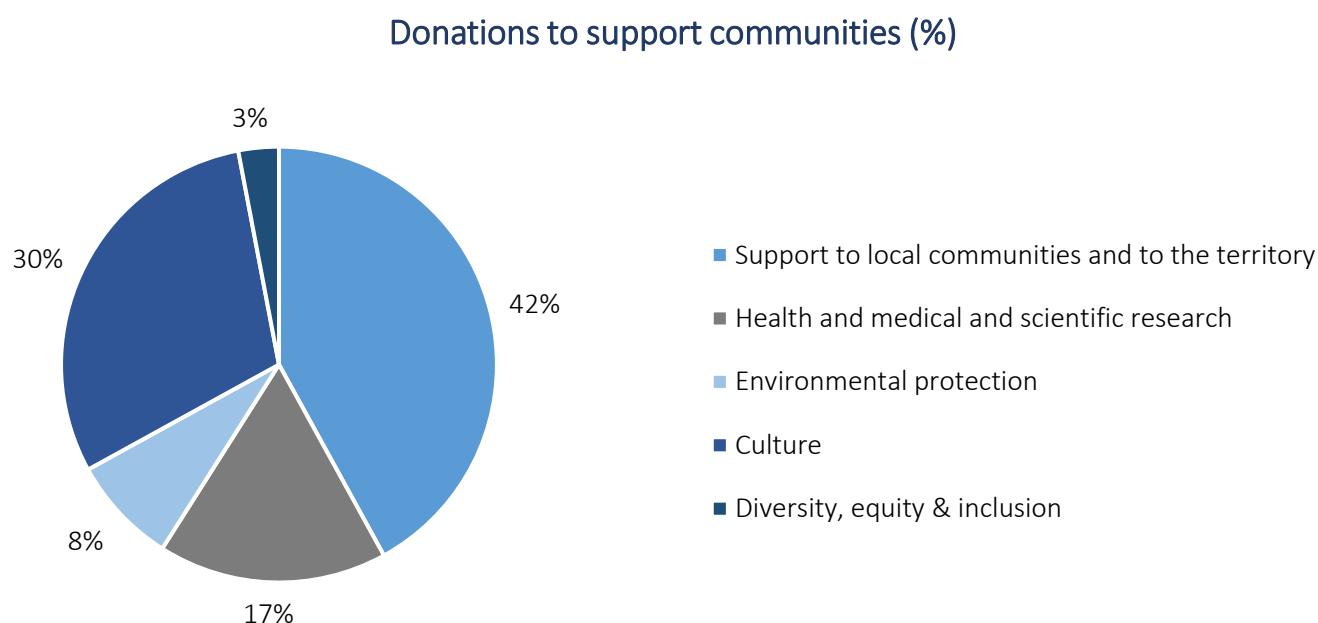
During 2024, all new suppliers signed the Supplier Sustainability Code, which requires compliance with the environmental and social criteria defined by the Group. Moreover, all new suppliers underwent ESG assessment questionnaires and/or environmental and social audits.

The Group Sustainability function has defined a plan for 2025 that involves carrying out approximately 300 audits. The aim of these audits is to audit the entire pool of suppliers and subcontractors within two years.

4.2 Relations with the community

The Armani Group recognises the importance of generating a positive impact in support of the community. Thanks to valuable connections in the territories in which it operates and in the most vulnerable areas of the world, it has continuously supported initiatives over the years in the following areas: medical and scientific research, the fight against inequality, the enhancement of cultural heritage, environmental protection and social inclusion.

The chart below shows the breakdown of the Armani Group's collaborations and donations during the year by subject:



In 2024, the **Giorgio Armani Foundation** continued to support the following organisations:

- **Opera San Francesco per i Poveri** which provides a range of services for the most vulnerable people in the Milan area, including a canteen, personal hygiene, cloakrooms, health centre, job orientation and legal advice. These services are offered every day.
- **Save the Children** for its “Fondo Emergenze Bambini” (Children’s Emergency Fund), in support of the Stabilisation Centre in the Bai region of Somalia, which specialises in assisting children suffering from acute malnutrition.

- **Comunità di Sant'Egidio** for the Casa Walter social housing project, with the aim of covering the running costs of the house where three elderly people who were previously homeless now live.
- **Fondazione Umberto Veronesi** to continue the PALM research project, which aims to launch the first clinical trial in Europe of CAR-Natural Killer gene therapy for the treatment of paediatric acute myeloid leukaemia.
- **Fondazione Humanitas per la Ricerca** to continue the research projects that aim to treat cancer through innovative immunological therapies.

At the same time, the Armani Group has pursued the following initiatives and collaborations:

For the community and the territory

- The collaboration with **Ethicarei**, the production district that aims to promote the social and professional reintegration of women in fragile social and economic conditions through a network of workshops spread throughout the territory, was renewed. During the Christmas holidays, the Group donated a selection of fabrics from its stock to the Cooperativa Sociale Alice tailoring workshop, which is part of the district, and commissioned them to produce a *panettone* bag. The bag was subsequently donated to **Fondazione Arché** for the charity shop that raises funds to support vulnerable children and families in building their independence in terms of social inclusion, housing and employment. In addition, during the year, surplus fabrics were donated to “**Associazione Yolk**” in Palermo and “**Istituto Kandinsky**” in Milan for use in workshops held on the outskirts of the cities.
- The Armani NOBU restaurant has once again joined the Ristoranti contro la Fame (Restaurants Against Hunger) campaign, supporting the international humanitarian organisation **Azione contro la Fame** (Action Against Hunger). From 16 October (World Food Day) until the end of the year, the proceeds from the sale of green teacups were donated to help fund the fight against malnutrition and food insecurity in Italy and around the world.
- A contribution was made to the “Spazi Aperti” (Open Spaces) project of the Parish of San Marco, in collaboration with **Associazione Quartieri Tranquilli** (Quiet Neighbourhoods Association), to make the neighbourhood spaces more open and accessible, with cultural and social events dedicated in particular to the elderly.
- To celebrate **Caritas Ambrosiana**’s 50th anniversary, the Group sponsored a charity concert at La Scala Theatre. The concert aimed to promote charity, social cohesion and human solidarity, and to support initiatives that have always focused on the most vulnerable members of society.
- Throughout the year, support for numerous charity events was renewed by donating clothing and accessories, which were then auctioned or sold at charity markets held throughout the Milan area to raise funds.

For environmental protection

- As described in the paragraph on biodiversity, the Milano Green Circle 90/91 project has been launched, created and promoted by the City of Milan in collaboration with **Forestami**. The project involves the renaturalisation of the route of the 90/91 trolley bus line, including the planting of 350 new trees, as well as over 60,000 shrubs and perennial herbaceous plants.
- Every year, the Armani Group supports various projects promoted by the **One Ocean Foundation** to protect marine ecosystems. In 2024, support was provided to the “Blue Forest” project for the restoration and protection of *Posidonia oceanica* meadows in the Portofino Marine Protected Area and the “*Il Mare inizia da qui*” (The Sea Starts Here) project aimed at assessing the level of contamination of the Alps’ glaciers and their interconnection with marine ecosystems.

- A donation was made to the **New York Restoration Project** (NYRP) association during the Giorgio Armani Spring Summer 2025 Women's fashion show in New York. NYRP is an organisation that invests in and manages New York's parks and gardens, aiming to ensure that all citizens have equal access to green spaces.
- Emporio Armani has partnered with **Treedom** to help plant 3,000 mangrove trees. From June to July 2024, the collaboration was promoted through a select network of opticians who displayed bespoke window displays. Customers who purchased a pair of glasses from the new collection received a card enabling them to join the "Emporio Armani Eyewear Forest", where they could name one of 3,000 plants and track its growth.

For health and medical and scientific research

- The Armani Group has been a member of the committee promoting the Convivio initiative since 1992 and has renewed its involvement in the historic fundraiser by donating a wide selection of clothing and accessories. The event is well known for its exhibition-market, followed by a gala dinner. Proceeds from the dinner are donated to **ANLAIDS** to fund scientific research and prevention programmes to combat the spread of HIV, and to disseminate accurate information on infectious diseases, particularly among young people.
- Fundraising galas were organised for: **Fondazione IEO-Monzino** to support the European Institute of Oncology and the Monzino Cardiology Centre, both of which are renowned as centres of excellence in Italian medicine on the global stage, **Fondazione Telethon** to create a fund that allows it to be at the forefront of the production and distribution of advanced therapies for rare genetic diseases, **Fondazione Mente** for the activities of the Ippocrate Centre, which provides diagnosis and treatment for children and young people with neurodevelopmental disorders.
- On World Breast Cancer Day, on the initiative of Montenapoleone District, the Group once again joined the Nastro Rosa campaign organised by **LILT (Lega Italiana per la Lotta contro i Tumori)**, Italian League for the Fight against Cancer, donating 10% of the proceeds collected on 21 October by the Giorgio Armani boutique in Milan. The objective of the initiative was to raise women's awareness of the importance of preventing and diagnosing breast cancer early, with the aim of promoting greater knowledge and understanding of the disease.
- To mark the launch of the Parent Talks series, Emporio Armani partnered with **Medicinema Italia** for its film therapy project, "*SuperEroi Insieme*" (Superheroes Together). This initiative is dedicated to children with complex neurological conditions who are receiving treatment at Niguarda Hospital in Milan and Gemelli Polyclinic in Rome.

For culture

- The Armani Group has confirmed its commitment as a **Founding Supporter of Fondazione Teatro alla Scala**, in recognition of its renowned artistic excellence, which is appreciated not only by the Milanese community, but also around the world.
- In support of **Teatro Franco Parenti**, a contribution was made to assist with the ongoing work in progress in the theatre and Bagni Misteriosi spaces. This included the creation of the "Secret Garden", a new green space that is now open to the public.
- Support for **MAXXI**, one of Italy's leading museums of contemporary creativity, has been renewed by taking part in its annual fundraising gala.
- The Group contributed towards the restoration of the mosaic on the baptismal font at the **Church of Santa Maria del Rosario** in Milan, which is located near the Group's headquarters in Via Bergognone.

- At the “Palace of Palms: A Night Celebrating Heritage” event at the Royal Botanic Gardens, Kew, England, Giorgio Armani helped the **World Monuments Fund** to raise money for the preservation of some of the world’s most important historical and cultural sites.

For diversity, equity and inclusion

- The Armani Group has consistently supported **Obiettivo3**, the sports club founded by Alex Zanardi to provide professional and financial support to disabled athletes on their way to the Paralympics.
- At the fundraising event organised by **Art4Sport**, a charity founded by Paralympic champion Bebe Vio, a donation was made in support of initiatives that promote Paralympic sports and help children and young people who have had limbs amputated to take up sport again.
- EA7 Emporio Armani Olimpia Milano and **Fondazione Laureus**, Platinum Charity Partner of the Relay Marathon, participated in the twelfth edition of the renowned charity relay race, joining forces with the runners on their team. The initiative was part of the “One Team” project of Euroleague Basketball, which is dedicated to promoting basketball as an effective tool for change and growth among younger generations.
- A contribution was made to **Associazione L'Approdo** to cover the costs of sports programmes aimed at preventing and combatting addiction and social hardship.

ARMANI/SILOS

Opened in 2015, the Armani/Silos exhibition space aims to preserve, safeguard and promote the creative heritage of the Armani Group, including its ideas, materials, garments, designs and images. This heritage is an important part of the recent history of fashion and costume. The space is dedicated to creativity and education. It was created to promote an understanding of, and interest in, fashion, and to explore its interactions with photography, cinema, music and design. This is achieved through the permanent collection, themed exhibitions, publications, digital archive and cultural events. Furthermore, in line with its educational mission, Armani/Silos supports **Save the Children**. For several years, a donation has been made to the Punto Luce centre in Milan’s Quarto Oggiaro district with each new temporary exhibition, guaranteeing free training and educational opportunities for children and young people living in difficult economic and social conditions.

4.3 Customer relations

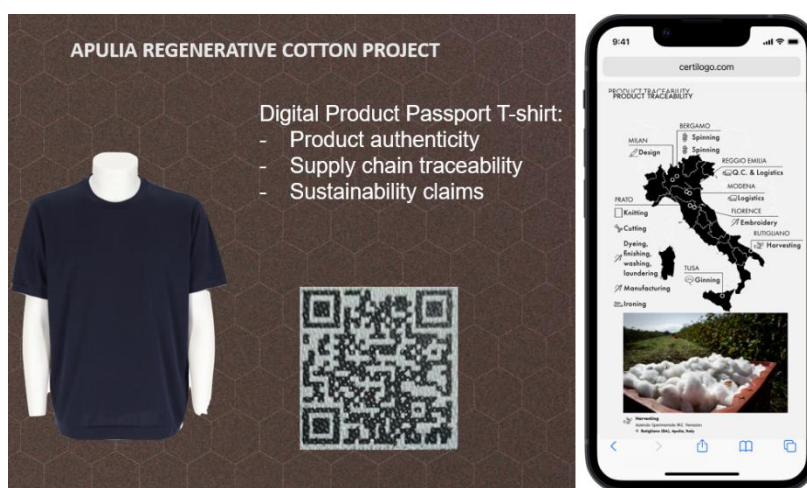
4.3.1 Customer Focus: Customer Experience and Digital Product Passport

Guaranteeing the authenticity, quality and safety of the product, as well as protecting privacy and raising awareness of sustainability issues, are essential commitments the Group makes to all its customers.

In 2024, the Armani Group continued to implement and expand the use of **QR codes**. These codes enable **product information to be viewed and authenticity to be verified**⁵⁶.

⁵⁶ The QR Code/Digital Product Passport (DPP) project was developed within the Sustainable Markets Initiative’s Fashion Task Force, of which the Group has been a member since 2021. Approximately one million items were equipped with a QR code or DPP code in 2024.

Regarding the case of the cotton t-shirt described in paragraph 3.2 “Protection of biodiversity”, the QR code ensures the product’s authenticity and provides access to all the information on the various processes and certifications involved, from cotton cultivation to production and packaging.



4.3.2 Product labelling

The Armani Group operates in a number of markets characterised by a wide variety of product labelling regulations. Therefore, a centralised and highly versatile labelling management system is required.

To facilitate the correct flow of data, the Group uses **product labelling software** to monitor all types of labels applied to products sold in a specific market. For the 2024 Spring Summer season, the content and layout of the labels of the various product types were streamlined, reducing the amount of ribbon used for printing.

In 2024, there were no cases of non-compliance with product labelling.

4.3.3 Brand protection

The Armani Group has always been committed to the fight against counterfeiting and devotes significant resources to the protection of Intellectual Property rights such as trademarks, patents, industrial design, domain names, keywords and copyrights. This commitment is designed to guarantee the value and authenticity of its own products. It also ensures that the patents of others are fully respected.

Protecting intangible assets and combatting counterfeiting is achieved through established methods. These include registering Intellectual Property rights, including trademarks, patents, industrial designs and related protection, with the relevant administrative and judicial offices worldwide, and activating surveillance services.

The Group also works closely with customs authorities in countries where an anti-counterfeiting monitoring service is active, and uses effective brand protection tools on the Internet, such as the QR code mentioned in the previous paragraph.

INTERNALISATION OF THE E-COMMERCE WEBSITE

The process of internalising the e-commerce business, which began in 2023, was completed during 2024. From the go-live date on 23 October 2024, the Armani Group has directly managed all stages of the e-commerce process, with the aim of achieving complete synergy between physical and digital channels.

4.3.4 Privacy management

Under the supervision of the Privacy Board, the following activities were carried out in 2024:

- updating notices and supporting the implementation of processes for the launch of the new e-commerce website armani.com
- supporting the adoption of the new Client Engagement system for Pallacanestro Olimpia Milano S.s.r.l.
- extending the scope of the Group Privacy Board to include cybersecurity
- starting in-person training for employees of G.A. Operations S.p.A.
- analysing regulatory developments in data security.

4.3.5 Product safety

To ensure product safety, the Armani Group requires its suppliers to constantly comply with the limits in the **Product Restricted Substances List (PRSL)** and the parameters defined in the **Manufacturing Restricted Substances List (MRSL)** for emissions into the water and into the atmosphere.

The Armani Group also monitors the possible presence of prohibited substances through testing protocols managed by GAO and carried out by ISO/IEC 17025 certified laboratories⁵⁷.

To ensure the compliance with the most advanced sustainability requirements and to minimise the environmental and social risks associated with the use of chemicals, the Group adopted the following guidelines in 2023:

- “Guidelines on eco-toxicological requirements for clothing, leather goods, footwear and accessories” on the use of chemicals in products
- “Guidelines on eco-toxicological requirements for chemical mixtures and industrial discharges” on the use of chemicals in production processes
- “Good manufacturing practices – guidelines on the use of chemical products in the production lines of fashion”, sponsored by the Ministry of Ecological Transition and the result of the efforts of the Chemicals Commission of the Camera Nazionale della Moda Italiana (National Chamber of Italian Fashion) of which the Group is a member.

In 2024, a case of non-compliance with the current Chinese product quality regulations was reported. The product was subsequently withdrawn from the market, and the incident received coverage in the local media.

4.3.6 Cybersecurity management

To ensure adequate protection, the Cybersecurity function of the Armani Group continued to strengthen its IT security, consolidating and reconfirming what is already in place and taking steps to increase its

⁵⁷ ISO/IEC 17025: General requirements for the competence of testing and calibration laboratories.

resilience to malicious events. In 2024, the scope was expanded with the internalisation of the e-commerce website.

IT security is guaranteed by a **Security Operation Centre (SOC)**, which operates 24 hours a day, 7 days a week, monitors all security events worldwide and takes immediate action if necessary. The security centre works by receiving all events generated by computers and all other company devices, events that are collected in a Siem and constantly aggregated and reprocessed for effective and efficient monitoring.

In December 2023, **Cybersecurity training** was launched with new training content released every month and practical exercises to assess the level of learning.

The Group has a **Business Continuity** and **Disaster Recovery Infrastructure** for critical activities, designed to cope with different types of criticalities: from a small inconvenience in a single data centre to cyber-attacks and environmental disasters.

In 2024, cybersecurity efforts focused on completely overhauling the infrastructure that manages **user identities**, with the aim of modernising and securing it, and extending the adoption of multi-factor authentication to more users and applications. The checks focused on the application components in the Cloud to verify their security level. A new network traffic monitoring tool has been introduced to increase the visibility of any malicious events. In addition to ongoing training, specific procedures have been adopted to prevent the increasingly sophisticated attempts at fraud that are becoming more common with the advent of artificial intelligence.

4.3.7 Innovation

In 2024, a significant investment project focused on innovative technologies was finalised with the aim of upgrading the 3D printing laboratory at GAO. A careful analysis of the needs of the various GAO offices guided the selection of technologies, with the aim of promoting greater synergy and collaboration between them. The new technologies introduced guarantee superior performance and offer a high degree of versatility. This allows for the creation of a wide range of products, from prototyping structures for footwear to accessories for leather goods and small furnishings for Armani/Casa.

Using these tools has significantly reduced the time and waste involved in the prototyping phase, speeding up communication with the design department and enabling design changes to be implemented more quickly. Developing products in-house has also reduced transport and outsourcing costs, making the production chain more sustainable and efficient.

Finally, several COMELZ cutting machines were installed and put into operation in the leather goods modelling department of GAO Vertemate in 2024, as part of Industry 4.0 projects. Four new fabric inspection machines were also installed at GAO Modena during this period.

During the year, the company invested mainly in the purchase of management software licences (Product Lifecycle Management), the purchase of the remaining portion of the property of GAO Inzago, machinery, mechanical and electrical systems in relation to the raw materials warehouse at GAO Modena, machinery for the new leather goods laboratory at GAO Vertemate and for the new testing laboratory at GAO Modena, costs relating to the waterproofing and roofing of GAO Trissino, the purchase of 3D printers, printers and ultrasonic cutters for RFID labels, as well as normal and ordinary purchases of equipment, furniture, electronic machines, hardware and software to maintain the efficiency of the company's operating facilities.

The Group is investing in Industry 4.0 projects to improve automation and digitalisation. Specifically, a pilot project aimed at strengthening the IT infrastructure was launched in 2022. This project was then extended to all production sites in 2023 and 2024, enabling a uniform IT model to be adopted for company systems over the three-year period. Furthermore, in 2024, the Group began its digital transformation by launching strategic projects that introduced new business capabilities, strengthened security, and improved operational efficiency. Key achievements include the launch of the new omnichannel store and point-of-sale platform, the rollout of the new e-commerce architecture to support internal processes and the creation of a modern data platform for analysis and reporting. In terms of technology, security and compliance measures have been enhanced by extending proactive threat monitoring and launching infrastructure renewal. Finally, the introduction of automation tools in the finance area, alongside the implementation of feasibility studies and traceability prototypes in production, has had a tangible impact on operational efficiency.

4.3.8 Responsible event management

As from 2021, events organised by the Armani Group (fashion shows and special events) are designed and executed to minimise their social and environmental impact. In addition to signing the Supplier Sustainability Code, all partners and suppliers involved are required to comply with the **Guidelines for the Management of Sustainable Events**, which outline the requirements to be applied in pursuit of this goal.

Guidelines for the Management of Sustainable Events

- ensure compliance with applicable environmental, health and safety and labour laws;
- prefer the use of recycled and recyclable materials, encourage the reuse and recovery of used materials and prefer to rent rather than buy;
- promote separate collection practices and the elimination of food waste;
- eliminate the use of disposable plastics in catering and limit the use of plastics in general;
- use LED lighting;
- encourage sustainable mobility (e.g. electric cars for hire).

The Group's events are implemented in such a way as to be certified in accordance with the **ISO 20121 Event sustainability management systems** standard, using a systematic approach.

Moreover, for each event, the Group collects data on the environmental impact (e.g. energy consumption, distance travelled by participants' transport to the event site, type of meals consumed, materials used to set up the event) and enters it into a tool that automatically converts all inputs into carbon dioxide emissions. The company's emissions reporting is carried out using a systematic approach in accordance with **ISO 14067 Carbon Footprint of Products**.

In 2024, the tool was used to calculate the impact of the Emporio Armani and Giorgio Armani fashion shows for the Autumn Winter 2024/2025 Women's collections, Spring Summer 2025 Men's and Women's collections and the Giorgio Armani World Retail Meeting event. In particular, the Giorgio Armani Spring Summer 2025 Women's fashion show was held in New York, at the Park Avenue Armory.

Giorgio Armani Spring Summer 2025 Women's fashion show - New York

On 17 October 2024, Giorgio Armani returned to New York for a special fashion show celebrating the opening of the newly redesigned Madison Avenue building. The building now includes residential units, an Armani restaurant, and Giorgio Armani and Armani/Casa boutiques. The event took place at the historic Park Avenue Armory, home to the United States Army National Guard, located at 643 Park Avenue on Manhattan's Upper East Side.

In accordance with **ISO 20121**, the event was designed to minimise its environmental impact. This involved reusing and recycling materials, promoting separate waste collection, eliminating single-use plastics and using LED lighting.

The event carbon footprint was calculated in accordance with **ISO 14067** and all residual greenhouse gas emissions were offset by supporting the "**Katingan Peatland Project**", an environmental initiative promoting forest conservation in Indonesia. The project aims to reduce CO₂ emissions, protect the habitats of vulnerable and endangered species, and generate social and economic benefits for local communities. The Armani Group has also decided to support the **New York Restoration Project (NYRP)**, a non-profit organisation, by making a donation. For over 25 years, the New York Restoration Project (NYRP) has invested in and managed parks and gardens across the five boroughs of New York City. The organisation's goal is to strengthen communities and combat environmental and social injustice. The association's mission is to ensure equal access to green spaces for all New Yorkers.

APPENDIX

Governance data

BOARD OF DIRECTORS BY AGE AND GENDER

GRI 405-1 Diversity of governance bodies and employees

	2024		2023		2022	
Age group	M	F	M	F	M	F
> 50 years old (no.)	4	3	4	3	4	3
> 50 years old (%)	57%	43%	57%	43%	57%	43%

Human resources data

EMPLOYEES AND WORKERS WHO ARE NOT EMPLOYEES

GRI 2-7 Employees

Employees by type of contract and gender as at 31/12 (no.)									
Type of contract	2024			2023			2022		
	M	F	Total	M	F	Total	M	F	Total
Permanent	2,917	4,635	7,552	2,888	4,494	7,382	2,832	4,382	7,214
Temporary	562	937	1,499	575	1,067	1,642	466	942	1,408
Non-guaranteed hours	20	29	49	17	36	53	34	42	76
Total	3,499	5,601	9,100	3,480	5,597	9,077	3,332	5,366	8,698

Employees by type of contract and gender as at 31/12 (no.)									
Type of contract	2024			2023			2022		
	M	F	Total	M	F	Total	M	F	Total
Full-time	3,151	4,851	8,002	3,074	4,828	7,902	2,904	4,598	7,502
Part-time	328	721	1,049	389	733	1,122	394	726	1,120
Non-guaranteed hours	20	29	49	17	36	53	34	42	76
Total	3,499	5,601	9,100	3,480	5,597	9,077	3,332	5,366	8,698

Employees by type of contract, gender and geographical area as at 31/12 (no.)										
Geographical area	Type of contract	2024			2023			2022		
		M	F	Total	M	F	Total	M	F	Total
ITALY	Permanent	1,030	2,114	3,144	1,029	2,028	3,057	1,016	1,971	2,987
	Temporary	124	106	230	106	141	247	89	93	182
	Non-guaranteed hours	0	0	0	0	0	0	0	0	0
	Total	1,154	2,220	3,374	1,135	2,169	3,304	1,105	2,064	3,169
AMERICAS	Permanent	873	1,039	1,912	823	993	1,816	860	971	1,831
	Temporary	45	61	106	98	121	219	81	72	153
	Non-guaranteed hours	0	0	0	0	0	0	0	0	0
	Total	918	1,100	2,018	921	1,114	2,035	941	1,043	1,984
EUROPE	Permanent	415	518	933	424	533	957	396	525	921
	Temporary	66	95	161	73	126	199	73	113	186
	Non-guaranteed hours	8	3	11	1	0	1	1	0	1
	Total	489	616	1,105	498	659	1,157	470	638	1,108
ASIA-PACIFIC	Permanent	552	869	1,421	555	849	1,404	512	836	1,348
	Temporary	230	603	833	206	629	835	223	662	885
	Non-guaranteed hours	5	9	14	5	19	24	9	10	19
	Total	787	1,481	2,268	766	1,497	2,263	744	1,508	2,252
AUSTRALIA	Permanent	47	95	142	57	91	148	48	79	127
	Temporary	0	2	2	0	2	2	0	2	2
	Non-guaranteed hours	7	17	24	11	17	28	24	32	56
	Total	54	114	168	68	110	178	72	113	185
MIDDLE EAST	Permanent	0	0	0	0	0	0			
	Temporary	97	70	167	92	48	140			
	Non-guaranteed hours	0	0	0	0	0	0			
	Total	97	70	167	92	48	140			
TOTAL	Permanent	2,917	4,635	7,552	2,888	4,494	7,382	2,832	4,382	7,214
	Temporary	562	937	1,499	575	1,067	1,642	466	942	1,408
	Non-guaranteed hours	20	29	49	17	36	53	34	42	76
	Total	3,499	5,601	9,100	3,480	5,597	9,077	3,332	5,366	8,698

GRI 405-1 Diversity of governance bodies and employees

Employees by category and gender as at 31/12 (no.)									
Category	2024			2023			2022		
	M	F	Total	M	F	Total	M	F	Total
Executives	122	104	226	117	82	199	114	67	181
Managers	675	710	1,385	628	669	1,297	577	649	1,226
White collars	812	1,881	2,693	711	1,766	2,477	717	1,668	2,385
Sales assistants	1,166	2,108	3,274	1,296	2,343	3,639	1,259	2,264	3,523
Blue collars	724	798	1,522	728	737	1,465	665	718	1,383
Total	3,499	5,601	9,100	3,480	5,597	9,077	3,332	5,366	8,698

Employees by category and gender as at 31/12 (%)									
Category	2024			2023			2022		
	M	F	Total	M	F	Total	M	F	Total
Executives	1.3%	1.1%	2.5%	1.3%	0.9%	2.2%	1.3%	0.8%	2.1%
Managers	7.4%	7.8%	15.2%	6.9%	7.4%	14.3%	6.6%	7.5%	14.1%
White collars	8.9%	20.7%	29.6%	7.8%	19.5%	27.3%	8,2%	19.2%	27.4%
Sales assistants	12.8%	23.2%	36.0%	14.3%	25.8%	40.1%	14.5%	26.0%	40.5%
Blue collars	8.0%	8.8%	16.7%	8.0%	8.1%	16.1%	7.6%	8.3%	15.9%
Total	38.5%	61.5%	100.0%	38.3%	61.7%	100.0%	38.3%	61.7%	100.0%

Employees by age and gender as at 31/12 (no.)									
Age group	2024			2023			2022		
	M	F	Total	M	F	Total	M	F	Total
< 30 years old	972	1,287	2,259	1,002	1,324	2,326	960	1,175	2,135
30-50 years old	1,898	3,145	5,043	1,870	3,165	5,035	1,758	3,122	4,880
> 50 years old	629	1,169	1,798	608	1,108	1,716	614	1,069	1,683
Total	3,499	5,601	9,100	3,480	5,597	9,077	3,332	5,366	8,698

Employees by age and category as at 31/12 (no.)												
Category	2024				2023				2022			
	< 30 years old	30-50 years old	> 50 years old	Total	< 30 years old	30-50 years old	> 50 years old	Total	< 30 years old	30-50 years old	> 50 years old	Total
Executives	0	125	101	226	0	110	89	199	0	80	101	181
Managers	116	1,018	251	1,385	87	945	265	1,297	68	910	248	1,226
White collars	414	1,533	746	2,693	463	1,451	563	2,477	363	1,359	663	2,385
Sales assistants	1,264	1,703	307	3,274	1,344	1,888	407	3,639	1,313	1,917	293	3,523
Blue collars	465	664	393	1,522	432	641	392	1,465	391	614	378	1,383
Total	2,259	5,043	1,798	9,100	2,326	5,035	1,716	9,077	2,135	4,880	1,683	8,698

Employees by age and category as at 31/12 (%)												
Category	2024				2023				2022			
	< 30 years old	30-50 years old	> 50 years old	Total	< 30 years old	30-50 years old	> 50 years old	Total	< 30 years old	30-50 years old	> 50 years old	Total
Executives	0.0%	1.4%	1.1%	2.5%	0.0%	1.2%	1.0%	2.2%	0.0%	0.9%	1.2%	2.1%
Managers	1.3%	11.2%	2.8%	15.2%	1.0%	10.4%	2.9%	14.3%	0.8%	10.5%	2.9%	14.1%
White collars	4.6%	16.9%	8.2%	29.6%	5.1%	16.0%	6.2%	27.3%	4.2%	15.6%	7.6%	27.4%
Sales assistants	13.9%	18.7%	3.4%	36.0%	14.8%	20.8%	4.5%	40.1%	15.1%	22.0%	3.4%	40.5%
Blue collars	5.1%	7.3%	4.3%	16.7%	4.7%	7.1%	4.3%	16.1%	4.5%	7.1%	4.3%	15.9%
Total	24.8%	55.4%	19.8%	100%	25.6%	55.5%	18.9%	100%	24.5%	56.1%	19.3%	100%

GRI 2-8 Workers who are not employees⁵⁸

Workers who are not employees by category as at 31/12 (FTE)		
Category	2024	2023
Agency workers	97	74
Interns	84	97
Total	181	171

EMPLOYEE TRAINING AND DEVELOPMENT

GRI 404-1 Average hours of training per year per employee

Average hours of training per employees by category and gender (no.)									
Category	2024			2023			2022		
	M	F	Total	M	F	Total	M	F	Total
Executives	19	24	21	19	22	20	17	19	18
Managers	37	40	39	26	27	27	21	21	21
White collars	10	9	9	10	10	10	9	8	8
Sales assistants	45	41	43	38	31	33	30	21	24
Blue collars	19	11	14	16	12	14	16	21	19
Total	29	26	27	25	21	23	21	17	18

⁵⁸ The change in the number of workers who are not employees compared to 2022 is not included, as the data was collected in FTE for the first time in 2023.

Training hours by course (no.)			
Type of course	2024	2023	2022
Professional training, anti-corruption, Code of Ethics, Model 231, whistleblowing	137,715	134,219	97,756
Health and safety training	33,694	40,730	25,341
Management Training	46,250	16,012	24,833
Language Training	2,328	6,340	3,480
Diversity, Equity & Inclusion and sustainability training	6,403	5,304	6,713
Cybersecurity training	18,564	2,315	
Total	244,955	204,920	158,123

GRI 404-3 Percentage of employees receiving regular performance and career development reviews by gender and category

Employees who received a performance review and professional development by gender and category (%)									
Category	2024			2023			2022		
	M	F	Total	M	F	Total	M	F	Total
Executives	62%	77%	69%	54%	70%	60%	56%	75%	63%
Managers	73%	87%	80%	66%	73%	70%	80%	81%	80%
White collars	42%	44%	43%	42%	42%	42%	40%	37%	38%
Sales assistants	88%	85%	86%	82%	79%	80%	73%	72%	72%
Blue collars	55%	37%	46%	56%	36%	46%	60%	36%	48%
Total	67%	64%	65%	65%	61%	62%	64%	57%	60%

WORK-RELATED INJURIES

GRI 403-9 Work-related injuries

Work-related injuries - Employees ⁵⁹ (no.)			
	2024	2023	2022
Number of recordable work-related injuries	88	89	88
<i>of which: high-consequence work-related injuries (excluding fatalities)</i>	1	0	1
<i>of which: number of fatalities as a result of work-related injuries</i>	0	0	0
Hours worked	18,226,282	16,119,147	14,496,823
Rate of recordable work-related injuries	4.83	5.52	6.07
Rate of fatalities as a result of work-related injuries	0.00	0.00	0.00
Rate of high-consequence work-related injuries	0.05	0.00	0.07

Work-related injuries - Workers who are not employees (no.)			
	2024	2023	2022
Number of recordable work-related injuries	0	0	1
<i>of which: high-consequence work-related injuries (excluding fatalities)</i>	0	0	0
<i>of which: number of fatalities as a result of work-related injuries</i>	0	0	0
Hours worked	473,461	362,806	294,198
Rate of recordable work-related injuries	0.00	0.00	3.40
Rate of high-consequence injuries (excluding fatalities)	0.00	0.00	0.00
Rate of fatalities as a result of work-related injuries	0.00	0.00	0.00

⁵⁹ Injury indices are calculated as follows:

- Rate of recordable work-related injuries: (number of recordable work-related injuries / number of hours worked) *1,000,000
- Rate of high-consequence injuries (excluding fatalities): (number of high-consequence injuries (excluding fatalities) / number of hours worked) *1,000,000
- Rate of fatalities as a result of work-related injuries: (number of fatalities as a result of work-related injuries/total number of hours worked) *1,000,000

These calculation methods were also used to calculate the injury indexes for workers who are not employees.

Environmental Data

ENERGY CONSUMPTION AND EMISSIONS INTO THE ATMOSPHERE

GRI 302-1 Energy consumption within the organization

Energy consumption						
GJ	2024	2023	2022	2021	2020	2019
Natural gas for heating or production process	63,592	58,704	68,696	79,946	73,101	69,644
Propane gas for heating or production process	37	3	5	0	0	5
Diesel for heating or production process	0	0	0	0	1,072	2,952
Diesel for company fleet ⁶⁰	12,903	15,421				
Petrol for company fleet ⁶⁰	2,133	1,393				
LPG for company fleet ⁶⁰	17	0				
Methane for company fleet ⁶⁰	0	1				
A. Total energy from fossil fuels	78,682	75,522	68,701	79,946	74,173	72,601
Self-generated electricity (photovoltaic system)	1,924	652	643	548	541	479
of which from renewable sources	1,924	652	643	548	541	479
Electricity purchased from the grid ⁶¹	248,524	237,575	229,285	225,843	212,166	189,193
of which from renewable sources	210,167	180,022	156,276	80,271	1,408	0
Energy for district cooling	108					
Energy for district heating	822					
B. Total electricity	251,378	238,227	229,928	226,391	212,707	189,672
(A+B) Total energy consumed	330,060	313,749	298,629	306,337	286,880	262,273
of which from renewable sources	212,091	180,674	156,919	80,819	1,949	479
of which from renewable sources (%)	64%	58%	53%	26%	1%	0%

⁶⁰ Since 2023, the Group has included the fuel consumption of company cars used worldwide.

⁶¹ Since 2023 the consumption of electricity purchased from the grid has included the electricity recharged by electric, hybrid and plug-in hybrid company cars. Furthermore, from 2021 onwards, the Group has been providing an estimate of the electricity consumption in the reference year for all premises worldwide for which no actual figure is available. The estimate is made using a consumption index per square metre, which is derived from the ratio of the consumption of the other premises of the same company to the square metres of floor space.

GRI 305-1 Direct (Scope 1) GHG emissions
GRI 305-2 Energy indirect (Scope 2) GHG emissions
GRI 305-3 Other indirect (Scope 3) GHG emissions

GHG emissions (Scope 1, Scope 2, Scope 3)							
tCO _{2eq}		2024	2023	2022	2021	2020	2019
Scope 1 ⁶²	Scope 1	5,113	5,448	4,185	4,602	4,211	5,681
Scope 2 ⁶³	Scope 2 - Location-Based	24,110	23,715	21,808	21,718	21,386	29,633
	Scope 2 - Market-Based	5,440	7,236	8,530	15,334	24,550	24,043
Scope 3 ⁶⁴	Scope 3	401,581	429,100	450,368	433,301	362,931	538,561
Total	Scope 1, Scope 2 Location-Based, Scope 3	430,804	458,334	476,361	459,621	388,528	573,875
	Scope 1, Scope 2 Market-Based, Scope 3	412,134	441,855	463,083	453,237	391,692	568,285

⁶² The emission factors provided by DEFRA 2024 “UK Government - GHG Conversion Factors for Company Reporting” were used to calculate Scope 1 emissions related to fossil fuel consumption.

⁶³ The emission factors provided by Terna “International Comparisons 2019” were used to calculate the Scope 2 emissions according to the Location-based approach. For the Market-based approach, emission factors provided by AIB, (“European Residual Mixes 2024” (source: AIB 2024)) were used for European companies and by Terna (“International Comparisons 2019”) for all others. Scope 2 emissions are expressed in tonnes of CO₂; however, the percentage of methane and nitrous oxide has a negligible effect on the total greenhouse gas emissions (CO₂ equivalent) as can be inferred from the technical literature of reference.

⁶⁴ The data relating to Category 1 and Category 2 emissions for 2024 improved the calculation process, which also led to a retroactive revision of previous years. In particular, the calculation was reperformed with reference to 2023, while an estimate was made for the years from 2019 to 2022.

Scope 3 Emissions (tCO _{2eq})							
Categories	2024		2023	2022	2021	2020	2019
1. Purchased goods and services	325,116	81.0%	354,543	382,271	324,176	272,141	422,250
2. Capital Goods	22,353	5.6%	19,038	14,895	65,639	50,258	28,321
3. Fuel and energy-related activities	4,045	1.0%	4,194	4,305	7,034	5,063	6,914
4. Upstream transportation and distribution	6,059	1.5%	4,486	7,100	3,923	5,476	17,111
5. Waste generated in operations	551	0.1%	522 ⁶⁵	750	886	705	1,705
6. Business travel	7,908	2.0%	7,684	3,856	3,244	3,274	8,491
7. Employee commuting	6,142	1.5%	6,624	7,545	665	666	7,447
8. Upstream leased assets	2,057	0.5%	2,642	2,546	302	302	302
9. Downstream transportation and distribution	12,766	3.2%	13,296	10,762	11,178	9,299	34,818
10. Processing of sold products	Not applicable						
11. Use of sold products	42	0.0%	33	73	107	105	165
12. End-of-life treatment of sold products	4,406	1.1%	4,281	4,292	4,202	3,852	1,205
13. Downstream leased assets	150	0.0%	107	175	175	175	0
14. Franchises	9,987	2.5%	11,650	11,797	11,770	11,615	9,832
15. Investments	Not applicable						
Total	401,581	100.0%	429,101	450,368	433,301	362,931	538,561

Scope 3 emissions were quantified according to the following methodologies, in line with the GHG Protocol:

- **Category 1 - Purchased goods and services:** the calculation was made according to the spend-based approach, with the application of Eurostat's Environmentally-extended Input-Output factors to each category of expenditure and average data method and with the application of specific emission factors (source: Ecoinvent 3.11 and related literature) to the quantities in kg of materials purchased, where possible.

⁶⁵ The figure for 2023 has been restated compared to that published in the previous Sustainability Report due to an adjustment in the figure for waste generated and disposed of in Italy.

- **Category 2 - Capital Goods:** the calculation was made using the spend-based approach, with the application of Eurostat's Environmentally-Extended Input-Output factors to each category of expenditure.
- **Category 3 - Fuel and energy-related activities:** the quantification was carried out by applying emission factors relating to the extraction, transportation, distribution and loss phases of the energy carriers used by the Group (source: DEFRA 2021, DEFRA 2024 and IEA 2023).
- **Categories 4 and 9 - Upstream and downstream transportation and distribution:** the calculation was based on the distances travelled for the transportation and distribution of goods purchased (Category 4) and products sold (Category 9). Distances travelled and quantities transported were multiplied by specific emission factors depending on the means of transport used (source: DEFRA 2024).
- **Category 5 - Waste generated in operations:** the calculation was made on the basis of the quantities of waste generated by the Group and their disposal methods, multiplied by specific emission factors (source: DEFRA 2024).
- **Category 6 - Business travel:** the calculation was made on the basis of business trips by multiplying, where available, the distances travelled by specific emission factors depending on the means of transport used (source: DEFRA 2024). Where distance data could not be obtained, emissions were calculated based on expenditure incurred for business travel. The relevant emission factor was applied to each expenditure category (source: Eurostat's Environmentally-Extended Input-Output). The category also includes nights in hotels for business purposes, which are also measured using DEFRA emission factors.
- **Category 7 - Employee commuting:** data on employee commuting were collected through a survey. The kilometres travelled were multiplied by specific emission factors depending on the means of transport used (source: DEFRA 2024). The calculation includes the contribution of average remote work days per country, according to the Group's internal policies.
- **Categories 8 and 13 - Upstream and downstream leased assets:** the calculation of the annual energy consumption was made with the Curb 2.1 tool, based on the square metres of space leased by the Armani Group (Category 8) or owned by the Armani Group and leased to third parties (Category 13). The energy consumption was then multiplied by the emission factors according to the geographical location of the premises, following the Location-based approach (source: AIB 2024, Terna 2019). As from November 2024, the Armani Group has leased the roof of a newly acquired office located in Via Bergognone to INWIT. This roof previously housed an antenna installed by INWIT. The emissions linked to the antenna were calculated by multiplying the average daily consumption in kWh by the number of days that the antenna was operational (in 2024, this was limited to November and December) and then applying the relevant Location-based emission factors (source: AIB 2024).
- **Category 11 - Use of sold products:** the emissions associated with sold lamps which consume electricity when used were quantified by multiplying the nominal absorption during their estimated lifetime by specific emission factors (source: Terna 2019).
- **Category 12 - End-of-life treatment of sold products:** the quantities of materials used for the packaging of sold products were collected in terms of type of material (e.g. paper, plastic), quantity in kg and/or number of pieces (converted to kg by estimating an average density) and multiplied by specific emission factors (source: Ecoinvent 3.11). In 2024, the Group estimated, as in 2022 and 2023, the impact of end-of-life disposal of sold products. Disposal methods were assumed on a

SUSTAINABLE MOBILITY SURVEY
7,289 employees involved
 Response rate of approximately **52%**

statistical basis based on Eurostat⁶⁶: depending on end-of-life treatment, specific emission factors were applied (source: DEFRA 2024).

- **Category 14 - Franchises:** in 2024, the Group's emissions related to franchises were calculated based on energy consumption estimated on a per square metre basis using the Curb 2.1 database. The emissions were then calculated by applying the emission factors for the specific geographical location of the premises, following the Location-based approach (source: AIB 2024, Terna 2019).

Categories 10 and 15 are not applicable to the Group's business.

WATER WITHDRAWAL AND DISCHARGE

The tables below show the total water withdrawals and discharges at **Group**⁶⁷ level. A small percentage of the water withdrawn was not discharged because it was used to feed steam generators for production activities and boilers.

GRI 303-3 Water withdrawal by source

Water withdrawal by source			
ML	2024	2023	2022
Total water withdrawal	308	318	384
of which third-party water (aqueduct)	285	292	363
of which groundwater	23	25	20

GRI 303-4 Water discharge by destination

Water discharge by destination ⁶⁸			
ML	2024	2023	2022
Total water discharges	306	316	382
of which in sewerage	286	296	367
of which in surface waters	17	17	12
of which in groundwater	3	4	3

⁶⁶ The disposal methods assumed are related to the countries of the European Union.

⁶⁷ Since 2023, the methodology for estimating water withdrawals for those premises for which a point-in-time figure was not available was refined from an estimate of consumption per square metre to an estimate of consumption per person. Where possible, the 2024 estimate took into account the fact that cafés and restaurants have a higher water consumption than stores.

⁶⁸ Where not available, the amount of water discharged was estimated to be equal to the amount of water withdrawn and destined for the sewerage system.

B2C AND B2B PACKAGING⁶⁹

B2C Packaging (t)	2024			2023		
	Non-renewable	Renewable	Total	Non-renewable	Renewable	Total
Paper/Cardboard	0.0	2,458.0	2,458.0	0.0	1,633.7	1,633.7
Plastic	150.6	0	150.6	155.7	0.7	156.4⁷⁰
Metals	3.9	0.0	3.9	4.0	0.0	4.0
Wood	0.0	2.6	2.6	0.0	2.2	2.2
Cotton	0.0	27.9	27.9	0.0	25.1	25.1
Other materials	24.2	0.3	24.5	5.9	6.0	11.9
Total	178.5	2,488.7	2,667.4	165.6	1,667.7	1,833.3

B2C Packaging	2024	2023
Paper/Cardboard (t)	2,458.0	1,633.7
of which certified and/or recycled (%)	78%	55%
Plastics (t)	150.6	156.4
of which certified and/or recycled (%)	86%	81%
Metals (t)	3.9	4.0
Wood (t)	2.6	2.2
Cotton (t)	27.9	25.1
Other materials (t)	24.5	11.9
of which certified and/or recycled (%)	4%	35%
Total (t)	2,667.4	1,833.3
of which certified and/or recycled (%)	77%	56%

B2B Packaging (t)	2024			2023		
	Non-renewable	Renewable	Total	Non-renewable	Renewable	Total
Paper/Cardboard	0.0	2,114.8	2,114.8	0.0	2,257.3	2,257.3
Plastic	422.3	0.0	422.3	368.4	2.7	371.1
Other materials	0.0	0.5	0.5	0.0	0.6	0.6
Total	422.3	2,115.3	2,537.6	368.4	2,260.5	2,628.9

B2B Packaging	2024	2023
Paper/Cardboard (t)	2,114.8	2,257.3
of which certified and/or recycled (%)	89%	90%
Plastics (t)	422.3	371.1
of which certified and/or recycled (%)	42%	51%
Other materials (t)	0.5	0.6
of which certified and/or recycled (%)	0%	0%
TOTAL (t)	2,537.6	2,628.9
of which certified and/or recycled (%)	81%	85%

⁶⁹ As from 2023, the data collection methodology for both B2C and B2B packaging was refined, and the reporting boundary was extended. Therefore, it was decided not to show the comparison with 2022.

⁷⁰ The data relating to plastic packaging produced in 2023 was restated compared to the figures reported in last year's Sustainability Report, due to an improvement in the calculation method.

WASTE GENERATED AND OFFICE MATERIALS

The table below shows the total amount of hazardous⁷¹ and non-hazardous waste generated at Group level, broken down by type:

GRI 306-3 Waste generated

Total weight of waste generated ⁷²						
Waste composition	2024		2023		2022	
	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous
Total waste generated (t)	5.1	2,682.1	13.1	2,474.9 ⁷³	7.0	3,314.1
<i>of which plastics (t)</i>	0.0	440.1	0.0	509.7	0.0	1,191.1
<i>of which paper and cardboard (t)</i>	0.0	1,061.1	0.0	1,161.0	0.0	1,514.4
<i>of which electronic waste (t)</i>	0.4	7.0	0.5	4.2	1.4	0.3
<i>of which other (t)</i>	4.7	1,173.8	12.7	800.1	5.6	608.3
Total (t)	2,687.2		2,488.0		3,321.1	
Hazardous waste (%)	0.2%		0.5%		0.2%	
Non-hazardous waste (%)	99.8%		99.5%		99.8%	

The table below shows the total amount of paper and toner used for printers in all the offices of the Group:

Total weight of materials used for office activities									
Material (t)	2024			2023			2022		
	Non-renewable	Renewable	Total	Non-renewable	Renewable	Total	Non-renewable	Renewable	Total
Paper	0.0	62.6	6.6	0.0	67.8	67.8	0.0	71.3	71.3
<i>of which recycled</i>	0.0	15.6	15.6	0.0	16.6	16.6	0.0	6.3	6.3
<i>of which FSC-certified</i>	0.0	44.5	44.5	0.0	47.0	47.0	0.0	20.0	20.0
Toner	2.0	0.0	2.0	1.7	0.0	1.7	2.0	0.0	2.0
Total	2.0	62.6	64.6	1.7	67.8	69.5	2.0	71.3	73.3

⁷¹ Waste has hazardous properties if it is: explosive, combustible, flammable, irritant, toxic, carcinogenic, corrosive, infectious, mutagenic, sensitising, ecotoxic.

⁷² Where not available, data on the amount and type of waste generated has been estimated in line with the size of comparable stores/offices/production sites (in the same Region) and the related composition of the waste generated.

⁷³ The 2023 figure has been restated compared to that published in the previous Sustainability Report due to an adjustment resulting from a revision of the methodology used to estimate paper/cardboard, plastic and other types of waste generated at Italian sites.

Prioritised material impacts

Material topics	Generated impact	Description	Impact type	
Respect for human and workers' rights	Transparent industrial relations	Developing transparent relations between workforce and management, protecting the freedom of association, collective bargaining and the right of workers' representation	Positive	Actual
	Cases of violations of human rights within the organisation and its supply chain	Human rights violation along the supply chain and within the Group, such as the right to freedom of association and collective bargaining, child labour and forced or compulsory labour	Negative	Potential
Sustainability topics in the supply chain	Creation of a traceable supply chain	Implementing methods and procedures to trace the source, origin or conditions of production of raw materials and finished products	Positive	Potential
	Environmental and social impacts along the supply chain	Negative impacts resulting from the procurement of goods and services from suppliers, particularly in terms of their environmental and social impacts	Negative	Potential
Sustainable procurement of raw materials	Sustainable procurement of raw materials	Sustainable procurement of raw materials, with a focus on animal welfare, resource efficiency and impact on soil	Positive	Potential
	Non-procurement of certified raw materials	Creation of products that do not meet the sustainability requirements of the market and result from the non-procurement of certified raw materials	Negative	Potential
Product quality and safety standards	Safe and high-quality product line	Developing products that meet quality and safety criteria in line with industry best practices, through the careful and meticulous selection of suppliers and rigorous checks before putting them into production through thorough audits	Positive	Actual
	Use of harmful chemical substances	Negative impact on the health of product users and/or the environment due to the use of chemicals and/or raw materials that are harmful to human health and the environment	Negative	Potential
Product labelling and communication	Efficient labelling practices	Efficient labelling in compliance with national and international regulations	Positive	Actual
	Innovative customer information	Using innovative tools to inform customers about the sustainability credentials of their purchases, such as the digital passport: an authenticity and traceability system that allows end customers to receive immediate feedback on the nature of the garment they have purchased	Positive	Actual
	Misleading advertising and marketing strategies	Negative impact on customers and end users due to misleading communication and misrepresentation in labelling or product presentation	Negative	Potential
Promotion of diversity and inclusion	Creating an inclusive working environment that respects cultural diversity	Enhancing diversity and promoting an inclusive company climate through company and initiatives	Positive	Potential
	Cases of discrimination	Negative impact on employee satisfaction and motivation due to cases of discrimination based on culture, ethnic origin, gender, sexual orientation, religion, nationality, age, political opinion, trade union affiliation, marital status, physical or mental disability and any other status or personal characteristic	Negative	Potential
	Lack of diversity in control bodies	Lack of a homogeneous governance body in terms of gender and background, leading to a lack of representation and possible "Groupthink"	Negative	Potential
Talent attraction and employee well-being	Employee well-being	Promoting employee well-being through the implementation of welfare activities, dedicated benefits and listening tools	Positive	Actual

Material topics	Generated impact	Description	Impact type	
	Competitive remuneration policies for employees	Fair remuneration policies that value the skills of workers in a way that also attracts, motivates and retains people with the right professional qualities	Positive	Potential
Support to local communities and to the territory	Positive economic impact on local communities	Contributing to the development of professional opportunities where the Group operates with consequent direct/indirect economic impact on local communities	Positive	Actual
	Economic support to local community associations	Support to local development through contributions and donations to local associations	Positive	Actual
	Developing synergies	Developing synergies with local bodies and institutions to establish channels of listening and communication with the local communities in which the Group operates	Positive	Actual
Brand enhancement and protection	Brand identity	Strengthening the brand identity by promoting its values and principles. Enhancement of the brand's characteristic identity and promotion of programmes and activities to encourage recognition and positioning among all stakeholders (e.g. employees, customers, suppliers)	Positive	Actual
	Anti-counterfeiting	Failure to develop online anti-counterfeiting processes to authenticate purchased products through management and prevention tools (Brand Protection and Intellectual Property)	Negative	Potential
Climate change and energy efficiency	Energy consumption	Consumption of energy from renewable and non-renewable sources with consequent negative impacts on the environment and reduction of energy stocks	Negative	Actual
	Generating direct and indirect GHG emissions (Scope 1 and 2)	Contribution to climate change through direct and indirect GHG emissions related to activities carried out at Group offices and sites	Negative	Actual
	Generating indirect GHG emissions (Scope 3)	Generation of indirect climate-changing emissions produced in the value chain as a result of the activities carried out	Negative	Actual
Eco-design, product life cycle and circular economy	Failure to manage the product responsibly at the end of its life cycle	Non-responsible product management due to lack of control over upstream and downstream processes in the value chain	Negative	Potential
	Waste generation	Environmental impacts related to the generation of hazardous and non-hazardous waste and its improper disposal	Negative	Actual
	Recycling and reuse of waste and industrial symbiosis activities	Reuse and reintroduction into the production process of scrap following recovery, recycling and reconditioning operations, also with a view to the circular economy	Positive	Actual
	Depletion of natural resources	Using natural resources and reducing their availability	Negative	Actual
Innovation	Development of sustainable and innovative product design	Promotion of sustainable product design, including through investment in research and development to improve product durability and recyclability	Positive	Actual
	Process technological innovation	Positive impacts on people and economic systems generated by process technological innovation	Positive	Actual
Creation and distribution of economic value	Generation and distribution of economic value	Direct and indirect positive economic impacts generated by the Group's business activities for employees, local communities and other stakeholders	Positive	Actual
Employee training and development	Developing and improving the skills of employees through training activities	Improving workers' skills through professional development also linked to growth targets and customised evaluation systems (e.g. career development plans)	Positive	Actual
Compliance and business ethics	Negative impacts on people and economic systems caused	Anti-competitive behaviour, monopolistic practices, corruption with negative effects on the economy and markets	Negative	Potential

Material topics	Generated impact	Description	Impact type	
	by unethical business behaviour			
	Internal/external communication not aligned with organisational values	Non-transparent and ineffective communication to stakeholders about the Group's values and actions	Negative	Potential
	Non-compliance with social and environmental laws, regulations and standards	Non-compliance with applicable laws, regulations, internal and external standards with indirect economic impacts on stakeholders	Negative	Potential
	Non-compliance with tax laws and regulations	Negative impact on the economy of the country in which the Group operates due to non-payment of taxes due	Negative	Potential
	Cases of bribery and corruption	Occurrence of bribery and corruption, anti-competitive behaviour and money laundering	Negative	Potential
Occupational health and safety	Safe and healthy working environments	Safe and healthy working environments in compliance with current regulations, including through the use of appropriate safety equipment and devices	Positive	Actual
	Work-related injuries	Work-related injuries or other accidents with negative consequences for the health of direct employees or external collaborators	Negative	Actual
	Occupational diseases	Unhealthy or risky production processes and working environments that cause illness	Negative	Potential
Protection of land and marine biodiversity	Protection of the oceans	Eliminating problematic and unnecessary plastics in packaging and increasing the use of recycled plastics	Positive	Actual
	Contribution to biodiversity loss	Development of industrial activities that may cause damage to biodiversity (terrestrial and marine ecosystems), such as alteration of pre-existing environmental conditions and use of pesticides (such as herbicides, insecticides, fungicides, nematocides and rodenticides) on non-target organisms	Negative	Potential
	Developing activities to protect biodiversity	Implementation of non-core projects and in collaboration with organisations and institutions for the protection of natural ecosystems, protected and endangered species and oriented towards the promotion of regenerative practices	Positive	Actual
Water resource management	Water resource consumption	Withdrawal and consumption of water resources in one's own production processes with impact on water availability	Negative	Actual
	Contamination of soil and groundwater from water discharges	Spillage of pollutants into soil and groundwater as a result of the Group's production activities, resulting in groundwater contamination	Negative	Potential
Information management and privacy	Data breach, data loss and poor IT security management	Failure to apply optimal data management practices to the detriment of privacy and the protection of sensitive data	Negative	Potential

Prioritised material risks and opportunities

Sustainability topics	Definition of risks/opportunities	Description of risks/opportunities	Risks/opportunities
Respect for human and workers' rights	Human rights violation along the value chain	Failure to implement adequate human rights controls throughout the supply chain can have significant consequences for the Group. These consequences may include reputational damage, loss of trust among employees and stakeholders, and financial penalties. These factors can have a negative impact on corporate culture and the ability to attract and retain talent.	R
	Misconduct by suppliers on environmental and social issues	A lack of, or inadequate, controls on workers' conditions along the supply chain (e.g. remuneration, working hours and safety) can lead to increased staff turnover along the value chain, resulting in a loss of productivity and of strategic figures, such as workers with technical skills responsible for prototyping and product industrialisation, to the detriment of business continuity. Moreover, this could result in legal actions or sanctions, as well as protests and strikes. Such actions could damage the company's reputation.	R
	Reduction in social dialogue with workers in the value chain	Inadequate management of social dialogue with workers in the value chain can create a difficult working environment and potentially lead to strikes and/or demonstrations. Consequently, the Group's reputation could be damaged, resulting in increased costs relating to business continuity interruptions and/or penalties.	R
Employee training and development	Upskilling of workers	Investing in effective training to develop skills can boost employee motivation and productivity, improve retention and enhance the company's competitiveness and reputation. Ultimately, this can lead to increased turnover.	O
Promotion of diversity and inclusion	Strategic benefits of workforce diversity	A diverse workforce can encourage greater creativity and innovation and improve problem-solving abilities through collective intelligence. This can result in improved economic performance, a stronger corporate reputation and greater effectiveness in attracting and retaining talent.	O
	Unfair treatment of workers in the value chain	Lack of or inadequate controls with regard to fairness, equal pay, training and diversity of workers in the value chain can cause reputational damage and disrupt business continuity.	R
Support to local communities and to the territory	Support to local communities	Opportunities to enhance the Group's reputation by supporting local communities through initiatives and projects.	O
Information management and privacy	Violations of privacy regulations and data breaches	<p>The risk is related to the possibility that the processing of personal data may not comply with the requirements of the relevant regulations, i.e. with the respect for fundamental rights and freedoms, as well as the dignity of the data subject, with particular reference to confidentiality, personal identity and the right to protection of personal data, resulting in administrative penalties and, in the most serious cases, criminal penalties, as well as reputational damage.</p> <p>Three risk scenarios have been identified:</p> <ul style="list-style-type: none"> • unauthorised access • alteration, destruction or loss, whether accidental or not • unauthorised processing or processing not in line with the purposes of collection <p>Events that could be related to risk include:</p> <ul style="list-style-type: none"> • the adoption of inadequate technical and organisational security measures 	R

Sustainability topics	Definition of risks/opportunities	Description of risks/opportunities	Risks/opportunities
		<ul style="list-style-type: none"> failing to respond to requests from data subjects to exercise their rights. 	
Product labelling and communication	Misleading communication and incorrect labelling	Misleading communication and incorrect labelling, whether through misleading advertising or the omission of key information, has the potential to have a negative impact on consumers by preventing them from making informed choices. This would have a negative impact on the Group's reputation and image	R
Climate change and energy efficiency	Frequency and severity of extreme weather events and natural disasters	<p>Possible physical climate risks include:</p> <ul style="list-style-type: none"> increased severity of extreme weather events such as cyclones and floods, which could lead to reductions in revenue from production capacity (e.g., transport difficulties, supply chain disruptions) changes in precipitation patterns, temperature and sea level, resulting in increased operating costs 	R
Eco-design, product life cycle and circular economy	Improper waste management	Failure to comply with waste management laws and regulations could result in a loss of reputation for the Group, as well as potential financial penalties for violations	R
Brand enhancement and protection	Product stewardship	<p>The risk is related to the possibility that the ethics and values associated with the Armani brands, including quality and sustainability, could be compromised by factors such as:</p> <ul style="list-style-type: none"> lack of transparency and sustainability in the product range and its production implementation of unfair commercial strategies distribution-related ancillary services that do not align with specific brands events that could potentially damage reputation <p>This risk could affect the reputation of the entire Group</p>	R
Sustainability topics in the supply chain	Distribution of counterfeit products	There is a risk that counterfeit products may be illegally placed on the market, resulting in third parties improperly using the trademark or company name for unlawful purposes, among other things. This could potentially lead to a decline in the Group's profits	R
Compliance and business ethics	Inadequate supplier management	Inadequate management of social, environmental and economic audits and controls in the supply chain may result in penalties, reputational damage and negative business impacts for the Group (e.g., suppliers who do not operate in accordance with international standards/environmental regulations in force, including those relating to waste treatment, who do not comply with the Group's Code of Ethics and Supplier Sustainability Code and/or who violate current human rights regulations)	R

Correlation between material topics, impacts, risks and opportunities (IRO)

MATERIAL TOPICS	TYPE	IRO
Compliance and business ethics	Impact	Negative impact on people and economic systems caused by unethical business behaviour
	Impact	Internal/external communication not aligned with organisational values
	Impact	Non-compliance with tax laws and regulations
	Impact	Cases of active and passive corruption
	Impact	Non-compliance with social and environmental laws, regulations and standards
	Risk	Inadequate supplier management
Creation and distribution of economic value	Impact	Generation and distribution of economic value
Innovation	Impact	Development of sustainable and innovative product design
	Impact	Process technological innovation
Talent attraction and employee well-being	Impact	Competitive remuneration policies for employees
	Impact	Employee well-being
Employee training and development	Impact	Developing and improving the skills of employees through training activities
	Opportunities	Upskilling of workers
Promotion of diversity and inclusion	Impact	Cases of discrimination
	Impact	Creating an inclusive working environment that respects cultural diversity
	Impact	Lack of diversity in control bodies
	Opportunities	Strategic benefits of workforce diversity
	Risk	Unfair treatment of workers in the value chain
Occupational health and safety	Impact	Work-related injuries
	Impact	Safe and healthy working environments
	Impact	Occupational diseases
Climate change and energy efficiency	Impact	Energy consumption
	Impact	Generating direct and indirect GHG emissions (Scope 1 and 2)
	Impact	Generating indirect GHG emissions (Scope 3)
	Risk	Frequency and severity of extreme weather events and natural disasters
Eco-design, product life cycle and circular economy	Impact	Waste generation
	Impact	Failure to manage the product responsibly at the end of its life cycle
	Impact	Recycling and reuse of waste and industrial symbiosis activities
	Impact	Depletion of natural resources
	Risk	Improper waste management
Water resource management	Impact	Water resource consumption
	Impact	Contamination of soil and groundwater from water discharges
Protection of land and marine biodiversity	Impact	Contribution to biodiversity loss
	Impact	Protection of the oceans
	Impact	Developing activities to protect biodiversity
Sustainable procurement of raw materials	Impact	Sustainable procurement of raw materials
	Impact	Non-procurement of certified raw materials
Sustainability topics in the supply chain	Impact	Environmental and social impacts along the supply chain
	Impact	Creation of a traceable supply chain
	Risk	Distribution of counterfeit products

MATERIAL TOPICS	TYPE	IRO
Respect for human and workers' rights	Impact	Cases of violations of human rights within the organisation and its supply chain
	Impact	Transparent industrial relations
	Risk	Human rights violation along the value chain
	Risk	Misconduct by suppliers on environmental and social issues
	Risk	Reduction in social dialogue with workers in the value chain
Product labelling and communication	Impact	Efficient labelling practices
	Impact	Innovative customer information
	Impact	Misleading advertising and marketing strategies
	Risk	Misleading communication and incorrect labelling.
Information management and privacy	Impact	Data breach, data loss and poor IT security management
	Risk	Violations of privacy regulations and data breaches
Product quality and safety standards	Impact	Safe and high-quality product line
	Impact	Use of harmful chemical substances
Brand enhancement and protection	Impact	Brand identity
	Impact	Anti-counterfeiting
	Risk	Product stewardship
Support to local communities and to the territory	Impact	Economic support to local community associations
	Impact	Developing synergies
	Impact	Positive economic impact on local communities
	Opportunities	Support to local communities



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(This independent auditors' report has been translated into English solely for the convenience of international readers. Accordingly, only the original Italian version is authoritative.)

Independent auditors' report on the Sustainability Report

*To the board of directors of
Giorgio Armani S.p.A.*

We have been engaged to perform a limited assurance engagement on the 2024 Sustainability Report – Armani values (the “Sustainability Report”) of the Giorgio Armani Group (the “group”).

Directors' responsibility for the Sustainability Report

The directors of Giorgio Armani S.p.A. (the “parent”) are responsible for the preparation of a Sustainability Report in accordance with the “Global Reporting Initiative Sustainability Reporting Standards” issued by GRI - Global Reporting Initiative (the “GRI Standards”), as described in the “Methodological note” section of the Sustainability Report.

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of a Sustainability Report that is free from material misstatement, whether due to fraud or error.

They are also responsible for defining the group's objectives regarding its sustainability performance and the identification of the stakeholders and the significant aspects to report.

Auditors' independence and quality management

We are independent in accordance with the ethics and independence principles of the International Code of Ethics for Professional Accountants (including International Independence Standards) (the IESBA Code) issued by the International Ethics Standards Board for Accountants, based on the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality and professional behaviour.

Our company applied International Standard on Quality Management 1 (ISQM Italia 1) and, accordingly, is required to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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20124 Milano MI ITALIA



Giorgio Armani Group
Independent auditors' report
31 December 2024

Auditors' responsibility

Our responsibility is to express a conclusion, based on the procedures performed, about the compliance of the Sustainability Report with the requirements of the GRI Standards. We carried out our work in accordance with the criteria established by "International Standard on Assurance Engagements 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board (IAASB) applicable to limited assurance engagements. This standard requires that we plan and perform the engagement to obtain limited assurance about whether the Sustainability Report is free from material misstatement.

A limited assurance engagement is less in scope than a reasonable assurance engagement carried out in accordance with ISAE 3000 Revised, and consequently does not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures we performed on the Sustainability Report are based on our professional judgement and include inquiries, primarily of the company's personnel responsible for the preparation of the information presented in the Sustainability Report, documental analyses, recalculations and other evidence gathering procedures, as appropriate.

Specifically, we performed the following procedures:

1. analysing the reporting of material aspects process, specifically how the reference environment is analysed and understood, how the actual and potential impacts are identified, assessed and prioritised and how the process outcome is validated internally;
2. comparing the financial disclosures presented in the "Economic value generated, distributed and retained" section of the Sustainability Report with those included in the Giorgio Armani Group's consolidated financial statements;
3. understanding the processes underlying the generation, recording and management of the significant qualitative and quantitative information disclosed in the Sustainability Report.

Specifically, we held interviews and discussions with the parent's management personnel. We also selected procedures on documentation to gather information on the processes and procedures used to gather, combine, process and transmit non-financial data and information to the office that prepares the Sustainability Report.

Furthermore, with respect to significant information, considering the Giorgio Armani Group's business and characteristics:

- at parent level and with reference to the subsidiaries G.A. Operations S.p.A., Giorgio Armani Corporation and Giorgio Armani Retail S.r.l. - UK Branch:
 - a) we held interviews and obtained supporting documentation to check the qualitative information for consistency with available evidence;
 - b) we carried out analytical and limited procedures to check, on a sample basis, the correct aggregation of data in the quantitative information;



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- we visited Giorgio Armani Corporation, G.A. Operations S.p.A.'s Modena production site and Giorgio Armani Retail S.r.l. - UK Branch, which we have selected on the basis of their business, contribution to the key performance indicators at consolidated level and location, to meet their management and obtain documentary evidence, on a sample basis, supporting the correct application of the procedures and methods used to calculate the indicators.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2024 Sustainability Report of the Giorgio Armani Group has not been prepared, in all material respects, in accordance with the requirements of the GRI Standards, as described in the "Methodological note" section of the Sustainability Report.

Other matters

The 2021, 2020 and 2019 comparative figures presented in the Sustainability Report have not been examined.

Milan, 18 December 2025

KPMG S.p.A.

(signed on the original)

Emanuele Bazzana
Director

GRI content index

Statement of use	The Armani Group has reported in accordance with the GRI standards for the period from 1 January to 31 December 2024
GRI 1 used	GRI 1 - Foundation 2021
GRI sector applicable	N/A

GRI standard	Disclosure	Location	Omission		
			Omitted requirements	Reason	Explanation
GENERAL DISCLOSURES					
GRI 2 - General Disclosures (2021)	2-1 Organizational details	Methodological note 1.1 The Group worldwide: business areas and brands 1.2.1. Governance and structure of the Group			
	2-2 Entities included in the organization’s sustainability reporting	Methodological note			
	2-3 Reporting period, frequency and contact point	Methodological note			
	2-4 Restatements of information	Methodological note			
	2-5 External assurance	Methodological note			
	2-6 Activities, value chain and other business relationships	1.1 The Group worldwide: business areas and brands 4.1.1 Description of the supply chain			
	2-7 Employees	2.1.1 Group employees Appendix/Human resources data			
	2-8 Workers who are not employees	2.1.2 Workers who are not employees Appendix/Human resources data	Data relating to agency workers and interns is reported. In the coming years, the Group will also collect data relating to other categories of workers who are not employees.		
	2-9 Governance structure and composition	1.2.1. Governance and structure of the Group 1.2.2. Sustainability governance			
	2-10 Nomination and selection of the highest governance body	1.2.1. Governance and structure of the Group 1.2.2. Sustainability governance			
	2-11 Chair of the highest governance body	1.2.1. Governance and structure of the Group			
	2-12 Role of the highest governance body in overseeing the management of impacts	1.2.1 Governance and structure of the Group 1.2.2. Sustainability governance			

GRI standard	Disclosure	Location	Omission		
			Omitted requirements	Reason	Explanation
GRI 2 - General Disclosures (2021)	2-13 Delegation of responsibility for managing impacts	1.2.1 Governance and structure of the Group 1.2.2. Sustainability governance			
	2-14 Role of the highest governance body in sustainability reporting	1.2.2. Sustainability governance			
	2-15 Conflicts of interest	1.2.1. Governance and structure of the Group			
	2-16 Communication of critical concerns	1.2.3 Business culture			
	2-17 Collective knowledge of the highest governance body	1.2.1. Governance and structure of the Group			
	2-18 Evaluation of the performance of the highest governance body		Confidentiality constraints		
	2-19 Remuneration policies		Confidentiality constraints		
	2-20 Process to determine remuneration	2.1.1 Group employees			
	2-21 Annual total compensation ratio		Confidentiality constraints		
	2-22 Statement on sustainable development strategy	Our commitment to sustainability			
	2-23 Policy commitments	Our commitment to sustainability 1.2.3 Business culture 4.1.2 Supply chain management, assessment and monitoring			
	2-24 Embedding policy commitments	Our commitment to sustainability 1.2.3 Business culture 4.1 Relations with the supply chain			
	2-25 Processes to remediate negative impacts	1.2.3 Business culture 4.1 Relations with the supply chain			
	2-26 Mechanisms for seeking advice and raising concerns	1.2.3 Business culture			
	2-27 Compliance with laws and regulations	1.2.3 Business culture Events after the reporting period			
	2-28 Membership associations	1.1 The Group worldwide: business areas and brands			

GRI standard	Disclosure	Location	Omission		
			Omitted requirements	Reason	Explanation
	2-29 Approach to stakeholder engagement	1.4 Materiality assessment, ESG risks and opportunities and stakeholders			
	2-30 Collective bargaining agreements	2.1.1 Group employees			
MATERIAL TOPICS					
GRI 3 - Material Topics (2021)	3-1 Process to determine material topics	1.4 Materiality assessment, ESG risks and opportunities and stakeholders Appendix/Prioritised material impacts Appendix/Correlation between material topics, impacts, risks and opportunities (IRO)			
	3-2 List of material topics	1.4 Materiality assessment, ESG risks and opportunities and stakeholders Appendix/Prioritised material impacts Appendix/Correlation between material topics, impacts, risks and opportunities (IRO)			
COMPLIANCE AND BUSINESS ETHICS					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	1.2.3 Business culture			
GRI 205 - Anti-corruption (2016)	205-3 Confirmed incidents of corruption and actions taken	1.2.3 Business culture			
GRI 206 - Anti-competitive behaviour (2016)	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	1.2.3 Business culture			
CREATION AND DISTRIBUTION OF ECONOMIC VALUE					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	1.2.4 Economic value generated, distributed and retained			
GRI 201 - Economic performance (2016)	201-1 Direct economic value generated and distributed	1.2.4 Economic value generated, distributed and retained			
INNOVATION					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	4.3.7 Innovation			
TALENT ATTRACTION AND EMPLOYEE WELL-BEING					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	2.1.1 Group employees 2.4 The employee welfare package in Italy			
GRI 401 Employment (2016)	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2.4 The employee welfare package in Italy			

GRI standard	Disclosure	Location	Omission		
			Omitted requirements	Reason	Explanation
EMPLOYEE TRAINING AND DEVELOPMENT					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	2.3 Employee training and development			
GRI 404 - Training and education (2016)	404-1 Average hours of training per year per employee	2.3 Employee training and development Appendix/Human resources data			
	404-3 Percentage of employees receiving regular performance and career development reviews	2.3 Employee training and development Appendix/Human resources data			
PROMOTION OF DIVERSITY AND INCLUSION					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	2.2 Diversity, inclusion and equal opportunities			
GRI 405 - Diversity and equal opportunity (2016)	405-1 Diversity of governance bodies and employees	2.1.1 Group employees Appendix/Human resources data			
GRI 406 - Non-discrimination (2016)	406-1 Incidents of discrimination and corrective actions taken	2.2 Diversity, inclusion and equal opportunities			
OCCUPATIONAL HEALTH AND SAFETY					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	2.5 Health and safety			
GRI 403 - Occupational Health and Safety (2018)	403-1 Occupational health and safety management system	2.5 Health and safety			
	403-2 Hazard identification, risk assessment, and incident investigation	2.5 Health and safety			
	403-3 Occupational health services	2.5 Health and safety			
	403-4 Worker participation, consultation, and communication on occupational health and safety	2.5 Health and safety			
	403-5 Worker training on occupational health and safety	2.5 Health and safety 2.3 Employee training and development			
	403-6 Promotion of worker health	2.5 Health and safety			

GRI standard	Disclosure	Location	Omission		
			Omitted requirements	Reason	Explanation
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2.5 Health and safety			
	403-9 Work-related injuries	2.5 Health and safety Appendix/Human resources data			
CLIMATE CHANGE AND ENERGY EFFICIENCY					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	3.1 Environmental protection and efficient use of resources			
GRI 302 - Energy (2016)	302-1 Energy consumption within the organization	3.1.1 Energy consumption Appendix/Environmental Data			
GRI 305 - Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	3.1.2 Emissions into the atmosphere Appendix/Environmental Data			
	305-2 Energy indirect (Scope 2) GHG emissions	3.1.2 Emissions into the atmosphere Appendix/Environmental Data			
	305-3 Other indirect (Scope 3) GHG emissions	3.1.2 Emissions into the atmosphere Appendix/Environmental Data			
ECO-DESIGN, PRODUCT LIFE CYCLE AND CIRCULAR ECONOMY					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	3.4 Circular economy, waste management and office materials			
GRI 306 - Waste (2020)	306-1 Waste generation and significant waste-related impacts	3.4 Circular economy, waste management and office materials			
	306-2 Management of significant waste-related impacts	3.4 Circular economy, waste management and office materials			
	306-3 Waste generated	3.4 Circular economy, waste management and office materials Appendix/Environmental Data			
WATER RESOURCE MANAGEMENT					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	3.1.3 Water resource management			
GRI 303 - Water and effluents (2018)	303-1 Interactions with water as a shared resource	3.1.3 Water resource management			
	303-2 Management of water discharge-related impacts	3.1.3 Water resource management			

GRI standard	Disclosure	Location	Omission		
			Omitted requirements	Reason	Explanation
	303-3 Water withdrawal	3.1.3 Water resource management Appendix/Environmental Data			
	303-4 Water discharge	3.1.3 Water resource management Appendix/Environmental Data			
PROTECTION OF LAND AND MARINE BIODIVERSITY					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	3.2 Protection of biodiversity 3.3 Packaging			
GRI 304 - Biodiversity (2016)	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	3.2 Protection of biodiversity			
SUSTAINABLE PROCUREMENT OF RAW MATERIALS					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	3.2 Protection of biodiversity 4.3 Customer relations			
GRI 301 - Materials (2016)	301-1 Materials used by weight or volume	3.3 Packaging Appendix/Environmental Data	The data and information contained in this document refer to packaging. However, data relating to product manufacturing is not included. The Group is committed to collecting, analysing and monitoring data relating to the materials used, and will consider publishing this information in future editions of the Sustainability Report.		
SUSTAINABILITY TOPICS IN THE SUPPLY CHAIN					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	4.1 Relations with the supply chain			
GRI 308 - Supplier Environmental Assessment (2016)	308-1 New suppliers that were screened using environmental criteria	4.1.3 The sustainability audit process			
GRI 414 - Supplier Social Assessment (2016)	414-1 New suppliers that were screened using social criteria	4.1.3 The sustainability audit process			
RESPECT FOR HUMAN AND WORKERS' RIGHTS					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	1.2.2. Sustainability governance 4.1 Relations with the supply chain			
PRODUCT LABELLING AND COMMUNICATION					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	4.3.2 Product labelling			
GRI 417 - Marketing and Labeling (2016)	417-2 Incidents of non-compliance concerning product and	4.3.2 Product labelling			

GRI standard	Disclosure	Location	Omission		
			Omitted requirements	Reason	Explanation
	service information and labeling				
INFORMATION MANAGEMENT AND PRIVACY					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	4.3.4 Privacy management			
GRI 418 - Customer privacy (2016)	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	4.3.4 Privacy management			
PRODUCT QUALITY AND SAFETY STANDARDS					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	4.3.5 Product safety			
GRI 416 - Customer Health and Safety (2016)	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	4.3.5 Product safety			
BRAND ENHANCEMENT AND PROTECTION					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	4.3.3 Brand protection			
SUPPORT TO LOCAL COMMUNITIES AND TO THE TERRITORY					
GRI 3 - Material Topics (2021)	3-3 Management of material topics	4.2 Relations with the community			

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