



SUSTAINABILITY REPORT

2025





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LETTER TO STAKEHOLDERS



Since the first-issued Sustainability Report in 2018, Zegna Baruffa Lane Borgosesia S.p.A. has regarded ESG matters as strategic to the textile supply chain and has sought to communicate its commitment to all Stakeholders. In a socio-economic context marked by volatility and uncertainty, a robust ESG framework and transparent reporting have become essential to delivering suitable value across the sector. The Sustainability Report — together with the strategies and actions — remains a cornerstone for a coherent and resilient business vision.

At the core of our ESG approach is a structured governance supported by the active involvement of operational and managerial levels across environmental, social and organizational domains. In recent years we have reinforced this approach by sharing ESG priorities and strategic choices with key Stakeholders through the materiality analysis.

This collective and systematic commitment underpinned a comprehensive environmental efficiency programme along 2025, delivering measurable improvements across production: electricity intensity reduced by 9% per unit of product, water withdrawal cut by 18% per unit, and significant minimization of waste sent for disposal.

We are also engaged with leading Italian fashion Brands to develop a decarbonization roadmap, in which Zegna Baruffa Lane Borgosesia intends to play an active role.

Traceability remains a central priority: we continuously enhance the traceability of raw materials, expand vertical integration of our processes, and apply rigorous control over our chemical inventory. These measures ensure product compliance for downstream partners and strengthen our reputation and community relationships — critical in a sector where transparency is still evolving.

Our connection to the local territory is expressed through pro-bono with the Biella community. A notable example is our collaboration with Cascina Oremo, an educational hub focused on reducing inequalities and fostering inclusion across all ages.

Looking forward, we reaffirm our strategic ESG commitment by also pursuing ISO 14001 and ISO 45001 certifications. The textile sector faces significant challenges ahead; we remain committed to aligning business development with environmental stewardship and social responsibility. This commitment is built on the seamless collaboration and information sharing with our Stakeholders.

Alfredo Botto Poala

METHODOLOGICAL NOTE



This document represents the ninth Sustainability Report of Zegna Baruffa Lane Borgosesia S.p.A. and provides for an overview of ESG initiatives and main results achieved during 2025.

The information and data reported refer to the year 2025 (from 1 January 2025 to 31 December 2025). The quantitative data reported in this Sustainability Report has been rounded up to the nearest unit, to ensure consistency and simplification of the reporting. In order to allow comparability of the data over the time and to assess Company's performance, a comparison with the two previous years has been outlined. For previously published data, please refer to the 2024 Sustainability Report, published on the www.baruffa.com website.

The Sustainability Report has been prepared **in accordance with the "GRI Sustainability Reporting Standards"**, published by the Global Reporting Initiative (GRI) and updated in 2021, **according to the "GRI referenced" option**. The contents and indicators subject to reporting were selected through the materiality analysis contained in this Sustainability Report, which made it possible to identify the material aspects for the Company that could substantially influence the assessments and decisions of Stakeholders.

The process of the herein contents definition was based on the principles of balance, completeness of data and the Company's sustainability context, i.e. reporting on the impacts and contribution to sustainable development. The principles of balance, accuracy, clarity, timeliness, verifiability and comparability have instead been followed with reference to the quality of the information reported.

In the appendix to the document, it is possible to consult the table of GRI indicators reported ("GRI Content Index") and associated with each material topic.

The **scope** of the data reported in this document coincides with that of the **Financial Statements of Zegna Baruffa Lane Borgosesia S.p.A. at 31 December 2025**. With reference to information and data relating to environmental aspects and human resources, the scope considered includes the Company's three main production plants (Borgosesia, Lessona and Vigliano), excluding, given their low importance, foreign sales offices and simple warehouses without permanent employees. The two employees seconded to the Tokyo operational branch are therefore excluded from the table calculations. During 2025 there were no substantial changes in the ownership structure. The periodicity of the publication of the Sustainability Report is set according to an annual frequency.

In addition, for the purpose of a correct representation of performance and to ensure the reliability of the data, the use of estimates which, if any, are based on the best available methodologies and appropriately reported, has been limited as much as possible. The measurement system used to represent decimal numbers in the tables in this document refers to the Italian system, which provides for the comma as the decimal separator.

This document is subject to limited assurance **engagement**, in accordance with the criteria set out in the "International Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 Revised"), by Deloitte & Touche S.p.A. which, at the end of the work carried out, issued the Independent Auditors' Report attached to this document.

For any information relating to the Sustainability Report, please contact the following email address: sustainability@baruffa.com.

The Sustainability Report is also available on the Zegna Baruffa Lane Borgosesia S.p.A. website: www.baruffa.com/sviluppo-sostenibile.

This document was approved by the Board of Directors of Zegna Baruffa Lane Borgosesia S.p.A. on May 13th, 2026.

1. ZEGNA BARUFFA LANE BORGOSIESIA S.p.A.

175 years of textile legacy

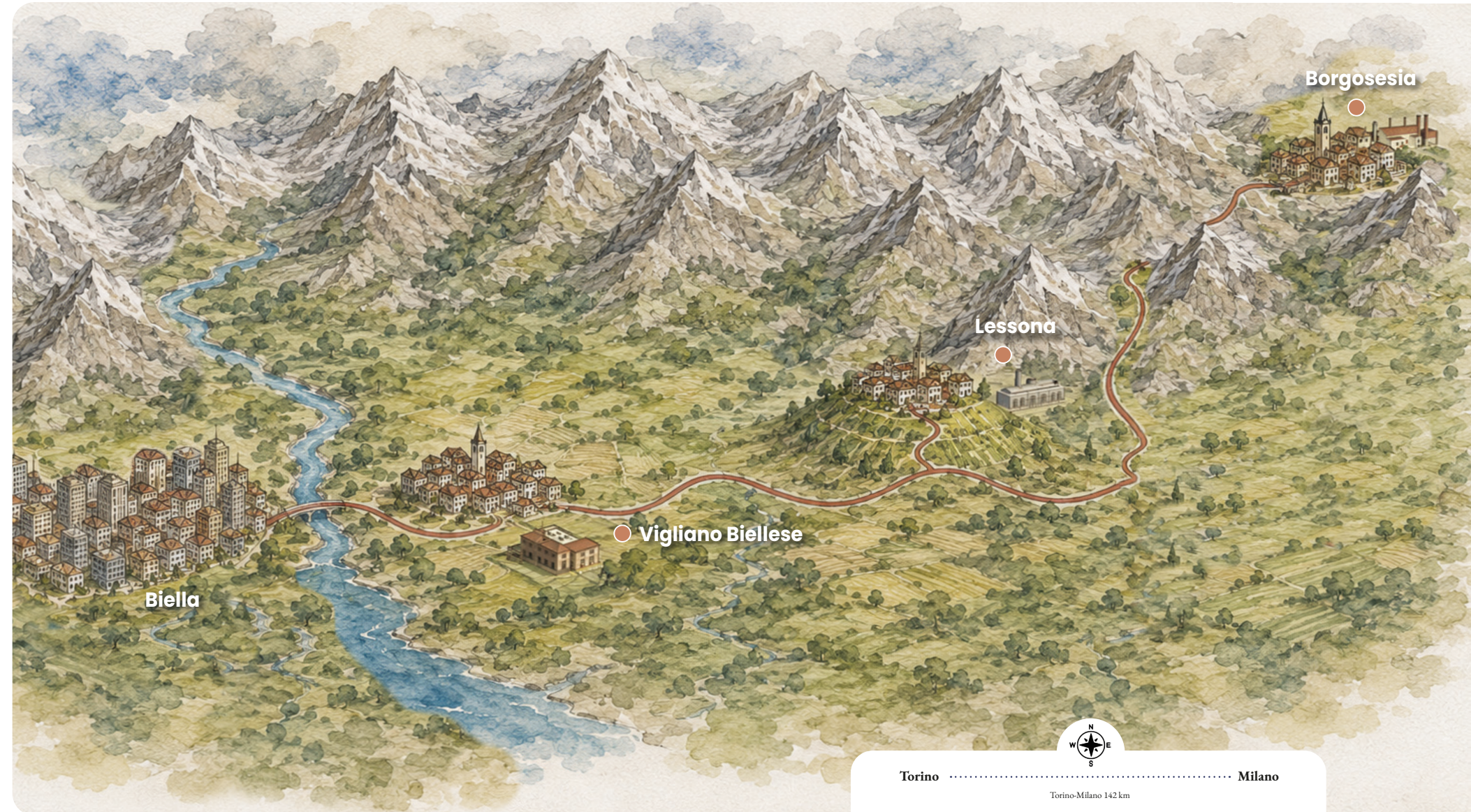


The year 2025 celebrated Zegna Baruffa Lane Borgosesia's legacy within the textile sector (hereinafter also "ZBLB" or "the Company"). The Company has been founded 175 years ago and it is nowadays internationally known for high-end yarns. On April the 4th, marking the anniversary, the Istituto Poligrafico della Zecca di Stato and the MIMIT (Ministry of Enterprise and Made in Italy) issued a commemorative stamp in the series "Excellence of the production system and Made in Italy". The stamp was unveiled in a philatelic cancellation ceremony in Rome, in the "Sala degli Arazzi", attended by the Minister Adolfo Urso.

Afterwards, in Borgosesia, where the most representative Company's plant is located, a local ceremony has been held at the Town Hall to celebrate and distribute philatelic products to the Community.

Since its foundation (30 January 1850), Zegna Baruffa Lane Borgosesia S.p.A. has focused production on 100% wool and wool-blends fine worsted and wollen yarns, by also enhancing a workers' well-being corporate welfare through one of the first integrated systems of health, education, hospitality and transport services.

Today, the Company is a contemporary and entirely verticalized production-industrial facility, oriented towards the future and sustainability, as well as operating on global markets both by delivering its products on a world-wide scale and through a network of agents and branches abroad.



The Company's manufacturing facilities are located in the Biella-Valsesian area, being organized over three production sites with different vocations:

Borgosesia (VC), hosts the historic headquarters and the largest production site of worsted yarns, as well as the dyeing processes and the various preparation phases;

Vigliano Biellese (BI), focuses on the production of wollen yarns, also being able to count on a dyeing department;

Lessona (BI), produces fine wollen yarn and develops and tests, as part of the sampling department, wool, patterned and blended yarns, meeting the requests of Brands and finding sustainability-oriented solutions.



Mission "Spinning Trends Since 1850":

To offer the best 100% merino wool yarn, pure or blended with noble fibers such as cashmere or silk, intended for high quality knitwear factories and high fashion and premium brands, thanks to a savoir-faire and experience more than a hundred years old and strongly linked to the territory, at the same time projected to new fashion trends and consumer needs.



1.1 The strategic approach to sustainable development

Zegna Baruffa Lane Borgosesia S.p.A. was among the first companies in the textile sector to integrate sustainability into its strategy, launching a transparent reporting process as early as 2018, through the publication of the first Sustainability Report, subject to verification by an accredited third party.

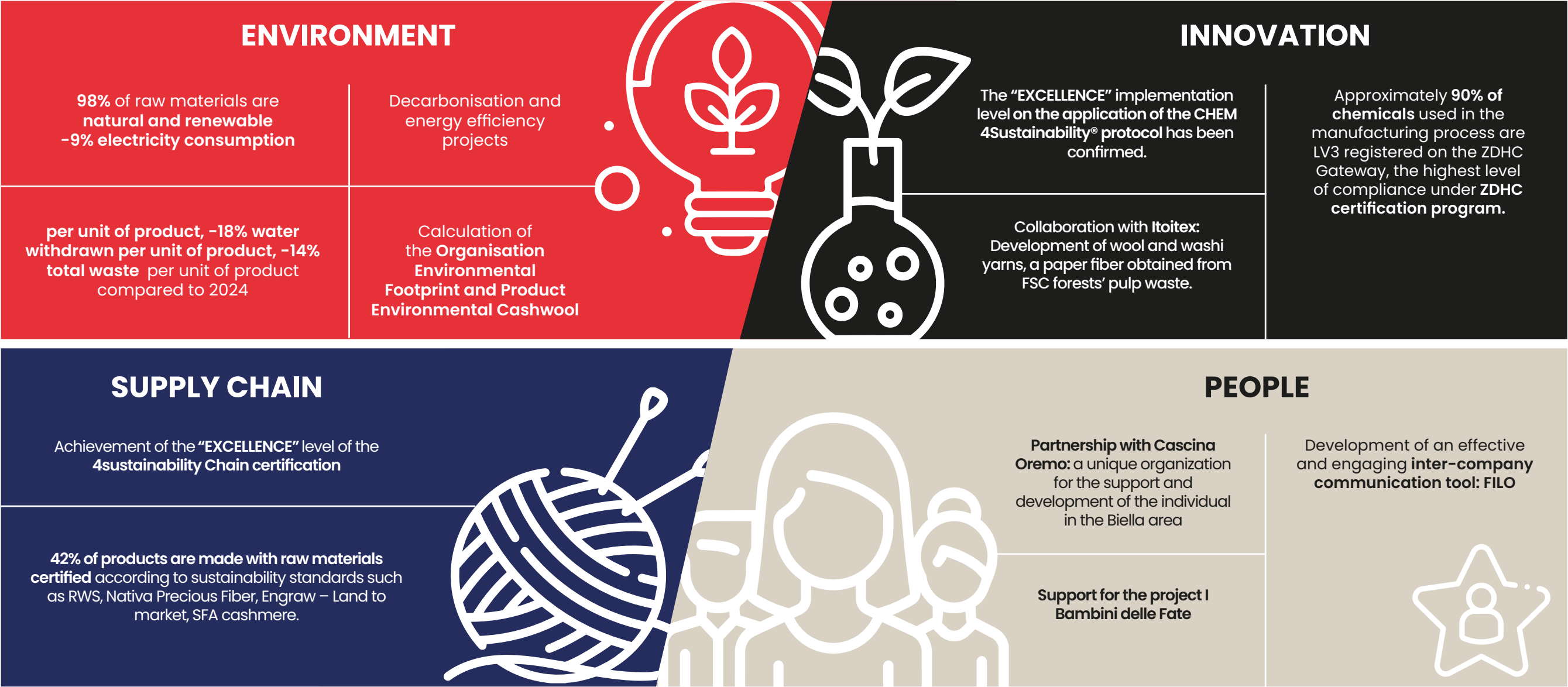
ZBLB's ESG Strategy is divided into several action plans through **4** fundamental pillars:

- **Quality and innovation at the service of the environment;**
- **Respect for people and enhancement of the territory;**
- **Environmentally friendly operations;**
- **Traceability and compliance of its supply chain.**

SUSTAINABLE DEVELOPMENT GOALS



1.2 Main achievements in 2025



2. MATERIALITY ANALYSIS



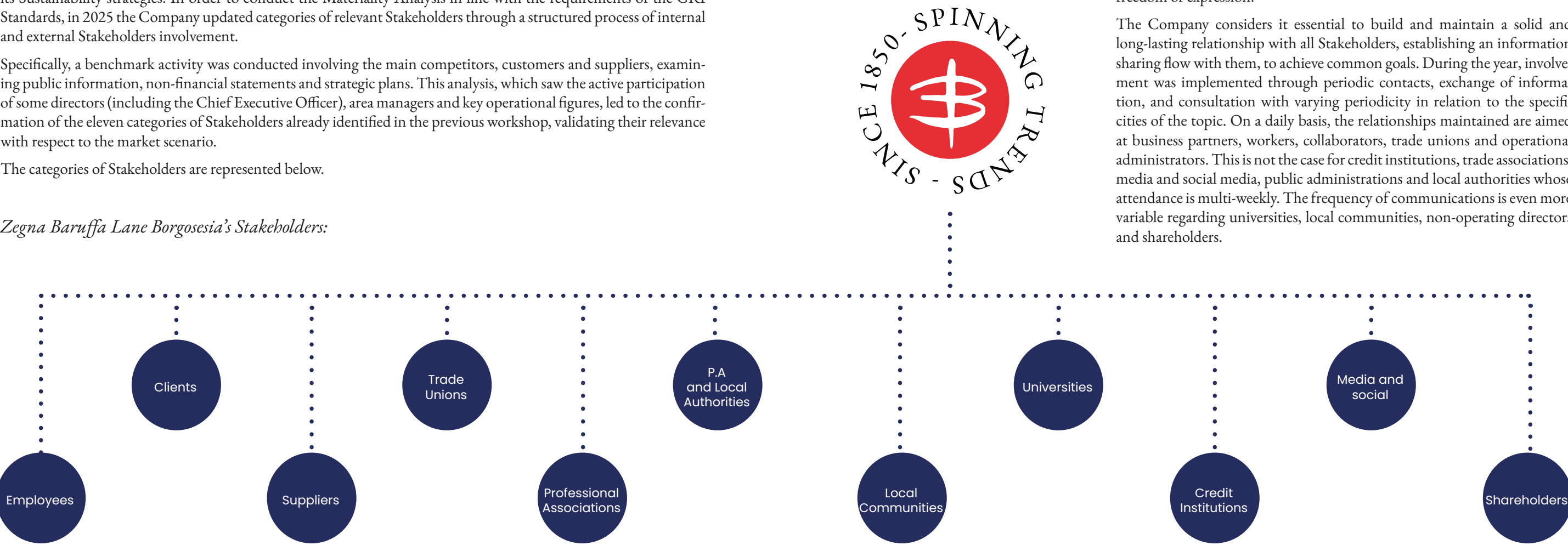
2.1 Identification and engagement of Stakeholders

Zegna Baruffa Lane Borgosesia S.p.A. involved Stakeholders as a key point in properly defining and implementing its Sustainability strategies. In order to conduct the Materiality Analysis in line with the requirements of the GRI Standards, in 2025 the Company updated categories of relevant Stakeholders through a structured process of internal and external Stakeholders involvement.

Specifically, a benchmark activity was conducted involving the main competitors, customers and suppliers, examining public information, non-financial statements and strategic plans. This analysis, which saw the active participation of some directors (including the Chief Executive Officer), area managers and key operational figures, led to the confirmation of the eleven categories of Stakeholders already identified in the previous workshop, validating their relevance with respect to the market scenario.

The categories of Stakeholders are represented below.

Zegna Baruffa Lane Borgosesia's Stakeholders:



Zegna Baruffa Lane Borgosesia S.p.A. is committed to mitigating and correcting any negative impacts caused directly or indirectly to its Stakeholders. In addition, it undertakes respect with interested parties about the right to privacy, human rights and, where applicable, the right to free assembly and freedom of expression.

The Company considers it essential to build and maintain a solid and long-lasting relationship with all Stakeholders, establishing an information sharing flow with them, to achieve common goals. During the year, involvement was implemented through periodic contacts, exchange of information, and consultation with varying periodicity in relation to the specificities of the topic. On a daily basis, the relationships maintained are aimed at business partners, workers, collaborators, trade unions and operational administrators. This is not the case for credit institutions, trade associations, media and social media, public administrations and local authorities whose attendance is multi-weekly. The frequency of communications is even more variable regarding universities, local communities, non-operating directors and shareholders.

Focus: Stakeholders engagement for a sustainable growth

In 2024, Zegna Baruffa Lane Borgosesia launched the first workshop with Stakeholders by sharing an ESG questionnaire aimed at strategic partners. This initiative made it possible to collect feedback on environmental, social and governance practices, exploring areas such as alignment with sustainability values, responsible management of the supply chain, working and safety conditions, diversity and inclusion, and the relationship with the territory and sustainable development. In 2025, the year of reporting, the Company consolidated and strengthened this commitment with a targeted and in-depth consultation, aimed at validating and completing the material issues already identified. This comparison has made it possible to enrich the ESG framework, particularly in the environmental field, with the aim of:

- **Gather strategic insights** through the involvement of industry leaders, in order to understand market expectations and relevant trends, such as sustainability and innovation;
- **Operate with an international perspective**, through the consultation of partners with a global vision to analyze the dynamics of foreign markets and supply chains;
- **Dialogue with local and industrial Stakeholders** through interaction with associations and territorial systems to identify specific needs and possible development synergies;
- **Research and innovation**, through collaboration with training institutions and companies to highlight emerging needs, product innovation and quality, supporting the development of future talents.

The feedback provided strategic insights to refine the Company's approach to sustainability and detected great impact and potential growth topics, confirming the importance of a continuous and transparent dialogue with Stakeholders in order to build an **increasingly responsible and future-oriented business model**.



The GRI Standards enable organizations to publicly disclose their impacts on the economy, the environment, and people, as well as how these impacts are managed. In this way, the impact generated by organizations and their responsibilities become more transparent

2.2 Identification of material topics

In accordance with the GRI Standards, the Company, in the reporting year, updated its materiality analysis to identify the current and potential, positive and negative impacts generated on the economy, the environment and people, including aspects related to the protection of human rights.

The materiality analysis process is the essential starting point for drawing up a Sustainability Report that is transparent, clear and effective and capable of considering the Company's entire production and distribution chain.

In particular, Zegna Baruffa Lane Borgosesia S.p.A. started the process from a preliminary benchmark analysis, comparing the issues identified from a selected sample of comparable companies operating within the same sector. This led to the identification of a set of potentially relevant issues for the Company, which were subsequently investigated in order to map the most significant current and potential impacts.



In order to assess the materiality of these issues and their impacts, an internal workshop was organized at the end of November 2025. During the meeting, the Company Management and the main function managers participated in a voting session on the impacts with the aim of prioritizing those identified. Through the use of an interactive platform (**Mentimeter**), for each impact identified, participants were asked to express an evaluation based on:

- **Severity/benefit:** with a score from 1 to 5, indicating in ascending order the intensity of the impact (positive or negative) on the Company;
- **Probability of occurrence** (for potential impacts only): with a score from 1 to 5, indicating in ascending order the probability of occurrence.



The cross-referencing of the severity/benefit and probability assessments made it possible to determine a significant value for each impact, which was subsequently traced back to the material macro-themes.

Based on the results of the vote, a materiality threshold was defined for the identification of material topics. In addition, it was deemed appropriate to include some issues that were quantitatively below the threshold but still considered strategic by virtue of the evidence that emerged from the benchmark analysis, the comparison with previous years and the best practices of competitors and stakeholders.

Below are the material issues for Zegna Baruffa Lane Borgosesia S.p.A., resulting from the voting process and confirmed for the purposes of the 2025 Sustainability Report.

Area	Topic
Governance & Compliance	Business ethics and integrity
	Privacy & cybersecurity
	Brand Reputation
	Corporate Governance
	Value creation and access to new markets
Social responsibility	Diversity and equal opportunities
	Local communities and cultural preservation
	Workers' well-being
	Respect for human rights and workers
	Human resources Development and growth
	Health and safety
	Client experience
Supply Chain Responsibilities	Responsible procurement
Product Liability	Innovation and eco-design
	Product quality and safety
Environmental Responsibility	Responsible use of resources
	Responsible use of chemicals
	Quality of water discharges
	Biodiversity
	Climate change
	Circular economy and raw material management

Please refer to the “Appendix” section for more details on the economic, social and environmental impacts identified.

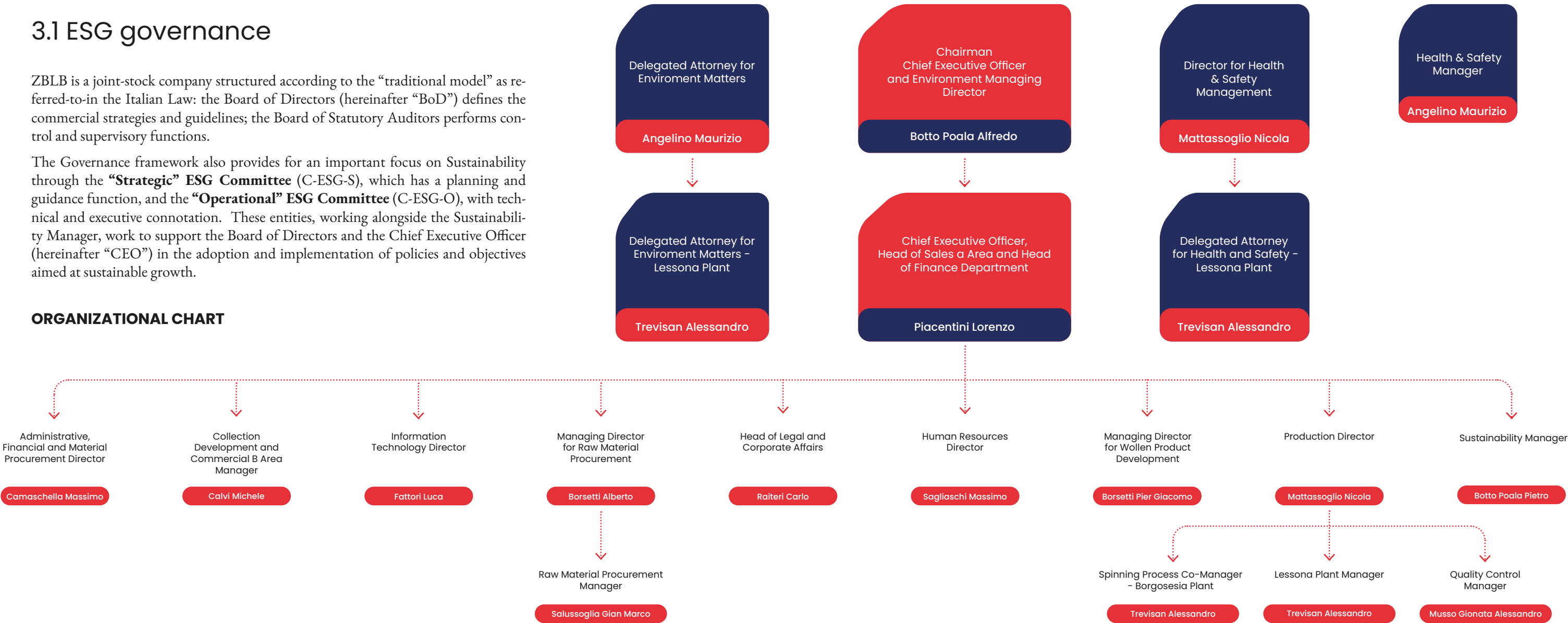
3. CORPORATE GOVERNANCE AND ESG MATTERS

3.1 ESG governance

ZBLB is a joint-stock company structured according to the “traditional model” as referred-to-in the Italian Law: the Board of Directors (hereinafter “BoD”) defines the commercial strategies and guidelines; the Board of Statutory Auditors performs control and supervisory functions.

The Governance framework also provides for an important focus on Sustainability through the “**Strategic**” ESG Committee (C-ESG-S), which has a planning and guidance function, and the “**Operational**” ESG Committee (C-ESG-O), with technical and executive connotation. These entities, working alongside the Sustainability Manager, work to support the Board of Directors and the Chief Executive Officer (hereinafter “CEO”) in the adoption and implementation of policies and objectives aimed at sustainable growth.

ORGANIZATIONAL CHART



3.1.1 The Board of Directors

The Board of Directors is appointed by the Shareholders’ Meeting, according to the slate voting system established by the Articles of Association. There are no gender-related or independence preclusions.

In 2025, the Board of Directors is composed of 8 members: 5 with executive and 3 non-executive positions, with a three-year mandate and the possibility of renewal.

The body is not organized into Internal Committees; one director is independent, while four hold direct or indirect shareholdings, representing 91.6% of the total subscribed shares. A shareholder is not represented in the Board.

The Board of Directors’ appointed members and the relative allocation of offices, proxies and powers is shown in the following table:

Nome	Role	Year of birth	Gender
Alfredo Botto Poala	Chairman / Chief Executive Officer / Managing Director Environment / Legal Representative	1959	M
Lorenzo Piacentini	Chief Executive Officer (excluding environmental powers) / Legal Representative	1966	M
Nicola Mattassoglio	Operations Managing Director / Director of Health and Safety Management	1979	M
Alberto Borsetti	Managing Director for Raw Material Purchasing	1959	M
Pier Giacomo Borsetti	Managing Director for the Wollen Products Development Area	1955	M
Paolo Todisco	Director	1959	M
Claudio Botto	Director	1952	M
Severino Salvemini	Director (independent)	1950	M

The **remuneration of the members of the Board of Directors** is determined in a fixed amount by the Shareholders’ Meeting and does not provide for severance pay.

A check on the additional remuneration (also fixed), provided for by the Articles of Association for Directors vested with special powers, is carried out by the Board of Statutory Auditors, which issues its opinion during the resolution phase.

3.1.2 The role of the Board of Directors in ESG topics

The Board of Directors, in collaboration with the C-ESG-S and the C-ESG-O, ensures that environmental, social and governance issues are integrated into the Company’s strategies, examining and approving the ESG Policy.

In addition, the Board of Directors approves the Sustainability Report, prepared by the C-ESG-S in collaboration with the C-ESG-O, and supervises the disclosure and communication process. Subsequently, the Sustainability Report is presented to the Shareholders’ Meeting. In order to keep up to date on sustainability issues, management participates in webinars and specific meetings.

3.1.3 Control and supervisory bodies

The Board of Statutory Auditors

The Board of Statutory Auditors has been appointed by the Shareholders’ Meeting for a three-year term and is composed of 3 standing members and 2 alternate members. It carries out supervisory functions on compliance with the law and the Articles of Association, compliance with the principles of proper administration, adequacy of the organizational, administrative and accounting structure adopted by the Company and its actual functioning, also interfacing with the Supervisory Body and other company areas.

No critical issues or negative assessments were reported in the 2025 annual report.

The Supervisory Body

The Supervisory Body (hereinafter also referred to as the “SB”) is made up of 3 members (an occupational safety



expert, a lawyer and an accountant) appointed by the Board of Directors, with a renewable three-year term. The SB, established to oversee the organizational model pursuant to Legislative Decree 231/2001, performs a control function in relation to offences, through information flows from the individual departments and periodic audits aimed at verifying the implementation of the model itself; is the manager of the Whistleblowing channel.

The Supervisory Body reports to the Chairman every six months, who in turn reports to the Board of Directors.

The Independent Auditors

The independent auditors (Deloitte & Touche S.p.A.) were appointed by the Shareholders' Meeting of 30 April 2025 for the financial years 2025 to 2027. During the year, this company obtained assignments related to the audit of the financial statements, the verification of the regular keeping of the company's accounts during the year and the correct recognition of operating events in the accounting records, as well as the examination of the correspondence of this Sustainability Report with the GRI Standards.

Data Protection Officer

The Data Protection Officer is appointed for a two-year term (annual reference period: 1 May-30 April) renewable by the prosecutor with the delegation of powers in the field of privacy.



Focus: Sustainability Committees and Working Groups

(see more information on <https://www.baruffa.com/en/sustainable-development>)

Strategic ESG Committee (C-ESG-S)

The Strategic ESG Committee (C-ESG-S) is established by the Board of Directors and, through the CEO, reports to the Board. It is composed of eight members: Chairman and Managing Director for the Environment, Chief Executive Officer, Managing Director for the Purchase of Raw Materials, Director of Health and Safety Management, Financial, Administrative and Materials Procurement Director, Head of Legal and Corporate Affairs, Sustainability Manager and Head of Human Resources. The C-ESG-S drafts the Company's general sustainability policies and defines the objectives of the C-ESG-O activities.

Operational ESG Committee (C-ESG-O)

The Operational ESG Committee (C-ESG-O) is established by the CEO and includes Company's technical-operational reference persons, including **Water, Energy, Chemical Managers**. Coordinated by the Sustainability Manager, who reports to the CEO, C-ESG-O is responsible for conducting sustainability programs and projects from a technical point of view as identified in the C-ESG-S. It also proposes to the latter the Key Performance Indicators (KPIs) which will then be implemented also by the Working Groups involvement. The Chief Executive Officer has the power to initiate the Committee's activities.

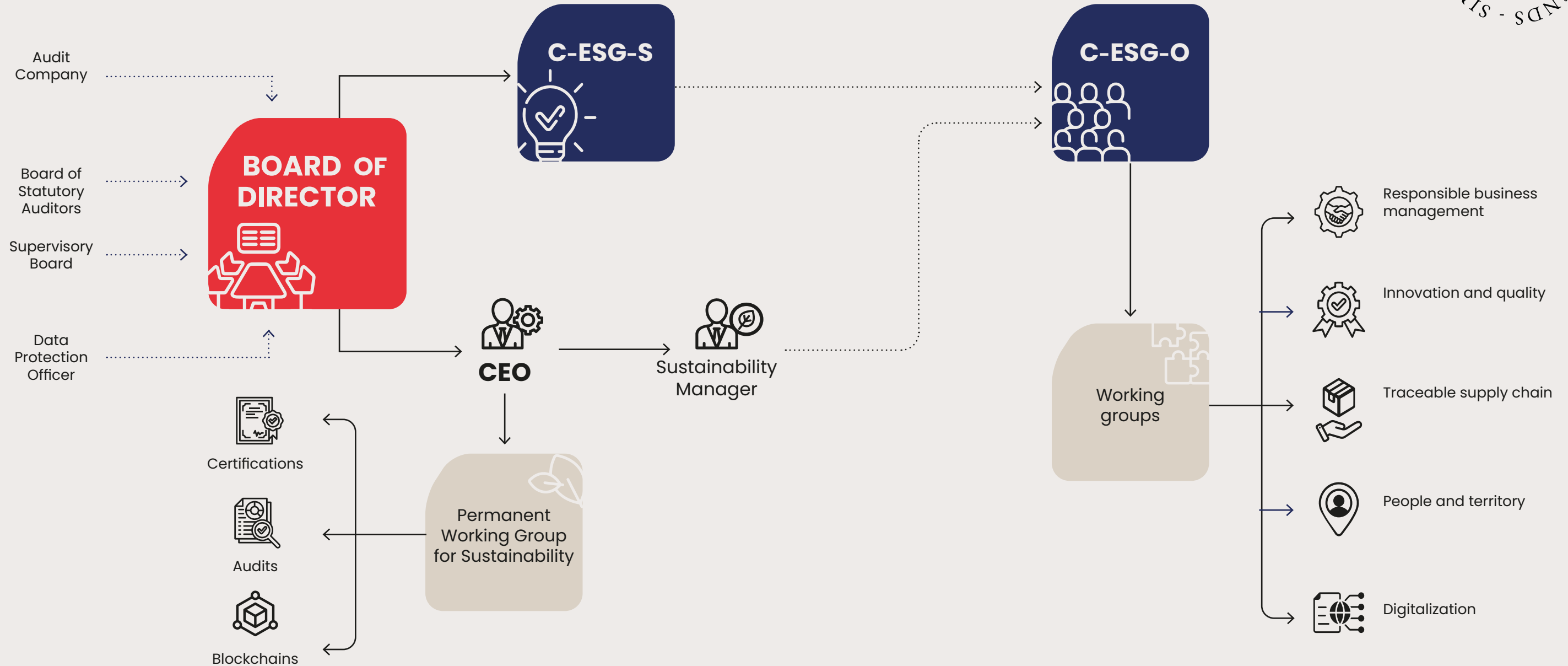
Working Groups

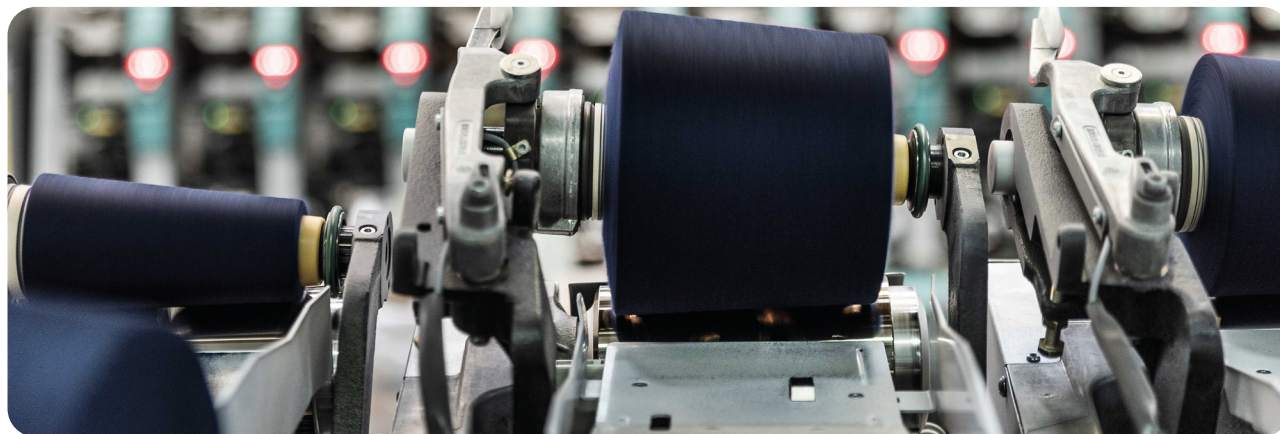
The **Working Groups** are set up by the CEO and have a variable composition in relation to the project assigned, and may also include members of the C-ESG-O and other corporate functions; they develop projects and action plans with respect to key issues of the Company's sustainable development.

Permanent Working Group for Sustainability

It is established by the CEO to provide stable support to the activities of the commercial area for the assessment of customer requests in terms of sustainability and the definition of the measures necessary to comply with the commitments undertaken; in addition, the GDL deals with ESG audits conducted by Clients.

THE NEW GOVERNANCE ESG





3.2 Economic performance

2025 was characterized by uncertainty and substantial stagnation in the textile sector: in particular, in the Italian spinning industry, the 2025 turnover estimate predicts a decrease of -4%.

In this challenging context, ZBLB achieved a performance above the market trend, thanks to a slight growth in terms of turnover and a good dynamism in orders for the upcoming season, despite the fact that there is a phenomenon of progressive delay on the part of all customers and fashion Brands in the decision-making process, which significantly affected order intake.

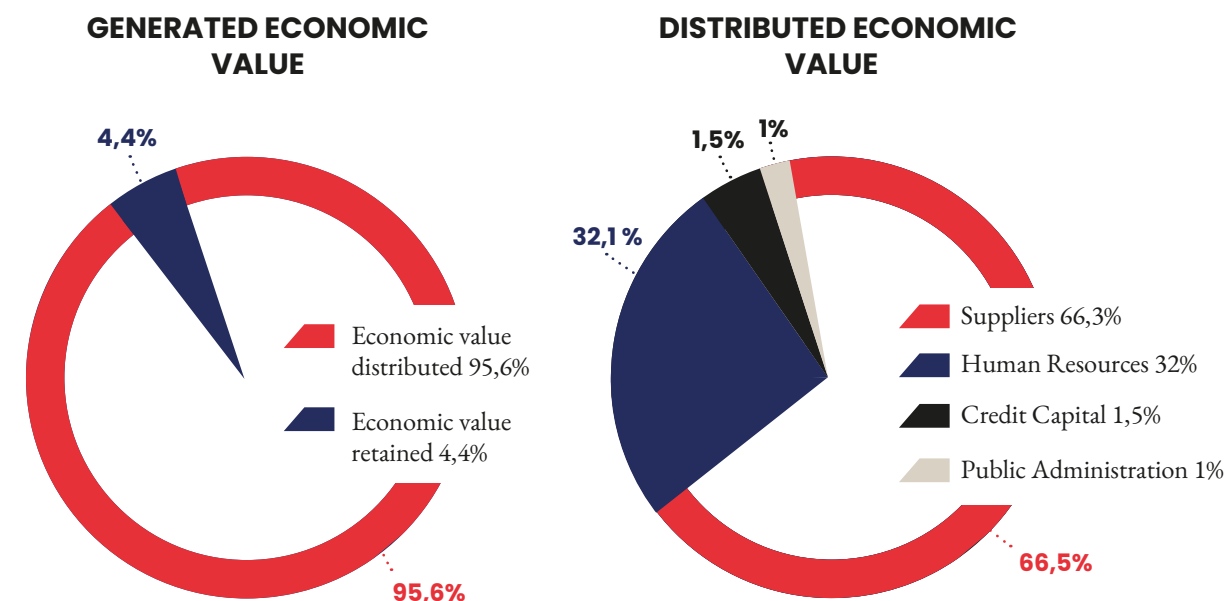
The performance in terms of turnover was mainly driven by international luxury and premium Brands, even though the relevant market is still going through a phase of substantial transition: this figure confirms the ability of ZBLB's offer to retain a high-quality Clientele.

In terms of offer mix, it is worth highlighting the double-digit increase in the turnover of yarns with certified traceability, which reflects the mission to providing the supply chain grating the raw materials sourcing. This strategy is part of a more general ESG-oriented management: in particular, the efficiency efforts on environmental impact issues should be emphasized: an action plan that involved both electricity consumption (-9% per unit of product), water withdrawal (-18% per unit of product) and the disposal of production waste, with the minimization of the destination for disposal.

The result led to a turnover of 74 MEUR, substantially in line with 2024; EBITDA consolidated at 5.8% of production value.

Zegna Baruffa Lane Borgosesia S.p.A. is committed to ensuring transparent book-keeping to the benefit of all Stakeholders. At the purpose, the Company has adopted an approach to classifying the items in the income statement, which allows it to identify the percentage of the value distributed to the main Stakeholders who, directly or indirectly, have contributed to the creation of the value generated. Among the main categories of Stakeholders are: suppliers (reclassified operating costs), human resources (personnel costs), lenders (financial charges) and Public Administration (taxes).

The following tables report the **economic value generated** by the Company, amounting to €77.2 million in 2025 (€70.6 million in 2024), and a **distributed economic value** of €73.8 million in 2025 (€69.4 million in 2024), of which 98% is referred to suppliers and human resources.



3.3 Ethics, business integrity and protection of human rights

One of the main Company's priority is to assure a fair, transparent, inclusive and collaborative work place. The Code of Ethics and ESG Policy set-out values that have long-shaped the Company's growth and continue nowadays to guide its sustainable development

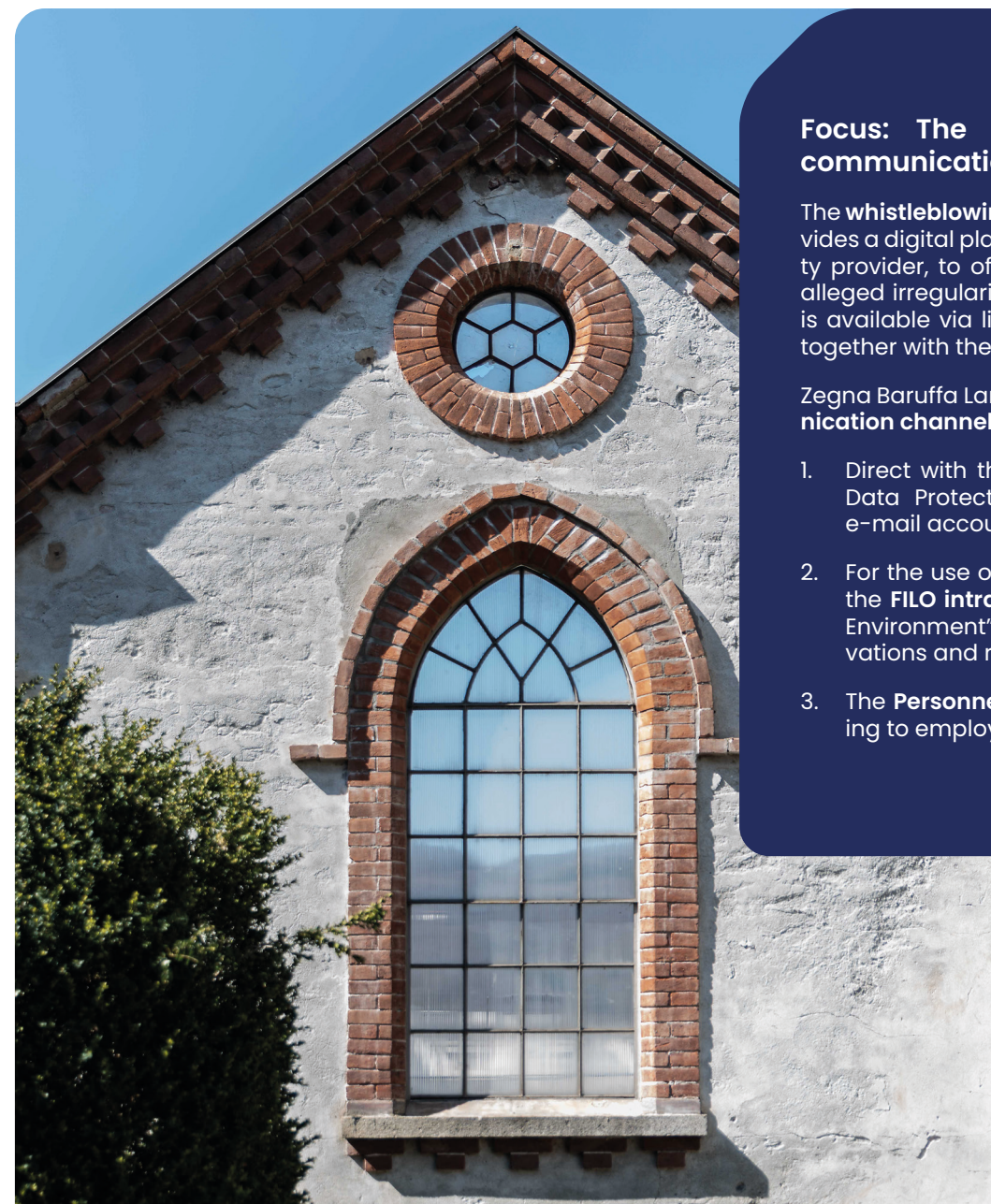
3.3.1 The Code of Ethics, the Organisational Model and the ESG Policy

The **Code of Ethics** (stating principles of legality, fairness, loyalty, excellence professionalism and transparency) is part of the broader scope of the Organizational Model pursuant to Legislative Decree 231/2001, which, under the supervision of the Supervisory Body, provides for procedures, information flows, controls and internal verification audits aimed at ensuring constant management of the Company under strict criteria of legality, preventing risks and conflicts of interest.

These principles have also been further extended through the **ESG Policy** (see <https://www.baruffa.com/en/sustainable-development>), by integrating Company's key values and embracing the international sustainability criteria.

For the above purposes, the Company has activated Stakeholders' communication channels indicated in the focus area below as well as trained all employees through an online course held via the **FILO intranet** (for more details, please refer to paragraph 5.2 Health and safety priorities).

Confirming the effectiveness of the self-regulatory measures, also for the year 2025, there are no cases or legal actions for anti-competitive behavior, trust activities and monopolistic practices, nor cases of non-compliance with laws and regulations, in line with previous years.



Focus: The Whistleblowing system and the other communication channels

The **whistleblowing** system pursuant to Legislative Decree 24/2023 provides a digital platform, prepared in SaaS by an independent third-party provider, to offer all Stakeholders the opportunity to report any or alleged irregularities of which they have become aware. The platform is available via link on the institutional website, in Italian and English, together with the related procedure.

Zegna Baruffa Lane Borgosesia S.p.A. has also activated other **communication channels**:

1. Direct with the Supervisory Body (OdV231@baruffa.com) and the Data Protection Officer (dpo@baruffa.com) through dedicated e-mail accounts.
2. For the use of employees, a section has been implemented within the **FILO intranet**, which allows through two channels "Safety and Environment" and "Other" to be able to provide suggestions, observations and request information.
3. The **Personnel Office** is available to receive communication relating to employment relationships.



3.3.2 Anti-corruption safeguards

The corruption risk prevention is an important asset for the transparent and fair business development. For this reason, ZBLB's Code of Ethics, Organizational Model and Anti-corruption Policy (published on www.baruffa.com) set-up strict criteria for regulating relations with private and public Parties.

In 2025, the Company did not record any cases of corruption.

3.3.3 Conflicts of interest management

The matter of conflicts of interest that may arise between the Directors and the Company is governed by art. 2391 of the Italian Civil Code. With reference to the relevant profiles pursuant to Legislative Decree 231/2001, the managers of the various Company areas report any situations of potential conflict to the Supervisory Body, through specific information flows transmitted periodically.

The Articles of Association provide that any dispute between the Company and its Shareholders, including those concerning the challenge of shareholders' or board resolutions for a possible conflict of interest, shall be referred to an Arbitration Board composed of three members, appointed by the President of the Court of Biella.

Considering the absence of significant cross-shareholdings with suppliers, other Stakeholders or related parties, there are currently no situations capable of constituting conflicts of interest.

3.3.4 Protection of Human Rights

The protection of Human Rights is fundamental for carrying out the business with a view to protecting workers and people whom ZBLB enters in contact with.

The Code of Ethics, the ESG Policy (section "*Social issues, inclusivity, local communities*"), as well as the procedure of the Human Resources area relating to the Organisational Model pursuant to Legislative Decree 231/2001 highlight the importance of human rights and compliance with the SA 8000 Standards and the international standards of the ILO (International Labour Organisation). This commitment is also reinforced by the Charter of Values, approved by the CEO and signed by suppliers, which defines the ethical, social and environmental principles to which all Stakeholders in the supply chain must adhere.

ZBLB also protects the health and safety of workers, complying with current legislation and committing itself to the prevention of any form of discrimination, with zero cases recorded in the two-year period of 2024-2025.

3.3.5 Privacy and cybersecurity

The protection of personal data responds to an increasingly marked need in the world of digital communications, in which efficient processes must be matched by preventive measures to reduce the risk of data *breaches* and unauthorized disclosures. In this context, processing procedures, organizational measures and up-to-date IT tools for archiving, back-up, data transmission and intrusion detection are a fundamental asset for fulfilling legal obligations and ensuring cybersecurity.

Equally relevant is the awareness of the staff on the delicacy of the issue; for this purpose, ZBLB has trained its employees through an online course aimed at the processing and awareness of personal data.

The implemented model aims, therefore, to guarantee confidentiality and compliance with the GDPR in the logic of protecting the privacy of its Stakeholders, in compliance with all the laws and regulations in force, as well as in compliance with the best and most recent practices applicable in the field.

In the two-year period 2024-2025, the attention to this issue led the Company to receive no complaints for violations of privacy and/or loss of customer data.

4. SUSTAINABLE INNOVATION



Technological innovation and research into selected raw materials are the basis for an internationally recognized high-quality yarns production and customer satisfaction.

In addition, the in-house laboratory, certified by Interwoollabs, carries out continuous checks and is subjected to six-monthly monitoring through the Wool Round Test, ensuring the reliability of measurements and consistency with international standards.

4.1 Product quality and safety

The strong vertical integration of production processes allows Zegna Baruffa Lane Borgosesia S.p.A. to maintain constant control over its supply chain, guaranteeing high levels of transparency and direct control over the quality of the materials used. In this context, the Company has developed a structured system for evaluating raw material suppliers, which considers both quality requirements and sustainability aspects.

The fibers and materials selection ensure the quality of finished products. For this reason, procurement follows strict procedures, also designed to prevent risks along the supply chain and compliance with the Organizational Model, which requires timely checks on suppliers and new entries. The procedures carried out in the quality control and verification process provide for the raw materials to be subjected to a double level of laboratory testing through preliminary analyses based on the data provided by the manufacturer and checks on representative samples of the materials delivered.



1° PHASE

preliminary analyses based on supplier input



2° PHASE

inspections of representative samples of the materials received



STANDARD
100

100% of the products are OEKO-TEX 100 certified.

This certification regulates all products in contact with the skin, with particularly stringent eco-toxicological requirements.



4.1.1 Chemicals Responsible use



In 2025, the Company got once again its chemical management system awarded with the “EXCELLENCE” level (Level2/Accelerator) according to CHEM 4Sustainability® protocol, a management system aimed at eliminating from production substances that do not comply with the ZDHC MRSL (Manufacturing Restricted Substances List of Zero Discharge of Hazardous Chemicals), as well as not aligned with the standards of the “Supplier to Zero”.

The Company also provides constant monitoring of both chemicals purchases (InCheck inventory report) and water discharges (in line with ZDHC’s Wastewaters Guidelines), which integrate the responsible management of chemical products for the benefit of sustainability targets.

Approximately **90%** of the total chemicals used in the manufacturing process are **LV3 registered on the ZDHC Gateway**, which corresponds to the highest level of compliance with the ZDHC certification program.

These cover 95% by weight of the total chemicals used in production in wet treatments.

In addition, the Company actively promotes the adherence to APEO free compliance by all suppliers of semi-finished raw material and raw wool, with the aim of guaranteeing the absence of APEO (alkylphenol ethoxylate), a substance harmful to the ecosystem and particularly to marine life.



Focus: Internal Chemical Management Procedure

The **internal Chemical Management** procedure guarantees purchases that comply with company standards and efficient process monitoring. This procedure has been designed onto the **joint work** with suppliers, in order to align on common objectives as well as with technical and commercial employees, to whom targeted training has been offered.

To facilitate the monitoring and evaluation of the new processes implemented, the Ympact management platform, a SaaS service connected to the 4Sustainability® system, is used.

4.2 Innovation and eco-design

The Company’s Mission is summarized in its corporate claim: “Spinning Trends since 1850”. It is a real strategic vision that takes the form of a commitment to guarantee the best offer in terms of product and service quality. During 2025, ZBLB’s offer has interpreted this mission in the most complete way by placing at the center of the collection the yarn considered the historical protagonist and leader of the Company’s turnover: Cashwool, an iconic worsted yarn and Zegna Baruffa Lane Borgosesia S.p.A.’s proprietary trademark, which has become a reference in the sector and synonymous with technical excellence, craftsmanship, attention to detail, control and extraordinary quality.

In addition, the continuous commitment to Research & Development has contributed to enriching the Company’s “summer catalog extensions” with a highly innovative yarn totally consistent with the ESG circularity aims: Paper Wool, a blend of Extrafine Merino, Lyocell and Washi. The latter, a traditional Japanese paper of vegetable origin, has been reinterpreted in a textile key: Washi is produced from coniferous pulp waste from FSC (Forest Stewardship Council) forests, as part of a regeneration cycle that replaces mature trees with new plants that are



DIRECT Washi

Innovative Paper Yarn

more efficient in absorbing CO₂. From this process comes a top-quality hybrid yarn, characterized by softness, lightness and performance that speak the language of well-being thanks to the properties *Quick Dry*, antistatic, UV reduction, deodorant and antibacterial, as well as low thermal conductivity and natural moisture regulation.

Focus: Zegna Baruffa Lane Borgosesia X Itoitex

Zegna Baruffa Lane Borgosesia moves towards innovation by starting a new collaboration with Itoitex, a Japanese company specializing in the production of fibers derived from Washi. This partnership is aligned to the Company's strategy to explore alternative "environmentally friendly" materials with the aim of integrating natural and renewable solutions into the textile supply chain.

Washi, developed by Itoitex, is made from conifers from responsibly managed and certified forests. Through a production process that enhances renewable resources and reduces environmental impact, this fiber stands out for its lightness, breathability and resistance, offering a concrete option to diversify the use of low-impact raw materials.

Over the last year, Zegna Baruffa Lane Borgosesia has undertaken in-depth research to integrate Washi into its spinning processes, testing different wool blends. Through technical tests, optimizations and a progressive refinement of production parameters, the company has developed yarns that combine the tactile and thermal qualities of wool with the distinctive characteristics of Washi. This new collaboration, which is still evolving, opens up further opportunities and confirms the Company's commitment to exploring innovative materials capable of combining performance, naturalness and environmental responsibility.

Focus: Zegna Baruffa Lane Borgosesia X Spiber

Zegna Baruffa Lane Borgosesia continues to pursue commitment to responsible innovation, strengthening a production model oriented towards circularity and the reduction of environmental impact. The collaboration with Spiber, a Japanese company specializing in the development of next-generation biotechnological materials, fits into this perspective. The partnership, launched in previous years and now fully consolidated, represents a pillar of the Company's strategy towards more sustainable textile solutions.

The project focuses on Brewed Protein™, a protein fiber obtained through microbial fermentation from renewable resources, without resorting to components of animal origin. This technology offers a concrete alternative to traditional fibers, combining high performance with a more virtuous environmental profile consistent with corporate ESG objectives.



Over the past year, the joint work between this innovative fiber and the textile know-how of Zegna Baruffa Lane Borgosesia has evolved further. Through a continuous process of experimentation, spinning tests and optimization of production parameters, the company has perfected yarns that integrate Brewed Protein™ with wool, enhancing the characteristics of both raw materials. The collaboration, which is still under development, opens up new research perspectives and confirms the desire to invest in materials capable of combining quality, performance and environmental responsibility.



4.2.1 The transition to Circular Economy

ZBLB's focus on sustainability also involves packaging suppliers. The company fosters eco-friendly and recycled materials, such as saddlebags and bags made from recycled or biodegradable plastic, compostable bags, recycled paper for cones, boxes and stationery, as well as pallets with regenerated components. Overall, 62% of the total packaging, both internal and intended for customers, is made up of recycled materials, thus ensuring that each phase of the supply chain contributes in a concrete way to the reduction of environmental impact.

At the same time, Zegna Baruffa Lane Borgosesia S.p.A. is constantly committed to adopting initiatives aimed at promoting the transition to a **circular economy** through various actions: extending the lifespan of products, participating in the reuse chain of waste and by-products and reducing waste.



Since 2022, the Company has continued a collaboration with **ERCA S.p.A.**, a Company that provides **next-generation circular chemical solutions**. The main ones include:

- **REVECOL® LV-DN**, a new generation dyeing equalizer obtained from the synthesis of recycled raw materials (in particular, used oils).
- **REVECOL GRS fabric softener**, in use for about 50% of the total classic fabric softeners used.
- **REVECOL SAP soap dish**, specific for vigorous washing on fabrics with more intense colors.



LV-DN

GRS
softner

SAP
soaping agent

Chemicals used in production in collaboration with ERCA

REVECOL®LV-DN, REVECOL GRS fabric softener and REVECOL SAP soap are approved by **strict certifications** in terms of environmental and social sustainability such as GOTS and Bluesign®, and are used in the dyeing of polyamide, protein and mixed fibers with acid and metal-complex dyes.



In addition, ZBLB continued its collaboration with **Retex.Green**, a consortium for the circular economy of fashion promoted by Confindustria Moda and the Italian Textile Foundation, which aims to enhance textile by-products and waste through reuse and recycling.

4.3 Brand Reputation

Zegna Baruffa Lane Borgosesia S.p.A. has a long-standing tradition of excellence in the textile industry and, over the years, has successfully preserved and evolved its corporate identity, adapting it with resilience to changing market communication trends.

Herebelow the key success factors:

- **Quality, Innovation and Service:** values that distinguish our yarns, made of 100% merino wool and blends with noble fibers. The Company is constantly dedicated to research and development, actively collaborating with designers and fashion brands to offer cutting-edge products.
- **Heritage:** the Company boasts a prestigious legacy in the textile sector, with more than a hundred years rooted on authenticity, reliability and savoir-faire; this has allowed Zegna Baruffa Lane Borgosesia S.p.A. to build a 175-year manufacturing history of excellence.
- **Sustainable development:** the Company has always been committed to ESG, adopting responsible production practices and measures aimed at reducing the environmental impact of its processes.



5. PEOPLE AND THE TERRITORY

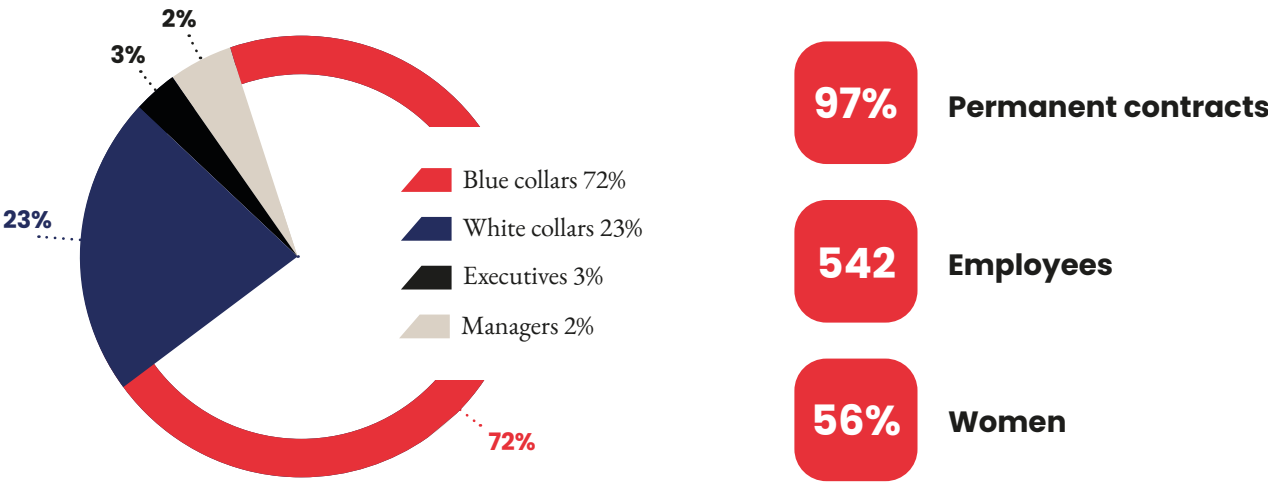


5.1 The company workforce

People are at the core of the Company’s vision, as **competence, sense of responsibility, collaboration and dedication** contribute decisively to the success of the business and represent a valuable asset to be fostered within a workplace culture based on fairness and mutual trust.

The Company operates in Italy and complies with the National Collective Agreement for “Companies and Workers in the Textile, Clothing, Fashion Sector”.

Distribution of Company workforce



Over the last few years, the distribution of employees by position has remained substantially unchanged; in this context, the Company continues to pay attention to the principles of inclusiveness and equal opportunities, as evidenced by the presence of 39 employees belonging to protected categories (for details, see Table GRI 2-7, Table GRI 401-1, Table GRI 405-1 in the annex).

5.1.1 Commitment to well-being and equal opportunities

Zegna Baruffa Lane Borgosesia S.p.A. pays the utmost attention to the **psychophysical well-being** of its employees and on this basis guarantees fundamental rights, ensuring a balanced, motivating, free of opinion, inclusive and non-discriminatory working environment.



Training is fundamental for the people development; based on requests, the Company grants student workers paid leave to attend university courses, according to the contractual provisions.

The **remuneration policies** adopted are competitive and significantly exceed the minimum wage required by national laws (for details, see Table GRI 202-1 in the annex).

At the end of 2025, ZBLB provided **contractual welfare** through a **dedicated platform**, offering employees the opportunity to use their ceiling flexibly. The system allows access to over 100 brands in different product categories, including fuel vouchers, shopping vouchers, children’s products and books, improving the well-being and purchasing power of staff.

The gross remuneration guaranteed by supplementary contracts exceeds the contractual minimum by

14%



5.1.2 Remuneration policies and remuneration process

The current remuneration system for all Company employees includes a fixed component and a variable component, to wit:

- for blue- and white-collars, it is based on predetermined parameters through second level bargaining;
- for senior managers, conditional on the achievement of objectives set annually in agreement with the Chief Executive Officer, it is based on business projects and needs.

The Company does not provide for engagement bonuses, recovery clauses or severance pay other than those established by the relevant CCNL.

New employees' remuneration targeting is the subject to a specific reporting to the Supervisory Body in the event of any remuneration exceeding the contractual levels, ensuring control and transparency.

5.1.3 Dedication to workers' growth and development

For new hires, a structured process of **recruitment**, **onboarding** and **training** has been set-up through an induction path designed to facilitate knowledge transfer from experienced employees and rapid quick integration into the reference teams.

The 2023-2027 training activities plan focus is on behavioral safety and risk awareness. In 2025, the training focused on:

- **Safety and risk prevention:** assessment of residual risks of machinery, emergency management, including chemical emergency, monitoring and reporting of near misses;
- **Organisational well-being:** assessment of the risk of work-related stress, through operational focus groups, dedicated training on ergonomics and near misses;
- **Sustainability and environmental responsibility:** promotion of a conscious and responsible use of resources.

In 2026, the focus will shift to residual risk management, equipment safety and harassment risk assessment.

Focus: Dialogue with and involvement of Zegna Baruffa Lane Borgosesia's crew

At the beginning of the year, individual interviews have been held **with 50 employees** by a team including the CEO, the Human Resources Manager and the reference managers with the aim of strengthening trust, engagement and receiving feedback and suggestions in open dialogue.

In addition, a company meeting has been held on July 23rd, 2025 through three sessions, one for each work shift, to involve all employees. The meeting took place in person in Borgosesia, with videoconference connections from the Vigliano and Lessona plants. The CEO, together with company managers, shared an **update on the company's business**, presented the **new collection** and illustrated other relevant thematic points to employees.



5.1.4 Talent attraction

The enhancement of the new generations is one of the objectives with which the corporate culture is expressed, which acts as a spokesperson for initiatives for the development of skills in the textile sector. To this end, **7 curricular internships** have been activated, which have seen the collaboration with the Higher Technical Institute of Textiles Clothing Fashion of Biella, the I.U.L.M. University and the post-graduate course “Master of Noble Fibers”.

Nurturing programs have also been launched in the area, promoting training and professional growth with a specific focus on the textile sector and sustainability.



Focus: Zegna Baruffa Lane Borgosesia’s support for the new “High School of Applied Sciences” with a focus on “sustainability and technological innovation”

In September 2024, the “Liceo delle Scienze Applicate” was inaugurated with a focus on “sustainability and technological innovation”, a new address of the “Cossatese and Valle Strona High School”, oriented towards the textile supply chain, a key sector for the territory development, and the training of future wool workers and designers.

Zegna Baruffa Lane Borgosesia actively supports the initiative together with other key players, including ITS TAM, Universities, Confindustria Moda and Unione Industriale Biellese, with the support of the Municipal Administration. In March 2025, the Company managers held a lesson, with the first and second classes, focused on the “color laboratory” at a theoretical level, with the business implications at a marketing and sustainability level, but also practically, in school laboratories, through the possibility of creating colors and dyeing wool samples into tops. The experience is also scheduled for March 2026.

5.2 Health and Safety

Workers’ health and safety are top priorities for Zegna Baruffa Lane Borgosesia S.p.A., requiring maximum commitment and attention to developing a suitable risk-prevention system according to relevant regulations.

With this objective, the Company has implemented an Organization, Management and Control Model in compliance with Legislative Decree 231/2001 and art. 30 of the Consolidated Law on Safety at Work (TUSL – Legislative Decree 81/2008), providing for specific organisational procedures valid for all Company employees.

The Prevention Service is responsible for managing the procedures; Every six months it carries out analysis for the coordination, monitoring and identification of corrective actions, also being supported by a software (“FILO”) in the storage and recall of information relevant to accidents, changes of tasks, information, training and coaching of personnel, as well as the use of chemical products.

The Company sums-up the risk assessment process in the **Risk Assessment Document** (DVR) which:

- includes all risks related to the health and safety of employees and related to the workplace, equipment, chemicals used, as well as work-related stress risks;
- collects the preventive actions taken to avoid the occurrence of the identified risks and the definition of the measures in place to ensure the improvement of safety levels.





Filo: new company intranet

During 2025, **FILO** was implemented: a new Company intranet system that optimizes internal communication through the tool of the digital bulletin board on which all the information useful for Life in the Company is published. Furthermore, **FILO** digitizes safety management, with the possibility of sharing training material and experiences, with as well as allowing online training courses and "safety pills-info".

The system aims to improve risk monitoring, suggestions (anonymous and non-anonymous) and safety procedures, promoting a more efficient and safe working environment.

FILO can be consulted from the totems set up in the department, from the PCs of the Company network or from smartphones.

The Organisational Model and Company procedures are subject to quarterly audits carried out in the three plants by the Supervisory Body (SB), which operates with autonomy and independence.

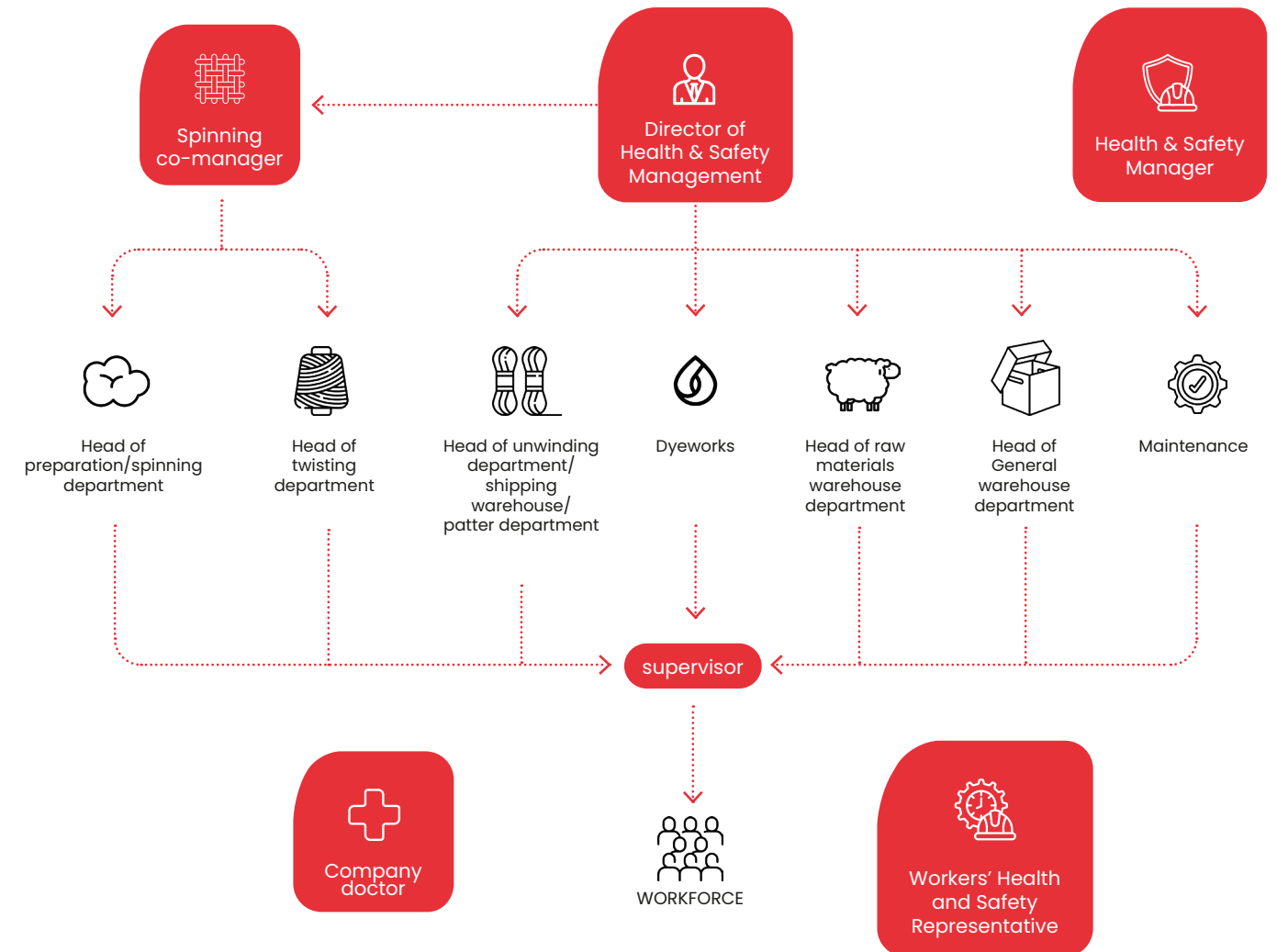
In compliance with the relevant legislation, workers can elect **Workers' Safety Representatives** (RLS), who act as a liaison between the workforce and management on the subject, also participating in the annual meeting pursuant to Article 35 of Legislative Decree 81/2008 and, within the limits provided for by law, to Risk Assessment drafting (DVR, according to Italian law), training programs and the provision of protective equipment.

In addition, the safety analysis of the machinery and equipment used by workers represents an additional layer of control. Each device purchased must comply with national, European and sectoral regulations, as well as technical specifications. With regard to the purchase of chemical products, compliance with the update of the safety data sheet is verified, as well as compliance with Company safety regulations and standards.

If there are activities entrusted to contractors and subcontractors, the Company requests in advance documentation certifying compliance with safety regulations, also assessing their technical competence for the specific task to be carried out and requesting collaboration in the implementation of prevention and protection measures from risks at work.



Health and Safety Company Chart example Borgosesia plant



The Company pays special attention to workers' training. In 2025, **2,666 hours on health, safety and environmental training** were provided, involving **1,465 participants** (cf. Training and safety table GRI 403-5 - attached).

In 2025, there were **22 work-related injuries**, an increase from the previous year, although the average time duration for single accident decreased. These were accidents at work, attributable to three main categories: trauma - blunt, impact wounds and injuries and minor traumas (for details, see Table GRI 403-9 in the attachment). These data highlight the Company's constant commitment to monitoring safety conditions at work, with the aim of further reducing the incidence of accidents and protecting the health and well-being of its workers.



5.3 The territory and the local community

Zegna Baruffa Lane Borgosesia S.p.A. fosters industrial and territorial culture supporting local community through multiple initiatives:

- Collaboration with associative and workers organizations
- The promotion of the textile industry in the local cultural heritage
- The partnership for the development of art and textiles joint cooperation
- The support of cultural and inclusive initiatives for the territory

The various initiatives are reported below.

Initiative	Project Description
The combination of art and textiles: the CirculArt project	Zegna Baruffa Lane Borgosesia S.p.A. participated to the third edition of CirculArt , the project of Cittadellarte - Fondazione Pistoletto and created in collaboration with Fashion B.E.S.T and UNIDEE Residency Programs. Four international artists and fashion designers explored the theme of creative reuse by visiting the Borgosesia plant and discussing transformation of materials once their life cycle has got to end.
Cultural initiatives in the area: Contemporanea	The Company renewed its support to Contemporanea - Words and stories of women, a cultural festival held in Biella from 23 to 28 September 2025. The edition focused on the theme "At the heart of taboos", emphasizing the importance of giving space and value to women's voices in the society of yesterday and today.
Zegna Baruffa Lane Borgosesia S.p.A. Celebrates its 175th anniversary with a commemorative stamp	 The Ministry of Enterprises and Made in Italy (MIMIT, according to the Italian acronym) periodically celebrates companies that led manufacturing in their sector and brought recognition to Italy's world-wide reputation, distinguishing for resilience and ability to innovate. To this end, a stamp in "The Excellence of the production system and Made in Italy" thematic series has been issued. On April 4, 2025, ZBLB was honored with this recognition in view of the 175th anniversary celebration from its foundation with a commemorative stamp that embodies the key symbols of its historical icon: • the wool yarn cone, in the "Baruffa red" color that has made the Brand famous all over the world; • the stylized "B" of Baruffa, an authentic icon in the universe of prestige knitwear; • the circular logo, which expresses the essence of Zegna Baruffa Lane Borgosesia S.p.A.: knowing how to interpret the stylistic trends of the future thanks to its more than a hundred years of know-how in wool manufacturing
Zegna Baruffa Lane Borgosesia S.p.A. at Fuorisalone 2025	Zegna Baruffa Lane Borgosesia S.p.A. took part in Fuorisalone 2025 with Cash-wool® through installation <i>Actuated Knit//Textilemorphosis</i> , created by the TextilesHUB of the Politecnico di Milano. This project explored how natural yarns and advanced technologies can enhance people's spaces and well-being. The initiative is part of the Company's path towards innovation, sustainability and new textile applications, strengthened by a long collaboration with the Polytechnic and a constant commitment to reducing environmental impacts.



Focus: Collaboration with Associative Organizations and Employers' Organizations

Zegna Baruffa Lane Borgosesia built strong relationships with local Stakeholders and trade associations, including:

- Biellese Industrial Union – UIB
- Confindustria Novara Vercelli Valsesia
- Confindustria Moda (former Sistema Moda Italia)
- CRAB Medicina Ambiente for issues related to safety at work and the external environment (structure connected to UIB)
- Retex Green Consortium (body linked to Confindustria Moda)
- Slow Fiber (Network of Companies in the textile sector, affiliated with Slow Food)



Focus: The collaboration with Cascina Oremo

A collaboration in the name of social commitment, territorial roots and the enhancement of the person: **Zegna Baruffa Lane Borgosesia**, a long-standing excellence of Biella textiles, and **Cascina Oremo**, an avant-garde educational and cultural center, came together around a shared project aimed at sustainable development and responsibility.

The partnership was launched with **a special day in which Zegna Baruffa Lane Borgosesia's workers have been engaged in social activities at Cascina Oremo**. Throughout the day attendees took part to a range of group sessions, including creative and recreational-educational workshops for girls and boys aged 12 months to 12 years, experiential paths aimed at young people and adults, training for stress management, inclusive sports activities and moments dedicated to career guidance.

The Company is committed to supporting concrete projects actively involving girls, boys and young people from the Biella metro-area, with attention to people with cognitive disabilities, autism spectrum disorders or in fragile conditions.

Cascina Oremo stands out for the presence of an integrated network made up of social cooperatives and entities that promote inclusion, culture and well-being through innovative and cross-functional approaches. The synergy between Zegna Baruffa Lane Borgosesia and Cascina Oremo is based on common values such as the promotion of culture and the sustainable development of the territory. A meaningful example of collaboration between business and *not-for-profit* driven by vision and a sense of responsibility toward the future.



Focus: The collaboration with BAMBINI DELLE FATE

Since 2025, Zegna Baruffa Lane Borgosesia has partnered BAMBINI DELLE FATE, a social enterprise that provides economic support for social inclusion projects to the benefit of people on the autism spectrum and other disabilities.

Biella Territory Project: Social Time Bank – Links beyond Differences

This project aims to promote, encourage and incentivize social and scholastic inclusion between fragile girls and boys and their peers.

The numbers of 2025:

- 37 applied students
- 472 hours of volunteer work
- 30 students who participated in the project
- 0 young fragile people who participated in the project

Multi-specialist Centre for the Developmental Age Project (Cascina Oremo facilities)

It offers to families and schools a service in which, in a sole center, it is possible to avail of the support of different professionals through personalized, multidisciplinary and specialized aid.

88 people were supported in 2025:

- 5 children 0-5 years old
- 48 children 6-12 years old
- 14 young people 13-18 years old
- 11 young adults and adults 18+
- 10 parents



6. COMMITMENT TO THE ENVIRONMENT



In line with the ESG Policy and environmental regulations, ZBLB encourages solutions and technologies, which, in the wake of a continuous improvement, mitigate the potential environmental impacts related to production processes.

Water and energy consumption is seamlessly monitored in order to meet targeted objectives through the Energy-Manager and Water-Manager cooperation with all departments and functions involved in.

To further strengthen this commitment, in 2026 the Company will complete the procedures drafting envisaged under the Integrated Environment and Health & Safety Management System, by supporting the consolidation and continuous improvement of environmental governance and people protection.

6.1 The management of energy consumption and emissions

In 2025, total energy consumption amounts to **247,732 GJ**, of which about **34% will come from renewable sources**, thanks to the purchase of 100% of the electricity needs certified through certificates of origin for a total of **83,183 GJ** (for details, see Table GRI 302-1 in the annex).

Focus: Integrated Environment and H&S Management System

In 2026, the Company will complete the procedures implementation according to ISO 14001 and ISO 45001 standards. This project represents an essential step towards the existing organizational framework enhancement and to a more systematic management of environmental, health and safety aspects.

At the same time, the initial phase of implementation of the procedures will be launched, through the involvement of the operational functions and the introduction of consistent management tools. The aim is to strengthen internal governance, promote a shared culture of prevention and ensure an increasingly integrated and proactive approach to the management of environmental and health and safety processes.

Focus: Photovoltaic

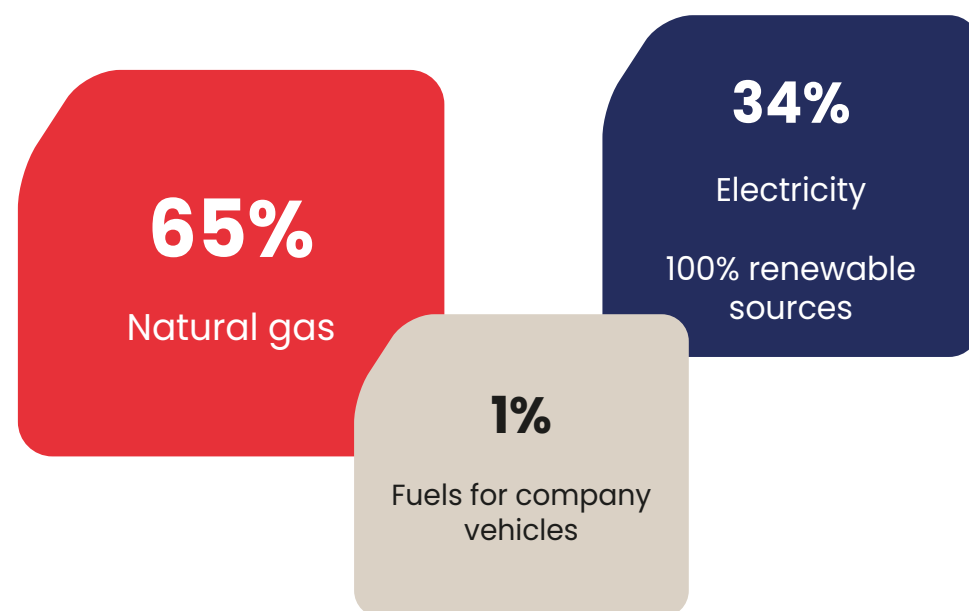
During 2025, Zegna Baruffa Lane Borgosesia consolidated its commitment to the energy green-transition through the new generation photovoltaic system installed at the Borgosesia plant, the Company's main production site. The investment today represents a structural pillar of the Company's decarbonization strategy.

One year after commissioning, the plant has guaranteed an annual production of 1.12 GWh of renewable energy. The self-produced energy has made it possible to avoid the emission of about 280-300 tons of CO² into the atmosphere, an environmental benefit equivalent to the annual absorption capacity of over 19,000 adult trees.

The integration of sustainable energy solutions into the production process confirms Zegna Baruffa Lane Borgosesia's desire to progressively reduce its environmental impact and strengthen the plant's energy resilience. The successful first year of operation marks a starting point for further developments and investments oriented towards efficiency and sustainability, while supporting energy demand reduction from conventional fossil sources.



Distribution of energy consumption in 2025



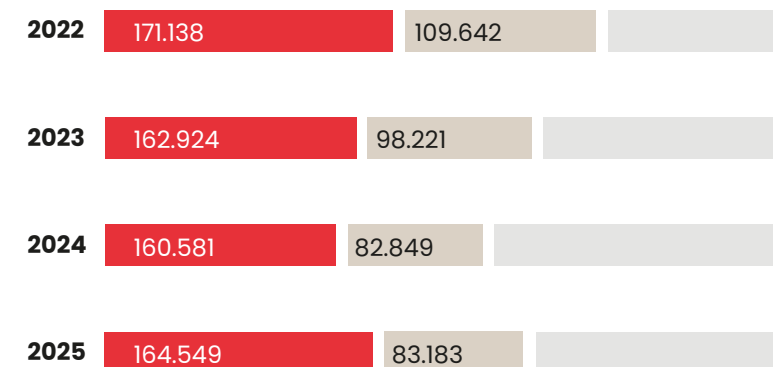
In 2025, Zegna Baruffa Lane Borgosesia S.p.A. completed the main project of massive replacement of lighting fixtures with LED technology. Following this intervention, the Company has launched a program to upgrade the remaining lamps in lower-use areas, such as spare parts warehouses, workshop, technical rooms, corridors and stairwells. The plan calls for an average of about 50 monthly replacements (58 W to 24 W each) from the beginning of 2025, with programming extended until December 2026. Thanks to these two major upgrades, the company has achieved a reduction in CO₂ emissions of more than 200 tons per year.

The Company is also introducing position and presence sensors for lighting activation, to ensure that it is turned-on only when people transit or stay in the premises, contributing to efficiency.

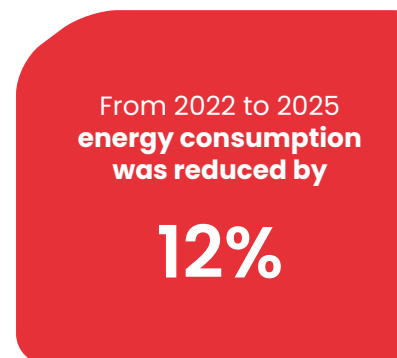
At the same time, the Company is optimizing the operation of the pumping and circulation system of service water to the departments, moving from continuous cycle use to management based on actual operational needs, with the aim of reducing consumption.

In all warehouses for semi-finished products, advanced systems have been implemented to control temperature, the steam level and scheduling of plant start-up times. The integration of these technologies allows the activation of air conditioning, ventilation and humidification only in the presence of personnel, ensuring adequate operating conditions and minimizing unnecessary energy consumption.

Reduction in energy consumption (GJ) from 2022 to 2025



■ Natural gas consumption ■ Electricity consumption (100% from renewable sources)



In 2025, total Scope 1 and Scope 2 (market-based) emissions amounted to 9,380 tCO₂, a slight increase (+2%) compared to 2024, mainly due to the effect of a greater use of natural gas, necessary to ensure production continuity and the stability of thermal processes. The Table GRI 305-1.2 (CNF. p. 59) summarizes the relevant details broken down by category.

¹ The total considers Scope 1 and Scope 2 emissions calculated according to the Market-based methodology.

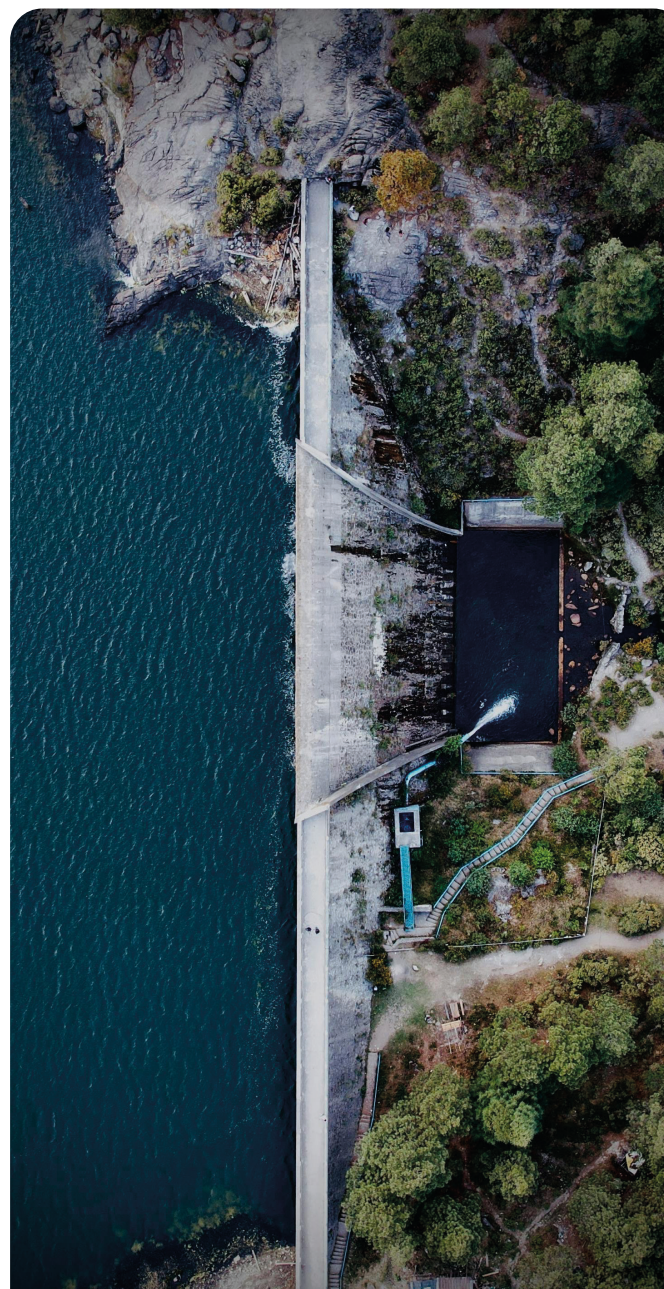
Total Market-Based Scope 1 and Scope 2 emissions (ton CO₂e) from 2023 to 2025



Despite the slight increase in emissions, in 2025 there will be an improvement in emission intensity, calculated as the ratio between emissions (Scope 1 and Scope 2) and production volume (kg), with a reduction of 7.5% compared to 2024 (from 5.35 to 4.95 tCO₂e/kg). This positive result reflects the effectiveness of the environmental mitigation actions undertaken (see Table GRI 305-4).

Focus: OEF – Organisation Environmental Footprint

The 2025 **OEF analysis update** made it possible to estimate, based on internationally recognized methodology, the overall environmental impact of the Company's activities, considering both air emissions and use of water resources. In particular, the study highlighted the pre-eminent consistency of **"Scope 3"** total emissions, i.e. indirect ones deriving from the value chain third parties.



6.2 Water management

Vigliano and Lessona plants are mainly supplied by the municipal/consortium aqueducts. In addition, the Company has four wells distributed between Borgosesia and Vigliano, as well as two sources of water withdrawal from surface water bodies for the Borgosesia plant.

About 90% of the water withdrawn is used for dyeing cycles and for conditioning. Water withdrawal, storage and use are subject to continuous monitoring, with constant management improvements aimed at optimizing consumption.

From an environmental point of view, there are no impacts, which may draw attention:

- The wells in Borgosesia are close to the Sesia riverbed and therefore the aquifer control system does not show evidence of suffering in normal climatic conditions; moreover, the wells are located on land on which there are no withdrawals from third parties;
- the surface body withdrawal in Borgosesia is operated through an addition channel afferent to the hydroelectric plant and therefore the water flow used is already the basis of hydroelectric use.

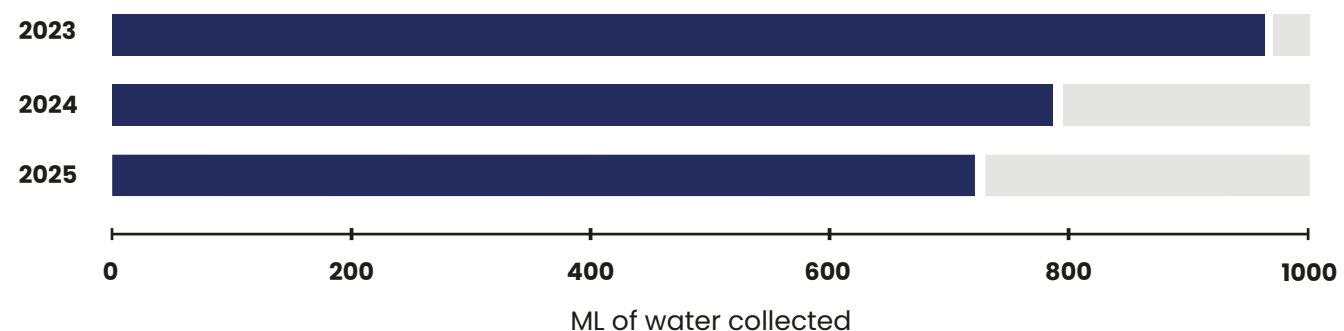
At the Borgosesia plant, the **safety of water discharges** is ensured by a proprietary treatment plant, which involves the biological oxidation cycle before discharge into surface water. The related wastewater is subject to internal monitoring by the Chemical Manager, and is regularly analyzed both internally, to ensure continuous compliance with legal parameters, and externally through accredited laboratories for communications to institutions.

In Vigliano Biellese, the wastewater is discharged into the Cordar consortium treatment plant, after homogenization, while in Lessona it is discharged into the same plant without treatment, as there are no dyeing plants on site.

In 2025, the Company took **724 ml of water**, recording a **reduction of almost 25%** in two years from 2023. (for details, cf. Table GRI 303-3 - Water withdrawal, Table GRI 303-4 - Water discharge in the annex).



Water withdrawal in 2023–2025



Focus: Water Consumption Monitoring

Water consumption Monitoring

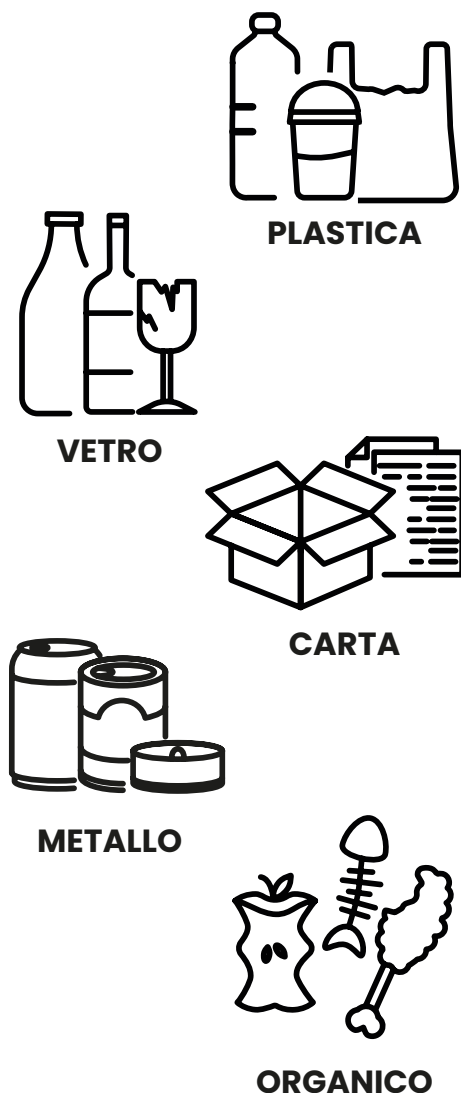
Over the past year, the Company has implemented the water data collection system throughout the entire use cycle. Withdrawals from surface water, wells and the aqueduct, as well as the consumption of the dyeing lines, steam boiler and humidification systems, are recorded monthly in a dedicated remote dashboard. This has made it possible to analyze consumption trends more precisely, relate them to production volumes and promptly identify any anomalies or dispersions.

Rationalization of withdrawals

On the basis of the analyses carried out, the implementation of the program to rationalize well pumping and the management of dyeing plant storage continued, with the aim of aligning withdrawals with actual consumption and progressively reducing the use of overflow channels.

Monitoring on machines

A new cycle of direct monitoring of water and thermal consumption has been performed on production devices, thanks to portable instrumentation capable of simultaneously detecting water flow rates and thermal energy. The technical staff, already trained, has permanently integrated this activity into the ordinary management of the plants, helping to identify further opportunities for efficiency.



6.3 Waste management

ZBLB has structured internal processes for the orderly management of waste, including relevant segregation areas (sorted by CER codes) within departments and offices and, for waste from production or maintenance, an ecological storage for subsequent final disposal.

The Company is constantly committed to process optimization, awareness and training of all company personnel, as well as the involvement of final disposers, by ensuring transparent traceability of the processes.

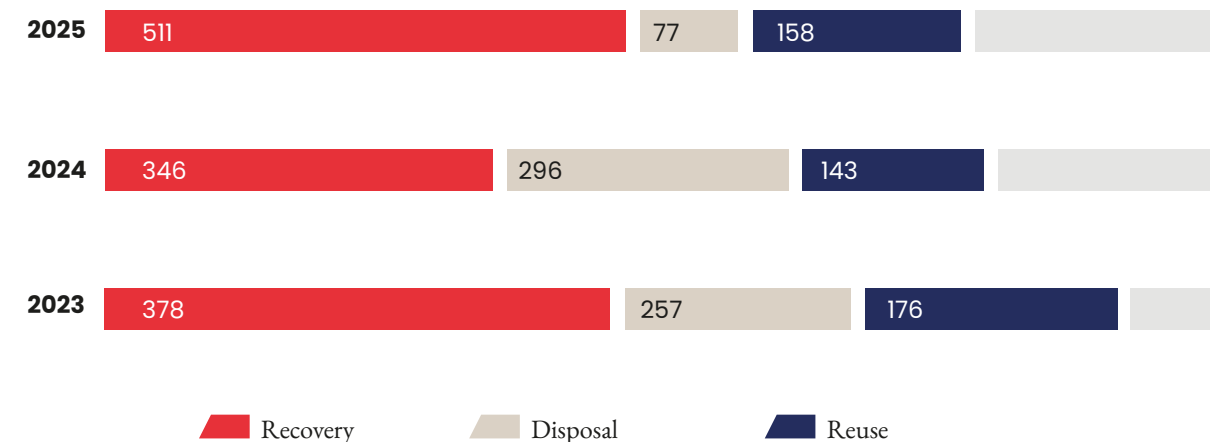
To promote **circular economy**, Zegna Baruffa Lane Borgosesia S.p.A. aims to pay particular attention to the recovery and reuse of company waste, considering the production waste management as part of an effective sustainability policy.

On that basis, the Company started to transfer **the sludge**, resulting from the Borgosesia water treatment plant, to authorized operators for temporary storage and subsequent **recovery for other uses**, avoiding the use of landfill disposal, with the aim of achieving 100% recovery.

Therefore, thanks to the overall initiatives implemented, it was possible to achieve a significant reduction of 74% of the total waste destined for landfills for the benefit of recovery.

Finally, it should be noted that, during 2025, the three plants produced about 746 tons of waste, recording a decrease of about 5% compared to 2024 (for details, see Table GRI 306-3, Table GRI 306-4, 306-5 in the annex)

Waste by destination (tones)



6.4 Biodiversity



In light of the current market sensitivities, the Company has established partnerships with **Engraw** and **Nativa Precious Fibre**, two important companies in the field of certified “regenerative” wools. Their model is committed to protecting the health of the soil and ecosystems, promoting local biodiversity and preventing situations of intensive exploitation, suffering and desertification of territories.

In particular, the certified fibers come from farms managed according to strict criteria, which favor the rotation of pastures, the regeneration of land and the conservation of natural habitats, protecting biodiversity and the long-term balance of the ecosystems concerned. At the same time, animal welfare is guaranteed and responsible management is promoted, with the aim of promoting direct benefits on soil fertility and the variety of plant and animal species.

7. SUSTAINABILITY IN THE SUPPLY CHAIN



Zegna Baruffa Lane Borgosesia’s production takes place in its Italian plants and in 2025 amounted to **1,895 tons of yarn**.

The Company has always adopted a focus on the **international market**, opening numerous commercial hubs abroad dedicated to the promotion and support of customers, satisfying the needs of 1,600 customers divided into 3 macro-categories:

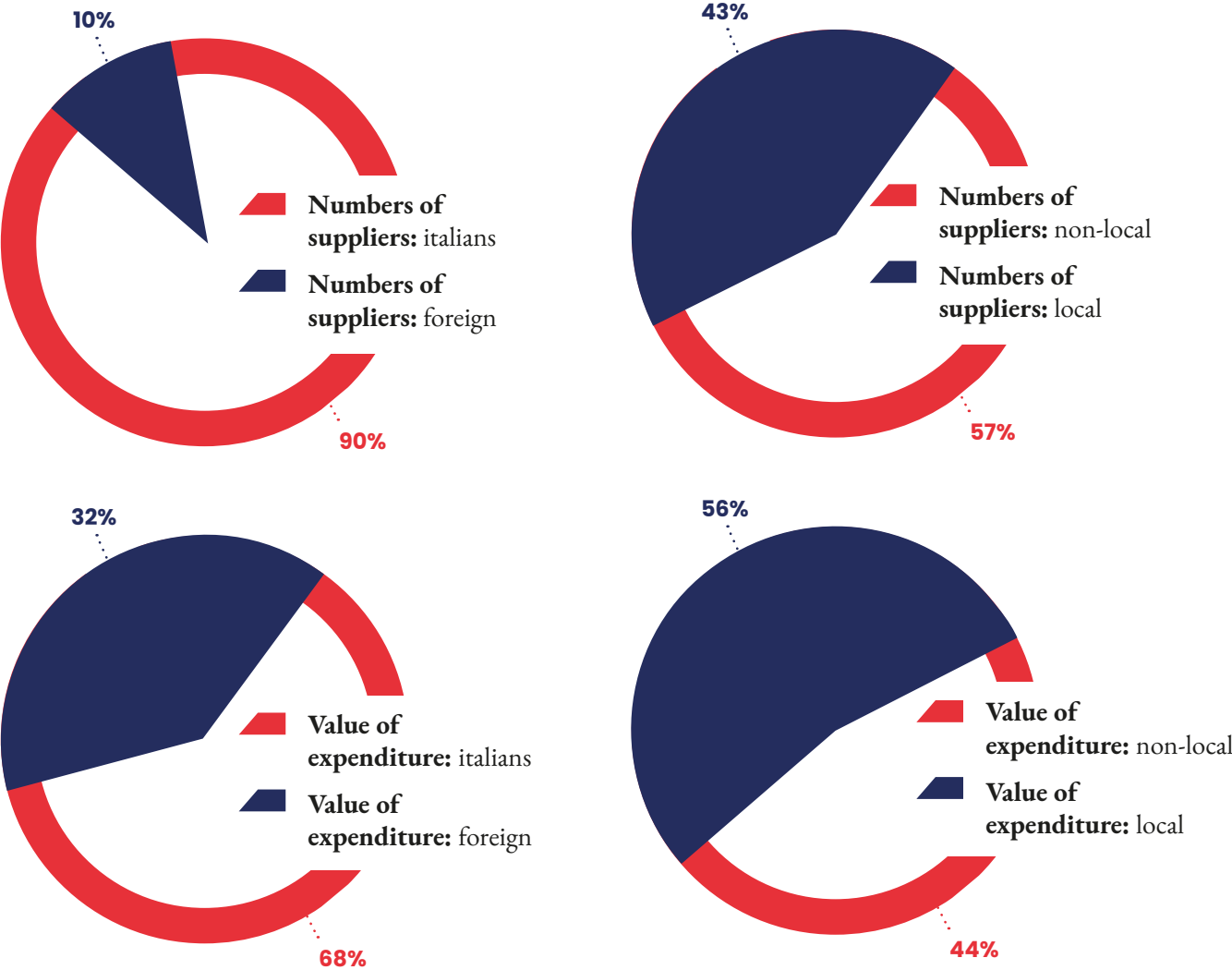


During 2025, 1,924 tons of raw materials were used. Of these, 98% comes from natural and renewable resources, a significant figure that underlines the Company’s concrete commitment to the transition to sustainable supply chains and the reduction of environmental impact

7.1 The sustainable supply chain

ZBLB’s supply chain consists of **862** suppliers and has deep roots in the local community for the benefit of efficiency and sustainability, being made up of 90% Italian suppliers mainly located near the plants and only 10% of suppliers based abroad (for details, see Table GRI 204)

The suppliers are classified as follows:





Zegna Baruffa Lane Borgosesia S.p.A. has integrated into its ESG strategy a **plan to improve the sustainability of the supply chain**, based on the following key actions:



Mapping

Classification of suppliers according to defined criteria and quality information.



Sustainability rating

Rating based on ESG assessment questionnaires.



Drafting and sending the corrective action plan to suppliers

Support and guidance to suppliers towards sustainable choices.



Environmental data collection

Information requests to suppliers about environmental performance.



Environmental data verification

Analysis and in-depth analysis of environmental data shared by 4Sustainability.



ID Nr. 4S-100277

During 2025, as part of the CHAIN project final stage, the Company committed to measuring supply chain environmental impacts, continuing the path already started in previous years and strengthening the analytical and data-driven approach to supply chain management. After the mapping of strategic suppliers, this phase involved the **timely verification of environmental data** through the methodological support of 4sustainability and the analysis of the evidence shared by a selection of key partners.

In 2025, the Company confirmed its commitment to the responsible management of animal fibres by renewing the **Responsible Wool Standard (RWS) certification**, in line with the requirements of the **Responsible Animal Fibre (RAF) system**. The renewal confirms the strength of the traceability processes implemented, which enabled the proper origin identification of the wool, the suppliers involved and the related certified batches along the supply chain.

Demand for products made from RWS wool continues to rise: in 2025, orders for certified yarns accounted for **43% of the total**, confirming the growing interest of customers in materials from traceable supply chains that comply with animal welfare and responsible management standards.



In 2025, Zegna Baruffa Lane Borgosesia continued its commitment within **Slow Fiber**, the network promoted by Slow Food Italy that brings together textile companies committed to a more responsible production model. The initiative is based on five principles: **Good** (product quality and care), **Clean** (reduction of environmental impacts), **Fair** (protection of working conditions), **Healthy** (absence of harmful substances and preference for natural fibers) and **Durable** (enhancement of the long life of the garments).

In the new year, the network also introduced an **independent verification** system, with audits conducted by an independent third-party on the basis of KPIs jointly defined by members and the auditor, strengthening transparency of the Slow Fiber network.

Membership certifies the quality of Zegna Baruffa Lane Borgosesia's production model, which integrates tradition, innovation and social responsibility to contribute to a more sustainable textile sector.



7.2 The Charter of Values

The Charter of Values is shared with ZBLB's main suppliers, in order to disseminate its ethical and sustainability guidelines, requiring their signature. The following are the main aspects that characterize the document:



Ensure an environment that respects workers' rights, reaffirming the prohibition of child labor, forced labor and any other form of exploitation



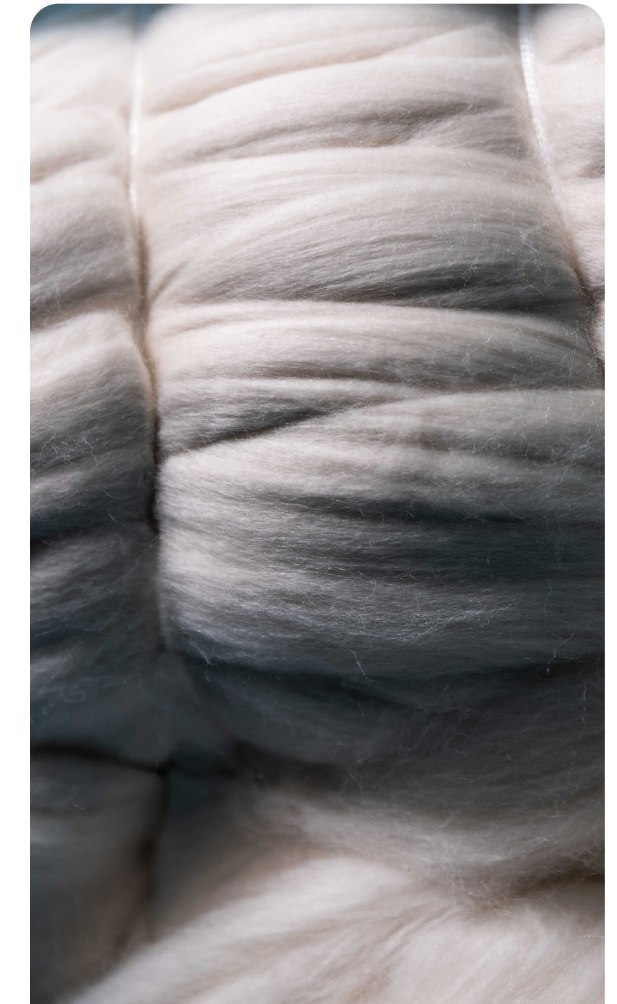
Adhere to and fulfill obligations regarding work safety, in order to prevent risks and injuries



Comply with environmental regulations and adopt procedures and technological solutions to reduce the impact on natural resources



Comply with animal welfare regulations



7.3 Our partners for sustainable growth



Zegna Baruffa Lane Borgosesia S.p.A. adheres to the ZDHC (Zero Discharge of Hazardous Chemicals) Foundation program by adopting the chemical management system compliant with the MRSL (Manufacturing Restricted Substances List). The Company has achieved the “EXCELLENCE” implementation level, which represents an advanced standard of compliance in the responsible management of chemicals along the entire production chain. In addition, it has obtained the 4sustainability® Chain certification at the “Excellence” level, attesting to the accurate and transparent management of information relating to the traceability of products and production conditions along the supply chain.



Zegna Baruffa Lane Borgosesia renewed the Certification that regulates all products in contact with the skin, respecting stringent human-eco-toxicological requirements.



In 2025, the Company renewed its “Responsible Wool Standard (RWS)” product certification, demonstrating that it has an adequate management system for the identification and traceability of certified products and continued adherence to the guidelines and standards provided for by the new Responsible Animal Fiber (RAF) system.



In 2025, Zegna Baruffa Lane Borgosesia renewed the SFA Cashmere Certification, which defines best practices for responsible cashmere production.



Zegna Baruffa Lane Borgosesia renews the Global Recycled Standard (GRS) Certification, which guarantees the recycled material content of the product, for 100% replacement of polyamide in the supply chain with recycled polyamide.



The Company has incorporated a LAWER internal traceability system that allows the chemical products used in each wet process to be traced.



Since 2022, Zegna Baruffa Lane Borgosesia has been collaborating with ERCA S.p.A., a company that aims to create next-generation circular chemical solutions.



Zegna Baruffa Lane Borgosesia has started a collaboration with Nativa Precious Fibre and Engraw-Land to Market, both leaders in the field of promoting regenerative agricultural practices in the raw material production.



Membership of Retex.Green, a consortium for the circular economy of fashion promoted by Sistema Moda Italia and the Italian Textile Foundation, which is a candidate to be the first and main national consortium for the management of textile waste.



Zegna Baruffa Lane Borgosesia has joined the Slow Fiber Business Network, promoted by Slow Food, which brings together textile companies committed to ethical, sustainable and transparent production throughout the supply chain.

8. APPENDIX



8.1 Detailed Tables

8.1.1 Data relating to environment

Table GRI 302-1 Consumed Energy within the organization

Energy Consumption	Units of Measurement	2025	2024	2023
Gas consumption for heating and production process ²	m3	4.572.777	4.456.954	4.548.689
	GJ	162.718	158.596	161.283
Petrol consumption for company vehicles	liters	13.004	14.863	8.993
	GJ	421	481	287
Diesel consumption for company vehicles	liters	39.461	42.007	52.780
	GJ	1.410	1.504	1.900
Purchased Electricity from the grid ³	MWh	23.107	23.014	27.284
	GJ	83.183	82.849	98.221
Of which self-produced ⁴	MWh	924	125	0
	GJ	3.328	451	0
Of which from renewable sources	MWh	24.005	23.110	27.255
	GJ	86.418	83.197	98.118
TOTAL	GJ	247.732	243.429	261.691
of which from renewable sources	GJ	86.418	83.197	98.118

²It should be noted that the Company does not operate in areas subject to water stress and that the Company’s water withdrawal and discharge refer only and exclusively to fresh water.

³Source for the conversion of electrical energy to GJ: ABI-Lab guidelines.

⁴The figure reported refers to the energy produced by the photovoltaic system installed in the Borgosesia plant in 2025. No data are available for previous years as the plant was not yet operational.

GRI 305-1.2 Direct GHG emissions (Scope 1) and indirect GHG emissions from energy consumption (Scope 2)

Emissions (tCO ₂) ⁵	2025	2024	2023
Scope 1 – Heating, production process and company vehicles	9.367	9.145	9.276
Gas	9.232	8.999	9.116
Petrol for company vehicles	31	35	21
Diesel for company vehicles	104	111	140
Scope 2 – Purchased electricity			
Location based	7.010	6.982	7.309
Market based	13	14	13
TOTAL (Scope 1 e Scope 2 Market based)	9.380	9.159	9.289

GRI 305-4 GHG Emission intensity

Emission Intensity	Units of Measurement	2025	2024	2023
Emission intensity	ton CO ₂ / ton produced	4,95	5,35	4,22

⁵Scope 1 and Scope 2 emissions are expressed in tons of CO₂, as the source used does not report the emission factors of other gases other than CO₂. Scope 1 emissions were calculated using the emission coefficients proposed by the Ministry of the Environment - Table of national standard parameters for the monitoring and reporting of greenhouse gases (2024). The reporting standard used (GRI Sustainability Reporting Standards) provides for two different approaches to calculating Scope 2 emissions: “Location based” and “Market based”. The “Location based” approach involves the use of average emission factors relating to the specific national energy mixes of electricity production; for the calculation, the most recent non-estimated emission factor proposed by ISPRA - Atmospheric greenhouse gas emission factors in the national electricity sector and in the main European countries was used. The “Market based” approach involves the use of emission factors defined on a contractual basis with the electricity supplier. In the absence of specific contractual agreements between the Company and the electricity suppliers, the most recent emission factor proposed by AIB - European Residual Mixes was used for the calculation. Scope 2 emissions are expressed in tons of CO₂; however, the percentage of methane and nitrous oxide has a negligible effect on total greenhouse gas emissions (CO₂ equivalents) as indicated in the ISPRA report “Atmospheric emission factors of CO₂ and other greenhouse gases in the electricity sector”



GRI 303-3 Water withdrawal ⁶

Water withdrawal by source (ml)	2025	2024	2023
	Fresh water (≤1,000 mg/l total dissolved solids)	Fresh water (≤1,000 mg/l total dissolved solids)	Fresh water (≤1,000 mg/l total dissolved solids)
Surface water	1	136	564
Groundwater	698	638	357
Seawater	0	0	0
Water produced	0	0	0
Third-party water	24	28	42
TOTAL	724	802	963

GRI 303-4 Water drain

Water discharge by destination (ml)	2025	2024	2023
	Fresh water (≤1,000 mg/l total dissolved solids)	Fresh water (≤1,000 mg/l total dissolved solids)	Fresh water (≤1,000 mg/l total dissolved solids)
Surface water	421	398	432
Groundwater	0	0	0
Seawater	0	0	0
Water produced	0	0	0
Third-party water	96	78	90
TOTAL	517	476	522

⁶ It should be noted that the Company does not operate in areas subject to water stress and that the Company’s water withdrawal and discharge refer only and exclusively to fresh water.

GRI 306-3 Waste generated

Waste produced (t)	2025	2024	2023
Hazardous waste	12	14	23
Non-hazardous waste	734	771	789
TOTAL	746	785	812

GRI 306-4, GRI 306-5 Waste not intended for disposal and waste intended for disposal

Method of waste disposal (t)	2025			2024			2023		
	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total
Reuse ⁷	0	158	158	0	143	143	0	176	176
Disposal ⁸	0	77	77	0.4	296	296	7	250	257
Recovery ⁹	12	499	511	14	332	346	16	363	379
TOTAL	12	734	746	14	771	785	23	789	812

⁷ Quantity of by-products that are reused internally in production or sold externally at auctions.

⁸ Deposit for subsequent landfill and/or landfill.

⁹ Recovery with regeneration, recycling, reuse.

8.1.2 Data relating to Human resources

GRI 2-7 Employees

No. Employees by contract type and gender	2025			2024			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	233	294	527	251	315	566	272	327	599
Fixed term	7	8	15	2	0	2	8	2	10
TOTAL	240	302	542	253	315	568	280	329	609

No. Employees by contract type and gender	2025			2024			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full time	235	269	504	249	279	528	276	295	571
Part time	5	33	38	4	36	40	4	34	38
TOTAL	240	302	542	253	315	568	280	329	609

No. Employees by plant and gender	2025			2024			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Borgosesia	163	220	383	151	200	351	160	202	362
Vigliano Biellese	65	53	118	63	54	117	69	55	124
Lessona	12	29	41	39	61	100	51	72	123
TOTAL	240	302	542	253	315	568	280	329	609

GRI 202-1 Ratios of standard entry level wage by gender compared to local minimum wage

Ratios of standard entry level wage by gender compared to local minimum wage (thousands of euros) ¹⁰	2025	2024	2023
Men	1,14	1,14	1,15
Women	1,14	1,14	1,15

GRI 401-1 New employees hires and employees turnover

Rate of new hires	2025				2024				2023			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
Men	8	2	3	13	1	0	0	1	4	11	4	19
Women	6	6	1	13	0	2	0	2	8	12	2	22
TOTAL	14	8	4	26	1	2	0	3	12	23	6	41
Recruitment rate	30%	6%	1%	5%	3%	1%	0%	1%	28%	10%	2%	7%

Turnover rate	2025				2024				2023			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
Men	1	6	19	26	6	5	17	28	2	11	12	25
Women	0	7	19	26	1	0	15	16	3	6	32	41
TOTAL	1	13	38	52	7	5	32	44	5	17	44	66
Recruitment rate	2%	10%	10%	10%	20%	3%	9%	8%	12%	8%	13%	11%

¹⁰ The average salary was calculated using the lowest contractual entry level. The 2nd level workers related to the Borgosesia plant were therefore taken into consideration, which are the most representative in terms of size.



GRI 405-1 Diversity of governance bodies and employees

Employees by diversity indicators	2025				2024				2023			
	Managers	Executives	White collars	Blue collars	Managers	Executives	White collars	Blue collars	Managers	Executives	White collars	Blue collars
Gender												
Men	100%	72%	52%	39%	100%	76%	53%	40%	100%	79%	57%	40%
Women	0%	28%	48%	61%	0%	24%	47%	60%	0%	21%	43%	60%
Age group												
Under 30 years old	0%	0%	9%	9%	0%	0%	6%	6%	0%	0%	6%	6%
30 to 50 years	25%	28%	32%	20%	25%	35%	36%	25%	22%	46%	47%	36%
Over 50 years	75%	72%	60%	71%	75%	65%	57%	69%	78%	65%	57%	69%

GRI 403-9 Work-related injuries

Accident rate on the Workplace by gender	2025			2024			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of deaths	0	0	0	0	0	0	0	0	0
Number of serious injuries ¹¹	0	0	0	0	0	0	0	0	0
Number of Recordable Injuries ²	11	11	22	3	16	19	4	10	14
Number of hours worked	372.841	440.699	813.540	379.440	415.320	794.760	414.760	459.645	874.404
Rate of recordable accidents	5,9	5,0	5,4	1,6	7,7	4,8	1,9	4,4	3,2

¹¹ It includes injuries that lead to a death or injury from which the worker cannot recover, does not recover, or is unrealistic to expect him or her to fully recover by returning to the pre-accident state of health within 6 months.

¹² The number of accidents that can be recorded relates to the following cases: death, days off work, limitation of work duties or transfer to another job, medical treatment beyond first aid or unconsciousness, major injuries or illness diagnosed by a doctor or other authorized health professional, even if it is not the cause of death, days off work, restriction of work duties or transfer to another job, medical treatment beyond first aid, or unconsciousness. It includes accidents resulting from accidents on the way to work only when the transport has been organized by the Company.

Worker training on occupational health and safety

Worker training on occupational health and safety by plant	2025		2024		2023	
	Shareholdings	Course hours	Shareholdings	Course hours	Shareholdings	Course hours
Establishment						
Borgosesia	956	1.741	667	1.648	132	872
Vigliano Biellese	388	668	212	557	15	92
Lessona	121	257	57	206	17	140
TOTAL	1.465	2.666	946	2.411	164	1.104

Proportion of spending on local suppliers

Geographical area of origin	2025		2024		2023	
	No. of suppliers	Value of total annual expenditure (€/'000)	No. of suppliers	Value of total annual expenditure (€/'000)	No. of suppliers	Value of total annual expenditure (€/'000)
Purchases from local suppliers (provinces of Biella and Vercelli)	334	19.174	332	18.535	349	18.425
Purchases from non-local Italian suppliers	446	15.116	470	12.967	477	15.691
Total Italian purchases	780	34.290	802	31.502	826	34.116
Purchases from foreign suppliers	82	15.981	71	14.221	104	21.465
Total	862	50.271	873	45.723	930	55.581

8.2 Correlation tables between material topics and impacts

Area	Topic	Impact
Governance & Compliance	Ethics and Integrity in Business	Strengthening fair, transparent and collaborative relationships with Stakeholders through the responsible sharing of non-competitive environmental and social data and information, enabling stronger, more reliable and sustainability-oriented partnerships
	Privacy & Cybersecurity	Secure information and data management
	Brand Reputation	Building a solid and credible Brand reputation throughout the value chain through the company's active role as a promoter of sustainable innovation and sharing of best practices, generating recognition, trust and positive influence on the sector
	Corporate Governance	Diversity and inclusion in governing bodies
	Value creation and opening up to new markets	Generation and distribution of value to Stakeholders
		Payroll payment/acknowledgement of debts

Area	Topic	Impact
Social responsibility	Diversity and Equal Opportunities	Enhancing diversity and inclusion of the entire workforce
	Local Communities and Cultural Preservation	Promotion of the growth and development of the territory through initiatives and actions aimed at promoting its economic and social progress
	Quality of life in the company	Employee well-being. Possibility of fostering a healthy, inclusive and stimulating work environment
		Decent employment. Possibility of creating and maintaining jobs that respect fundamental rights and offer fair working conditions
	Respect for Human Rights and Workers	Respect for fundamental human rights and workers' dignity throughout the value chain, ensuring fair working conditions that comply with international standards
	Development and Enhancement of Human Resources	Active development of employee skills by investing in training and professional growth
	Health and Safety	Health and safety awareness. Promotion of a corporate culture oriented towards prevention and protection of health and safety
		Risk of occupational injuries that can cause damage to health, legal charges, penalties and reputational damage
	Customer Experience	Stakeholder satisfaction through transparent practices, responses to needs and active involvement



Area	Topic	Impact
Supply Chain Responsibilities	Responsible Sourcing Practices	Non-compliance with sustainable procurement practices
Product Liability	Innovation and Eco-Design	Active innovation in research and development. Promotion of new sustainable solutions, products and processes
	Product Quality and Safety	High quality products. Opportunity to offer products that meet high standards of quality, reliability and safety
	Responsible use of resources	Irresponsible use of raw materials, procurement practices and use of resources
Environmental Responsibility	Responsible use of chemicals	Presence and management of toxic and polluting substances in raw materials and finished products, as well as in production processes, with potential impacts on workers' health and the environment
	Quality of water discharges	Management of water resources aimed at reducing waste, efficient use and protecting water quality, in order to limit the impacts on ecosystems and surrounding communities
	Biodiversity	Animal welfare, adoption of ethical and responsible practices that guarantee decent living conditions for the animals involved in the activities Potential risk of negative environmental impacts from activities that compromise the balance of local biodiversity

Area	Topic	Impact
Environmental Responsibility	Energy efficiency and emission reduction	Reduction of the organization's energy impact Generation of climate-changing emissions and contribution to the variation of average temperatures
	Circular economy and raw material management	Unnecessary waste generation, risk of producing large quantities of waste that can cause negative environmental impacts Reuse/recycle, waste reduction and correct disposal of materials

8.3 Correlation tables between material topics and GRI

Material Topic	Topic GRI Standards	Impact Perimeter	Company Involvement
Ethics and integrity in business	GRI 206: Anti-competitive behaviour GRI 2-27: Compliance with laws and regulations	The Company; Suppliers; PA and local authorities	Caused by the Company
Privacy & Cybersecurity	GRI 418: Customer Privacy	The Company; Suppliers; PA and local authorities	Caused by the Company
Brand reputation	GRI 3-3: Management of material issues	The Company; Suppliers; PA and local authorities	Caused by the Company
Corporate Governance	GRI 2-23: Policy commitments GRI 2-24: Embedding policy commitments	The Company; Employees	Caused by the Company
Value creation and opening up to new markets	GRI 201: Economic performance GRI 202: Market Presence	The Company; Employees; Suppliers	Caused by the Company
Diversity and equal opportunities	GRI 405: Diversity and Equal GRI 406: Non-discrimination	The Company; Employees	Caused by the Company
Local communities and cultural preservation	GRI 202: Market Presence	The Company; Employees; Local community	Caused by the Company
Quality of life in the company	GRI 401: Employment	The Company; Employees; Trade unions	Caused by the Company
Respect for human and workers' rights	GRI 3-3: Management of material issues	The Company; Employees; Suppliers	Caused by the Company; Connected to the Company's activities
Development and enhancement of human resources	GRI 404: Training and education	The Company; Employees	Caused by the Company

Material Topic	Topic GRI Standards	Impact Perimeter	Company Involvement
Health and safety	GRI 403: Occupational Health and Safety	The Company; Employees	Caused by the Company;
Customer Experience	GRI 3-3: Management of material issues	The Company; Employees	Caused by the Company;
Responsible Sourcing Practices	GRI 204: Procurement Practices	The Company; Suppliers	Caused by the Company
Innovation and Eco-design	GRI 3-3: Management of material issues	The Company; University	Caused by the Company
Product quality and safety	GRI 3-3: Management of material issues	The Company; Customers; Suppliers	Caused by the Company; Connected to the Company's activities
Responsible use of resources	GRI 3-3: Management of material issues	The Company; PA and local authorities; Local communities	Caused by the Company; Connected to the Company's activities
Responsible use of chemicals	GRI 3-3: Management of material issues	The Company; Customers; Suppliers	Caused by the Company; Connected to the Company's activities
Quality of water discharges	GRI 303: Water and Water Discharges	The Company; PA and local authorities; Local communities	Caused by the Company; Connected to the Company's activities
Biodiversity	GRI 101: Biodiversity	The Company; Customers; Suppliers	Caused by the Company; Connected to the Company's activities
Energy efficiency and emission reduction	GRI 302: Energy GRI 305: Emissions	The Company; PA and local authorities; Local communities	Caused by the Company; Connected to the Company's activities
Circular Economy and Raw Materials Management	GRI 306: Waste	The Company; PA and local authorities; Local communities	Caused by the Company; Connected to the Company's activities
Anti-corruption	GRI 205: Anti-corruption (2016)	The Company; Employees	Caused by the Company; Connected to the Company's activities

8.4 GRI Content Index

Declaration of use	Zegna Baruffa Lane Borgosesia S.p.A. reported the information cited in this GRI index of contents for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Reporting Principles (2021)
Applicable Sectoral GRI Standards	N/A

GRI indicator	Information	Page Reference	Notes/Omissions
GENERAL INFORMATION			
The organisation and its reporting practices			
GRI 2: General Disclosure (2021)	2-1 Organizational Details	12-14	
	2-2 Entities included in the organization's sustainability reporting	52-53	
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