DISARONNO GROUP

SUSTAINABILITY REPORT 2025

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FINALISED
July 2026

A PROJECT BY

DISARONNO SUSTAINABILITY PATH

DISARONNO GROUP

SUSTAINABILITY REPORT 2025

CONTENTS

1 LETTER TO STAKEHOLDERS

Dear Stakeholders,

I am pleased to present the fourth edition of the DISARONNO GROUP Sustainability Report, covering the year 2025, which demonstrates the ongoing journey of growth and integration of sustainability within our Group.

Despite a global context still characterised by geopolitical and economic uncertainties, we have continued with determination to strengthen our commitment, making sustainability an increasingly integral part of our daily activities and decision-making processes. This enables us to maintain a clear and consistent vision, focused on responsible, long-term development.

This direction also encompasses significant developments in terms of identity and strategy: the definition of a Group mission and vision, together with the introduction of a new corporate identity – adopted for the first time in this Sustainability Report – represent a further step towards strengthening a shared culture. These elements help to align the Group's various entities around a common vision, whilst enhancing the quality of internal and external communication.

The journey begun in 2022 continues to guide our commitment to sustainability, translating into concrete actions and increasingly tangible results. This approach is structured around the four pillars of our strategy, explored in detail in the chapters of this Report.

Sustainability is an increasingly integral part of our daily activities and decision-making processes

With regard to the **Centrality of People** pillar, Project Horizon came into full swing in 2025, with initiatives aimed at strengthening internal communication and collaboration, increasing organisational agility and fostering employee engagement. This was accompanied by the implementation of the GEA – Gender Equality Assessment – as a first step towards gender equality certification, and the attainment of ISO 45001 certification by Royal Oak Distillery, confirming the Group's focus on health and safety at work.

Regarding the **Quality of Raw Materials and Products pillar**, 2025 saw Disaronno Ingredients obtain Fairtrade certification. This context also includes the completion of a preliminary study on the utilisation of coffee waste from the Spirits division, aimed at assessing potential future applications, and the LCA (Life Cycle Assessment) of Tia Maria.

In the area of **Responsible Supply Chain**, we shared our Code of Conduct with suppliers and, based on assessments using the EcoVadis scorecard, launched a process of dialogue and collaboration aimed at sharing values and joint improvement in the field of sustainability. In addition, a structured supplier audit programme was launched, managed at holding company level and supported by a dedicated training programme for internal staff, with implications for all Group entities.

For the **Responsible Management of Energy, Climate and Resources pillar**, in 2025 we began defining a CO_2 emissions reduction plan, also involving suppliers with the greatest environmental impact in joint projects. This commitment is complemented by the achievement of ISO 14001 certification for Illva Saronno and Royal Oak Distillery.

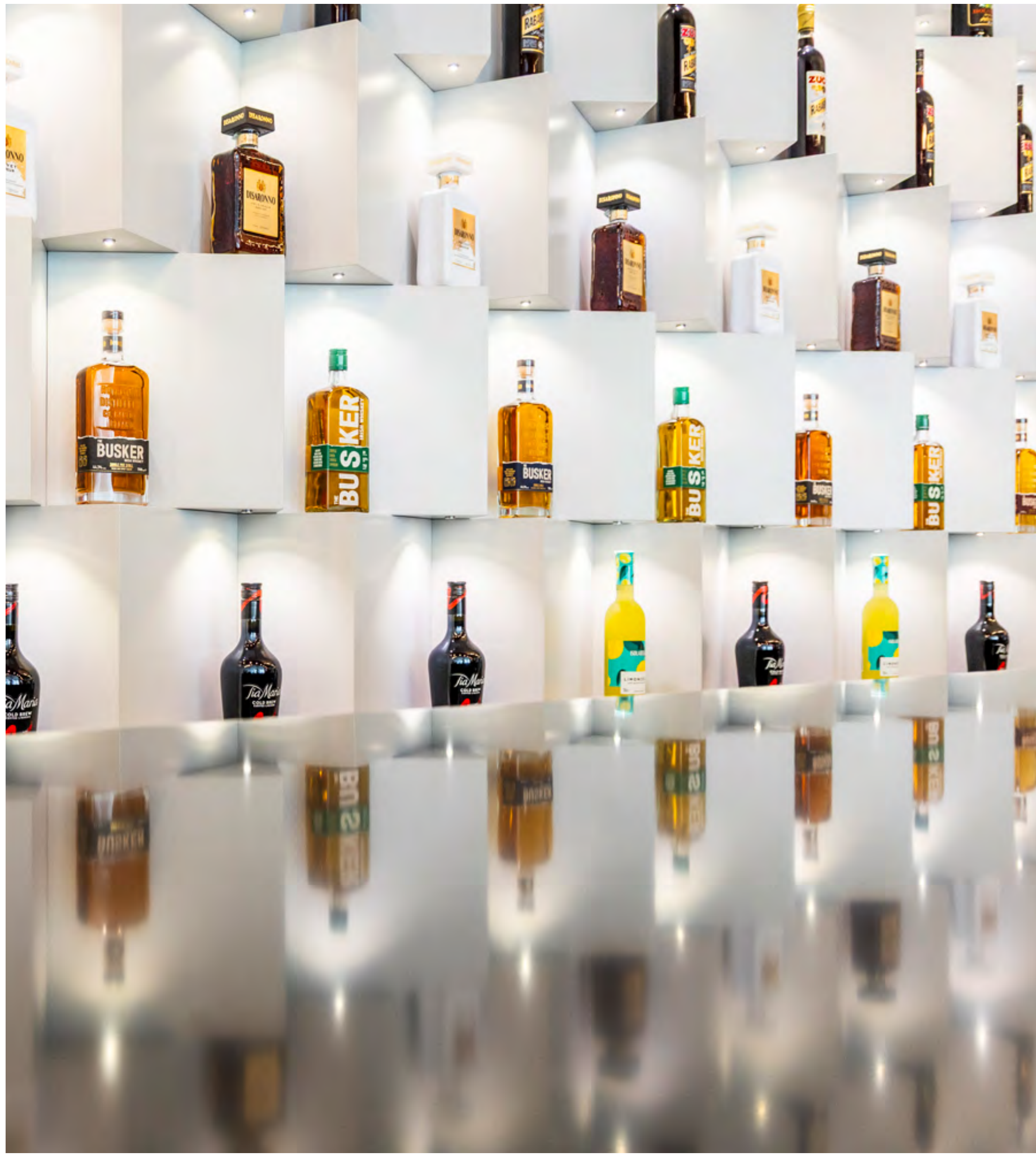
As illustrated in more detail on the following pages, the progress made so far is significant, but what lies ahead is equally important. There are still key areas for development, which we will tackle with a gradual and structured approach, building on what has already been achieved.

On this journey, the contribution of our people, partners and stakeholders is essential: it is thanks to this shared commitment that we can continue to strengthen our approach and generate long-term value, in a responsible and sustainable way!

Enjoy your reading,

Marco Giovanni Ferrari
Chief Executive Officer
DISARONNO GROUP

2 DISARONNO GROUP



MISSION

Celebrate “il buon vivere” together.

VISION

To craft globally recognised “love” brands, through our people, passion for excellence, innovative mindset and strong family values.

2.2

Our history

1525 **THE LEGEND**

The artist **Bernardino Luini** receives a gift of an amber-coloured liqueur from an innkeeper in Saronno: the tradition that would inspire the future of Disaronno is born.

1600 **THE ORIGINS**

The **Reina family** preserves and passes down the ancient recipe for the amber-coloured liqueur.

1900 **THE ARTISAN BUSINESS**

Domenico Reina opens **"Domenico Reina Coloniali"** in Saronno, transforming it into a tasting and sales point.

1947 **FOUNDING OF I.L.L.V.A.**

"Industria Lombarda Liquori, Vini & Affini" is founded, marking the start of industrial production.

1960s–1970s **INTERNATIONALISATION**

Growth **in Europe and the United States**, consolidation of the brand globally.

LATE 1980s **FLAVOURINGS**

Acquisition of **Real Aromi**, now the Illva Saronno Flavours Division, a leading producer of natural extracts from spices and plants, and natural flavourings.

LATE 1990s **ARTISANAL ICE CREAM**

Entry into the ice cream sector with the acquisitions of **Prodotti Stella S.p.A.**, **Montebianco S.p.A.** and **VE.CO.GEL**.

1996 **EXPANSION OF THE SPIRITS RANGE**

Rabarbaro Zucca and **Artic Vodka** join the portfolio.

2001 **ENTRY INTO THE WINE SECTOR**

Acquisition of the historic Sicilian brands **Corvo, Duca di Salaparuta** and **Florio**.

2005 **PARTNERSHIP IN CHINA**

Investment in the **Yantai Changyu Group**, a leading wine and brandy producer in China (33% stake).

2008 **JOINT VENTURE IN INDIA**

Collaboration with the **Modi Group**, the leader in Indian Super Premium whiskey.

2009 **DIVERSIFICATION INTO SPIRITS**

Acquisition of the **Tia Maria** brand.

2013 **IRISH WHISKEY**

Acquisition of **Royal Oak Distillery** (Ireland), producer of three styles of Irish whiskey under **The Busker** brand.

2021 **DISARONNO INGREDIENTS**

Creation of an **integrated hub for ice cream and bakery products**, encompassing historic brands such as Anselmi 1892, Stella, Montebianco, Eurobisco, Chiaravalle and Selection.

2023 **EXPANSION INTO THE US AND STRENGTHENING OF THE ICE CREAM BUSINESS**

Acquisition of **Sagamore Spirit**, a US-based RYE whiskey distillery.

Disaronno Ingredients acquires the distribution company **G&P** and the **Alvena** brand.

2024 **STRENGTHENING OF THE "MADE IN ITALY" SPIRITS SECTOR**

Acquisition of a 20% stake in **Albedo S.r.l.**, the distillery producing the Italian whisky **Strada Ferrata**.

Acquisition of 100% of **ENGINE**, an all-Italian organic gin brand.

2025 **CONSOLIDATION OF DISARONNO INGREDIENTS' DISTRIBUTION**

Acquisition of a majority stake in **Arbore**, strengthening the *Distributing Excellence* project and consolidating the distribution network in Northern Italy.

2.3

The organisation today

+800
People

30
Operating companies in Italy and abroad

DISARONNO GROUP is an Italian multinational, wholly owned by the **Reina family**, combining solid roots with an international vision. At the helm of a **diversified group** of companies operating in the sectors of flavourings, alcoholic beverages, wines, semi-finished products for ice cream and baked goods, it plays a central role in coordinating and providing strategic direction to the various companies within the group.
Headquartered in Saronno (VA), the Group employs over **800 people and comprises 30 operating companies in Italy and abroad**.

The complete structure of the Group, including the specific shareholdings held, is set out in full and up to date in the financial statements approved on 11 June 2026 to which reference should be made for further details.
The corporate governance model is based on a **Board of Directors** and a supervisory body, the **Board of Statutory Auditors**.

BOARD OF DIRECTORS

Strategy Committee
- Chief Executive Officer
- Board of Directors

The Board of Directors sets the Group's strategic direction, whilst the Board of Statutory Auditors monitors compliance with national and international legislation, the Articles of Association and the principles of sound corporate governance.
To ensure the full and effective implementation of the Board of Directors' directives, the Group also makes use of a **Strategy Committee**, established by a Board resolution which determines its composition. The Committee is chaired by the Chief Executive Officer and comprises non-executive directors selected by the Board of Directors. It performs **advisory, consultative and preparatory functions** in support of the Board, particularly regarding investments, extraordinary transactions, reorganisations and other strategic initiatives of significance to the Group.

BOARD OF STATUTORY AUDITORS

- **Supervisory Body**
- **Team dedicated to managing reports**
- **Internal Audit**

The DISARONNO GROUP's **internal control system** is based on bodies and functions dedicated to ensuring transparency, fairness and regulatory compliance in the company's activities. In particular:

- **Supervisory Body:**
  a collegial and independent body responsible for monitoring the effective functioning of and compliance with the Organisation, Management and Control Model adopted pursuant to Legislative Decree 231/2001.
- **Team dedicated to managing reports via the whistleblowing channel:**
  responsible for analysing reports received through an external provider, ensuring the anonymity of the whistleblower and promptly initiating the necessary investigations and responses to reported cases.
- **Internal Audit:**
  a function reporting directly to the Chief Executive Officer which verifies the adequacy and effectiveness of the internal control system through assessments based on risk mapping shared with key business functions, whilst also monitoring compliance with internal policies and applicable regulations.

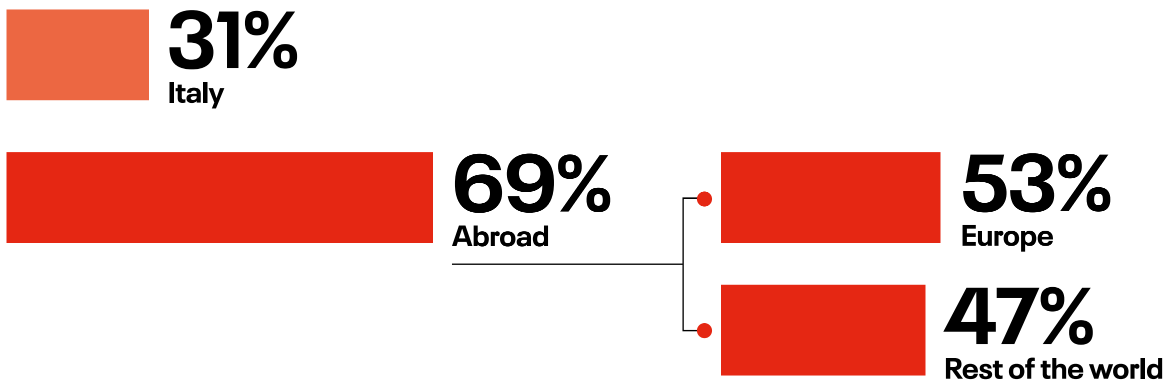
Detailed information, structured data and further safeguards are set out in the chapter on governance, which provides a comprehensive overview of the corporate governance structure.

2.4

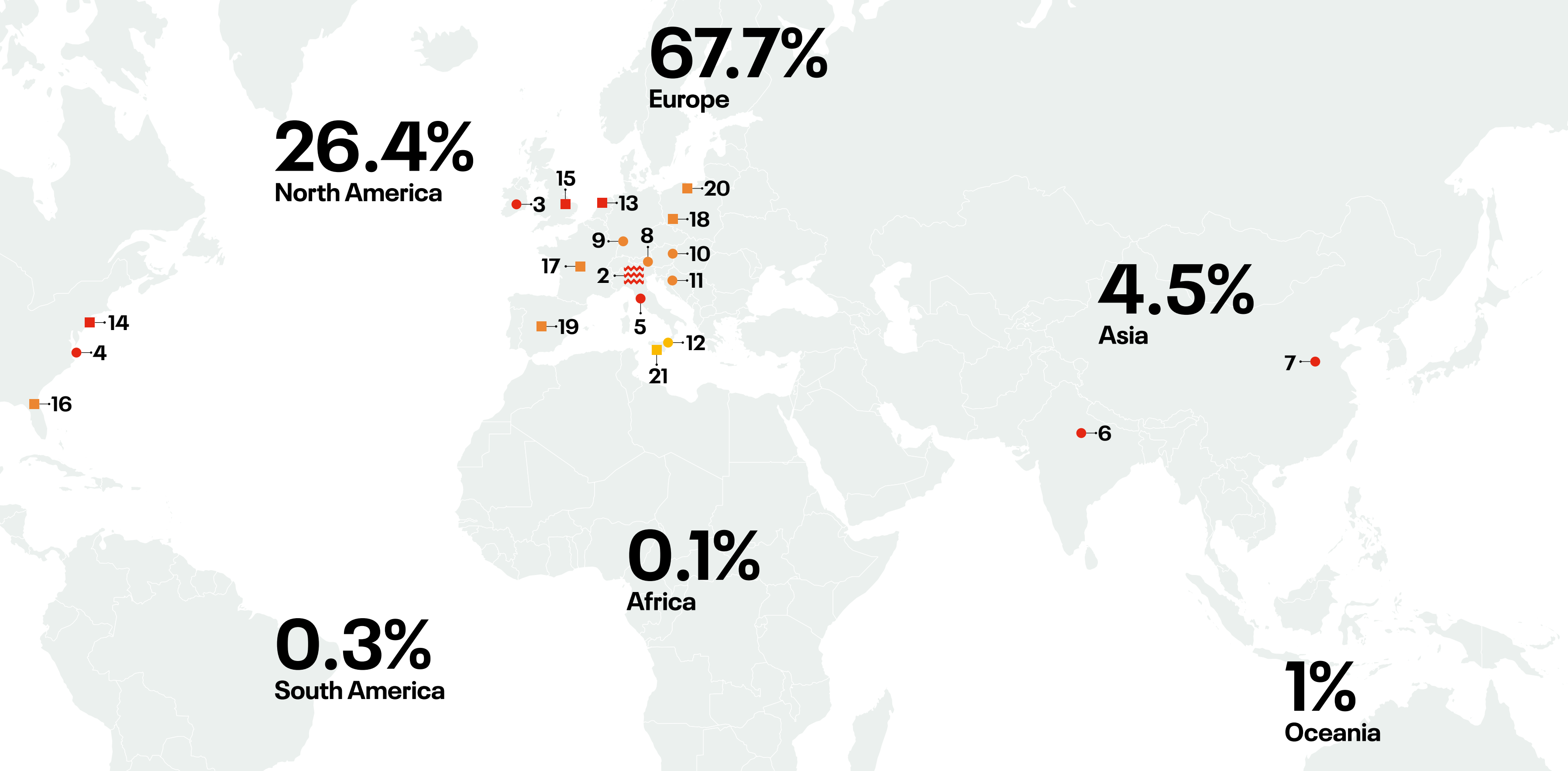
Italian roots, global growth

International expansion is a cornerstone of the Group's strategy: **69% of revenue** is in fact generated outside Italy. The Group's companies engage with a **global consumer base**, addressing the complexities and opportunities arising from diverse markets. The foreign component of turnover is distributed evenly, with **53% coming from Europe** and **the remaining 47% from non-European markets**, confirming a solid and continuously growing international presence.
The Group exports its products directly to **92 countries** and, thanks to a well-established network of distributors, reaches a total of **over 160 markets** worldwide, covering the main global regions: **EMEA, APAC, LATAM and NAFTA**.
For the distribution of **Wine & Spirits** products, the Group relies on three strategic subsidiaries – **Disaronno International B.V., Disaronno International USA LLC and Disaronno International UK Ltd.** – operating in the key markets of the Benelux, the United States and the United Kingdom, ensuring comprehensive coverage and effective commercial presence.
Disaronno Ingredients is also strengthening its international presence through five overseas sales offices, located in the United States, Germany, Poland, Spain and France, confirming a structured and continuously evolving global expansion.

TOTAL TURNOVER



% OF TURNOVER BY GEOGRAPHICAL AREA



HEADQUARTER

Illva Saronno Holding S.p.A.

MANUFACTURING PLANTS

Spirits

2 Illva Saronno S.p.A.
3 Royal Oak Distillery Ltd.
4 Sagamore Whiskey Jv LLC
5 Albedo S.r.l.
6 Modi Illva India Pvt. Ltd.
7 Yantai Changyu Group Co. Ltd.

Ice & Bakery

8 Disaronno Ingredients S.p.A.
9 Alvena S.r.l.
10 VE.CO.GEL.
11 G&P Center S.r.l.

Wine

12 Duca di Salaparuta S.p.A.

OFFICES

Spirits

13 Disaronno International BV
14 Disaronno International USA LLC
15 Disaronno International UK Ltd.

Ice & Bakery

16 Disaronno Ingredients LLC
17 Disaronno Ingredients S.a.S.
18 Disaronno Ingredients GMBH
19 Disaronno Ingredients SL
20 Disaronno Ingredients SP.ZO.O.

Wine

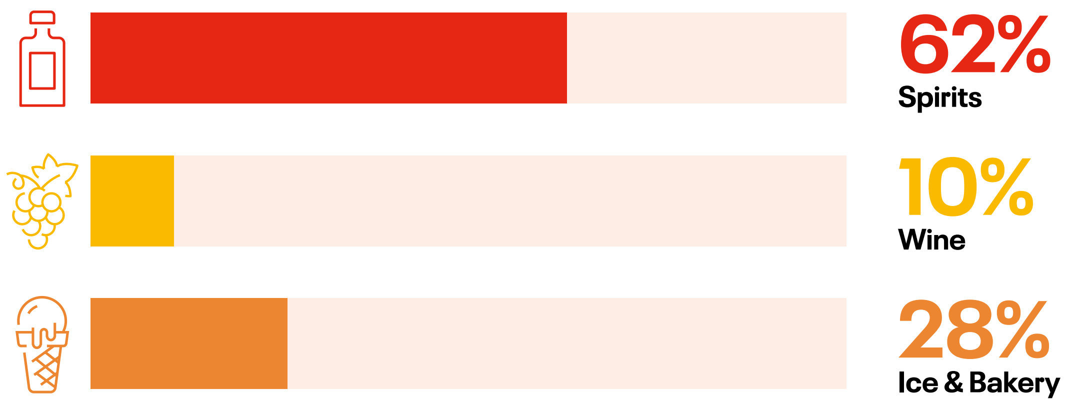
21 Duca di Salaparuta S.p.A.

2.5

Our areas of excellence

This introduction provides an overview of revenue distribution by business area, outlining **the overall framework** within which the Group's various divisions operate. In the following pages, the analysis delves into the details of the individual sectors – Spirits, Wine, Ice & Bakery – presenting their product range and positioning in the Italian and international markets.

REVENUE BY BUSINESS AREA

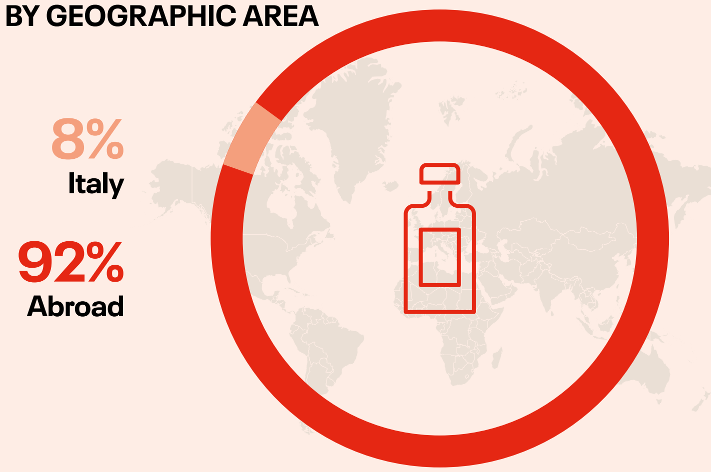


DISARONNO INTERNATIONAL

Spirits

DISARONNO INTERNATIONAL brings together prestigious brands that have shaped the evolution of the spirits sector, building on a solid tradition through an innovative approach to mixability and communication. The division operates across the entire supply chain – from production to distribution and marketing – and brings to market a portfolio of premium brands.

REVENUE % BY GEOGRAPHIC AREA



DISARONNO
The world's most popular Italian liqueur. With its distinctive taste and unmistakable aroma, it has made its mark on the global stage, with distribution in over 160 countries.

DISARONNO VELVET
A refreshing liqueur that harmoniously combines the distinctive character of Disaronno Originale with silky, velvety notes. Best enjoyed chilled, on the rocks or mixed, it evokes a pleasant moment of relaxation.

TIA MARIA
owes its intense aromatic profile to a combination of premium 100% Arabica coffee sourced exclusively from Brazil and soft notes of Madagascar vanilla.

ISOLABELLA
Is synonymous with authentic artisanal tradition. Isolabella Limoncello, made with 100% natural Sicilian lemons, stands out for its full-bodied, distinctive flavour and its intense colour, which embodies the essence of the island's rich citrus-growing tradition.

ENGINE
Is an organic gin that celebrates the Piedmontese tradition of rosoli made with sage and lemon. Made with organic Italian ingredients, it combines the intensity of sage, the freshness of Sicilian lemon, the delicacy of Damask rose and the balanced touch of liquorice. The iconic packaging pays homage to the automotive legends of the 1970s and 1980s.

ZUCCA
A contemporary expression of a great history dating back to 1845. A true classic with a unique and timeless flavour. Excellent enjoyed neat or mixed in cocktails. It is made with rhubarb roots infused with rare natural aromatic herbs.

ARTIC
Vodka 100% Italian, completely clear, pure and flavoured, created through research to meet consumer preferences thanks to the absence of colourings and the exclusive use of natural ingredients.

THE BUSKER
Is a range of Irish Whiskeys comprising a Blended whiskey and the three traditional styles that make it up (Single Grain, Single Pot Still and Single Malt). In 2023, the range was expanded with the first 'Single Casks' special editions, featuring products selected from the finest maturing casks.

SAGAMORE
Is a range of American Rye Whiskeys comprising Sagamore Rye Small Batch, Sagamore Double Oak and Sagamore Cask Strength. A range created to meet the needs of all premium whiskey enthusiasts.

DUCA WINES

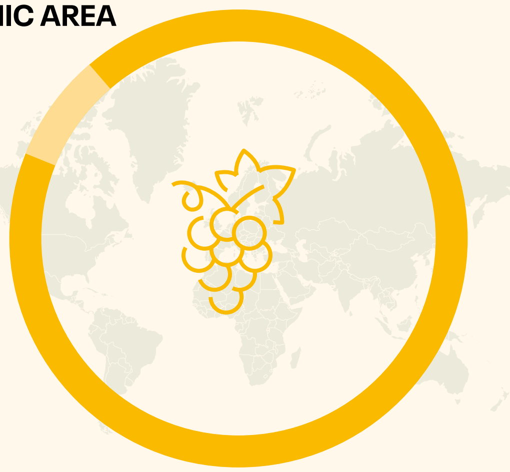
DUCA WINES brings together three historic brands that represent the excellence of Sicilian winemaking: Corvo and Duca di Salaparuta, founded in 1824, and Florio, established in 1833. Three iconic names, now united under a single group thanks to the vision of the Reina family.

Wine

REVENUE % BY GEOGRAPHIC AREA

11% Abroad

89% Italy



DUCA DI SALAPARUTA
DAL 1824

Duca di Salaparuta wines, with their unmistakable style and attention to detail, are the result of continuous innovation and a deep connection with Sicily. A terroir that is not only oenological but also cultural, which Duca di Salaparuta chooses to showcase through its labels and through a project to promote the artistic heritage of the coastal strip encompassing Bagheria, home to the Duca di Salaparuta cellars.

I VINI DI TENUTA
A Grillo, a Vermentino and a Nero d'Avola that tell stories of an authentic and intense Sicily, much like the photographs by Bagheria-based photographer Mimmo Pintacuda featured on the labels.

LAVICO
On the slopes of Mount Etna, Duca di Salaparuta experiments with mountain viticulture using two native grape varieties. A red, a white and a rosé, the fruits of a harsh yet generous natural environment.

LE ICONE
Duca Enrico and Bianca di Valguarnera, two iconic wines that tell a story of winemaking built on a constant interplay between tradition and innovation.

CORVO

Corvo has represented Sicilian winemaking since 1824 and showcases its diversity through quality wines. Corvo wines, which in 2024 will celebrate their 200th harvest, accompany the daily life, moments of relaxation and enjoyment of wine lovers, bringing the Sicilian lifestyle to the world.

CANTINE FLORIO

The World of Marsala Florio captivates with its Mediterranean charm, its fascinating history and its myriad facets. The Florio Cellars in Marsala, founded in 1833 by Vincenzo Florio, overlook the sea of western Sicily, housing the oak casks where Florio Marsalas age in a seemingly still movement. Hundreds of barrels, vats and small casks breathe in the sea air through the tuff floor in the high-ceilinged halls.

I CLASSICI
Since 1824, the everyday Sicilian wine on tables around the world. Corvo has always represented Sicily's agricultural and winemaking heritage, but also a lifestyle that blends tradition and modernity.

GLICINE
Fresh wines designed for a young and lively audience who love getting together with friends and choosing the perfect wine for a casual aperitif.

I VARIETALI
The Varietali project stems from the need to produce sustainable and organic wines that highlight native grapes while respecting the land, backed by Corvo's guarantee of quality.

VINO FLORIO
Vino Florio represents the pure expression of a rigorous winemaking journey. A Cultural Wine that seeks to recount the first chapter in the creative story of fortified Marsala wine.

NEW GEOGRAPHY
The 'New Geography' Marsala range brings together selected Marsalas. A melody perceptible amongst the aisles, the wood, and the myriad variations in temperature and humidity, made accessible through 'narrative labels'. Vintages are indicative and may vary.

VECCHIOFLORIO
Vecchioflorio is a versatile Marsala, excellent with dessert but also as an aperitif. This superior Marsala is made from Grillo and Catarratto grapes and is aged for at least 24 months in old oak barrels.

DISARONNO INGREDIENTS

Ice & Bakery

DISARONNO INGREDIENTS is an integrated hub that acts as a single point of contact for the market, offering a comprehensive range of semi-finished products for ice cream, baked goods and ancillary products under its motto "Distinctive Excellence", which reflects its commitment to superior quality.

REVENUE % BY GEOGRAPHIC AREA

40% Abroad

60% Italy

INGREDIENTS FOR ICE CREAM

Production and marketing of pastes and powders for making artisan-quality ice cream, tailored to the needs of the workshop The heart of our work.

- **Anselmi 1892** – *Gelato reveals its absolute beauty*. Is the historic brand that, since the late 19th century, has stood for authenticity and excellence in artisan gelato.
- **Stella** – *Naturally Good*. Best embodies the choice for naturalness with its All Natural range.
- **Montebianco** – *All About Gelato*. Has been innovating Italian gelato-making since 1966, offering unique and versatile solutions.
- **Alvena** – *Excellence in gelato*. Stands out for its specialisation in natural plant-based ingredients.

BAKED SEMI-FINISHED PRODUCTS

Production and marketing of sponge cake, choux pastry and biscuits for ice cream.

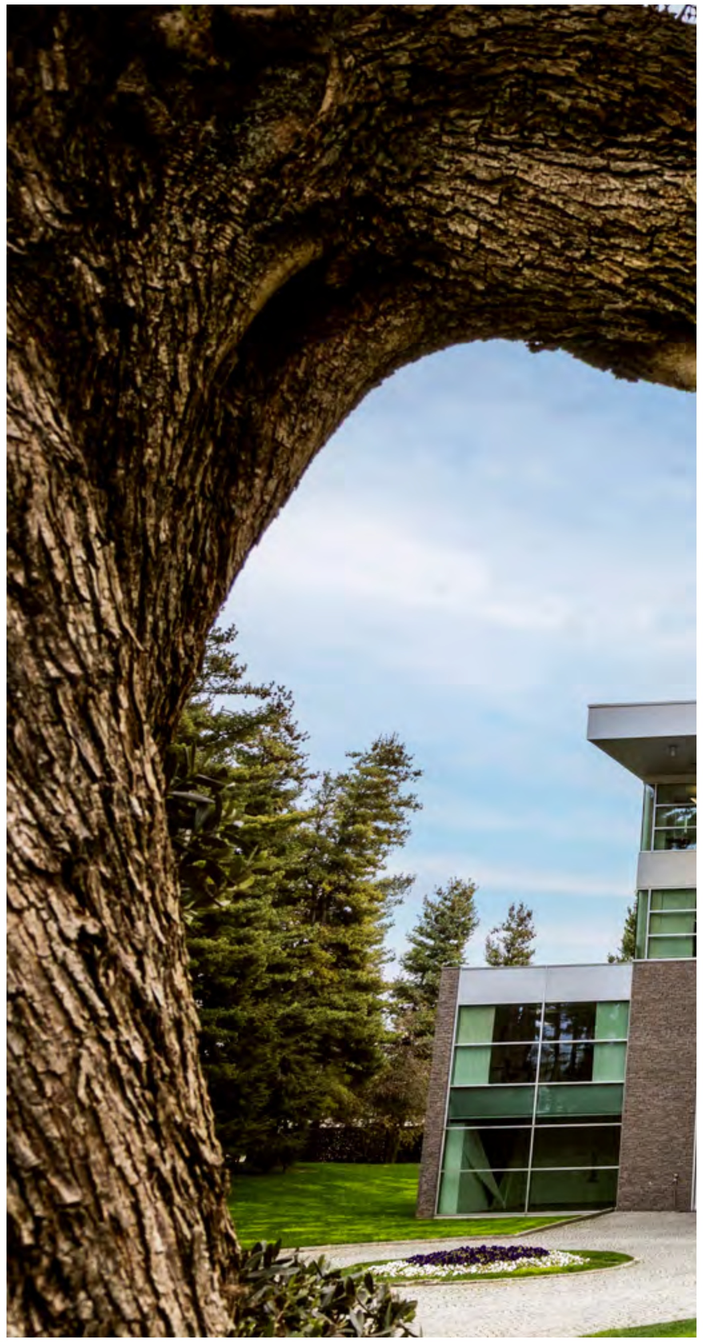
- **Chiaravalle** – *Passion and innovation in patisserie*. Is a benchmark in the production of high-quality baked goods.
- **Eurobisco** – *Serving ice cream professionals*. Is synonymous with quality in the production of ice cream biscuits.
- **Sepa** – *Leader in the sponge cake sector*. Boasts extensive experience in the confectionery market.
- **Pavone** – *A family business*. A leading manufacturer of choux pastry cream puffs.

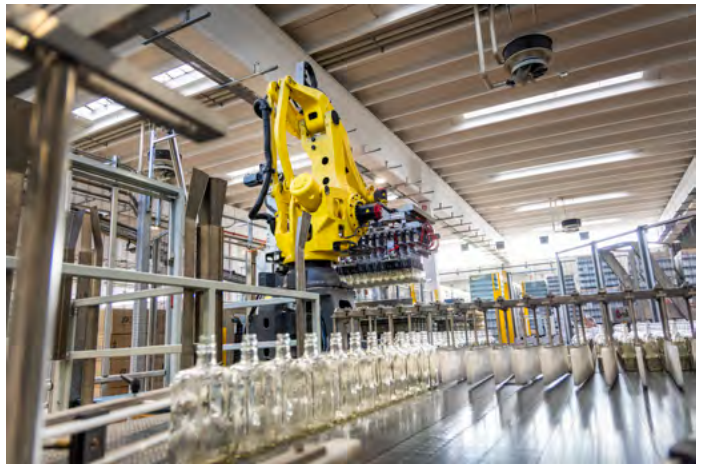
DISTRIBUTING EXCELLENCE

The wholesale and cash-and-carry solution to respond promptly to all requirements.

The partners of the DIS Distributing Excellence project ensure the highest quality of the products offered, of the supply chain processes and of the new operating methods, which stand out for their rapid, widespread coverage, promoting excellence through a comprehensive service.

3 THE GROUP'S APPROACH TO SUSTAINABILITY





DISARONNO
SUSTAINABILITY PATH

DISARONNO GROUP embarked on a journey to develop and adopt the **three pillars** of sustainability - **Environmental, Social** and **Governance (ESG)** - at the end of 2021, and has now achieved an increasingly strong integration of these principles within its corporate strategy.
This journey, which began with an in-depth assessment of governance, social responsibility and environmental sustainability issues in accordance with the principles of the **ISO 26000** standard, has enabled the definition of an initial operational plan with specific initiatives and projects to be implemented, formalised **DISARONNO SUSTAINABILITY PATH (DSP)**, which integrates the **company's tradition** with a **forward-looking vision**.

⟶ The constant focus on product quality and corporate responsibility, which has always distinguished the Group, is now complemented by **a structured roadmap to implement initiatives and improvement projects** aimed at achieving key milestones.
The creation of a dedicated sustainability team has not only strengthened internal awareness of ESG issues at all levels but has also enabled more effective leadership of improvement initiatives and projects in line with the **four pillars identified by the Group**.

⟶ Since the DISARONNO GROUP's first materiality matrix, developed in the 2022 Sustainability Report, we have now arrived at a **broader and more comprehensive framework**, driven in part by regulatory developments and growing market challenges. This process has led to an **assessment of impacts, risks and opportunities (IRO)** that covers the entire value chain and has been developed in accordance with the criteria of **double materiality**.

⟶ In line with the guidelines of the European Sustainability Reporting Standards (ESRS), **a new analysis was developed during 2025 to identify IROs** from the dual perspective of impact and financial materiality. This led to the identification of the **material issues and sub-issues** on which to base the reporting, as detailed in the following pages.

3.1

Strategy for sustainable growth

The **DISARONNO SUSTAINABILITY PATH** laid the foundations for a sustainability roadmap with clear commitments and objectives, progressively expanded and integrated over the years in line with the strengthening of sustainability governance and the involvement of all Group companies. In this process, a central role has been played by the strengthening of governance structures: in 2025, the **Sustainability Committee** was established, enabling the centralisation of the Group's sustainability vision and strategy, promoting the cross-functional integration of projects and objectives across the various business units, and maintaining the strategic guidelines defined by the pillars of the DSP as a constant reference point.

⟶ The four pillars – **Centrality of People, Quality of Raw Materials and Products, Responsible Supply Chain, and Responsible Management of Energy, Climate and Resources** – identified during the process leading to the publication of the 2024 Sustainability Report, represent the key principles and values underpinning the DISARONNO GROUP's framework for action. They form the link between the company's operations and the assessment of impacts, risks and opportunities, conducted in accordance with the ESG topics set out in the new European ESRS standards. These standards themselves promote alignment in the reporting of data and information, in the communication of results achieved and in the definition of new objectives, as well as ensuring effective monitoring of the actions taken to achieve them.
Each of these pillars represents an area of sustainability that the Group is committed to protecting and enhancing, characterised by and integrated into its business strategy. These pillars also relate to **one or more shared values aimed at achieving positive outcomes and reducing the negative impacts** that may be generated on the community, people, the environment, and all social entities and stakeholders with whom the DISARONNO GROUP interacts.

THE FOUR PILLARS OF SUSTAINABILITY

CENTRALITY OF PEOPLE

- People are the **EMPLOYEES** of the Group, whom we have a duty to involve, protect and reward, by acknowledging their key role in the company's success and by building a relationship based on respect for everyone and on everyone's rights.
- People are all those **AROUND** us, who are part of the community, of the area in which we work and we have to do with every single day. We want to help spread wellness, aware of the responsible role we have as a company that works in society.
- People are our **CUSTOMERS**, whom we want to provide with high-quality products, by sticking to tradition yet constantly improving to meet new market requirements.

QUALITY OF RAW MATERIALS AND PRODUCTS

- The **quality** and safety of our products, along with promoting **responsible consumption**, are our main goal.
- We put **sustainability** and **quality into every stage of our products' lifecycle**, from sourcing the ingredients to final consumption.
- We look for **innovation** and **continuous improvement** by choosing materials that are increasingly renewable, recyclable and with low environmental impact, and by reducing or removing all that is unnecessary.

RESPONSIBLE SUPPLY CHAIN

- As a Group, we feel the need to guide our suppliers towards a **sustainable way of 'doing business'**, by sharing our values and goals, including joint impact-containment projects and a fair sharing of value.
- We aim to promote **good sustainable practices** in our suppliers, starting with quality farming that is eco-friendly and preserves biodiversity.
- We preserve the **territoriality** and role of small **local producers**, by rewarding the communities in which our companies work.

RESPONSIBLE MANAGEMENT OF ENERGY, CLIMATE AND RESOURCES

- We are mindful of how we use **natural resources**, we particularly take care of preserving renewable sources and water resources, and we constantly reduce the use of fossil sources.
- The fight against climate change is perhaps the main challenge of our time; we join in the goal to reach **net zero** for our business as soon as possible.
- We want to **reduce the amount of waste** we produce and to direct every waste flow we generate towards circular economy projects.

3.2

Sustainability governance model

At the start of 2025, the Group established a **Sustainability Committee**, with the aim of facilitating the sustainable transition of the business model, strengthening strategic oversight of ESG issues.
The Committee's composition ensures adequate representation of **the main corporate functions** involved in sustainability issues, whilst guaranteeing a direct link with the Board of Directors through the participation of the Chief Executive Officer. It comprises key roles within the Group, including the Group Chief Executive Officer, Chief Commercial Officers, Chief Operations Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Transformation Officer & Group HR, Chief Procurement Officer & Sustainability Lead, and Group Sustainability Specialist. Where necessary, these figures are joined by additional company representatives involved on an ad hoc basis in relation to the specific issues under discussion. This structure enables an integrated and cross-functional approach, capable of effectively supporting sustainability governance within the Group.
The Committee is responsible for defining the company's sustainability strategy, with particular attention to the issues identified through the materiality process, in line with the adopted standards. It oversees the effective implementation of the strategy and the I.S.P. action plan, verifies the structure and reliability of the Sustainability Report, and ensures transparency in the collection and interpretation of data. Furthermore, it promotes the integration of ESG criteria into the Group's financial, operational and commercial decisions.

3.3

Our value chain

As the Group's operations cover the entire production chain – from the sourcing of raw materials to the distribution of products – and involve different areas, sectors and markets, the Sustainability Report will provide information on all relevant **Impacts**, **Risks** and **Opportunities** (IROs). This information will also include the IROs that arise, or may arise, along the value chain, both upstream and downstream, within the context of the Group's business relationships.
The Value Chain is defined as the **set of activities, resources and relationships relating to the company's business model and the external environment** in which it operates; it therefore encompasses the activities, resources and relationships that the company utilises and relies upon to create its products or services, from conception through to delivery, consumption and the end of the life cycle.
The DISARONNO GROUP's value chain essentially comprises the following stakeholders operating upstream or downstream of the primary activities carried out directly by the Group's companies, and who contribute to creating value for customers.

UPSTREAM

Suppliers of **food-grade raw materials**

Packaging suppliers

Suppliers of **chemical products**

Logistics and transport suppliers

CORE BUSINESS OPERATIONS

Group companies and plants carrying out **production activities**:
• Flavourings • Ice • Bakery • Spirits • Wine

MRO (maintenance, repair, operations) facility services

Service providers in the fields of environment, health and safety, HR, administration and business management

DOWNSTREAM

Logistics and transport suppliers

Group companies involved in the **import and distribution** of products

Independent distributors and other forms of distribution (depending on the market)

End customers:
Wine and Spirits: bars, restaurants, nightclubs, hotels, e-commerce, wine shops, associated or independent wholesalers, tobacconists
Flavourings Division: Food industry
Ice & Bakery: artisan ice cream parlours, confectionery manufacturers

3.4

Dual materiality approach

The **materiality analysis** process has been developed over the years, starting with the work carried out for the first 2022 Sustainability Report, which has been progressively integrated and expanded to take into account the extension of the reporting scope, the new market sectors involved and the Group's organisational evolution. This process led, last year, to the launch of t**he new dual materiality-oriented framework**.
With the 2025 Sustainability Report, this process has continued, providing a further opportunity to strengthen the integration of sustainability into the corporate strategy.
Regulatory developments in non-financial reporting and the conclusion of the approval process for the new ESRS standards have, in fact, enabled us to take a further step forward, consolidating **the Group's alignment with the latest regulatory and market expectations**.
Although it is not currently subject to the CSRD, DISARONNO GROUP fully recognises the importance of the path undertaken in relation to the impacts of material issues. Far from diminishing, the focus on financial materiality is strengthening, not least in light of growing demands from the market and the financial sector.
In this context, work has begun on integrating the Impacts–Risks–Opportunities analysis, aimed at defining the Group's new materiality according to the two

1. **Definition of topics and sub-topics in connection with the ESRS:** the new European standards allow the assessment to be conducted starting from a common thematic framework and using the main topics and related sub-topics as connecting elements with respect to both the issues used in previous years and the impacts, risks and opportunities being defined.

2. **Alignment and comparison with internal topics from the Management and Risk Analysis Systems:** to ensure optimal integration with existing company systems and procedures, preparatory comparison and alignment work was carried out.

3. **Identification of impacts, risks and opportunities (IROs):** using the ESRS topics as a starting point, 63 impacts (positive or negative), risks and opportunities were defined in detail, with an indication of the area of action along the value chain.

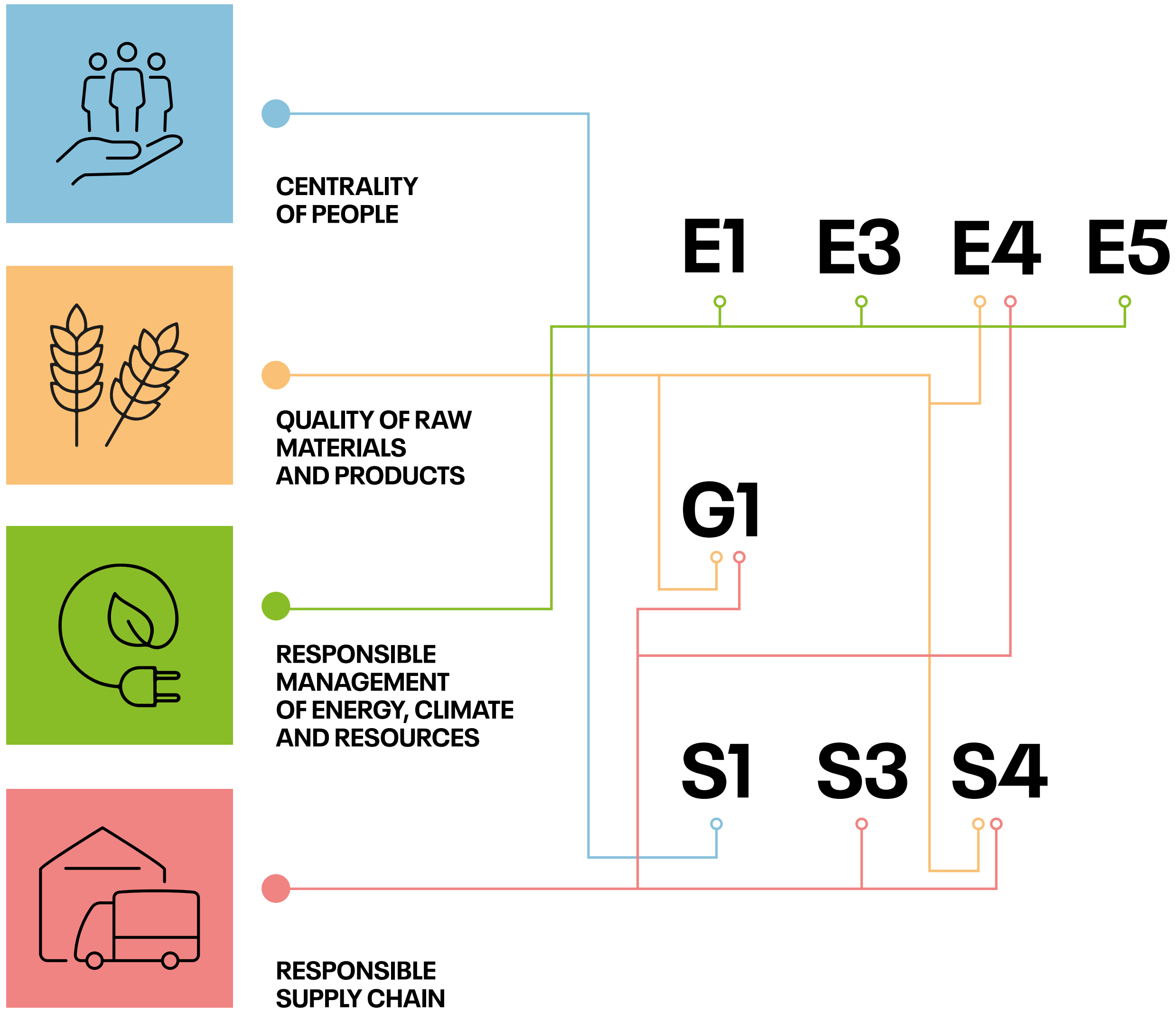
4. **Model development and assessment activities:** discussions with company management led to the definition of the elements and criteria required to proceed with the assessment, which was then carried out by management itself as a preliminary activity to the Focus Group for discussion and analysis.

5. **Discussion and validation of assessments to determine material issues (Focus Group):** the activity was carried out through an introductory session dedicated to the topic and the various risks and impacts, supported by contextual elements (regulation, stakeholders, market). The results of the assessments carried out by the managers involved were then presented, with particular attention to the differences observed between the individual companies. The collective discussion enabled the various perspectives to be compared and aligned, leading to the confirmation of the final assessment.

The **Focus Group activity**, in addition to the final assessment of the IROs, was important because it summarised the steps taken at both holding company and individual company levels and represented not only an opportunity for cross-functional engagement, but also a confirmation of the commitment to listening to the various voices within the

group, in order to gather and incorporate suggestions and co-design concrete initiatives.
During the Focus Group, participants had the opportunity to provide **feedback** on sustainability issues in last year's sustainability report and to **propose innovative solutions** to improve the sustainability profile of the group and its companies.
Details of the impacts, risks and opportunities assessed and deemed relevant are set out in the following chapters, which address environmental, social and governance issues.

CORPORATE STRATEGY AND OPERATION



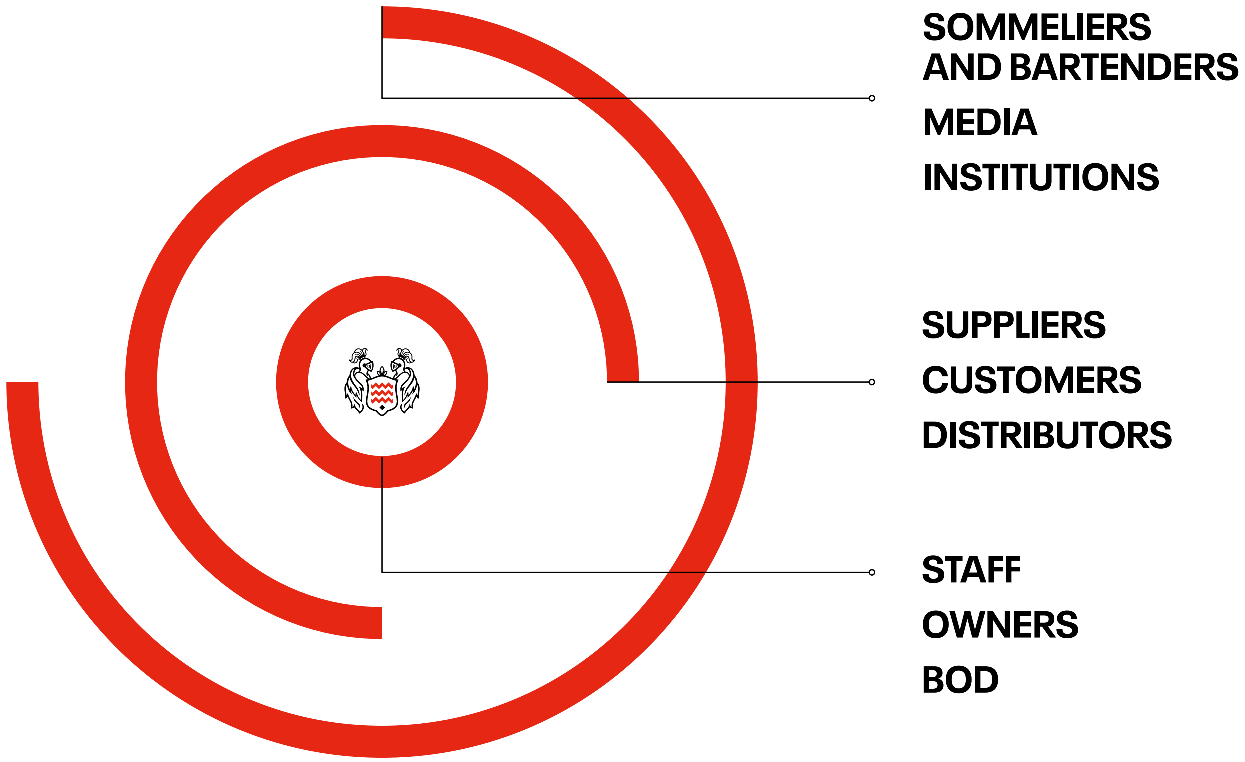
TOPIC	SUB-TOPIC	SDGS	DSP PILLAR
E1 CLIMATE CHANGE	Adaptation to climate change Climate change mitigation	13	
	Energy	7	
E3 WATER AND MARINE RESOURCES	Water consumption Water abstraction	6	
E4 BIODIVERSITY AND ECOSYSTEMS	Factors impacting changes in biodiversity and ecosystems	14, 15	
E5 RESOURCE USE AND CIRCULAR ECONOMY	Waste Resource outflows associated with products and services Resource inputs, including resource use	12	
S1 OWN WORKFORCE	Training and skills development	4	
	Working conditions	8	
	Health and safety	3	
	Diversity and gender equality	5, 10	
	Staff turnover	8	
S3 COMMUNITIES AFFECTED	Civil and political rights of communities	17	
S4 CONSUMERS AND END USERS	Impacts relating to information for consumers and/or end users	16	
	Personal safety of consumers and/or end users	3	
G1 CORPORATE CONDUCT	Management of supplier relationships, including payment practices	9	
	Compliance and legal	17	

3.5

Stakeholder engagement

Building an **ongoing relationship of dialogue and engagement** with stakeholders is an essential element of the reporting process adopted by the Group. This relationship, aimed in particular at identifying relevant issues, was launched in 2022 through a **survey** involving **nearly 300 individuals from the main stakeholder categories** (employees, owners, members of the Board of Directors, customers, suppliers, distributors, institutions, the media and industry professionals such as sommeliers and bartenders), followed by a second survey in 2023 targeting the B2B market specific to the Ice & Bakery sector.

In 2024, **continuous engagement** with all corporate stakeholders continued through formal and informal channels, enabling the company to maintain focus on and awareness of their needs.
With regard to the 2025 reporting, it was decided to conduct an in-depth analysis through a **focus group with the company's senior management on the IROs** (impacts, risks and opportunities) under which the various material issues can be categorised, as described in detail in the previous paragraph.
With regard to the additional stakeholder categories identified in previous years, **specific engagement methods have been assessed and defined** to strengthen relationships and aimed at establishing an ongoing process of dialogue, involvement and active listening through channels and tools tailored to each type of stakeholder. Nevertheless, joint activities on specific sustainability issues relevant to each category, together with structured dialogue channels, have already enabled the collection of assessments and opinions useful for defining the new material issues within the framework presented.
It is the company's intention to **continue this engagement process**, including through further dialogue, using tools tailored to each category, with the aim of strengthening and broadening the assessment of sustainability material issues in greater detail together with its stakeholders.
The table below presents the **engagement channels** and the main **topics** of discussion for each stakeholder category, in the belief that engagement does not end with contributing to the definition of material issues – however important this may be – but extends to the active promotion and enhancement of their participation, as parties "who influence and/or are influenced by the Group's activities, its products and services, as well as its economic, social and environmental performance", thereby creating and developing specific initiatives and projects.



STAKEHOLDER CATEGORY	CHANNELS OF ENGAGEMENT	KEY ISSUES
SUPPLIERS	• Mapping via EcoVadis questionnaire	• Collection of information and data for risk assessment and evaluation
	• Audits with the Quality Assurance and Quality Control, Procurement and Sustainability teams • Ad hoc meetings with sustainability managers	• ESG improvement initiatives • Joint decarbonisation projects
EMPLOYEES	• Training and refresher sessions	• Professional development
	• Company intranet	• Sharing of Group information and initiatives
	• Internal surveys	• Project Horizon – Cultural Value Assessment Survey • Wellbeing, People Services and Gender Equality
	• Working groups	• Employee involvement in a concrete development plan for organisational culture
	• Global Town Hall	• Sharing strategy, results and updates • Alignment on vision and priorities
CUSTOMERS / DISTRIBUTORS	• Direct contact, regular meetings and gatherings • Collaborations on marketing activities • Local events	• Development of partnerships
	• ESG performance reports • Sharing of the Sustainability Report • Completion of evaluation questionnaires	• ESG strategy and DSP plan
END CONSUMERS	• Advertising campaigns • Social media	• Image and reputation • Drinking responsibly
UNIVERSITIES AND SCHOOLS	• Presentation sessions • Collaboration on projects and initiatives	• Values and corporate culture • The Group's approach to sustainability
MEDIA	• Media relations management • Press releases	• Brand reputation • Group Operations
	• Updates via website and social media	• Sharing corporate values and culture
INSTITUTIONS	• Collaboration on initiatives supporting the community	• Participation in and promotion of local activities
	• Initiatives and events	• The Group's reputation in the local context
	• Compliance with the requirements and obligations set out in national and international regulations	• Compliance
TOP MANAGEMENT	• Organisational and managerial oversight • Focus groups to assess IROs relating to various material issues	• Definition and monitoring of the ESG strategy
BOARD OF DIRECTORS	• Regular meetings with the Sustainability Committee	• Support for defining the sustainability strategy and advancing the specific initiatives of the DSP Action Plan • Sharing and monitoring of the ESG and corporate strategy

3.6

Our global contribution

DISARONNO GROUP's engagement with ESG issues and the sustainability initiatives pursued in recent years demonstrate the progressive integration of the sustainability strategy into the company's operations. Looking further afield, this integration is a key element in making a positive contribution to the ongoing sustainable transformation. Every initiative, project or action developed by the Group's companies is also considered a contribution to achieving the **United Nations Sustainable Development Goals (SDGs)**, as defined by the 2030 Agenda.

The new material topics and sub-topics identified, consistent with ESRS standards, are listed below and linked both to the SDGs to which they contribute through specific actions and initiatives, and to the pillars of the Group's sustainability strategy.

In addition to its contribution to the Sustainable Development Goals, on 3 March 2025 DISARONNO GROUP further strengthened its commitment to global sustainability by formally joining the United Nations Global Compact, a voluntary initiative that promotes the adoption, implementation and dissemination of responsible business practices.

The United Nations Global Compact, launched in 2000, is **the world's largest corporate sustainability initiative**, with

over 20,000 participating companies in more than 160 countries and over 60 Local Networks. It is a call to businesses worldwide to align their strategies and operations with the **Ten Principles of the UN Global Compact on human rights, labour standards, the environment and anti-corruption**, whilst committing to actively supporting the achievement of the **Sustainable Development Goals (SDGs)**. These Principles are based on a universally recognised framework, inspired by key documents such as **the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.**

By joining the UN Global Compact, DISARONNO GROUP commits to annually reporting progress on the Ten Principles through a **Communication on Progress (CoP)**. This Sustainability Report is the first report supporting that commitment.

1] The registration was made under the company name Illva Saronno Holding S.p.A.

4 ENVIRONMENTAL INFORMATION AND DATA

4.1

Climate change

REFERENCE PILLAR

RESPONSIBLE MANAGEMENT OF ENERGY, CLIMATE AND RESOURCES

ESRS

E1

CLIMATE CHANGE

KEY FIGURES AND CONCEPTS

140,047
tCO_2e
2025 total emissions

92.6%
Scope 3

Over
1,400 MWh
of electricity generated from photovoltaic systems

+99.6%
VS 2024

78%
Renewable electricity share of total consumption

-5% **Total energy consumption compared to 2024**

KEY TARGETS AND ACTIONS INITIATED

- **Definition of the CO_2 emissions reduction plan is underway, with the first initiatives already launched.**
- **Collaboration with high-impact suppliers to refine the calculation of the carbon footprint and identify joint reduction initiatives.**

Impacts, risks and opportunities

ESRS	TOPIC	SUB-TOPIC	IRO	DESCRIPTION	POSITION IN VALUE CHAIN	RELEVANCE
E1	Climate change	Climate Change Mitigation	Impact (Negative)	Increase in greenhouse gas emissions linked to the production of raw materials	Upstream	●
E1	Climate change	Climate Change Mitigation	Impact (Negative)	Increase in greenhouse gas emissions due to the transport of raw materials and semi-finished products by suppliers	Upstream	●
E1	Climate change	Climate Change Mitigation	Impact (Negative)	Increase in greenhouse gas emissions due to the transport of finished products by distribution couriers	Downstream	◐
E1	Climate change	Climate Change Mitigation	Risk	Increase in costs due to carbon tax or stricter GHG regulations	Operations	●
E1	Climate change	Climate Change Mitigation	Risk	Increased severity of extreme weather events leading to more frequent property damage and business interruptions, disruption to business continuity and a potential rise in insurance premiums	All	●
E1	Climate change	Climate Change Mitigation	Opportunities	Increased competitiveness resulting from the adoption of carbon footprint reduction initiatives	All	●
E1	Climate change	Climate Change Mitigation	Impact (Negative)	Depletion of non-renewable energy resources and environmental impacts associated with energy use throughout the value chain	All	◐

○ **Low relevance** (only 1 'Fair'/'High' rating)
◐ **Moderate relevance** (more than one 'Fairly' or 'Very' rating)
● **High relevance** (Holding rating or all 'Fairly high'/'Very high' ratings)

From the very beginning of its sustainability journey, the Group has prioritised a systematic approach to **assessing the impacts of climate change**. The analysis considered, on the one hand, the Group's contribution to emissions and, on the other, the potential risks and impacts arising from rising average temperatures, heatwaves, periods of drought and extreme weather events on operational activities and the entire value chain.
Climate-related impacts and risks have a direct link to the increase in CO_2 emissions and other climate-changing gases associated with raw material production, energy consumption for production, and transport – across all stages of the life cycle – but also in relation to costs arising from potential carbon taxes or stricter regulations.
With regard to specific operations, **physical and ecological risks** have also been taken into account, such as the increased severity and frequency of extreme weather events, soil degradation and the decline in pollinators, and the scarcity of energy resources, which are assessed differently in depending on market sectors and the geographical characteristics of the plants and supply chains. The resulting risks therefore include property damage, business interruption, disruption to business continuity and a potential increase in insurance premiums.
There are also **opportunities linked to the transition** to a system with lower environmental impacts and low carbon emissions, driven not only by market demands but also by energy savings and technological improvements.

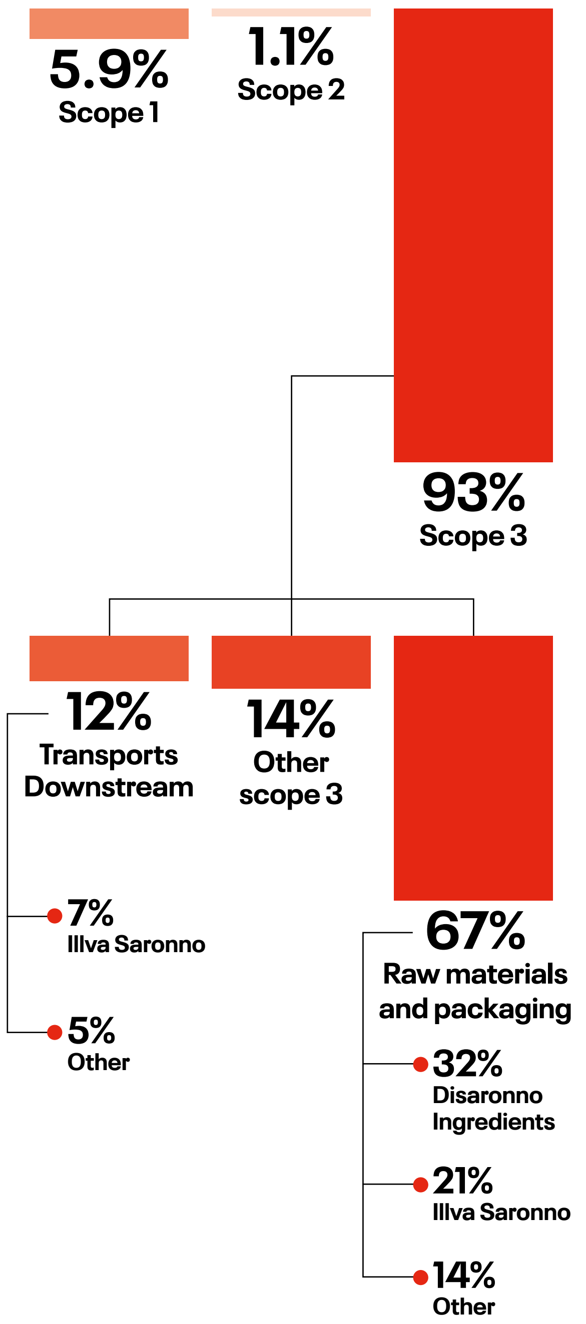
Strategic direction and oversight

The management of climate-related issues and internal activities is a central focus of the **Sustainability Committee**, which acts as a strategic link between the company's operational activities on sustainability issues and the Board of Directors itself.
The Disaronno Sustainability Path – DSP sets out all aspects of sustainability in terms of targets and actions to achieve them, with climate change being one of the key elements. All Group companies are actively involved and committed to implementing initiatives aimed at improving energy efficiency, using resources from renewable sources, and reducing waste and the resulting impacts in terms of climate-changing emissions.
The **responsible management** of various environmental aspects and the resulting **reduction in impacts** depend not only on the operational practices adopted within production processes, but also on the activities carried out by the suppliers with whom the Group maintains commercial relationships. The resulting objective is the **progressive mitigation of environmental impacts** linked to its business, promoting a **culture of sustainability** and strengthening **the commitment to protecting the ecosystem**, for its own benefit and that of all stakeholders involved.

At the level of Management Systems, too, the path pursued in recent years has confirmed the **Environmental Management System** certified to the **ISO 14001 standard**, which has been in place at Duca di Salaparuta since 2001 and was obtained for Illva Saronno S.p.A. and Royal Oak Distillery at the end of 2025, with the aim of progressively extending the system to the Group's other companies as well. A key element in reducing the impact of climate change is the definition and implementation of a **transition plan** aimed at achieving carbon neutrality. This must include both direct actions, particularly regarding the reduction of the Group's energy consumption, and indirect actions, through the involvement of its suppliers.

The Group's **carbon footprint analysis** for 2024, the baseline year, has provided an in-depth look at the various contributions by company and by relevant GHG category, revealing factors to be taken into account when **drawing up the emissions reduction plan**:

- Scope 3 emissions account for **93%** of the total
- In particular, **over 67%** of the emissions contribution stems from **the procurement of raw materials and packaging.**
- Given the weight of the various companies, **over 32%** of total emissions come from **raw materials and packaging at Disaronno Ingredients** and over **21% from those at Illva Saronno.**
- The second largest contributor to the total, accounting for approximately **12%**, is **outbound transport.**
- With regard to outbound transport, the main item is the **distribution of Illva Saronno's products**, accounting for almost **7%** of the total.



These factors, together with a detailed analysis of individual contributions and the weight of the various suppliers, are guiding the selection of **reduction measures**, which are being implemented according to the following priorities:

- **Energy-saving** measures and the **transition to renewable energy** for all companies, so as to limit the direct impact for Scope 1 and 2 categories;
- Assessment of **measures to electrify consumption**, particularly from a medium- to long-term perspective, in order to reduce the weight of Scope 1 emissions from fossil fuels;
- Engagement with **key raw material and packaging suppliers** to agree on and benefit from reduction measures relating to their production;
- Analysis of key **logistics flows** to identify optimisation measures and lower-impact transport solutions.

Key actions already completed, currently being implemented or under consideration:

- **Expansion of photovoltaic systems** at the Illva Saronno plant (new capacity of 400 kWp) and the Disaronno Ingredients plant (new capacity of 200 kWp in Chignolo and 200 kWp in Altavilla).
- Certification of **electricity supply from renewable sources** confirmed for all Italian companies and extended to Royal Oak, Sagamore and overseas subsidiaries.
- Conducting **energy audits** and regular monitoring of energy consumption and environmental data for all companies.
- Measures to **optimise electricity consumption** at the Duca di Salaparuta plants **(with an estimated 23% reduction in consumption)**: switching off a chiller, optimising operating temperature settings and start-up times, LED lighting, optimising compressors and investigating compressed air leaks, upgrading the photovoltaic system.
- Purchase of 10–15% **biopropane**, from Royal Oak Distillery's **certified organic production**, alongside various measures to reduce thermal consumption (replacement of the burner air intake, installation of an economiser and heat recovery from process fluids) and electrical consumption (upgrade of the cooling tower, installation of pumps with inverters, optimisation of cooling tower pump usage in line with production capacity).
- Measures to **reduce electricity consumption** at Illva Saronno: installation of **insulating film** on the windows of the office block and production halls at Illva Saronno, replacement of all light bulbs with new LED technology in offices and

production departments, optimisation of the chiller system, leak detection and compressed air system overhaul.

- Use of **glass bottles**, both clear and dark, produced with a lower environmental impact by a key supplier.
- Planned development and launch of **lightweight packaging** solutions, in collaboration with suppliers, to reduce environmental impacts throughout the supply chain (transport and use of raw materials for glass)
- Use of dedicated **electric vehicles** for the transport of glass by a key supplier located just 40 Km from the Saronno production site.
- Assessments regarding the procurement of **raw materials selected** on the basis of production processes with a lower environmental impact (sugar and alcohol).

The measures implemented and currently being rolled out have already achieved a **reduction of approximately 23% in Scope 1 and 2 emissions** and approximately **4% in Scope 3 emissions**.

The above constitutes a preliminary and non-exhaustive extract from the broader reduction plan currently being defined, which will be aligned with the EU's 2050 climate neutrality targets and the guidelines of the Science Based Targets initiative (SBTi).

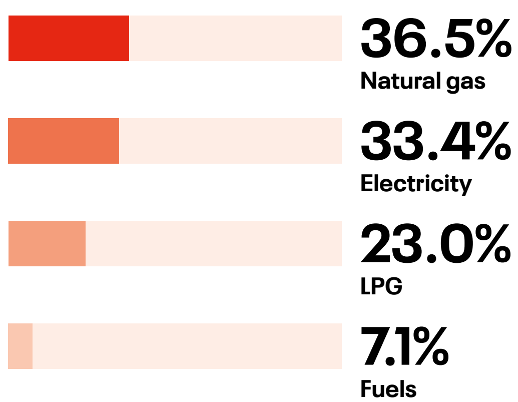
-23%
Potential reduction of Scope 1 and 2 emissions vs. 2024

-4%
Potential reduction of Scope 3 emissions vs. 2024

Data and information

EFFICIENT AND RENEWABLE ENERGY USE

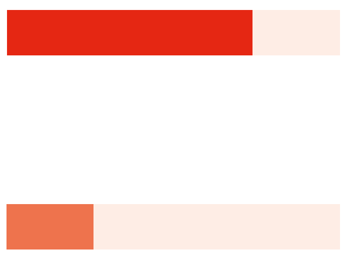
The total energy consumption of the companies included in the reporting amounts to 169,401 GJ. Although variations are observed between individual companies and across different energy sources, overall the group's main manufacturing companies have achieved a reduction in energy consumption or have largely maintained the levels recorded in the previous financial year.
Compared with the previous year, in fact, there was a **decrease of approximately 5%**, a positive result that must be interpreted in the light of a comprehensive reporting scope, which also includes more recently acquired companies, and a gradual improvement in the quality and reliability of the data relating to the companies included.
The improvement in consumption is even more evident when compared with turnover, which, having grown by 2.5% over the past year, results in a **7% improvement in energy intensity on an annual basis**.



The largest share of consumption is still linked to the production of heat for processes and for space heating, amounting to 36.5% from natural gas and 23% from LPG, used at the Duca di Salaparuta site in Aspra and the Royal Oak Distillery, where it was not possible to use the natural gas distribution network. The remaining 7.1% is attributable to diesel and petrol consumption by the vehicle fleet and industrial vehicles, showing a slight increase compared to the previous year, partly due to the full implementation of company fleet reporting in some companies.

Electricity accounts for approximately 33.4% of consumption, equivalent to 56,415 GJ, and Illva Saronno Holding, in line with previous years, has continued on its path towards sustainable energy, using **100% electricity from renewable sources** in the majority of its plants. Electricity from renewable sources is now available at all Italian companies, completing the process initiated over the years, whilst it has yet to be implemented at overseas sites. Consequently, **the proportion of electricity purchased from renewable sources amounts to 23%** of the Group's total energy consumption.
Furthermore, a significant share of electricity – approximately 1,300 MWh self-consumed out of a total of over 1,400 MWh generated – was produced by **photovoltaic systems** installed at the sites in Saronno (Illva Saronno), Aspra (Duca di Salaparuta), Chignolo and Altavilla (Disaronno Ingredients)

and San Giuliano Milanese (Alvena and G&P), **a figure that has more than doubled compared to 2024**. Taking into account gas, LPG and fuel consumption as well, **the overall percentage of energy from renewable sources out of the company's total energy** consumption stands at 26%, a figure consistent with that of 2024.



PHOTOVOLTAIC SYSTEMS

ASPRA (PA)
Year of construction **2010**
Installed capacity: **375 kWp**
2025 production: **334,820 kWh**
+40.22% vs 2024
Self-consumption rate **98%**

SARONNO (VA)
Year of construction: **2020 + 2024**
Installed capacity: **400 kWp**
+ 400 kWp NEW
2025 production: **669,371 kWh**
+86.12% vs 2024
Self-consumption rate **98%**

ALTAVILLA VICENTINA (VI)
CHIGNOLO PO (PV) - NEW!
Year of construction: **2024**
Installed capacity: **200 kWp**
+ 200 kWp
2025 production: **294,488 kWh**
Self-consumption rate **99%**

SAN GIULIANO MILANESE (MI) - G&P
Year of construction: **2011**
Installed capacity: **42 kWp**
2025 production: **34,947 kWh**
+1.40% vs 2024
Self-consumption rate **11%**

SAN GIULIANO MILANESE (MI) - Alvena
Year of construction: **2011**
Installed capacity: **84 kWp**
2025 production: **81,391 kWh**
+7.16% vs 2024
Self-consumption rate **62%**

ATMOSPHERIC EMISSIONS AND CLIMATE CHANGE

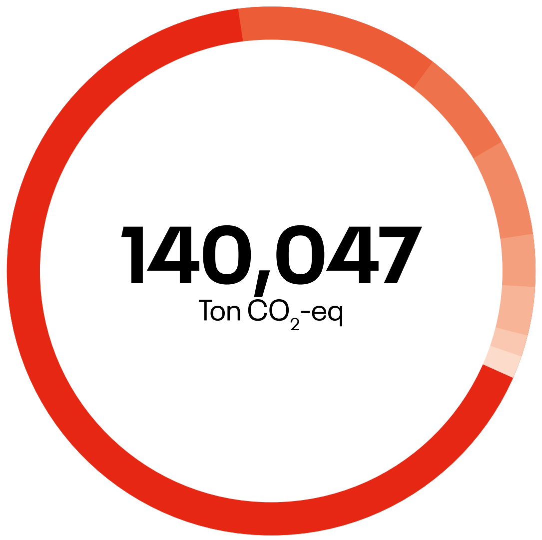
The Group continues its work on the accounting and assessment of greenhouse gas (GHG) emissions, which began in 2022 with the Carbon Footprint measurement project for Illva Saronno and Duca di Salaparuta, and was extended in 2023 to Disaronno Ingredients, Royal Oak Distillery and Suor Marchesa.

2024 represents the baseline year, following the expansion of the reporting scope to include Sagamore, Alvena, G&P and VE.CO.GEL, in line with the provisions of the Sustainability Report. The 2025 report, consistent with this scope, also includes the carbon footprint of AR.BO.RE., which joined the Group during the year.

In line with leading best practices regarding reporting and the definition of emission reduction pathways, the Group adopts the GHG Protocol, an internationally recognised benchmark standard.

Scope 1 emissions[1], which include direct emissions from owned or controlled sources, amount to 9,155 tonnes of CO_2e, representing 6.5% of the total.

2025
TOTAL EMISSIONS



6.5%
SCOPE 1
9,155 [ton CO_2-eq]

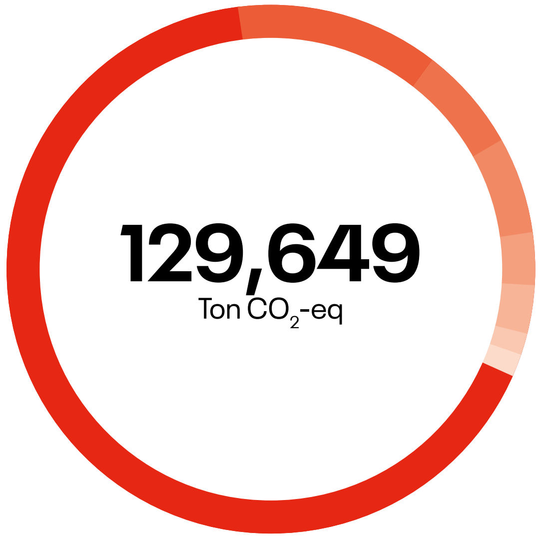
0.9%
SCOPE 2 (market-based)
1,243 [ton CO_2-eq]

92.6%
SCOPE 3
129,649 [ton CO_2-eq]

1] Scope 1 emissions are defined as direct greenhouse gas emissions from sources owned or controlled by companies.

The strategic decision to use electricity sourced largely from renewable sources enables the Group to maintain very low Scope 2 Market-Based emissions[2]. Furthermore, in order to monitor and understand the magnitude of the carbon footprint resulting from activities occurring outside the company's boundaries along the entire value chain, so as to be able to plan effective management strategies, the manufacturing companies within the Illva Group have quantified the indirect greenhouse gas (GHG) emissions, known as Scope 3, occurring upstream and downstream of the organisation. This measurement and reporting process follows the GHG Protocol requirements, which identify **8 main categories for upstream activities and 6 categories for downstream activities**. Those included in the Illva Group's inventory, due to their relevance to the company, are listed below.

2025
SCOPE 3 TOTAL EMISSIONS



66.9%
93,632 [ton CO_2-eq]
Category 1
Purchased goods and services

0.7%
1,026 [ton CO_2-eq]
Category 6
Business travel

0.8%
1,089 [ton CO_2-eq]
Category 3
Fuel - and energy - related activities (not in scope1/2)

1.2%
1,622 [ton CO_2-eq]
Category 7
Employee commuting

7.4%
10,334 [ton CO_2-eq]
Category 4
Upstream transportation and distribution

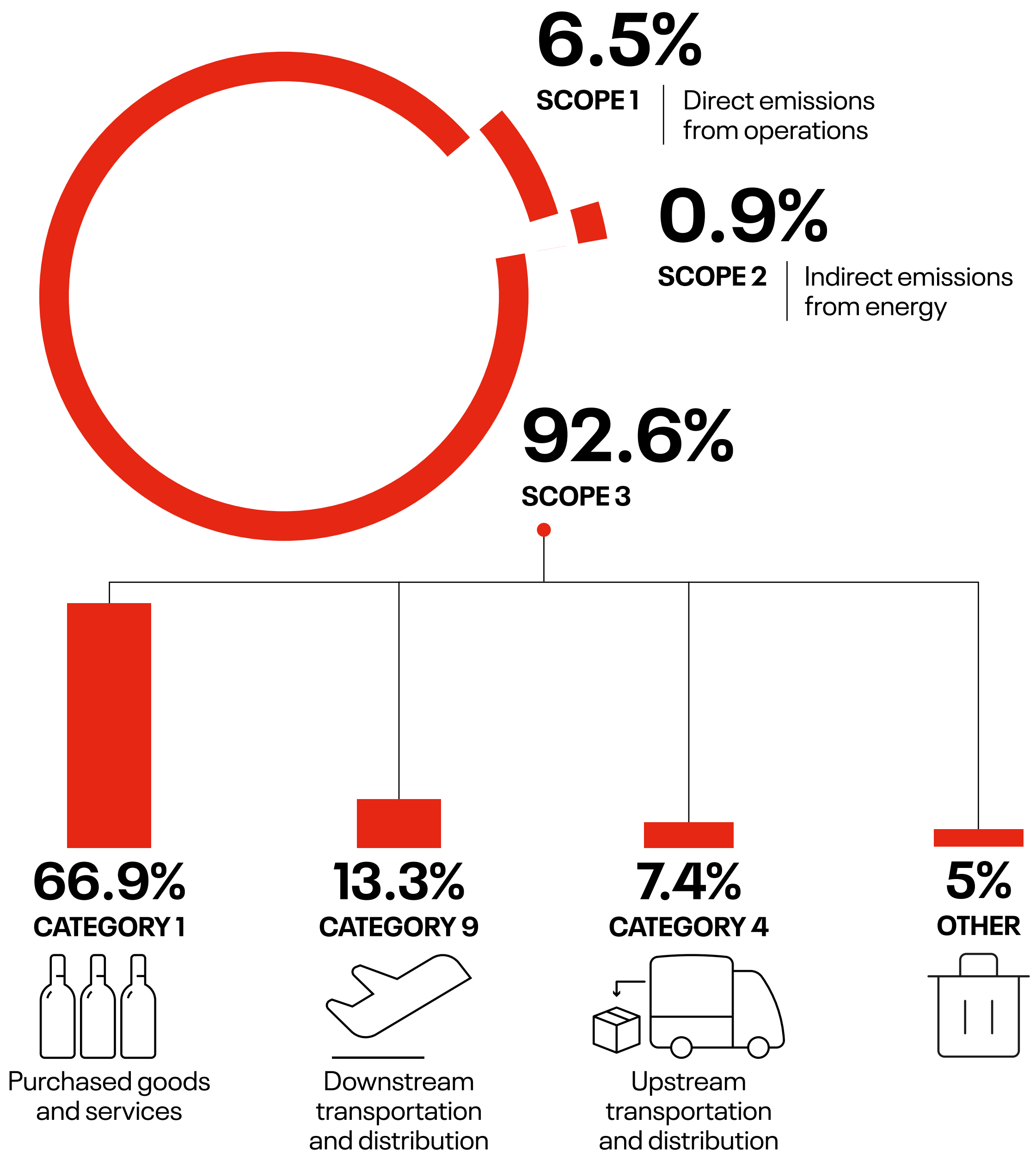
13.3%
18,570 [ton CO_2-eq]
Category 9
Downstream transportation and distribution

1.3%
1,860 [ton CO_2-eq]
Category 5
Waste generated in operations

1.1%
1,515 [ton CO_2-eq]
Category 12
End-of-life treatment of sold products

2] Scope 2 emissions are defined as indirect greenhouse gas emissions resulting from energy consumption from sources not owned or controlled by the company. These emissions refer to Scope 2 emissions calculated using the market-based method, where, for energy produced and consumed via photovoltaic panels and for energy purchased and certified as renewable (e.g. Green Certificates), a calculated emission factor is used that takes into account the minimum impact based on the renewable sources utilised. For further information, please contact the email addresses provided in this Sustainability Report.

SUMMARY OF THE 2025 ANALYSIS
Compared with 2024, there has been an increase of approximately **4% in Scope 3** emissions, due mainly to the increase in production at Illva Saronno (**+13% in terms of litres produced**) with a consequent rise in emissions relating to the purchase of raw materials and packaging, and the distribution of finished products.



4.2

Water and marine resources

REFERENCE PILLAR

RESPONSIBLE MANAGEMENT OF ENERGY, CLIMATE AND RESOURCES

ESRS

E3

WATER AND MARINE RESOURCE

KEY FIGURES AND CONCEPTS

131,581 m³
total consumption

-18%
reduction in water abstraction compared to 2024

68%
of wastewater treated using a private treatment plant

ISO 14001 CERTIFICATION OBTAINED BY ILLVA SARONNO AND ROYAL OAK DISTILLERY

KEY TARGETS AND ACTIONS IMPLEMENTED

- **Monitoring of water flows and water balance during operational phases, implemented by all Group companies.**
- **ISO 14001 certification obtained by Illva Saronno and Royal Oak Distillery, Disaronno Ingredients is expected to achieve certification by 2026.**
- **Installation of a greater number of water meters and launch of water conservation projects to help reduce consumption and support the circular economy at Royal Oak Distillery.**
- **Measures to improve water efficiency in the bottling line and cellar operations at Duca di Salaparuta.**

Impacts, risks and opportunities

ESRS	TOPIC	SUB-TOPIC	IRO	DESCRIPTION	POSITION IN VALUE CHAIN	RELEVANCE
E2	Pollution	Water pollution	Impact (negative)	Water pollution resulting from the production of liquid effluents from processing or washing operations and their subsequent treatment	Operations	●
E2	Pollution	Soil pollution	Impact (negative)	Soil contamination resulting from improper waste storage and disposal	Operations	●

○ **Low relevance** (only 1 'Fair'/'High' rating)
◐ **Moderate relevance** (more than one 'Fairly' or 'Very' rating)
● **High relevance** (Holding rating or all 'Fairly high'/'Very high' ratings)

The Group recognises the strategic value of water resources and is actively committed to the responsible management of water abstraction and return to the ecosystem. This commitment translates into rigorous policies aimed at reducing waste and protecting water quality, with a priority focus on production sites where processing and sanitisation require high standards of efficiency.
Water, particularly in the production of spirits and in the wine sector, is a key element, used as a main ingredient and for cleaning and ensuring the hygiene of production facilities.

The identified impacts related to water resources are potentially negative, linked to a decline in quality due to inefficient use and the need for abstraction, particularly in areas experiencing water stress, an aspect requiring particular attention throughout the entire raw materials supply chain.
With the aim of reporting the information in accordance with the SASB Standard (see the table in the appendix for the Spirits & Wines sector), an assessment was conducted of the regions of origin of raw material supplies based on water stress classification.

WATER STRESS AND DROUGHT IN SICILY

The Region of Sicily confirms, once again for 2025, a trend that has been leading for several years now to a **worsening of water stress conditions and an intensification of drought periods** across all seasons.
The updated technical overview of the meteorological, climatic and hydrological conditions for the year 2025 highlights critical issues and potential repercussions on the water balance and ecosystem equilibrium. 2025, in line with the previous year, was characterised by **marked irregularity in rainfall patterns**, with alternating periods of prolonged drought and phases marked by intense, concentrated events. Regional average monthly rainfall was lower than the long-term climatic average (1991–2020), with a negative deviation of approximately 3.8%, accompanied by conditions of **marked aridity** during the summer quarter and high spatial variability.
The high concentration of rainfall in the winter and autumn months, combined with locally intense events, promotes surface runoff and reduces effective infiltration times, especially in catchments characterised by steep gradients and sparse vegetation cover. The persistence of drought conditions during the spring and summer then leads to **prolonged water stress for the agricultural sector**. The marked spatial heterogeneity observed also confirms the varying **vulnerability of regional river basins**, with more acute critical issues in the central-southern sectors, which are structurally less rainy and more exposed to the effects of ongoing climate change[1].

Strategic direction and monitoring

As with aspects relating to climate change, the use of water resources is also among the priorities identified within the Group's governance framework regarding sustainability. The use of water in processes, particularly as a key raw material for the production of spirits and the high consumption also for cleaning operations, necessitates careful monitoring of flows and an analysis of the water balance during operational phases.

The specific initiatives put in place are mainly implemented within spirits production, which uses the resource directly as water is one of the basic ingredients of the products, used for flavour infusions, extraction and blending activities, for malt fermentation and whiskey distillation processes, and for the preparation of sugar syrup which is sometimes mixed with alcohol. To guarantee product quality, pre-treatment systems (osmosis and softening) are in place specifically for these uses.
In particular, Royal Oak Distillery has introduced the use of wash water as

1] For further information, visit https://www.regione.sicilia.it/sites/default/files/2026-03/0_report_siccita_2025.pdf a substitute for fresh water, following the installation of a filter to prevent subsequent blockages. A meter will also be installed to monitor the amount of water saved, which, according to initial estimates and assessments, will amount to approximately 20% of the process requirement and therefore over 950,000 litres.

A significant portion is also used in the Wine division, specifically for irrigating the vineyards owned by Suormarchesa S.r.l., a farm under the direct control of Duca di Salaparuta, for the production of wine grapes.
It is precisely the Duca di Salaparuta plants, partly due to their geographical location in an area of severe water stress, where the main **trials and initiatives aimed at reducing water consumption** are currently underway, in particular:

- optimisation of bottling schedules and machinery cleaning;
- research activities aimed at developing eco-friendly cleaning formulations;
- optimisation of the water recovery system at the Aspra site;
- real-time monitoring and visualisation of data relating to consumption, usage ratios per bottle, tank cleanliness levels and number of washes, in order to optimise scheduling.

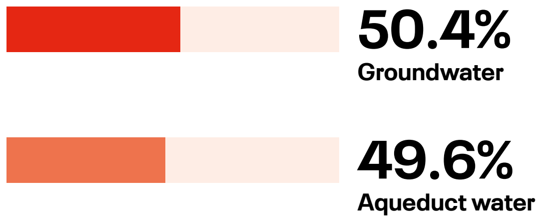
Thanks to these initiatives, **a 15% reduction in specific water consumption** per bottle produced was recorded in 2025 compared to the previous year.

In the Ice & Bakery production areas, however, water is used for ancillary purposes, such as cleaning the equipment. In the ice cream sector, moreover, although to a limited extent, it is also used in the preparation of liquid-based extracts.

The sustainability strategies also place particular emphasis on water management activities throughout the supply chain, with an increasingly advanced dialogue with certain key suppliers, both in the liqueur production supply chain and in the production of grapes for the wine sector, taking into account the significant variability in impact across different geographical areas and the resulting water stress.

Data and information

The total water withdrawal for the year 2025 by the companies subject to reporting amounts to 196.67 megalitres, of which 91.22 megalitres come from companies located in water-stressed areas, representing a significant decrease compared to last year.
This comes almost equally from the public water supply (49.6%) and from wells (50.4%).



The water actually consumed amounts to 69% of the volumes withdrawn and is used primarily as an ingredient in the production processes of the spirits sector.
The remaining portion, not consumed in processes or for irrigation purposes, is returned to the environment via industrial discharges.
In the case of Illva Saronno and the three Duca di Salaparuta sites in Sicily, there are **private water treatment plants** – both chemical and biological activated sludge systems – capable of treating the water used for washing operations and making it suitable for discharge into the sewerage system via the municipal collector. Water used for domestic purposes, as well as water drawn from the other sites covered by this report, is discharged directly into the public sewerage system.
In some cases, there is also industrial wastewater, such as that from the Illva Saronno flavourings division, resulting from plant cleaning and effluent from raw material processing. This is currently managed as waste.
The total volume of water discharged is **65.09 megalitres**; consequently, water consumption amounts to 131.58 megalitres.
99% of water consumption is attributable to the **Wine & Spirits** sector, where the resource is used directly in production processes.

4.3

Biodiversity and ecosystems

REFERENCE PILLARS

QUALITY OF RAW MATERIALS AND PRODUCTS

RESPONSIBLE SUPPLY CHAIN

ESRS

E4

BIODIVERSITY AND ECOSYSTEMS

KEY FIGURES AND CONCEPTS

50% Organic grapes out of the total

+39% vs 2024

61% Renewable raw materials and packaging

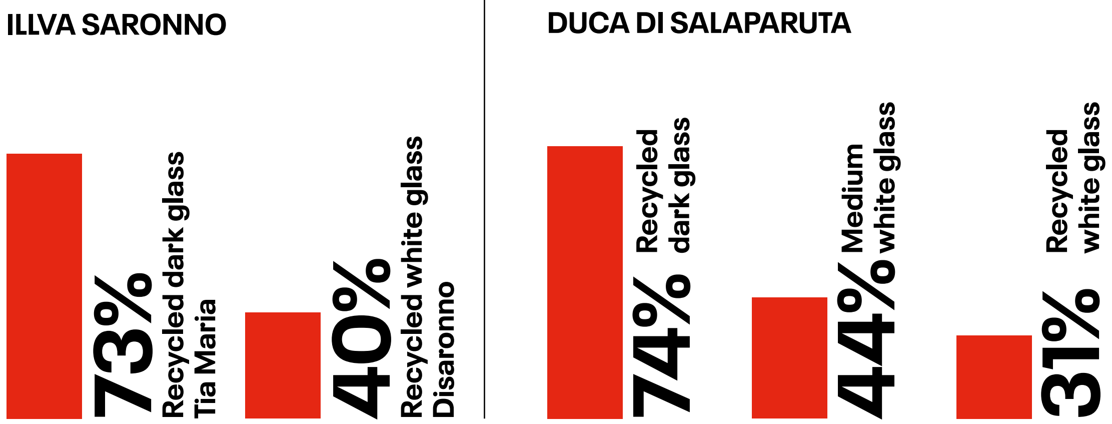
AVERAGE RECYCLED CONTENT IN PACKAGING

95% Duca di Salaparuta

90% Disaronno Ingredients and Illva Saronno

85% Royal Oak Distillery

RECYCLED GLASS PERCENTAGE



KEY TARGETS AND ACTIONS IMPLEMENTED

- Monitoring and control of raw material sources.
- Selection and qualification of suppliers.
- Third-party certification of raw materials.
- Development of short supply chains (wine and whiskey).
- Participation in the All-Ireland Pollinator Plan (AIPP) by Royal Oak Distillery to protect pollinators and biodiversity through sustainable site management practices.

Impacts, risks and opportunities

ESRS	TOPIC	SUB-TOPIC	IRO	DESCRIPTION	POSITION IN VALUE CHAIN	RELEVANCE
E4	Biodiversity and ecosystems	Factors affecting changes in biodiversity and ecosystems	Impact (positive)	Promotion of raw materials derived from sound and high-quality agricultural practices through supplier selection and qualification processes	Upstream	●
E4	Biodiversity and ecosystems	Factors impacting changes in biodiversity and ecosystems	Impact (positive)	Selection of suppliers who guarantee responsible production	Upstream	●
E4	Biodiversity and ecosystems	Factors impacting changes in biodiversity and ecosystems	Impact (negative)	Damage to biodiversity due to reduced land availability for raw material production	Upstream	◐
E4	Biodiversity and ecosystems	Factors impacting changes in biodiversity and ecosystems	Impact (negative)	Damage to biodiversity due to land-use change for the production of raw materials	Upstream	◐
E4	Biodiversity and ecosystems	Factors impacting changes in biodiversity and ecosystems	Impact (negative)	Damage to biodiversity and ecosystems caused by metal and mineral extraction activities for the production of raw materials for products and packaging	Upstream	◐

○ **Low relevance** (only 1 'Fair'/'High' rating)
◐ **Moderate relevance** (more than one 'Fairly' or 'Very' rating)
● **High relevance** (Holding rating or all 'Fairly high'/'Very high' ratings)

The assessment of biodiversity and impacts on ecosystems is closely linked to that of other environmental impacts, particularly due to the interconnection with risks arising from climate change. The aspects of the Group's business operations most closely involved in assessing these impacts relate to the **quality of the raw materials used and the products distributed, as well as responsibility across the entire supply chain**. This is particularly evident as the majority of raw materials are of agricultural origin and, consequently, closely linked to risks related to biodiversity, ranging from agricultural practices to changes in land use. At the same time, the management of the value chain as a whole is also significant, particularly for monitoring the sourcing areas most exposed to weather and climate risks, including from a medium - to long-term perspective.
Going into greater detail, the analysis of impacts, risks and opportunities identified certain aspects as particularly significant, both in terms of likelihood of occurrence and potential consequences. Among the positive impacts, the **promotion of raw materials derived from sustainable and high-quality agricultural practices** was highlighted, supported by **supplier** selection and qualification processes aimed at ensuring high standards of responsibility throughout the production chain.
At the same time, negative impacts were identified relating to potential critical issues in the sourcing of raw materials along the supply chain, particularly due to factors linked to biodiversity.
For individual Group companies, the greatest significance was attributed to the potential impacts on biodiversity arising from reduced availability and changes in land use, mainly linked to the raw materials supply chain. These impacts are also observed, to a lesser extent, in relation to the materials used for packaging.

Strategic direction and control

To date, biodiversity-related issues have been addressed primarily in relation to more operational aspects, such as supplier qualification, the assessment of risks associated with raw material production, and geographical sourcing areas.
From a management and strategic perspective, the growing focus on the value chain has progressively integrated environmental and sustainability considerations; in this context, aspects such as agricultural production methods for raw materials increasingly incorporate biodiversity issues, compared to previous years. In this context, and following the further steps taken by the Group with the **new assessment of IROs** and the **definition of double materiality**, the issue of biodiversity is taking on increasing importance. This reinforces the Group's commitment to continuing its analysis and in-depth examination, including through the adoption of technical and scientific monitoring tools and the subsequent definition of appropriate policies and guidelines.
Furthermore, in line with current practices regarding other environmental aspects, the responsible management of the activities of suppliers with whom the Group maintains commercial relationships plays a key role. In this context, **biodiversity** is also being progressively integrated into sustainability initiatives, with the aim of

promoting a shared culture, encouraging supply chain engagement and defining common commitments focused on the protection of ecosystems.

At an operational level, this approach takes the form of a rigorous selection of raw materials, which takes into account cultivation and production methods. In this context, **responsible production** - focused on the protection and enhancement of the regions of origin and, where possible, geared towards the adoption of organic practices - constitutes a key element to be integrated throughout the entire supply chain.
Furthermore, particularly in certain sectors, it is also essential to protect and promote **local sourcing** by purchasing raw materials from local producers, thereby supporting local agricultural economies and reducing the environmental impact associated with transport.
The management of procurement activities for the entire Group is centralised at Illva Saronno Holding, which coordinates and carries out purchases for all companies and across all product categories.

Data and information

Incoming materials, divided into renewable and non-renewable, consist of **58% raw materials** used for product manufacturing and **42% primary and secondary packaging**, such as wood, paper and cardboard, plastics, cork, metals and glass. The latter, although fully recyclable, accounts for 88% of non-renewable materials on its own.

61%
Renewable sources[1]

39%
Non-renewable sources[2]

Renewable materials, however, account for over 61% of the total, consisting mainly of the raw materials used in production. These are selected with great care and rigour to ensure the quality of the final product, using predefined analysis plans, instrumental analyses and organoleptic tests carried out by trained panels. Equally important is the **exclusive origin** of the raw materials.

VANILLA BEANS
BOURBON VARIETY
ORIGIN: MADAGASCAR

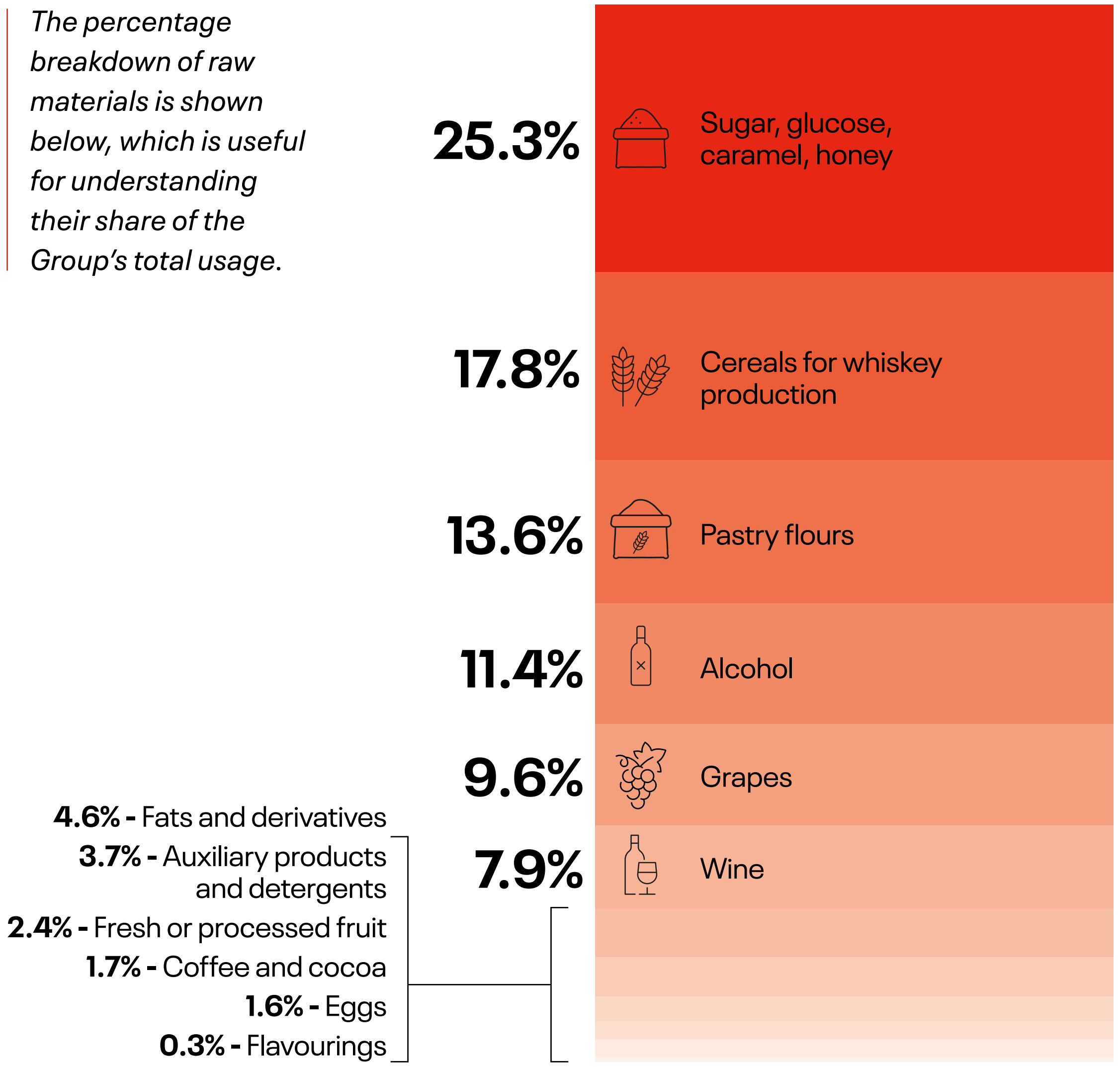
GREEN COFFEE
100% ARABICA VARIETY
ORIGIN: BRAZIL

RHUBARB ROOTS
TANGUTICA VARIETY
ORIGIN: CHINA

The quality of the final products is in fact based on the **careful selection of raw materials**, which is carried out through rigorous evaluation and monitoring checks, for both Wine & Spirits and Ice & Bakery production.
The grapes used for winemaking and the cereals, together with other derivatives used for whiskey production, come mainly from short, local supply chains: from Sicily for Duca di Salaparuta, from Maryland for Sagamore Spirit and from Ireland for Royal Oak Distillery. The use of **raw materials of local origin**, grown and processed in the relevant regions, is a distinctive feature, as it helps to improve sustainability and generate economic value for local communities. This approach also ensures full **traceability** for consumers, reinforces the **premium concept of terroir** – with unique flavour profiles linked to soil and climate – **reduces environmental impact** through lower transport-related emissions, and ensures **high quality standards** throughout the supply chain.

1] Renewable sources: material derived from abundant resources that regenerate quickly through ecological cycles or agricultural processes, ensuring that the services provided by these and related resources are not compromised and remain available for future generations
2] Non-Renewable sources: resources that do not regenerate within short periods of time

The percentage breakdown of raw materials is shown below, which is useful for understanding their share of the Group's total usage.



For the majority of its packaging purchases, the Group relies on suppliers located near its production sites, particularly for the bottling operations of Illva Saronno S.p.A.
The procurement of packaging, both primary and secondary, represents a strategic area in which the Group is demonstrating a growing focus on reducing its environmental impact.
The commitment to finding innovative solutions – from reducing the weight of packaging, to increasing the proportion of recycled material, to minimising the use of packaging – has already led to significant results in terms of sustainability, which will be presented in 2026. Further initiatives are currently under development and will be implemented in the near future, with the aim of further reducing the environmental impact throughout the entire product lifecycle.
To reinforce the integrated approach to sustainability throughout the supply chain, a **Supplier Portal** was launched in January 2025, enabling a structured, transparent and efficient exchange of information and documents with all business partners. The tool supports a supplier selection process increasingly guided by criteria of responsibility and transparency and represents a strategic element for the definition and implementation of targeted and effective audit plans.

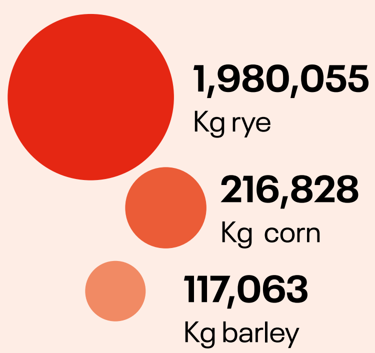
WHISKEY
PROMOTING THE LOCAL AREA AND RESPONSIBLE QUALITY

- **SAGAMORE SPIRIT** (Maryland, USA): Implementation of a **short supply chain** in collaboration with local farmers with the aim of ensuring full traceability of rye and supporting regional agricultural biodiversity.
- **ROYAL OAK DISTILLERY** (Carlow, Ireland): Integrated production of the three historic styles (Pot Still, Malt, Grain) **using exclusively local ingredients**, combining respect for tradition with internationally certified quality standards.

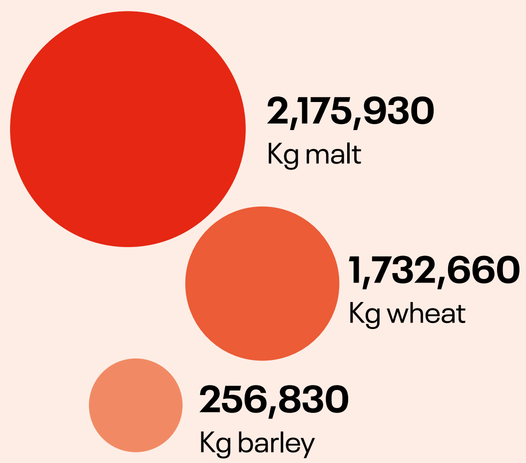
Shared Vision: both companies pursue production models with low logistical impact and high social value, guaranteeing the authenticity of their award-winning products.

LOCAL SOURCING OF GRAINS

SAGAMORE



ROYAL OAK DISTILLERY



WINE

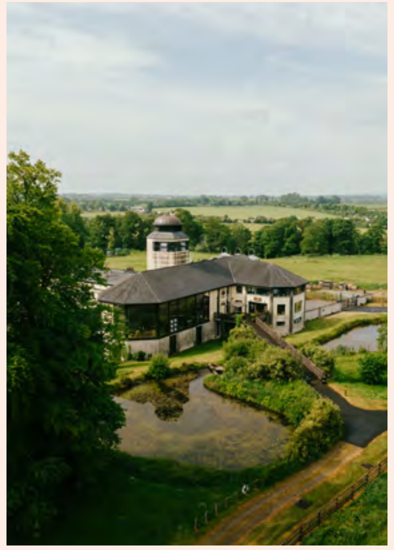
RESPONSIBLE SUPPLY CHAIN MANAGEMENT AND ORGANIC FARMING

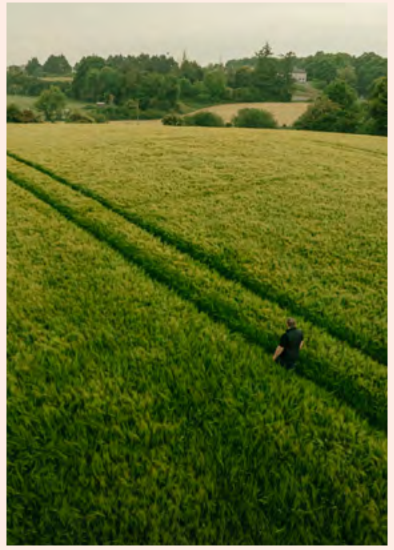
Duca di Salaparuta has always been committed to promoting sustainability in the Sicilian wine supply chain through various initiatives:

- **SUPPLIER QUALIFICATION AND SUPPORT**
  Since 2024, a **multidisciplinary plan** (Procurement, Quality, Agronomy, Oenology) has been implemented for the assessment and support of partners. The aim is to consolidate a **transparent supply chain** and ensure suppliers align with the Group's standards of responsibility.
- **CONVERSION TO ORGANIC AND PERFORMANCE**
  After growth until 2023 (28% of processed grapes), in 2024 the share of organic declined (**11%**), mainly due to the impact of climate-related challenges on productivity. In 2025, a reversal of the trend is recorded: **organic grapes** account for **50%** of the total, thanks to the use of certified organic suppliers for Aspra. The outlook is positive: with the contribution of grapes from Tenuta Suormarchesa, certified organic from January 2026, a further increase in the organic share is expected.
- **RESILIENCE AND STRATEGIC VISION**
  The company reaffirms organic farming as the agronomic model of the future. This commitment translates into the adoption of **advanced techniques** to overcome the limitations of traditional practices, focusing on the regeneration of natural resources and the protection of consumer health.
- **SAFETY AND PHYTOSANITARY STANDARDS**
  Constant monitoring and annual updates on phytosanitary substances banned in target markets. The protocol involves sharing strict guidelines with suppliers and an internal analytical verification phase on incoming raw materials to ensure the absence of non-compliant residues.

ROYAL OAK DISTILLERY

MEMBERSHIP OF THE ALL-IRELAND POLLINATOR PLAN (AIPP)





In 2025, Royal Oak Distillery joined the All-Ireland Pollinator Plan (AIPP), with the aim of **protecting and enhancing the site's biodiversity** through a structured approach based on scientific evidence.

Actions taken in 2025

- Management of approximately **2 acres of green spaces** (mixed grasslands, ponds, car park and a pollinator-friendly flower meadow) as controlled-flowering meadows.
- **Mapping of the site's biodiversity**, installation of dedicated signage and raising staff awareness of new green space management practices
- Creation of a **corporate biodiversity trail** (0.7 Km) along existing hedges and shrubs, to promote internal awareness.

Membership of the AIPP enables us to actively contribute to the protection of pollinators through practices such as **reducing mowing** and the **use of pesticides**, thereby fostering the creation of more resilient and diverse ecosystems.

Future developments (2026)

- **Maintenance and consolidation** of flowering areas and the biodiversity trail.
- **Planting of 15 native**, locally sourced and pollinator-friendly **trees** to further strengthen natural habitats.

4.4

Resource use and circular economy

REFERENCE PILLAR

RESPONSIBLE MANAGEMENT OF ENERGY, CLIMATE AND RESOURCES

ESRS

E5

RESOURCE USE AND CIRCULAR ECONOMY

KEY FIGURES AND CONCEPTS

97.5%
of waste sent for recovery

-4%
total waste generated compared to 2024

28,970
tonnes of by-products sent for other uses

KEY TARGETS AND ACTIONS IMPLEMENTED

- **Projects to redesign glass bottles to reduce weight.**
- **Use of packaging made from recycled materials or renewable sources wherever possible.**
- **Where plastic is used, focus on single-material solutions to ensure recyclability.**
- **Valorisation of by-products for use in other supply chains.**

Impacts, risks and opportunities

ESRS	TOPIC	SUB-TOPIC	IRO	DESCRIPTION	POSITION IN VALUE CHAIN	RELEVANCE
E5	Resource use and circular economy	Resource inputs related to products and services	Impact (positive)	Reduced resource consumption through the reduction of packaging (paper and cardboard, plastic) thanks to recovery and reuse operations	Operations	●
E5	Resource use and circular economy	Waste	Impact (negative)	Environmental damage caused by the improper disposal of waste and the failure to recover waste by-products	Operations	◐
E5	Resource use and circular economy	Resource outflows associated with products and services	Impact (positive)	Reduced resource consumption through increased utilisation of by-products in other supply chains	Operations	◐
E5	Resource use and circular economy	Waste	Impact (positive)	Implementation of solutions promoting material circularity through the reuse and recycling of process waste	All	○

○ **Low relevance** (only 1 'Fair'/'High' rating)
◐ **Moderate relevance** (more than one 'Fairly' or 'Very' rating)
● **High relevance** (Holding rating or all 'Fairly high'/'Very high' ratings)

In line with other environmental issues, the assessment of impacts, risks and opportunities relating to resource use and circular economy is integrated with the dimensions already analysed. In this context, aspects related to the **use of resources and materials**, as well as waste management and production, are particularly prominent. These aspects can lead to negative impacts, such as the potential environmental effects resulting from improper waste management and the failure to utilise by-products, but also positive **opportunities** linked to the development of circular economy solutions, based on the reuse and recovery of process waste.

With regard to resource use, the assessment focused on activities aimed at **reducing material consumption**, through the **minimisation of packaging** (paper, cardboard and plastic) and the **improvement of recovery processes**. At the same time, the importance of **reuse** initiatives emerged, based on the valorisation of by-products and their reintegration into other production chains.

The assessment of these aspects and their related impacts is also based on the work carried out in recent years by the various Group companies, aimed at analysing the flows and transformations of raw materials into products. This analysis included not only primary and secondary packaging activities, but also the management of waste and by-products generated throughout the entire life cycle, encompassing the production, transport and use of products. Particular attention has also been paid to the waste generated during the distribution and consumption phases.

Strategic direction and control

The Group's approach to materials management goes **beyond regulatory compliance on waste**, moving towards a strategic vision of the **circular economy**. The company's commitment is constantly focused on optimising industrial processes to minimise waste generation and maximise the life cycle of the resources used.

In line with the principles of responsible production, the Group has implemented advanced protocols for the recovery and redesign of end-of-life raw materials. This approach transforms potential waste into new production inputs, drastically reducing environmental impact and creating added value throughout the supply chain.

One practical example of circularity is the processing of **vanilla pods**. Once the extraction phase is complete, the pods are not treated as organic waste, but are fully recovered and utilised. Through a transformation process, these give rise to 'vanilla pods', a high-quality raw material intended for the ice cream sector, thus effectively closing the production cycle.

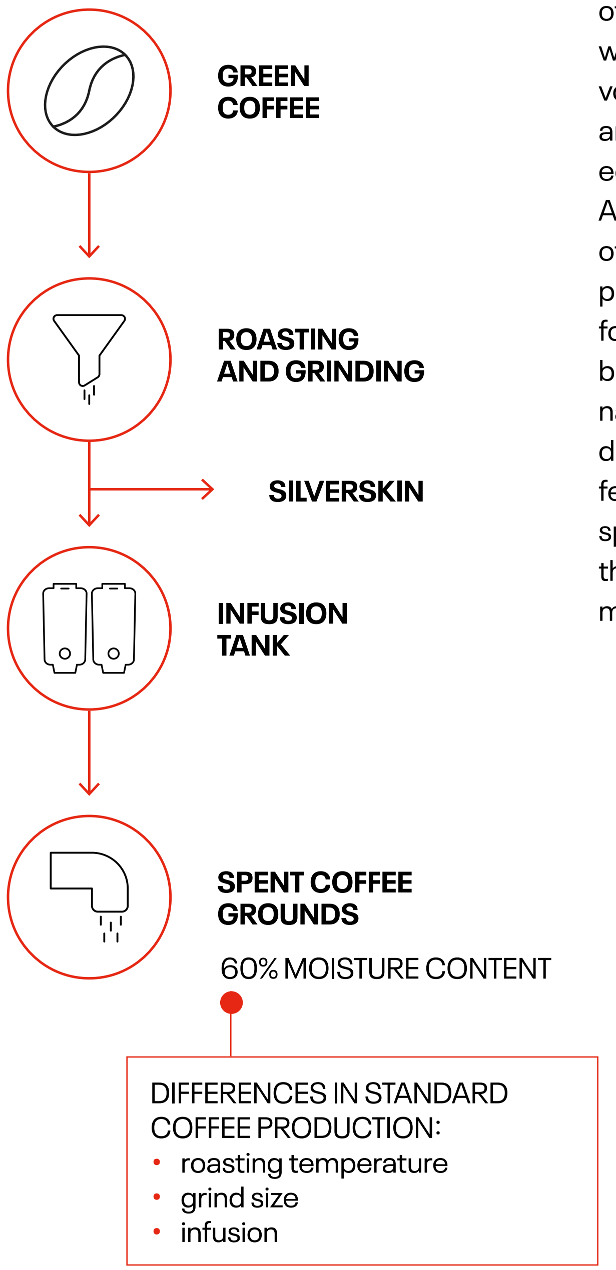
In line with this approach, a thesis project was developed in collaboration with the Degree Course in Food Science and Technology at the University of Milan, aimed at identifying possible reuses for spent **coffee grounds**. The work was exploratory in nature, with the aim of analysing the potential for the valorisation of the waste, whilst recognising the need for further assessments – of a technical, economic and operational nature – for any potential implementation on an industrial scale.

The project was divided into the following phases:

1 understanding the production process;
2 analysis of the state of the art through literature review;
3 chemical characterisation of the material;
4 development of application tests for waste recovery.

The waste reduction strategy is also present in the whiskey sector, transforming the outputs of distillation and vinification processes into new resources for related sectors, such as

PRODUCTION PROCESS



animal husbandry and agriculture, and promoting models of industrial symbiosis. At whiskey production sites, the recovery of **grain** fermentation and distillation waste is complete, allowing significant volumes of nutrients intended for animal feed to be reintroduced into the economic cycle.
At Duca di Salaparuta, too, a policy of utilising waste from the entire production chain is pursued, particularly for soil enrichment, with **grape stalks** being reused directly in the fields as a natural soil improver and for secondary distillation, thanks to the **pomace** and fermentation **lees**, which are supplied to specialist partners for alcohol production, thereby avoiding disposal and promoting material recovery.

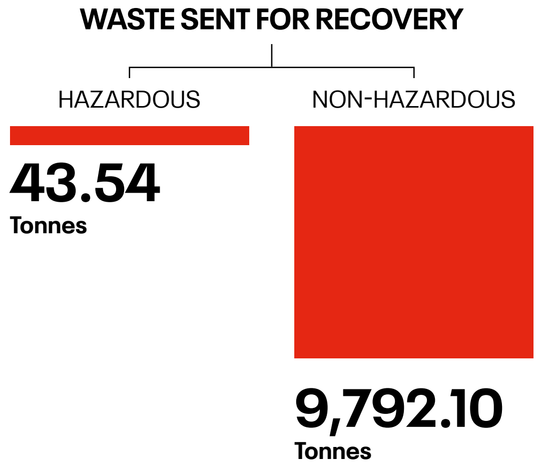
The Group's commitment to sustainability also includes the optimisation of **packaging**, with effects that therefore extend beyond production boundaries to include the management of impacts generated downstream of distribution.

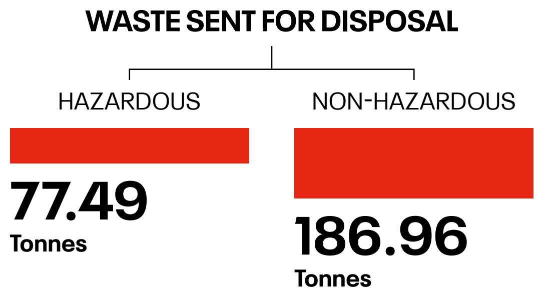
The main actions being pursued are:

- development and planned launch in 2026 of lightweight packaging solutions (primarily glass) to reduce transport emissions and raw material consumption;
- a gradual increase in the percentage of post-consumer recycled materials used in packaging components;
- use of single-material or easily separable materials to ensure the packaging is fully recyclable at the end of its life;
- elimination of the superfluous, with design revisions to minimise the use of accessory components and reduce the overall use of raw materials.

Data and information

The total waste generated by all Group companies represents a significant figure, though it is decreasing compared to previous years, with a **reduction of 4% compared to the 2024 total and 3% compared to 2023**, which is to be viewed positively given the **increase in turnover** and, on average, the **number of products** placed on the market.
Management is carried out through a structured approach, in full compliance with the relevant regulations, such as Legislative Decree 152/2006 for sites within Italy, and with equivalent regulations in the foreign countries where the Group operates.





The proportion of waste sent for disposal is minimal, at around 2.6%, whilst the **vast majority is sent for recovery**. These breakdowns are largely consistent across all sectors and companies within the Group.

97.4%
Recovery

2.6%
Disposal

The drive to reduce environmental impacts also includes a concrete focus on the **circular economy**, seen as an opportunity to recover and utilise waste and by-products that would otherwise be destined for disposal. Across all business units, there is a commitment to solutions that promote the reduction of waste generated and the recovery and utilisation of certain waste materials with this in mind.
As mentioned, some raw materials used in the production of the Group's products are, in fact, reused within the framework of the circular economy, with the aim of minimising waste production.
Below are some examples.

VANILLA PODS

Fully recovered and repurposed into a new product: vanilla pods, a vanilla bean powder obtained by drying and grinding following hydroalcoholic extraction, intended for the ice cream sector.

TOTAL RECOVERED IN 2025:
→ **840 Kg**

BY-PRODUCTS FROM WHISKEY PRODUCTION

All waste resulting from the distillation and fermentation of cereals is fully recovered and used for animal feed.

IN 2025 **ROYAL OAK DISTILLERY** RECOVERED AND UTILISED:

→ **7,109,500 Kg**
from liquid washings, used as pig feed.

→ **1,971,980 Kg**
of solid waste from the drying of spent malt, used as cattle feed.

→ **8,748,000 Kg**
as a mixture of spent grain, maize meal and syrup obtained from the distillation of a light mash (WDGS) for use as pig feed.

IN 2025, **SAGAMORE** RECOVERED AND UTILISED:

→ **10,448,000 Kg**
from spent grain waste intended for pig feed

BY-PRODUCTS FROM THE WINEMAKING PROCESS

As is well known, the winemaking process generates various by-products which are also utilised.

FROM ITS TWO PRODUCTION SITES IN BAGHERIA AND MARSALA, **DUCA DI SALAPARUTA** RECOVERED IN 2025:

→ **221,970 Kg**
of lees, deposits resulting from alcoholic fermentation, which are fed into distillation processes for the production of alcohol.

→ **426,339 Kg**
of pomace – consisting of skins and seeds – also used for distillation.

→ **43,090 Kg**
of grape stalks, used in the countryside as soil improver

ENVIRONMENTAL INDICATORS
CONSOLIDATED

MATERIALS

GRI 301-1 | MATERIAL CONSUMPTION (KG)

	2023	2024	2025
RENEWABLE MATERIALS	**33,730,071**	**42,200,163**	**39,297,019**
FOOD RAW MATERIALS			
alcohol	3,349,791	3,708,047	4,230,673
flavourings	77,662	185,898	112,380
coffee and cocoa	462,844	827,919	624,115
flour, cereals and derivatives	9,210,105	12,886,986	11,656,382
fresh or processed fruit	193,974	1,128,232	879,920
fats and derivatives	2,513,760	2,060,682	1,723,028
eggs and egg whites	576,091	583,343	594,665
grapes	4,622,960	3,826,110	3,553,620
wine	1,446,258	1,877,951	2,941,131
sugar, glucose, caramel, honey	9,029,024	9,037,866	9,381,785
PACKAGING MATERIALS			
paper and cardboard	1,548,574	4,702,750	2,288,909
wood	663,595	1,338,703	1,269,813
cork	35,433	35,676	40,599
NON-RENEWABLE MATERIALS	**23,083,445**	**21,588,468**	**24,730,291**
PRODUCTION MATERIALS			
auxiliary products and detergents (yeasts, enzymes, thickeners, preservatives and similar)	1,020,539	874,952	1,375,020
PACKAGING MATERIALS			
plastic materials	724,451	684,463	1,274,394
metal and aluminium	205,376	313,526	217,365
glass	21,133,079	19,715,526	21,863,512
TOTAL	**56,891,178**	**63,850,468**	**64,027,311**

For the year 2023, the reporting scope of disclosure 301-1 includes the companies Illva Saronno S.p.A., Duca di Salaparuta S.p.A., Suormarchesa S.r.l., Disaronno Ingredients S.p.A. and Royal Oak Distillery Ltd. From 2024, new allocations and consolidations of reporting items for certain materials have been implemented, in order to establish a uniform data management approach for all Group companies.

ENERGY

GRI 302-1 | ENERGY CONSUMED WITHIN THE ORGANISATION (GJ)

	2023	2024	2025
Natural gas	36,406	64,691	61,762
LPG	44,921	42,850	38,966
Diesel	2,303	9,507	10,423
Petrol	-	901	1,522
Grid electricity	52,268	58,496	51,947
From renewable sources	44,787	44,352	39,185
From non-renewable sources	7,481	14,144	12,762
Self-generated and self-consumed photovoltaic electricity	2,693	2,304	4,781
TOTAL CONSUMPTION	**139,497**	**179,000**	**169,401**
OF WHICH RENEWABLE ENERGY	47,479	46,656	43,966

For 2023, the reporting scope of disclosure 302-1 includes the companies Illva Saronno S.p.A., Duca di Salaparuta S.p.A., Suormarchesa S.r.l., Disaronno Ingredients S.p.A. and Royal Oak Distillery Ltd. From 2024 onwards, all Group companies will be included within the scope of the Sustainability Report for the reporting year.

ENERGY

GRI 302-3 | ENERGY INTENSITY (MJ/€)

	2024	2025
ENERGY INTENSITY	**0.492**	**0.458**

ENVIRONMENTAL INDICATORS
CONSOLIDATED

WATER

GRI 303-3 | WATER WITHDRAWAL (ML)

	2023	2024	2025
Withdrawal from wells	106.81	131.96	99.17
Of which from water-stressed areas*	63.31	86.71	59.58
Withdrawal from the water supply network	82.47	105.76	97.50
Of which from water-stressed areas*	40.14	36.67	31.64
TOTAL WATER ABSTRACTION	**189.28**	**237.72**	**196.67**

* The term 'water stress' refers to the ability or inability to meet the water demands of humans or ecosystems. The term may refer to the availability, quality or accessibility of water.

The assessment of areas subject to water stress was carried out using the Aqueduct Water Risk Atlas (www.wri.org/aqueduct) developed by the World Resources Institute

GRI 303-4 | WATER DISCHARGE (ML)

	2023	2024	2025
Water discharge from a private treatment plant	51.75	48.22	44.94
Water discharge into public sewerage system	8.29	21.61	20.15
TOTAL WATER DISPOSAL	**60.05**	**69.83**	**65.09**

GRI 303-5 | WATER CONSUMPTION (M^3)

	2023	2024	2025
Total water abstraction	189.28	237.72	196.67
Total water discharge	60.05	69.83	65.09
TOTAL WATER CONSUMPTION	**129.24**	**167.89**	**131.58**

For the year 2023, the reporting scope for disclosures 303-3, 303-4 and 303-5 includes the companies Illva Saronno S.p.A., Duca di Salaparuta S.p.A., Suormarchesa S.r.l., Disaronno Ingredients S.p.A. and Royal Oak Distillery Ltd.
From 2024 onwards, all Group companies will be included within the scope of the Sustainability Report for the reporting year.

EMISSIONS

GRI 305-1 | DIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1)
GRI 305-2 | INDIRECT GREENHOUSE GAS (GHG) EMISSIONS FROM ENERGY CONSUMPTION (SCOPE 2)
GRI 305-3 | OTHER INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 3)

	2023 [tonnes CO_2-eq]	2024 [tonnes CO_2-eq]	2025 [tonnes CO_2-eq]
Scope 1 Category 1: Direct emissions and removals	7,191.3	7,864.8	9,154.8
Scope 2 Category 2: Indirect GHG emissions from imported energy (market-based)	1,555.8	1,478.1	1,242.9
Category 2: Indirect GHG emissions from imported energy (location-based)	3,673.3	3,617.0	3,416.0
Scope 3 Total	101,366.8	125,004.6	129,649.1
TOTAL	**108,541.8**	**134,347.6**	**140,046.9**

For the year 2023, the reporting scope for disclosures 305-1, 305-2 and 305-3 includes the companies Illva Saronno S.p.A., Duca di Salaparuta S.p.A., Suormarchesa S.r.l., Disaronno Ingredients S.p.A. and Royal Oak Distillery Ltd.
From 2024 onwards, all Group companies will be included within the scope of the Sustainability Report for the reporting year.
The 2024 Scope 3 figure does not include Category 1 (purchased goods and services) and Category 4 (upstream transportation and distribution) emissions from Vecogel due to the lack of relevant primary data.

WASTE

GRI 306-3/306-4/306-5 | WASTE GENERATED, NOT DESTINED FOR DISPOSAL AND DESTINED FOR DISPOSAL (T)

	2023	2024	2025
Waste sent for recycling/recovery	10,194.1	10,335.2	9,835.6
Of which hazardous waste	31.6	50.8	43.5
Of which non-hazardous waste	10,190.9	10,284.4	9,792.1
Waste not sent for recycling/recovery	212.9	240.0	264.4
Of which hazardous waste	114.2	112.5	77.5
Of which non-hazardous waste	98.6	127.6	186.9
TOTAL WASTE PRODUCED	**10,406.9**	**10,575.3**	**10,100.1**

For 2023, the reporting scope of disclosures 306-3, 306-4 and 306-5 includes the companies Illva Saronno S.p.A., Duca di Salaparuta S.p.A., Suormarchesa S.r.l., Disaronno Ingredients S.p.A. and Royal Oak Distillery Ltd. From 2024 onwards, all Group companies will be included within the scope of the Sustainability Report for the reporting year.

5 SOCIAL INFORMATION AND DATA

5.1 Own workforce

REFERENCE PILLAR

CENTRALITY OF PEOPLE

ESRS

S1

OWN WORKFORCE

KEY FIGURES AND CONCEPTS

804 total number of employees as at 31 December 2025

96% permanent employees

37% percentage of women in the company

45 average age of employees

6,719 hours of training provided

KEY TARGETS AND ACTIONS UNDERTAKEN

- Safety conversations, incident/near-miss reporting and systematic monitoring of accident-related KPIs have been implemented.
- ISO 45001 certification obtained for Royal Oak Distillery (2025); expected to be achieved by Illva Saronno S.p.A. by 2027.
- Initiated the process for Gender Equality certification (target: end of 2026).
- Launched an internal survey to identify employees' needs and planned the expansion of well-being initiatives.
- Launched an Academy for the development of cross-functional and vertical skills.
- A new global Performance Management process has been introduced.
- The Global Town Hall has been established as a regular corporate engagement event.

Data relating to Group companies within the reporting scope

Impacts, risks and opportunities

ESRS	TOPIC	SUB-TOPIC	IRO	DESCRIPTION	POSITION IN VALUE CHAIN	RELEVANCE
S1	Own workforce	Training and skills development	Impact (positive/ negative)	Development of employees' personal and professional skills through investment in training and specific development plans	Operations	●
S1	Own workforce	Working conditions	Impact (negative)	High staff satisfaction, with a positive impact on the working atmosphere, resulting from the signing of permanent contracts with employees, thereby ensuring an adequate level of job security	Operations	●
S1	Own workforce	Health and Safety	Impact (negative)	Damage to workers' health and safety caused by a failure to comply with regulatory obligations	Operations	●
S1	Own workforce	Health and Safety	Impact (positive/ negative)	Increase/decrease in workplace accidents due to the failure to implement procedures relating to the management of health and safety aspects	Operations	●
S1	Own workforce	Working conditions	Impact (positive)	Increase/decrease in workplace accidents due to the failure to implement procedures relating to the management of health and safety aspects	Operations	●
S1	Own workforce	Diversity and equal treatment	Impact (negative)	Failure to respect diversity and equal opportunities for employees and contractors due to inadequate D&I practices	Operations	●
S1	Own workforce	Diversity and equal treatment	Impact (positive)	Initiatives to create a working environment that ensures respect, equal opportunities, diversity and inclusion for all employees and protects them against all forms of discrimination	Operations	●
S1	Own workforce	Staff turnover	Impact (negative)	Loss of experienced and trained staff due to more lucrative job offers from competitors	Operations	●
S1	Own workforce	Staff turnover	Impact (positive)	Reduced recruitment costs thanks to higher employee satisfaction and lower staff turnover, resulting from the company's focus on employees' work-life balance	Operations	●
S1	Own workforce	Training and skills development	Impact (positive)	Increased productivity and employee satisfaction thanks to training programmes that enhance the appeal to new talent and develop specific skills and know-how	Operations	●
S1	Own workforce	Diversity and equal treatment	Impact (negative)	Reduction in company productivity due to incidents of violence and harassment not adequately managed and addressed by the company, resulting in a loss of employee trust	Operations	●
S1	Own workforce	Working conditions	Impact (negative)	Increased costs due to penalties for unauthorised access to company information or for the alteration of sensitive data as a result of inadequate privacy safeguards	Operations	●
S1	Own workforce	Health and Safety	Impact (positive)	Reduction in operating costs associated with compensation payments for injured workers and the costs of replacing them for the organisation	Operations	●
S1	Own workforce	Working conditions	Impact (negative)	As a multinational group, there is a need for personnel management policies that take into account the different needs and conditions of workers in different parts of the world.	Operations	●

○ **Low relevance** (only 1 'Fair'/'High' rating)
◐ **Moderate relevance** (more than one 'Fairly' or 'Very' rating)
● **High relevance** (Holding rating or all 'Fairly high'/'Very high' ratings)

The issue of workforce management is managed in a structured manner at Holding level, which coordinates the main initiatives across the Group.
The numerous initiatives currently underway confirm the importance of this issue, which represents one of the fundamental pillars of the overall corporate sustainability strategy.
The impacts assessed are manifold, considering the full range of aspects related to workforce management: from **skills development** – through dedicated growth and training pathways – to **working conditions and corporate welfare initiatives**.
These elements directly influence the organisational climate and productivity levels, with a further specific focus on health and safety issues. Furthermore, aspects related to **diversity and equal treatment policies** have been analysed and assessed, sharing – also in light of internal discussions – the conviction that the promotion of an inclusive and respectful working environment is a key factor in generating positive impacts and opportunities for growth in terms of staff satisfaction and engagement.
Finally, **issues related to staff turnover** were considered; these are closely linked to the elements mentioned above but warrant specific attention due to the potential impacts and risks associated with the loss of qualified staff and strategic know-how for production processes and the overall quality of work.

Strategic direction and control

The centrality of people is a fundamental pillar of our vision and our way of working. We are convinced that the quality of our products and the achievement of solid, lasting results depend first and foremost on the contribution of competent, motivated and engaged people.
Skills, motivation and a sense of belonging are essential drivers for the Group's development. On this basis, we continue to build our growth trajectory through professional development initiatives, skills development programmes, welfare policies and actions aimed at organisational well-being.
In this context, a **global HR policy framework** is currently being defined, with the aim of consolidating and harmonising guiding principles at Group level. The framework will establish common values and standards, including respect for people, the promotion of inclusion and equal opportunities, as well as zero tolerance towards all forms of violence, discrimination and harassment.
These principles will be accompanied by guidelines for local adaptation, so as to ensure global consistency whilst taking into account the specific regulatory, cultural and social contexts of the countries in which the Group operates.

EMPLOYEE GROWTH, TRAINING AND DEVELOPMENT
In October 2024, a cultural transformation initiative called **Project Horizon** was launched, with the aim of creating the conditions for a **positive, stimulating, effective and safe working environment**, in which everyone could fully realise their potential and contribute actively.
The first phase of the project, known as **the Cultural Value Assessment (CVA)**, involved the entire workforce through the anonymous completion of a questionnaire designed to gauge both the perceived and desired corporate culture.
The second phase was dedicated to **sharing the results**, enabling the clear identification of key areas for attention and opportunities for development.
The high participation rate - 714 people, representing 91% of the workforce - lent robustness and representativeness to the findings.
Phase 3 of the project was officially launched in 2025, focusing on the creation of cross-functional **working groups**. The groups, characterised by a high degree of diversity in terms of skills, seniority and business areas, aimed to propose concrete initiatives and solutions to improve the working environment and organisational effectiveness.
The proposals that emerged will be progressively consolidated into a shared **action plan**, which will guide the Group's cultural development over the coming years, through a continuous process of updating and engaging the entire workforce.

By way of example, some of the **first projects developed** as part of Project Horizon include a number of initiatives that have already been implemented.
In the area **of Communication and Collaboration**, the **Global Town Hall** has been introduced as **a regular event**, with the aim of strengthening the transparent and continuous sharing of information. This opportunity for discussion allows us to:

- share strategic updates and business priorities on a more regular basis;
- promote two-way communication;
- foster alignment across the Group's various functions and geographical areas.

Again with a view to greater integration and organisational consistency, the new **Performance Management** model has been implemented globally, incorporating cultural priorities in a structured manner.
In this context:

- not only performance in terms of results is recognised, but also the way in which these are achieved;
- behaviour consistent with corporate values plays a central role in the assessment processes.

In parallel, **Individual Development Plans** have been introduced and integrated into the annual process, with the aim of:

- ensure structured development pathways for every individual;
- make career discussions systematic;
- strengthen the link between individual development and organisational objectives.

These initiatives represent the **first tangible results of Project Horizon and demonstrate the transition from a phase of listening and analysis to a concrete phase of implementation**, aimed at generating a real and lasting impact on corporate culture and on the experience of people within the Group.

PROJECT HORIZON

STEP 1
LISTENING: CVA questionnaire

STEP 2
CROSS-SHARING of the outcomes

STEP 3
MIXED WORKGROUPS Voluntary-based

STEP 4
ACTION PLAN based on regular updates

EMPLOYEE HEALTH AND SAFETY

Health and safety at work is a priority for the Group, which promotes the continuous strengthening of its management system through the periodic review and updating of procedures, operating instructions, processes and internal training programmes, in line with the best international standards.

In this context, the Group ensures the constant and systematic updating of risk assessments, in line with changes in operational contexts, facilities and the regulatory and technological framework. At the same time, a structured monitoring of accident indicators (frequency, severity and near misses) is in place, with the aim of promptly identifying areas of risk and initiating targeted preventive actions, with a view to continuous improvement.

From 2024, the Holding's HSE function has introduced weekly meetings called **Safety Conversations**, designed as opportunities for open and participatory discussion to raise staff awareness and promote proactive behaviour regarding safety. These meetings encourage the sharing of experiences and best practices, strengthen the safety culture and highlight the active role of supervisors, contributing to more effective communication on health and safety issues.

To support this participatory approach, a digital system based on **QR codes** has also been implemented to manage reports of anomalies, near misses and risk situations. This tool allows employees to submit reports simply and immediately, ensuring they are dealt with swiftly, in a traceable and transparent manner. The initiative encourages informed and widespread participation, valuing individual contributions to the improvement of working conditions.

The Group adopts structured systems of procedures, instructions and protocols based on the requirements of the ISO 45001 standard, applied to all employees and external personnel, with the aim of minimising risks and ensuring high standards of health and safety protection. The path towards **ISO 45001 certification** represents a strategic lever for improving business performance, helping to strengthen regulatory compliance, reduce the number of accidents, improve operational efficiency and enhance employee engagement and well-being. In this context, it is worth noting that **Royal Oak Distillery achieved ISO 45001 certification in 2025**, whilst **Illva Saronno S.p.A. is expected to complete the process by 2027**, with a gradual extension to the Group's other companies.

Key elements of this process also include dedicated **training programmes**, which promote skills development, improved risk awareness and regulatory compliance, whilst helping to increase productivity, engagement and staff retention. Ensuring that all employees receive adequate training to carry out their duties safely, preventing accidents and occupational illnesses, is a strategic priority for management.

The Group's commitment is formalised in the **Policy on Quality, the Environment, Occupational Health and Safety, and Food Safety,** which sets out the guiding principles for the continuous improvement of performance in the areas of quality, the environment, health and safety, strengthening the integration between the various systems and the overall contribution to ESG objectives.

PEOPLE'S WELL-BEING AND WELFARE INITIATIVES

People's wellbeing is a central element of the Group's approach, which promotes corporate welfare initiatives and tools aimed at improving employees' quality of life and supporting their various personal and family needs.
In this context, the **corporate welfare platform** was officially launched in January 2025, through which employees can choose, entirely at their own discretion, whether to allocate all or part of their accrued Performance Bonus. Converting this into welfare benefits, as well as Flexible Benefits, allows employees to tailor the use of their allocated amount to their own needs, whilst benefiting from favourable tax treatment, as the amount is exempt from tax and social security contributions.
In particular, there are three distinct ways in which beneficiaries of the Welfare Plan can access the available services using their welfare credit:

- reimbursement of expenses incurred for the use of goods or services;
- direct use of goods and services;
- payment by the employer of sums intended for supplementary social security, healthcare or welfare benefits.

The platform also offers access to a wide range of **special agreements**, with numerous offers and discounts on products and services, as well as cashback opportunities on purchases. It also allows users to identify over 700 public benefits and bonuses (e.g. Baby Bonus, Psychologist Bonus, Nursery Bonus) and to access support services such as paperwork management, free ISEE, 730 tax returns on favourable terms, tax assistance, legal advice, family support and social security advice.
At the same time, the Group has launched an **internal survey** designed to systematically identify employees' needs and expectations, with the aim of developing and further expanding welfare and wellbeing initiatives, with a view to actively listening to staff and ensuring continuous improvement.

DIVERSITY, INCLUSION AND EQUAL OPPORTUNITIES

In the management and development of human resources, the Group recognises the promotion of diversity, inclusion and equal opportunities as a defining feature of its organisational model. These principles represent not only an ethical commitment, but also a driver of growth and innovation, capable of enriching the corporate environment and supporting long-term development.
The DISARONNO GROUP's **Code of Ethics**, aimed at ensuring the dissemination and sharing of the Group's fundamental values, reaffirms the centrality of people as an essential lever for corporate success. In this context, the commitment to guaranteeing equal opportunities for all employees is made explicit, valuing their individual skills and abilities, without any form of discrimination based on gender, age, nationality, disability, sexual orientation, political or trade union views, or religious beliefs.
The Group firmly condemns any form of discrimination or harassment, whether physical or psychological, ensuring the application of these principles at all stages of the employment relationship, including recruitment, professional development, training, remuneration and termination of employment.
In support of these commitments, a **procedure dedicated to the management of staff selection, recruitment and management processes** was formalised in 2022, in accordance with current regulations, the Organisation, Management and Control Model pursuant to Legislative Decree 231/01 (MOG) and the principles of the Code of Ethics.
These same values are also extended to the supply chain through the adoption of a **Supplier Code of Conduct**, which sets out specific requirements regarding human rights and labour standards, promoting respect for the individual, equal opportunities and inclusion throughout the supply chain.
Furthermore, the launch of the **whistleblowing channel**, managed by a dedicated team, enables employees and stakeholders to report any conduct that does not comply with the principles of fairness, inclusion and respect for diversity, guaranteeing confidentiality, impartiality in assessments and, where necessary, the adoption of corrective measures.
From the second half of 2025, the Group launched a structured initiative aimed at promoting gender balance within the organisation through the **GEA – Gender Equality Assessment & Advisory** project. The initiative has a twofold objective: on the one hand, to accurately measure the level of gender equality within the company; on the other, to identify and implement concrete measures for improvement, also with a view to obtaining **gender equality certification**.
The process involves a detailed analysis, including individual interviews and focus groups, designed to gather people's contributions and perceptions on these issues, whilst encouraging the active involvement of the workforce. This approach enables the creation of a system of interventions that genuinely responds to internal needs and is geared towards continuous improvement.
As part of this process, the development and strengthening of organisational safeguards and initiatives dedicated to identifying, reporting and managing any incidents of discrimination, violence or harassment are planned. These tools contribute not only to the protection of individuals, but also to the prevention of negative impacts on productivity, the workplace atmosphere and the level of trust within the organisation.
Among the initiatives undertaken is the

#BreakTheBias programme, dedicated to raising awareness of gender bias and promoting inclusive language. Through training and discussion sessions, the project aims to develop greater awareness of biases—often unconscious—that can influence decision-making processes, relational dynamics and leadership styles. Particular attention is also paid to the language used in day-to-day work, as it is a factor that can significantly impact the corporate culture, the sense of belonging and opportunities for growth. The adoption of inclusive and mindful communication practices therefore represents a further step towards building a fair, respectful and participatory workplace.
In this context, the Group reaffirms its commitment to valuing the talent and skills of all individuals, supporting everyone's professional development and promoting an organisational culture based on fairness, representation and inclusion at all levels.

REMUNERATION POLICIES AND SYSTEMS

The Group's commitment to its people is demonstrated by recognising and valuing all employees, without any form of discrimination, whilst promoting fairness, transparency and consistency in management and development systems. In line with a process to strengthen HR governance, a **job mapping** exercise is currently underway **across the organisation**. This process will provide reliable and comparable information, integrated with market remuneration benchmarks, to support a detailed analysis of the positioning of the Group's remuneration policies. The aim is to ensure internal equity, transparency and competitiveness, identifying and managing any misalignments in a targeted manner.
The management remuneration system comprises a fixed component, a **short-term variable component** (MBO) linked to the achievement of annual targets and, for specific senior roles, **long-term incentive schemes** (LTI). The latter are designed to strengthen retention and engagement, as well as to align the interests of management with those of shareholders and stakeholders, promoting sustained performance over time. From 2025 onwards, LTIs will also include specific sustainability-related targets, in line with the Group's strategic pillars.
Variable remuneration **schemes linked to annual targets** (PPO) are also in place for the wider workforce, defined and agreed at the start of the year in line with the company's priorities. Any career progression and salary adjustments are governed by formalised processes consistent with the Group's remuneration policy guidelines.
Upon joining the company, remuneration is determined on the basis of role, level of responsibility and seniority, upon the recommendation of the HR department and subject to approval by the Chief Executive Officer. Subsequently, remuneration is subject to periodic review, taking into account changes in responsibilities, career progression, results achieved and individual contribution.

Data and information

As at 31 December 2025, the Group, taking into account the companies within the reporting scope (including overseas subsidiaries), had a total of **804 employees, 95% of whom were employed on full-time contracts and 96% on permanent contracts.**
During 2025, there were **191** new hires (excluding the commercial subsidiaries of Disaronno Ingredients in France, Spain, Germany and Poland), of whom **72 were women and 119 were men**.
Of these, 30% were under the age of 30.
The **overall turnover rate**, taking into account both new hires and all departures during the reference year, is **44.4%**. The turnover rate for new hires is 23.2%, whilst that for departures is 21.2%.
Compared to last year, it is worth noting the increase in the number of employees at **Disaronno Ingredients**, which rose **from 126 to 152**, driven by the permanent appointment of a significant number of staff who were previously on temporary contracts and therefore classified as external workers. In addition to this, there has been moderate growth with substantial stability in job classifications, contract types and diversity indicators. The number of new hires and departures, and the resulting turnover rates, although lower than last year, reflect the transition and growth phase the Group is currently undergoing, with recently acquired companies and a general process of reorganisation and consolidation, as well as some natural fluctuations in staffing levels due to seasonal activities, as in the case of Suormarchesa.

TRAINING

6,719
hours of training

10.9
average hours per employee

SAFETY DATA

12
total injuries
at the sites included in the reporting scope, none of which were classified as serious. Details are provided in the table in the appendix.

5.2

Communities affected

REFERENCE PILLAR

RESPONSIBLE SUPPLY CHAIN

ESRS

S3
COMMUNITIES AFFECTED

Impacts, risks and opportunities

ESRS	TOPIC	SUB-TOPIC	IRO	DESCRIPTION	POSITION IN VALUE CHAIN	RELEVANCE
S3	Affected communities	Civil and political rights of affected communities	Impact (positive)	Support for job creation for the local population and the promotion of traditional culture and craft skills	Upstream	●
S3	Affected communities	Civil and political rights of the communities concerned	Impact (positive)	Engagement of the community and stakeholders in ESG initiatives to increase social capital, improve governance and strengthen the brand's operating licence.	Upstream	○

○ **Low relevance** (only 1 'Fair'/'High' rating)
◐ **Moderate relevance** (more than one 'Fairly' or 'Very' rating)
● **High relevance** (Holding rating or all 'Fairly high'/'Very high' ratings)

Broadly speaking, all the Group's activities – from managing supplier relationships to promoting products on the market – generate direct and indirect impacts on the communities of reference, which are diverse and multifaceted. Narrowing the focus to the most significant and structured relationships, it is possible to identify three main types of communities with which the Group interacts:

- local communities involved in the **raw materials** supply chain, particularly in the whiskey and wine sectors;
- the local communities in which the Group's companies operate, comprising not only **citizens** but also **institutions, schools, universities and research centres**;
- the community understood as a broader set of **stakeholders**, with whom to develop and share sustainability policies and initiatives.

The first category is examined in detail in the sections dedicated to the supply chain, raw materials and relations with suppliers, as well as in the analysis of value distribution. The other two types, however, were considered as part of the process of identifying impacts, risks and opportunities, thanks in part to the contributions that emerged during this process.
In this context, the positive contribution that Group companies can make in the regions where they operate has been recognised and assessed, particularly in terms of job creation and the promotion of local skills and cultures. The relationship with local communities has always been a

distinctive feature, which in recent years has taken on increasing importance, not least in light of regulatory developments and changes in the labour market.

At the same time, in relation to ESG initiatives, the Group attaches increasing importance to the active involvement of communities and stakeholders, with the aim of generating shared value and strengthening social capital. This approach not only amplifies the positive impact of the initiatives undertaken but also consolidates decision-making processes and governance capabilities, fostering concrete alignment between the sustainability strategy defined centrally by the Group and its application in various local contexts.

Strategic focus and key initiatives

In line with what was outlined in the previous chapter, the Group promotes a **responsible and integrated approach to the development of the communities in which it operates**, paying particular attention to the protection and enhancement of local supply through the purchase of raw materials from local producers. This approach helps to support local agricultural economies, reduce the environmental impact associated with transport, and strengthen ties with the local socio-economic context.
At the same time, during the year the Group strengthened its commitment to local communities through targeted social initiatives aimed at generating a positive and tangible impact in the areas where it operates.

The main areas of focus were:

HEALTH AND PREVENTION
Through awareness campaigns and initiatives dedicated to people's well-being.

SOLIDARITY AND SUPPORT FOR VULNERABLE GROUPS
Through charitable giving and collaboration with local organisations.

ENGAGEMENT AND A SENSE OF BELONGING
Through social events for employees and their families.

ENVIRONMENTAL PROTECTION AND CARE FOR THE LOCAL AREA
Through volunteering and active citizenship initiatives.

PROMOTION OF CULTURAL HERITAGE AND ITALIAN-MADE PRODUCTS.
Through participation in major institutional and cultural initiatives.

Disaronno Ingredients supports the cause of breast cancer prevention by joining Pink October.
Once again in 2025, the month of October was tinged with pink thanks to the commitment of Disaronno Ingredients, which renewed its support for breast cancer prevention by promoting an initiative designed to actively involve ice cream parlours. These venues, authentic spaces for meeting and socialising, continue to prove effective channels for spreading awareness messages in an accessible, creative and inclusive way.
The Pink Month 2025 campaign was built on three pillars: **awareness, creativity and engagement**. Special 'pink' flavours were created for the occasion, designed to spark curiosity, raise visibility and encourage discussion on the topic of prevention. Ice-cream makers were also provided with information and awareness-raising materials to display in their shop windows or share on social media.
We were proud to renew our partnership with a leading local organisation: **CAOS Varese – Centro Ascolto Operate al Seno**, an association that has for years offered a listening ear, practical support and human compassion to people facing the disease.
The distinctive campaign graphics were

once again designed in 2025 by **Susanna Morari**, a young illustrator and visual artist who, with her sensitivity, has successfully translated the message of Pink Month into powerful yet delicate images.
A choice that reflects our commitment not only to prevention, but also to promoting **female talent**.
For Disaronno Ingredients, Pink Month is not just an annual event, but an opportunity to reaffirm a commitment that goes beyond the product: that of **being a company that is present, aware and actively involved in promoting a culture of prevention and wellbeing, starting with a simple daily gesture**.

At Christmas 2025, the DISARONNO GROUP also chose to give the festive season an even deeper meaning.
Instead of traditional Christmas gifts, it decided to make a **concrete gesture of solidarity**, in the knowledge that caring for others is the greatest gift one can give.
Thanks to this decision, **Banco Farmaceutico** was able to deliver **267,857 packs of medicines** (equivalent to 21.4 tonnes) **to 834 charitable organisations** that care for the most vulnerable people every day, in Italy and abroad.
This aid has reached **over 205,811 people**, offering them not only essential medicines, but also care, dignity and hope.

Banco Farmaceutico works daily to collect and redistribute medicines to a network of over 2,000 charitable organisations, transforming the generosity of citizens and businesses into real support for those who cannot afford treatment.

In 2025, to mark the 500th anniversary of the Disaronno legend, a Family Day was organised at the headquarters, open to employees and their families.
The event provided an important opportunity for gathering and sharing, allowing participants to experience the company's operations first-hand through tours of the offices and production plant, as well as entertainment and activities for both adults and children.
Over 350 people took part in the event, which was all about sharing and discovering the company, enjoying a day packed with meetings, guided tours, masterclasses and festive moments.
The initiative helped to strengthen the sense of belonging and the bond between the company, its people and the local community, whilst promoting greater internal awareness and the active involvement of families in company life.

Throughout 2025, Royal Oak Distillery has promoted environmental volunteering initiatives such as the River/Beach Clean-Up Day and participation in the Tidy Towns Clean-Up Initiative, offering staff the opportunity to make a tangible contribution to the protection of the local area and ecosystems.
On these occasions, employees dedicated a few hours of their day to **cleaning riverbanks and coastlines**, as well as collecting litter and maintaining hedges and roadside verges in specific areas of the Royal Oak region. These activities, as well as tangibly improving the appearance and liveability of local spaces, represent moments of **strong engagement and collaboration**, helping to **reinforce a corporate culture focused on sustainability and social responsibility**.

In 2025, the Disaronno and Florio brands were selected for the exhibition "Identitalia – The Iconic Italian Brands", hosted at the M9 – Museo del '900 in Venice Mestre and organised to mark the 140th anniversary of the Italian Patent and Trademark Office.
The exhibition, curated by **Professors Carlo Martino and Francesco Zurlo**, lecturers at La Sapienza University of Rome and the Polytechnic University of Milan, celebrates the excellence of Made in Italy through an exhibition that highlights the history, identity and innovation of Italian brands. In this context, the presence of the Group's brands represents **recognition of their historical and cultural value** and strengthens the link with the national heritage.

In 2025, at the Casteldaccia Cellars, 'Poliedrica' was unveiled, a work by the artist **Arrigo Musti** created in collaboration with Duca di Salaparuta and **dedicated to the figure of Topazia Alliata**.
The triptych interprets the cultural legacy and innovative character of a central figure of the 20th century, whilst highlighting the link between culture, territory and corporate identity and contributing to the promotion of the Group's historical and wine-cultural heritage. The work was also presented at Milan Design Week, at the Flavio Lucchini Art Museum (Superstudio Più), broadening its visibility within the international context of design and contemporary art.

5.3
Consumers and end users

REFERENCE PILLARS

RESPONSIBLE SUPPLY CHAIN

QUALITY OF RAW MATERIALS AND PRODUCTS

ESRS

S4
CONSUMERS AND END USERS

Impacts, risks and opportunities

ESRS	TOPIC	SUB-TOPIC	IRO	DESCRIPTION	POSITION IN VALUE CHAIN	RELEVANCE
S4	Consumers and end users	Impacts related to information for consumers and/or end users	Risk	Financial penalties and/or reputational damage arising from the use of misleading or inaccurate environmental claims	Downstream	●
S4	Consumers and end users	Personal safety of consumers and/or end users	Impact (positive)	Mapping and management of a network of reliable suppliers through monitoring and oversight of the supply chain	Upstream	●
S4	Consumers and end users	Personal safety of consumers and/or end users	Impact (positive)	Development and production of safe, high-quality products through the use of excellent raw materials	Downstream	●
S4	Consumers and end users		Impact (negative)	Socio-economic consequences for stakeholders due to an unequal distribution of value	Downstream	◐
S4	Consumers and end users	Impacts related to information for consumers and/or end users	Impact (negative)	Damage to customers and consumers due to misleading or inaccurate marketing and advertising practices	Downstream	●
S4	Consumers and end users	Personal safety of consumers and/or end users	Impact (positive)	Promotion of initiatives to promote safe drinking	Downstream	●
S4	Consumers and end users	Impacts related to information for consumers and/or end users	Impact (positive)	Implementation of marketing campaigns that positively influence social norms and behaviour through inclusive representations that reinforce social responsibility.	Downstream	○
S4	Consumers and end users	Impacts related to information for consumers and/or end users	Impact (positive)	Creation of ESG communications based on the Group's strategy that strengthen brand competitiveness; e.g. Point-of-purchase (POP) materials and low-emission packaging, recycled materials, etc.	Downstream	○

○ **Low relevance** (only 1 'Fair'/'High' rating)
◐ **Moderate relevance** (more than one 'Fairly' or 'Very' rating)
● **High relevance** (Holding rating or all 'Fairly high'/'Very high' ratings)

This chapter presents the company's significant impacts, risks and opportunities in relation to consumers and end users of its products. Safeguarding consumer safety – in terms of both product quality and the accuracy of the information provided – is a priority for the Group's companies, and one that has become increasingly important and a focus of growing attention over time.
Every stage of the process – from the selection of raw materials through to production and distribution, right up to the end customer – is analysed both to ensure **high quality standards** and to identify and assess the associated environmental, social and governance impacts, described in relation to each material topic detailed below.
As illustrated in the previous chapters, all activities and analyses relating to the procurement and production phases, as well as the actions implemented, are guided by:

- the pursuit of the **best balance** in the use of selected raw materials;
- the definition of **best winemaking practices** in the winery and the adoption of the most advanced processing technologies, both for the production of spirits and for semi-finished products for high-quality ice cream and baked goods;
- an increasingly structured supply chain management approach, focused on **social and environmental responsibility**;
- the development of a service that is increasingly attentive and responsive to **consumer needs**.

Whilst the topics of procurement, supplier selection and supply chain management are covered in the chapters on biodiversity and governance, this chapter focuses on how the company ensures consumer health and safety.

Strategic direction and control

CONSUMER SAFETY

Monitoring every stage of the production chain is the prerequisite underpinning the internal and external management of operational and production activities, in line with the provisions of **the Quality, Environment, Occupational Health and Safety, and Food Safety Policy**.
The Quality and Marketing departments play a key role in ensuring product safety, as well as the accuracy of labelling and communication aimed at end consumers.

Compliance with regulations, which vary according to the relevant markets, is overseen by the Quality department, in close collaboration with local distributors – experts in their respective geographical areas – and with law firms, involved both in managing sensitive situations and in preventive measures.
The quality of the finished product is guaranteed by a rigorous internal control and monitoring system, applied to both the Wine & Spirits and Ice & Bakery sectors, and supported by in-house chemical laboratories equipped with advanced technologies.

Within its organisational structure, Illva Saronno Holding also has an **Innovation Centre**, which has access to innovative and distinctive technologies for the sector. In addition to developing new products and improving existing ones, the centre is dedicated to researching innovations in raw materials and production processes, with the aim of identifying the most effective applications across the company's various business areas.
Production controls are carried out on an ongoing basis, through the monitoring of all parameters that define the organoleptic characteristics and performance of the products, such as, for example, alcohol content, density, pH, labelling and closures. Raw materials undergo rigorous quality and safety checks and tests before being used in production processes. Water, a fundamental resource for the production of spirits, flavourings and semi-finished products for the ice cream industry, is also subject to systematic analysis and control; in some cases, it is also subjected to specific pre-treatment processes designed to meet the required parameters. For example, the Saronno site features osmosis treatment plants (for the production of liqueurs) and water softening systems (for the production of flavourings), whilst at the County Carlow site, home to the Royal Oak Distillery, osmosis systems are used to treat the water drawn from the source.
The Group holds numerous certifications attesting to quality, safety and a commitment to sustainability.
Furthermore, the constant updating and maintenance of these certifications demonstrates the Group's commitment to continuously improving its performance and adopting best industry practices.
All currently active **certifications**, covering both products and processes - including those relating to management systems - are summarised in the table below and marked with a green flag.
Certifications expected to be obtained in the near future are also listed.
An **HACCP (Hazard Analysis Critical Control Points)** system is in place at the

	Illva Saronno Holding	Illva Saronno Spirits	Illva Saronno Flavours	Duca di Salaparuta	Royal Oak Distillery	Disaronno Ingredients Bakery	Disaronno Ingredients Ice
ISO 9001	✓	✓	✓	✓	✓		
ISO 14001		✓	✓	✓	✓	2026	2026
ISO 45001		2027			✓		
ISO 22000			✓				
ISO 22005				✓			
FSSC 22000		2027				✓	
FEMAS 2024					✓		
IFS FOOD							✓
IFS BROKER							✓
BRC				✓			
BIO		✓	✓	✓	✓	✓	
KOSHER		✓	✓			✓	✓
HALAL			✓			✓	✓
VIVA				✓			
EQUALITAS				✓			
RAINFOREST						✓	
FAIRTRADE						✓	
RSPO						✓	
KAT						✓	
DOP[1] - IGP[2]							✓
DOC - IGT[3]				✓			

1] Bronte Pistachio - 2] Piedmont hazelnut - 3] Wines

Group companies' production facilities, designed to prevent the risks of food contamination through preventive and self-monitoring measures. To support the system, each plant has a specific HACCP plan: an operational document that describes in detail the procedures to be followed for identifying and managing critical control points in the process, from the acceptance of raw materials through production flows to the sanitisation and cleaning of the facilities. The plan includes dedicated manuals and self-monitoring sheets, managed by specialist teams, to ensure full compliance with current regulations and maximum food safety.

To ensure regulatory compliance regarding product information and labelling, and thus responsible communication, rigorous procedures are adopted for the **design of labels**, ensuring compliance with the specific mandatory requirements for each country of destination (symbols, dimensions, wording, capacity, units of measurement, etc.).

The Group's companies also comply with current regulations on environmental labelling, ensuring the correct communication of the necessary information on both packaging intended for the B2B sector and that intended for the end consumer (B2C), including mandatory instructions for proper disposal.

Responsibility for these procedures lies with the Quality Assurance department regarding label wording and with Marketing regarding communication, both in traditional and digital media, through checks with the relevant local authorities in the various countries.

As outlined in the previous paragraph, for all Group companies, product quality, safety and compliance are fundamental pillars, guaranteed through continuous and systematic monitoring of every stage of the production process.

A further distinctive feature is the **structured management of reports and complaints**, which enables the timely monitoring of any non-conformities. Every complaint is tracked, analysed and managed in a coordinated manner by the Quality Assurance and Quality Control departments, with the involvement of Research and Development and Operations, in order to identify the causes and define effective corrective and preventive actions.

The system of active listening and timely response serves not only as an essential safeguard for **identifying and resolving critical issues**, but also as a strategic driver for initiating a structured cycle of continuous improvement, aimed at mitigating risks and consolidating operational excellence.

IMPACTS RELATED TO CONSUMER INFORMATION

All Group companies adopt a rigorous policy to ensure that all their communications to consumers, from labelling to advertising in both traditional and digital media, comply with the regulations in force in the various countries where our products are distributed.

With regard to labelling, in addition to the call for responsible consumption, messages or symbols concerning the consumption of alcohol are always included in accordance with the guidelines of the local authorities in the countries where the products are distributed. This activity is carried out by Quality Assurance as part of its compliance responsibilities.

Advertising communications also adhere to the same rules, following the authorities' guidelines both in terms of the representation of the target audience—who must always be clearly recognisable as being of an age at which alcohol consumption is legally permitted—and in the conduct of the communications, including avoiding the association of alcohol consumption with psychological benefits, showing the consumption itself, and avoiding settings where alcohol consumption could pose risks to the consumer.

In addition to the above, Illva Saronno Holding consults various national authorities, such as **Clearcast in the UK** and **Discus in the USA**, to obtain approval prior to broadcast.

Thanks to these measures, no communication regarding our products has ever been subject to criticism from consumer associations or sanctions from the authorities.

Data and information

The numerous initiatives, activities and certifications promoted by the company are designed to systematically

guarantee the safety and quality of products.
This commitment is also reflected in quantitative terms, through a **structured and comprehensive system of controls, analyses and tests** carried out daily on incoming raw materials and finished products, covering all stages of the production chain.

A further significant factor in the assessment of the products offered by the Group is their **environmental impact**, the result of the many reduction and mitigation initiatives implemented throughout all stages of the production chain: from the sourcing of raw materials, to transport, right through to the production processes in the various plants.
These impacts can be summarised through a **Life Cycle Assessment** (LCA), a comprehensive study that allows the various environmental impacts to be attributed to the product unit. The Group adopted this approach in 2023, initially focusing on its best-selling and most representative products.
Having presented the results of the LCA for Disaronno in previous Sustainability Reports, this document sets out the findings of the **study conducted on Tia Maria liqueur**, the second-best-selling product in the portfolio by volume.

TESTS CARRIED OUT ON RAW MATERIALS

SPIRITS DIVISION **1,250** + FLAVOURS DIVISION **1,320** → **TOTAL NUMBER OF CONTROLS** ILLVA SARONNO S.P.A. **2,570**

TESTS CARRIED OUT ON RAW MATERIALS AND FINISHED PRODUCTS

BAKERY DIVISION **437**

INTERNAL AND EXTERNAL ANALYSES CARRIED OUT ON RAW MATERIALS AND FINISHED PRODUCTS

ICE DIVISION **3,376**

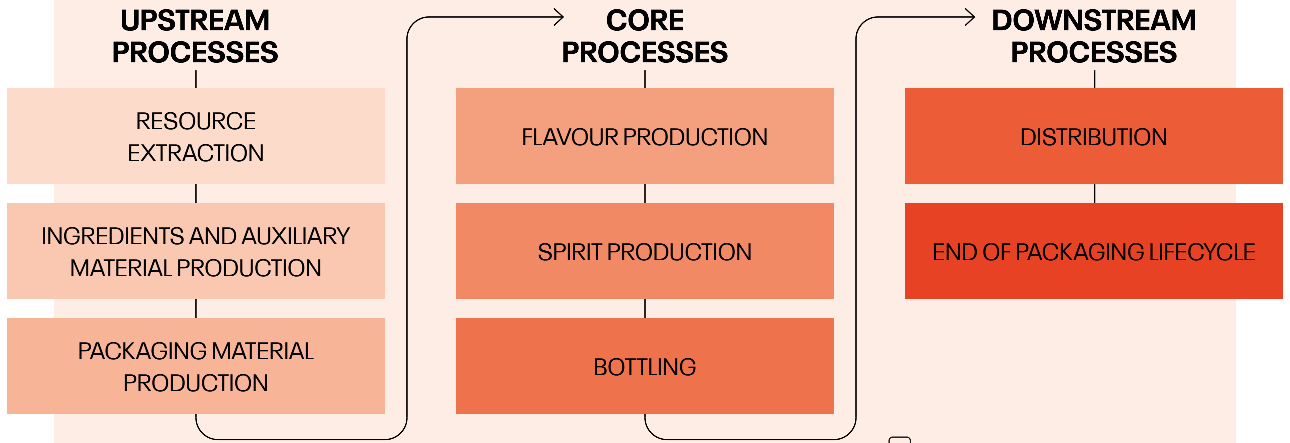
→ **TOTAL NUMBER OF CONTROLS** DISARONNO INGREDIENTS **3,813**

INTERNAL AND EXTERNAL ANALYSES CARRIED OUT ON RAW MATERIALS AND FINISHED PRODUCTS

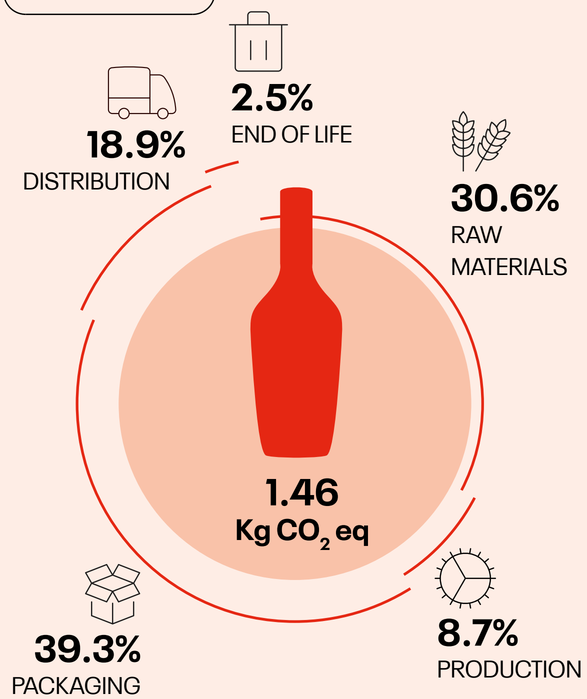
ALVENA **437**

LIFE CYCLE ASSESSMENT TIA MARIA

The subject of the study is the second best-selling product, the coffee liqueur produced by Illva Saronno and marketed under the Tia Maria brand, in the 0.7-litre bottle. The analysis considers the product as the final result of the business processes that determine its production and distribution to customers, including **all stages of the supply chain**: from the sourcing of raw materials, to the production of packaging, to core and auxiliary internal processes, right through to distribution and the management of packaging end-of-life after consumption.



The Life Cycle Assessment analysis was conducted in accordance with **ISO 14040 and 14044 standards**, involving detailed and in-depth work that identified and collected data and information relating to input resources, production technologies and process parameters, and distribution and sales output throughout the entire life cycle, whilst also considering the treatment of the product as waste at the end of its life.
The results obtained provided a comprehensive impact profile across various environmental categories, including **Global Warming**, which is presented below as the most representative[1].



1] The reference year for the inventory analysis and impact assessment is 2023
Further details can be requested by emailing: DSP@disaronno.com

SOCIAL INDICATORS

GENERAL INFORMATION

GRI 2-7 | EMPLOYEES (N)

	2023	2024	2025
ILLVA Saronno Holding S.p.A.	59	68	70
ILLVA Saronno S.p.A.	164	163	154
Disaronno Ingredients S.p.A.	114	126	152
Duca di Salaparuta S.p.A.	84	85	85
Royal Oak Distillery Ltd.	21	26	27
Companies included in the scope 23, 24 and 25	442	468	488
Suormarchesa S.r.l.	n.a.	4	4
Alvena S.r.l.	n.a.	14	13
G&P Center S.r.l.	n.a.	25	25
Sagamore Whiskey JV LLC	n.a.	54	46
VE.CO.GEL. S.r.l.	n.a.	31	35
Arbore S.r.l.	n.a.	n.a	16
Sales branches	n.a.	185	177
Companies present from 24/25		**313**	**316**
TOTAL EMPLOYEES	**442**	**781**	**804**

	2023	2024	2025
EMPLOYEES BY GENDER			
Women	**155**	**273**	**300**
ILLVA Saronno Holding S.p.A.	29	35	38
ILLVA Saronno S.p.A.	62	60	56
Disaronno Ingredients S.p.A.	45	51	69
Duca di Salaparuta S.p.A.	14	18	20
Royal Oak Distillery Ltd.	5	8	8
Suormarchesa S.r.l.	n.a.	0	0
Alvena S.r.l.	n.a.	3	4
G&P Center S.r.l.	n.a.	4	6
Sagamore Whiskey JV LLC	n.a.	18	17
VE.CO.GEL. S.r.l.	n.a.	16	16
Arbore S.r.l.	n.a.	n.a.	7
Sales branches	n.a.	60	59
Men	**287**	**508**	**504**
ILLVA Saronno Holding S.p.A.	30	33	33
ILLVA Saronno S.p.A.	102	103	98
Disaronno Ingredients S.p.A.	69	75	83
Duca di Salaparuta S.p.A.	70	67	65
Royal Oak Distillery Ltd.	16	18	19
Suormarchesa S.r.l.	n.a.	4	4
Alvena S.r.l.	n.a.	11	9
G&P Center S.r.l.	n.a.	21	19
Sagamore Whiskey JV LLC	n.a.	36	29
VE.CO.GEL. S.r.l.	n.a.	15	19
Arbore S.r.l.	n.a.	n.a.	9
Sales branches	n.a.	125	118

	2023	2024	2025
Full-time contract	**437**	**752**	**761**
Women	151	252	262
Men	286	500	499
Part-time contract	**6**	**27**	**43**
Women	5	18	37
Men	1	9	6
Fixed-term contract	**17**	**41**	**32**
Women	7	17	17
Men	10	24	15
Permanent contract	**425**	**740**	**772**
Women	148	256	283
Men	277	484	489
EMPLOYEES BY ROLE			
Administration and office staff	244	313	307
Production, warehouse and logistics staff	294	383	420
Managers	49	63	76
Average age of employees	**46**	**44**	**45**

The detailed data by job role for 2023 and 2024 do not include some of the commercial subsidiaries.

GENERAL INFORMATION

GRI 2-8 | NON-EMPLOYEES (N)

	2023	2024	2025
Total non-employee workers	**41**	**73**	**42**
Women	14	32	10
Men	27	41	32
Temporary staff	**24**	**49**	**22**
Women	11	27	5
Men	13	22	17
Trainees	**7**	**4**	**4**
Women	3	2	1
Men	4	2	3
Detached	**5**	**6**	**3**
Women	-	-	-
Men	5	6	3
Apprentices	**-**	**3**	**3**
Women	-	3	3
Men	-	-	-
Staff	**5**	**11**	**10**
Women	-	-	-
Men	5	11	10

The figures reported for human resources are measured as the number of individuals present at the end (31 December) of the reference year.

GENERAL INFORMATION

GRI 2-30 | COLLECTIVE BARGAINING AGREEMENTS

	2023	2024	2025
% of employees covered by collective bargaining agreements	**89.3%**	**71.3%**	**73.5%**

With regard to collective bargaining agreements, the companies not covered by them are part of the overseas operations, where such agreements do not exist. Specifically:

- For the 2023 scope: Royal Oak Distillery;
- For the 2024 and 2025 scope: Royal Oak Distillery, Sagamore, and the commercial subsidiaries (with the exception of Benelux).

For companies operating in Italy, the relevant collective agreements are the National Collective Labour Agreement for the Food Industry, the National Collective Labour Agreement for Commerce, and the National Collective Labour Agreement for Industrial Company Executives, which form the basis for determining the remuneration and regulatory terms applied to employees.

EMPLOYMENT

GRI 401-1 | NEW HIRES AND TURNOVER

	2023	2024	2025
Total recruitment	**176**	**242**	**191**
Women	47	92	72
Men	129	150	119
AGE GROUP			
Under 30	41	82	50
30 ≤ x ≤ 50 years	102	131	112
>50 years	33	29	29
New staff turnover (as a percentage of total staff at the end of the period)	**39.8**	**31.0%**	**23.2%**
Women	30.3%	33.7%	23.5%
Men	44.9%	29.5%	23.0%
Total disposals	**101**	**179**	**175**
Women	21	61	50
Men	80	118	125
AGE GROUP			
Under 30	26	51	54
30 ≤ x ≤ 50 years	48	95	82
>50 years	27	33	39
Staff turnover (as a percentage of total staff at the end of the period)	**22.9%**	**22.9%**	**21.2%**
Women	13.5%	22.3%	16.3%
Men	27.9%	23.2%	24.1%

For the 2024 and 2025 figures, within the scope considered, data for the commercial branches of Disaronno Ingredients in France, Germany, Spain and Poland are not included.

HEALTH AND SAFETY

GRI 403-9 | WORKPLACE INJURIES

	2023	2024	2025
Hours worked	**760,412**	**1,196,478**	**1,067,393**
Number of recordable workplace accidents	**7**	**9**	**12**
Accidents resulting in 1 to 3 days' absence	-	1	3
Injuries resulting in absence of more than 3 days	7	4	9
Serious workplace accidents (excluding fatalities)	-	-	-
Deaths due to accidents at work	-	-	-
ACCIDENT RATES (multiplier 1,000,000)			
Recordable workplace accident rate	9.2	7.5	11.2
Rate of accidents resulting in more than 3 days' absence	9.2	3.3	8.4
Rate of serious workplace injuries (excluding fatalities)	-	-	-
Rate of work-related fatalities	-	-	-

The information under GRI 409-1 includes both internal and external workers on an aggregated basis, as per the Group's internal reporting.
For the 2024 and 2025 data, within the scope considered, data from commercial branches are not included.

TRAINING

GRI 404-1 | AVERAGE NUMBER OF TRAINING HOURS PER YEAR PER EMPLOYEE

	2023	2024	2025
Average number of training hours per employee	**8.87**	**7.82**	**10.89**
Managers	3.14	5.89	7.16
Middle managers	9.43	14.48	8.96
Clerks	11.44	5.63	14.22
Manual workers	5.62	10.30	6.49

With regard to the 2024 reporting scope, data for the commercial branches of Disaronno Ingredients (France, Germany, Spain and Poland) are not included. From 2025 onwards, however, the reporting scope is complete, including all relevant companies.

DIVERSITY AND EQUAL OPPORTUNITIES

GRI 405-1 | DIVERSITY IN GOVERNING BODIES (N AND %)

	2023		2024		2025	
Members of the Board of Directors (ILLVA Saronno Holding S.p.A.)	**9**		**9**		**9**	
	n.	%	n.	%	n.	%
Women	2	22%	1	11%	2	22%
Men	7	78%	8	89%	7	78%
AGE GROUP						
under 30	-	0%	1	11%	1	11%
30 ≤ x ≤ 50 years	2	22%	2	22%	2	22%
>50 years	7	78%	6	67%	6	67%

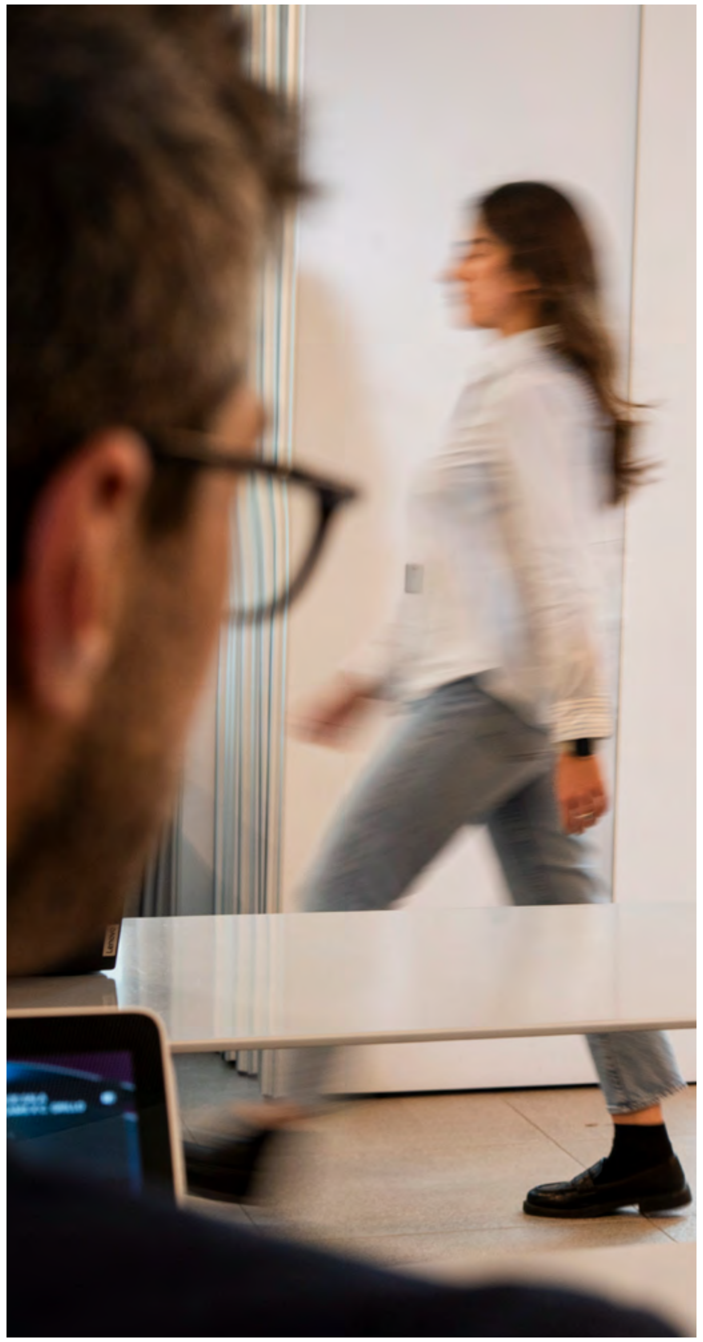
GRI 405-1 | DIVERSITY AMONG EMPLOYEES (NUMBER AND PERCENTAGE)

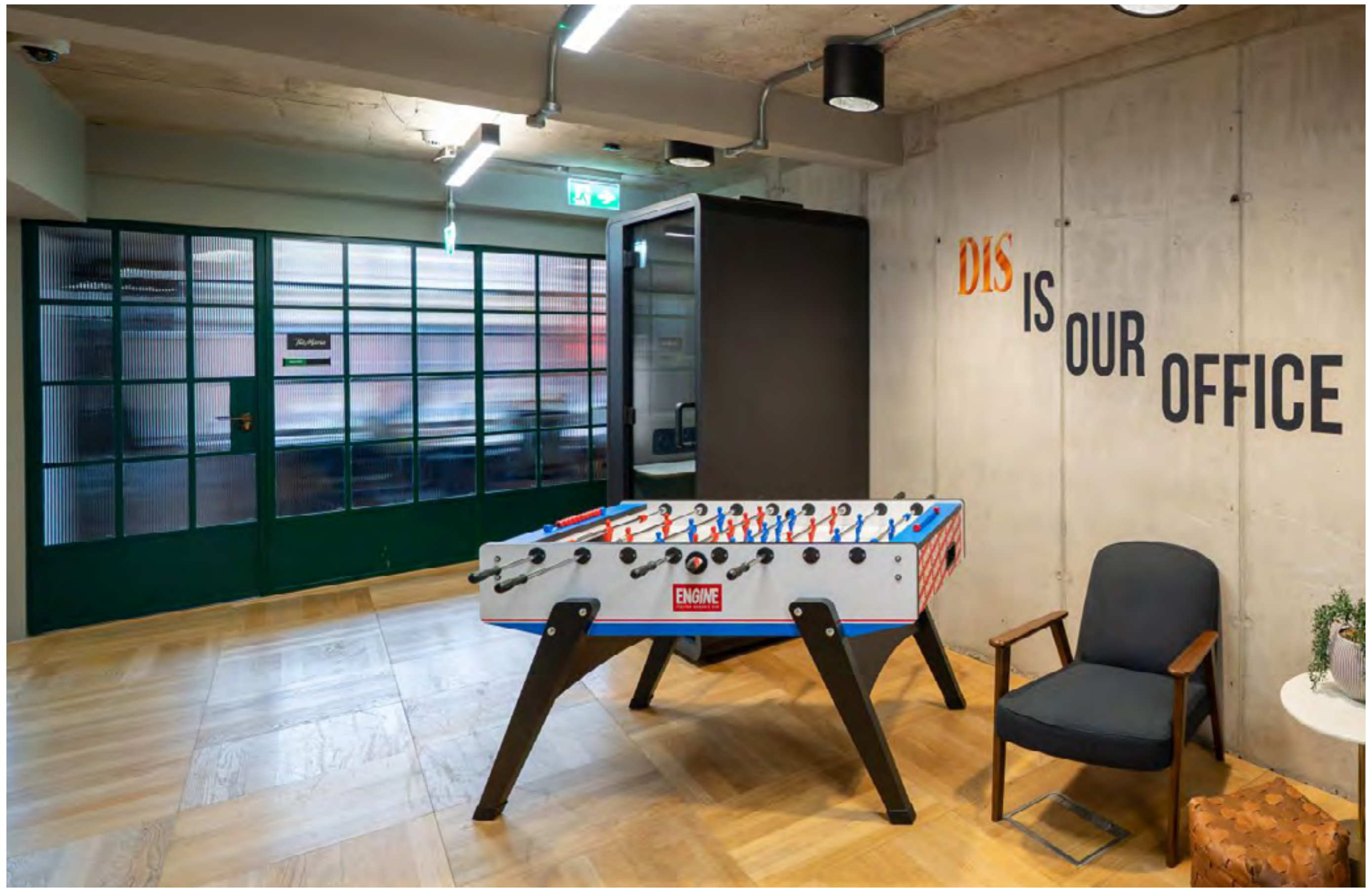
	2023		2024		2025	
	n.	%	n.	%	n.	%
GENDER EQUALITY						
Women	198	35%	262	35%	294	38%
Men	375	65%	480	65%	471	62%
OCCUPATIONAL CATEGORY						
Managers	**40**	**5%**	**54**	**7%**	**59**	**8%**
Women	5	1%	9	1%	14	2%
Men	35	4%	45	6%	45	6%
Middle managers	**62**	**8%**	**83**	**11%**	**78**	**10%**
Women	17	2%	24	3%	23	3%
Men	45	6%	59	8%	55	7%
Employees	**325**	**41%**	**427**	**54%**	**426**	**56%**
Women	145	18%	194	25%	211	28%
Men	180	23%	233	30%	215	28%
Manual workers	**142**	**19%**	**118**	**23%**	**202**	**26%**
Women	31	4%	35	4%	46	6%
Men	115	15%	143	18%	156	20%

	2023		2024		2025	
	n.	%	n.	%	n.	%
AGE GROUP						
Under 30	**59**	**8%**	**107**	**14%**	**86**	**11%**
Managers	-	-	-	-	-	-
Middle managers	-	-	1	0.1%	1	0.1%
Employees	48	6%	88	11%	69	9%
Manual workers	11	1%	18	2%	16	2%
30 ≤ x ≤ 50 years	**313**	**40%**	**398**	**51%**	**399**	**52%**
Managers	17	2%	31	4%	31	4%
Middle managers	35	4%	53	7%	46	6%
Employees	189	24%	223	28%	229	30%
Manual workers	72	9%	91	12%	93	12%
>50 years	**201**	**26%**	**237**	**30%**	**280**	**37%**
Managers	23	3%	23	3%	28	4%
Middle managers	27	3%	29	4%	31	4%
Employees	88	11%	116	15%	128	17%
Manual workers	63	8%	69	9%	93	12%

With regard to the 2024 and 2025 scope, data for the commercial branches of Disaronno Ingredients (France, Germany, Spain and Poland) are not included.

6 GOVERNANCE INFORMATION AND DATA





6.1

Corporate conduct

KEY PILLARS

RESPONSIBLE SUPPLY CHAIN

QUALITY OF RAW MATERIALS AND PRODUCTS

ESRS

G1

CORPORATE CONDUCT

Impacts, risks and opportunities

ESRS	TOPIC	SUB-TOPIC	IRO	DESCRIPTION	POSITION IN VALUE CHAIN	RELEVANCE
G1	Governance	Management of supplier relationships, including payment practices	Oppor-tunities	Positive impacts for suppliers in terms of cash flow, thanks to internal practices that prevent late payments	Upstream	●
G1	Governance	Management of supplier relationships, including payment practices	Oppor-tunities	Positive impacts on people and the environment generated by supplier selection practices that take social and environmental criteria into account	Upstream	●
G1	Governance	Corporate culture	Oppor-tunities	Positive impacts for whistleblowers through the implementation of measures and tools to protect them	Upstream	●
G1	Governance	Corporate culture	Risk	Legal sanctions, fines and reputational damage resulting from the improper management of whistleblower protection mechanisms	Operations	●
G1	Governance	Corporate culture	Risk	Reputational damage caused by corporate conduct that fails to comply with the principles of integrity, fair competition and anti-corruption	All	●
G1	Governance	Operations (Technology/IT)	Risk	Disruption to business continuity due to the interruption of information systems caused by external attacks	Operations	●
G1	Governance	Compliance and Legal	Risk	Regulatory risks arising from stricter regulations imposing new rules on transport, import, product content and traceability	All	◐
G1	Governance	Strategy (Market and Competition)	Oppor-tunities	Improved reputation and reduced operating costs through the development of strategic partnerships for product marketing	Downstream	◐
G1	Governance	Strategy (Market and Competition)	Risk	Increased uncertainty regarding the competitive position of European productions	All	◐
G1	Governance	Strategy (Market and Competition)	Risk	Changing consumer preferences	Downstream	◐
G1	Governance	Strategy (Market and Competition)	Risk	Pressure from the trade (distributors and retailers) to supply brands with a lower climate impact, with the risk of losing shelf visibility	Downstream	○

○ **Low relevance** (only 1 'Fair'/'High' rating)
◐ **Moderate relevance** (more than one 'Fairly' or 'Very' rating)
● **High relevance** (Holding rating or all 'Fairly high'/'Very high' ratings)

The issue of **corporate conduct**, addressed by the **ESRS G1** standard, plays a central role as it represents the true 'ethical driving force' of every organisation.
DISARONNO GROUP, which has for years been following a structured approach to sustainability, has come to realise that it is no longer sufficient simply to state what is being done – particularly in environmental and social areas – but that it is now essential to demonstrate how these actions are carried out. This involves ensuring that sustainability values are fully integrated into **governance and decision-making processes**.
Only through this approach can corporate conduct become the foundation for both transparency and the prevention of reputational and legal risks, whilst contributing to a fair and responsible distribution of the value generated.

As part of the **double materiality** assessment carried out, risks emerged in the following areas:

- **corporate culture**: risks of sanctions and reputational damage arising from inadequate management of the principles of integrity, ethics and anti-corruption, as well as from the ineffective implementation of whistleblower protection mechanisms;
- **operations**: risks of disruption to business continuity linked to potential interruptions to information systems, including as a result of external cyber-attacks (cyber security);
- **compliance and legal**: risks linked to changes in market regulation and the tightening of regulations concerning the transport, import and traceability of raw materials and finished products;
- **strategy**: risks associated with increasing uncertainty regarding the competitiveness of European products, changes in consumer tastes and preferences, and growing pressure from the retail sector on brands to reduce the environmental impact of their products.

On the other hand, it has become clear that these same risks, if properly managed and monitored, can be transformed into **reputational, strategic and market opportunities**.
Among the main opportunities identified, in line with the Group's ethical values, are the positive impacts for suppliers in terms of cash flow, thanks to internal practices that ensure timely payments. Furthermore, there are benefits for people and the environment resulting from the adoption of supplier selection processes that incorporate social and environmental criteria.

Strategic direction and control

As part of its sustainability strategy, DISARONNO GROUP has always attached great importance to the issue of governance, embarking on a progressive path of growth in both management and organisation. This approach is aimed at strengthening the Group's capacity to oversee and manage the issues addressed in this section.

ORGANISATION AND MANAGEMENT SYSTEMS
Several years ago, the Group embarked on an ambitious programme of organisational growth which has involved, amongst other measures, the creation of an Internal Audit function to support the Board of Directors in overseeing the internal control system and assessing corporate risks. In parallel, management systems compliant with ISO standards in the areas of Quality, Environment and Safety have been adopted.

This approach reflects the conviction that only a structured and systematic model can ensure continuity and, therefore, sustainability in the management of these issues, even against a backdrop of the Group's growing international expansion. The overview of the system certifications obtained by the Group's companies is set out in the previous chapter. This process continues on an ongoing basis through the gradual extension of these certifications to other Group companies.

CORPORATE CULTURE AND INTEGRITY

Management's commitment to ethics and the fight against corruption (both active and passive) has been formalised through the adoption, in 2022, of the **Group Code of Ethics** and, in 2023, of the **Organisational, Management and Control Model** pursuant to Legislative Decree 231/01, as well as the subsequent appointment of the Supervisory Body by the Holding Company.

THE CODE OF ETHICS

The Group's Code of Ethics applies to all the Group's activities and in all the countries in which it operates. It has also been shared with the counterparties involved in joint ventures, with a view to promoting and disseminating the Group's values.
The Group promotes the creation of an environment characterised by a **strong sense of integrity and ethical conduct**, in the belief that this contributes significantly to the proper functioning of the internal control system and to risk management.

In line with these principles, Illva Saronno Holding pays particular attention to its relationships with third parties, in order to prevent and avoid personal interests from influencing the choice of contractual counterparties or the content of the agreements entered into.

ORGANISATIONAL MODEL 231

Following the adoption of the Model by the holding company, the process continued in subsequent years with the aim of ensuring that each of the Group's most important Italian companies has its own Organisational Model 231.
Currently, the companies that have the Organisational Model required by Legislative Decree 231/01 are as follows:

- Illva Saronno Holding S.p.A.
- Illva Saronno S.p.A.
- Disaronno Ingredients S.p.A.
- Duca di Salaparuta.

With the adoption of the Organisational Model by the companies listed above, a **periodic monitoring process** has been established whereby the Internal Audit function periodically interviews senior management and formalises the outcome of the meetings to provide the Supervisory Body with adequate information on matters relating to potential offences covered by Legislative Decree 231/01.

GROUP POLICIES

Policies (corporate policies) are fundamental in a multinational group such as the DISARONNO GROUP because they act as the organisational glue, ensuring standardisation, legal compliance and cultural consistency within a geographically diverse and complex context. They therefore define the rules of the game, aligning behaviours and processes across different companies, subsidiaries, cultures and regulatory systems.

WHISTLEBLOWER PROTECTION

As part of its Organisational Model 231, the Group has adopted a **whistleblowing policy** to ensure the effectiveness of its internal systems for reporting offences, with a central focus on protecting whistleblowers against any form of retaliation resulting from reports made. The launch of the whistleblowing channel and the establishment of a team dedicated to managing reports also enable all stakeholders, both within and outside the Group, to report any cases of conflict of interest or other issues requiring investigation, so that the most appropriate corrective actions can be taken.

RELATIONS WITH SUPPLIERS AND DUE DILIGENCE

The Group recognises the sustainability of its supply chain as a key factor in the resilience and growth of all the companies within it.
In this context, a **Code of Conduct** for suppliers was introduced in 2024, setting out the mandatory requirements for all suppliers and their subcontractors working on behalf of Group companies. Signing the Code is an essential condition both for sharing the Group's core values and for gaining access to the supply chain.
The adoption of these standards ensures compliance not only with the regulations in force in the countries where suppliers operate, but also with principles relating to the **protection of human rights, environmental protection and the fight against corruption**.
The supply chain due diligence process took shape with the launch, in June 2023, of a structured supplier assessment programme using the **EcoVadis** platform. This tool enables the monitoring of sustainability performance throughout the supply chain using a risk-based approach.
Following completion of the first mapping phase, which covered suppliers accounting for 78% of total purchases of raw materials and packaging, a second phase was launched. This phase is aimed, on the one hand, at managing

risk situations and ensuring continuous improvement in the areas identified as most critical, and, on the other, to launching joint analyses with a number of strategic suppliers, in a spirit of partnership, with the aim of identifying solutions to reduce the carbon footprint. Packaging is sourced from suppliers who have undergone assessment.
The results achieved represent, in fact, a solid strategic starting point for consolidating and further developing collaborations based on a shared commitment. In particular, they are broken down into the following **levels of recognition awarded to suppliers**:
In addition to the distribution of ratings, the analysis of the **average scores** achieved by suppliers provides a more in-depth understanding of the level of maturity in sustainability, both overall and in relation to the individual issues assessed. The results are also compared against an **industry benchmark**, defined on the basis of the average scores recorded by all companies in the Food & Beverage sector assessed by EcoVadis, thus providing a useful comparative reference for contextualising the observed performance.

ECOVADIS RECOGNITION[1]	NO. OF SUPPLIERS	% OF TOTAL	Δ BENCHMARK[2]
Platinum	11	5.6%	+3.6%
Gold	17	8.7%	+3.2%
Silver	44	22.6%	+5.3%
Bronze	50	25.6%	+3.4%
Committed	56	28.7%	+3.5%
No recognitions	17	8.7%	-18.2%
GRAND TOTAL	**195**	**100%**	

SCORES	DISARONNO GROUP SUPPLY CHAIN AVERAGE	FOOD & BEVERAGE AVERAGE	Δ BENCHMARK
Overall	64.7	53.3	+11.4
Environment	67.4	54.4	+13.0
Labor & Human Rights	65.6	55.4	+10.2
Ethics	60.1	50.9	+9.2
Sustainable Procurement	59.6	46.0	+13.6

1] Learn more about how Ecovadis Recognitions are awarded Understanding EcoVadis Medals and Badges – EcoVadis Help Center
2] Benchmark group: all partners of requesting companies in the Food & Beverage sector

Furthermore, the Group has launched a **structured second-party audit programme for suppliers**, developed using a **risk-based approach**. This programme, managed at Holding level, applies across all Group entities and is supported by a dedicated **training programme for internal staff**, aimed at strengthening auditing skills. Audit activities are carried out collaboratively by cross-functional teams involving the Quality Assurance, Quality Control, Procurement and Sustainability functions, with the aim of ensuring an integrated assessment of supplier performance.

Through its various companies, the organisation is a member of and participates in a number of trade associations, including:
- Unione Industriali Varese;
- Sicindustria Federvini;
- Irish Whiskey Association;
- American Craft Spirits;
- Distilled Spirits Council.

ITALIAN ASSOCIATIONS	ORGANISATIONS	FOREIGN ASSOCIATIONS	ORGANISATIONS
Unione degli Industriali della Provincia di Varese	ILLVA SARONNO HOLDING S.p.A.	IRISH WHISKEY ASSOCIATION ibec	ROYAL OAK DISTILLERY CO. CARLOW IRELAND
	CORVO FLORIO DUCA DI SALAPARUTA	American CRAFT SPIRITS ASSOCIATION	1909 SAGAMORE SPIRIT
FEDERVINI	ILLVA SARONNO S.p.A.	DISTILLED SPIRITS COUNCIL	DISARONNO INTERNATIONAL LLC

Data and information

VALUE DISTRIBUTION

Value creation represents the Group's ability to generate economic results and redistribute them for the benefit of all stakeholders. This section sets out in detail how this value is allocated across the various categories, acting as a link between the Statutory Financial Statements and the Sustainability Report. The data relate to the DISARONNO GROUP and highlight the importance of how the value generated through the sale of its products is subsequently distributed, with particular focus on the business's key stakeholders, employees and suppliers.

During 2025, the Group generated total economic value of **€ 372.5 million,** up from **€ 363.8 million** in 2024. This growth is primarily attributable to the increase in turnover, which rose by approximately 2.5% compared with the previous financial year.

The economic value distributed during the year amounted to **approximately € 392 million**, an increase compared with the previous financial year, due to higher operating costs - **advertising, distribution and other operating costs** - as well as higher labour costs, in support of commercial development and brand positioning.

Retained economic value amounted to approximately **€ 13.8 million**, calculated as the difference between value generated and value distributed, plus **depreciation, amortisation and write-downs of € 40.2 million and a net change in provisions of €6.8 million**.

Overall, the Group maintains a **solid capacity to generate economic value**, allocated partly to stakeholder remuneration and partly to strengthening its capital structure and supporting future investments, although this figure is down on the previous financial year.

	2023	2024	2025
SALES REVENUE	352,005	360,929	369,880
Financial income (interest received)	3,904	2,896	2,611
ECONOMIC VALUE GENERATED	**355,910**	**363,825**	**372,490**

OPERATING COSTS	**312,997**	**349,227**	**372,846**
Staff costs	57,215	70,876	74,635
Consumption	112,516	107,324	107,480
Promotions and advertising	65,233	67,315	69,550
Other overheads	78,033	103,712	121,181
PAYMENTS TO CAPITAL PROVIDERS	**10,031**	**10,050**	**10,700**
Dividends paid	10,000	10,000	10,000
Interest expense	31	50	700
TAXES PAID	**19,528**	**16,063**	**8,442**
ECONOMIC VALUE DISTRIBUTED	**342,556**	**375,341**	**391,988**

Depreciation, amortisation and write-downs	28,314	34,390	40,160
Advance payments and use of provisions	-990	-575	-6,837
ECONOMIC VALUE RETAINED	**40,667**	**22,299**	**13,825**

Data in thousands of euros

SPENDING WITH LOCAL SUPPLIERS

In line with the production model adopted, almost all processes are carried out in-house, with the exception of certain specific operations – such as, for example, the screen-printing of certain types of glass or the bottling of limited volumes by type or size.

By contrast, the procurement of raw materials, semi-finished products, packaging materials and other production inputs takes place through a network of suppliers spread across various geographical areas.

Excluding any overlaps, the total number of suppliers involved with the companies covered by this report is over 2,400, representing a total purchase volume of **approximately 170 million euros**.

This figure includes the main categories of expenditure: raw materials and packaging, operations, marketing and overheads (purchases of marketed products are not included).

For the purposes of this analysis, the national territory is defined according to the location of the operational headquarters: in Italy for Illva Saronno Holding, Illva Saronno, Disaronno Ingredients, Duca di Salaparuta, Alvena, VE.CO.GEL., G&P and AR.BO.RE., and in Ireland for Royal Oak Distillery.

Based on this definition, approximately 45% of the total economic value of purchases is attributable to suppliers based within the national territory[1].

1] The national territory is defined on the basis of the location of the operational headquarters.

7 METHODOLOGICAL NOTE

This document constitutes the fourth **Sustainability Report** published on a voluntary basis on an annual basis by **Illva Saronno Holding S.p.A.** and contains information relating to environmental, social and governance (ESG) issues for the year 2025 (from 1 January 2025 to 31 December 2025).

Illva Saronno Holding S.p.A. has applied the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability, reporting in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" (hereinafter also **"GRI Standards"**) defined by the Global Reporting Initiative (GRI). As listed in the final 'GRI Content Index' table, all GRI indicators associated with each sustainability topic reported in this document are highlighted to facilitate reading.

During the current financial year, a **double materiality assessment** was carried out with the aim of initiating a gradual alignment with the reporting requirements introduced by the **CSRD Directive**, in particular with regard to the ESRS Standards developed by EFRAG. Although this activity represents a significant step in this process, this document is not yet fully compliant with these standards.

Regulatory developments in the field of non-financial reporting, together with the conclusion of the approval process for **the new ESRS Standards**, have in fact enabled us to take a step forward in the process of defining double materiality, which began in the previous financial year. With regard to the year 2025, an in-depth study was carried out through a Focus Group involving the company's senior management, with the aim of integrating the **Impacts, Risks and Opportunities (IRO)** analysis and defining the Group's new materiality framework in accordance with the two dimensions of **dual materiality**.

The aim of this process was to develop a new (double) materiality framework, designed to identify relevant sustainability issues capable of meeting both criteria – impact materiality and financial materiality – albeit from a predominantly qualitative perspective.

To achieve this, the following steps were taken:

- **definition of topics and sub-topics** linked to the ESRS;
- **alignment and comparison** with internal issues from the Management and Risk Analysis Systems;
- **Identification of impacts, risks and opportunities** (IRO);
- **model development** and assessment activities;
- **comparison and validation of assessments** to determine material issues (Focus Group).

The group discussion enabled the various perspectives to be compared and aligned, leading to the confirmation of the final assessment.

To provide greater clarity on this process and the resulting integration of the various reporting standards, a correlation table has been included which lists the ESRS sub-topics and their references within the text of the document.

The scope of the economic, social and environmental data and information corresponds to that of the Consolidated Financial Statements of the Illva Saronno Holding Group as at 31 December 2025, comprising the companies listed in the table below.

COMPANY NAME	REGISTERED OFFICE COUNTRY	REGISTERED OFFICE TOWN
Illva Saronno S.p.A.	ITALY	Saronno (VA)
Duca di Salaparuta S.p.A.	ITALY	Aspra (PA), Casteldaccia (PA) and Marsala (TP)
Suormarchesa S.r.l.	ITALY	Castiglione di Sicilia (CT)
Disaronno Ingredients S.p.A.	ITALY	Altavilla Vicentina (VI) and Chignolo PO (PV)
Royal Oak Distillery Ltd.	IRELAND	County Carlow
Alvena S.r.l.	ITALY	San Giuliano Milanese (MI)
G&P Center S.r.l.	ITALY	Milan (MI)
VE.CO.GEL. S.r.l.	ITALY	Padua (PD)
AR.BO.RE. S.r.l.	ITALY	Genoa (GE)
Sagamore Whiskey LLC	USA	Baltimore, Maryland
Disaronno International BV	NETHERLANDS	Amsterdam
Disaronno International UK Ltd.	UNITED KINGDOM	London
Disaronno International USA LLC	USA	Baltimore, Maryland
Disaronno Ingredients LLC	USA	Baltimore, Maryland
Disaronno Ingredients Sl	SPAIN	Madrid
Disaronno Ingredients Sp.zo.o.	POLAND	Warsaw
Disaronno Ingredients Gmbh	GERMANY	Munich
Disaronno Ingredients SAS	FRANCE	Six-Fours-les-Plages

Companies over which the company does not exercise direct operational control, as it does not hold a majority stake, have not been included.
Any exceptions to the scope of reporting are duly noted in these Financial Statements.

As this is the fourth year of reporting, where possible and appropriate, the figures for the 2025 financial year are compared with those of previous years, with the scope of consolidation largely aligned with that of 2024; however, there are some changes compared with 2023, resulting in a comparison that is, in this case, not consistent.
The data relating to human resources (2-7, 401-1, 403-9, 404-1, 405-1) for the year 2024 and, in some cases, for 2023 have been restated in light of the availability of more granular information for certain companies.
Any further comparative data which, compared with previous years, have been restated are appropriately marked.
Any estimates used are based on the best available methodologies, are adequately disclosed, and are intended to ensure the accuracy, completeness and reliability of the sustainability information.

As was the case last year, the Group has supplemented its reporting in accordance with GRI guidelines with additional reporting in accordance with **SASB** (Sustainability Accounting Standards Board) **standards**, specifically following the Alcoholic Beverages Industry Standard – version 2023-12. This reporting is contained in a dedicated appendix, and the data relates solely to companies operating in the sector in question.
The Group's experience with the Sustainability Report over recent years has, in fact, enabled it to enhance its reporting to ensure ever-greater transparency and relevance of the information disclosed.

A key feature of the SASB standards is their ability to identify the environmental, social and governance issues most relevant to financial performance in specific sectors. Their relevance has grown significantly since sustainability issues began to be regarded as matters of global business, influencing companies' performance and value. Although better known in English-speaking countries, they are highly interoperable with the GRI and ESRS standards.

This document was reviewed by the **Sustainability Team** and subsequently shared with the **Sustainability Committee of Illva Saronno Holding** on 14 July 2026.

The process of drafting the document, coordinated by the **Group Procurement Director and Sustainability Lead at Illva Saronno Holding**, involved cross-functional collaboration across the company's key departments.
For the activities outlined above, Illva Saronno Holding drew on the support of **Process Factory S.r.l.**.
Illva Saronno Holding's 2025 Sustainability Report **has not been subject to assurance** by a third-party firm.

For information, enquiries and further details regarding the topics covered in the document, please contact us at the following email address:
DSP@disaronno.com

This 2025 Sustainability Report has been prepared during a period of ongoing regulatory developments concerning environmental and social communications and so-called green claims. In particular, Legislative Decree No. 30 of 20 February 2026, implementing Directive (EU) 2024/825, entered into force on 24 March 2026, with its provisions becoming applicable from 27 September 2026. In light of this transitional regulatory phase, and considering that this Report was designed and prepared before the full consolidation of the relevant implementation criteria, certain wording, images or information contained herein may not fully reflect the most recent guidance on environmental and social communications.
The Company is committed to updating its future external communication practices, ensuring ever greater clarity, specificity, verifiability and transparency of the information disclosed.

8 SUMMARY

CENTRALITY OF PEOPLE

2025 KEY RESULTS

H&S processes strengthened through **Safety Conversations, near-miss management and monitoring of accident-related KPIs.**

ISO 45001 certification obtained by **Royal Oak Distillery.**

Results of the **CVA Project Horizon** were shared and working groups dedicated to **project development** were set up.

A new global **Performance Management** process was introduced.

The process for **Gender Equality certification** was initiated.

An internal survey was launched and the **expansion of well-being initiatives** was planned.

A **Global Town Hall** was established as a recurring corporate engagement initiative.

2026 KEY OBJECTIVES

Complete the **ESG training programme** defined for 2025, in coordination with the **Disaronno Group Academy** which was launched to develop cross-functional and vertical skills.

Launch the **ISO 45001** standard implementation roadmap, with the goal of achieving certification for **Illva Saronno S.p.A. by 2027**.

Obtain **Gender Equality certification** for Illva Saronno Holding S.p.A.

Initiate a partnership with **Unobravo** to provide psychological support to Disaronno Group employees, with access to free sessions and ongoing discounts.

Implement the **Mental Health First Aid** programme for Royal Oak Distillery.

QUALITY OF RAW MATERIALS AND PRODUCTS

2025 KEY RESULTS

Strengthened **supplier qualification** processes with the launch of the audit programme.

Introduced the supplier portal to improve traceability, management and monitoring of **quality KPIs** (including internal non-conformities and complaints).

Issued the **Policy on Quality, the Environment, Health and Safety at Work, and Food Safety**.

Obtained **KOSHER** and **FAIRTRADE** certifications by Disaronno Ingredients Bakery.

Completed the project to utilise **coffee waste and the LCA analysis for Tia Maria**.

2026 KEY OBJECTIVES

Complete the conversion period for the **Suormarchesa Estate** and obtain **official organic certification**.

Launch the **FSSC 22000** standard implementation roadmap within the **Spirits Division**, with the goal of achieving certification for **Illva Saronno S.p.A. by 2027**.

RESPONSIBLE SUPPLY CHAIN

2025 KEY RESULTS

Use of **100% FSC-certified packaging** and maintenance of an **average recycled content of 90%**.

Promoted the use of **single-material packaging** to improve recyclability and progressively reduce the use of complex materials.

Advanced the **ESG performance of the supply chain** through adherence to the **Code of Conduct**, supplier mapping via **scorecards and on-site audits**.

2026 KEY OBJECTIVES

Take forward eco-design projects for packaging, **reducing the weight of glass bottle**s and increasing the **use of recycled or renewable materials**.

Launch **Innovation Day** to co-develop high value-added solutions with suppliers, integrating innovation, sustainability and industrial excellence.

Maintain and strengthen the **integration of ESG principles into supply chain management**, increasing the coverage of the Code of Conduct, consolidating mapping via scorecards and expanding the on-site audit programme.

Strengthen strategic partnerships through **long-term contracts** with suppliers committed to ESG issues.

RESPONSIBLE MANAGEMENT OF ENERGY, CLIMATE AND RESOURCES

2025 KEY RESULTS

A preliminary summary of the **CO_2 emissions reduction plan**, currently being finalised, was presented.

ISO 14001 certification was obtained by Illva Saronno and Royal Oak Distillery.

Royal Oak Distillery has officially joined the national **Origin Green** programme (Bord Bia), launching a structured sustainability programme.

Total **electricity generation from photovoltaic systems** has doubled (+99.6%).

Electricity consumption at the Duca di Salaparuta plants has been optimised, with an estimated reduction of 23%.

Biopropane has been introduced at Royal Oak Distillery, with an estimated usage of 27,500 L in 2025, to be increased to 10–15% of total consumption.

Measures to improve water **efficiency in production processes** have been implemented (e.g. the bottling line and cellar operations at Duca di Salaparuta).

By-products from all the Group's production sites have been put to good use, encouraging their reuse in other supply chains in line with the principles of the circular economy.

2026 KEY OBJECTIVES

Continue to develop the **decarbonisation plan** by launching the first initiatives, strengthening collaboration with suppliers to refine the carbon footprint (**Scope 3**) and identify **joint reduction measures**.

Obtain **ISO 14001** certification by Disaronno Ingredients.

Conduct an energy audit for Disaronno Ingredients.

Implement the **Origin Green sustainability plan** for Royal Oak Distillery, with measurable targets for energy, water, waste and biodiversity, and the launch of dedicated initiatives.

Carry out a **Water Footprint** analysis for Duca di Salaparuta in accordance with the requirements of the **Equalitas** Standard.

9 GRI CONTENT INDEX

GRI content index

- **STATEMENT OF USE**
  Illva Saronno Holding S.p.A. has prepared this Sustainability Report in accordance with the GRI Standards for the period 1 January 2025 – 31 December 2025.

- **GRI STANDARDS USED**
  GRI Universal Standards 2021.

- **APPLICABLE GRI SECTOR STANDARDS**
  N/A – GRI Sector Standards for the food and beverage sector have not yet been published.

GRI STANDARDS	GRI DISCLOSURES	SCOPE NOTES OMISSIONS	PAGE(S)
GRI 2 General Disclosure 2021	2-1 Organization Details	Illva Saronno Holding	10
	2-2 Entities included in the organization's sustainability reporting	Illva Saronno Holding / Any specific restrictions on certain information are set out in the relevant sections	136-139
	2-3 Reporting period, frequency and contact point	Illva Saronno Holding	136-139
	2-4 Restatements of information	Illva Saronno Holding / Certain updates and revaluations are reported directly at the end of the tables presenting the information	136-139
	2-5 External assurance	Illva Saronno Holding / No assurance work is planned	136-139
	2-6 Activities, value chain and other business relationships	Illva Saronno Holding	10, 12-23, 31
	2-7 Employees	Illva Saronno Holding	112-114
	2-8 Workers who are not employees	Illva Saronno Holding	115
	2-9 Governance structure and composition	Illva Saronno Holding	10-11
	2-10 Nomination and selection of the highest governance body	Illva Saronno Holding	10-11
	2-11 Chair of the highest governance body	Illva Saronno Holding	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Illva Saronno Holding	30, 126-128

GRI STANDARDS	GRI DISCLOSURES	SCOPE NOTES OMISSIONS	PAGE(S)
GRI 2 General Disclosure 2021	2-13 Delegation of responsibility for managing impacts	Illva Saronno Holding	30, 126-128
	2-14 Role of the highest governance body in sustainability reporting	Illva Saronno Holding	30
	2-15 Conflicts of interest	Illva Saronno Holding	128-129
	2-16 Communication of critical concerns	Illva Saronno Holding	128-129
	2-17 Collective knowledge of the highest governance body	Illva Saronno Holding	30
	2-18 Evaluation of the performance of the highest governance body	Illva Saronno Holding / The Board of Directors is not subject to a performance assessment with regard to its oversight of impacts on the economy, the environment and people	-
	2-19 Remuneration Policies	Illva Saronno Holding	94-95
	2-20 Process to determine remuneration	Illva Saronno Holding	94-95
	2-21 Annual total compensation ratio	This information is not disclosed due to confidentiality restrictions	-
	2-22 Statement on sustainable development strategy	Illva Saronno Holding	1-3, 39
	2-23 Policy commitments	Illva Saronno Holding	119
	2-24 Embedding policy commitments	Illva Saronno Holding	129-131
	2-25 Processes to remediate negative impacts	Illva Saronno Holding	128-131

GRI STANDARDS	GRI DISCLOSURES	SCOPE NOTES OMISSIONS	PAGE(S)
GRI 2 General Disclosure 2021	2-26 Mechanisms for seeking advice and raising concerns	Illva Saronno Holding	128-129
	2-27 Compliance with laws and regulations	Illva Saronno Holding / No incidents of non-compliance	-
	2-28 Membership associations	Illva Saronno Holding	131
	2-29 Approach to stakeholder engagement	Illva Saronno Holding	36-38
	2-30 Collective bargaining agreements	Illva Saronno Holding	116

GRI STANDARDS	GRI DISCLOSURES	SCOPE NOTES OMISSIONS	PAGE(S)
GRI 3 Material Topics 2021	3-1 Process to determine material topics	Illva Saronno Holding	31-35
	3-2 List of material topics	Illva Saronno Holding	35
CLIMATE CHANGE • Adaptation to climate change • Climate change mitigation • Energy			
GRI 3 Material Topics 2021	3-3 Management of material topics	Illva Saronno Holding	45-48
GRI 302 Energy 2016	302-1 Energy consumption within the organization	Illva Saronno Holding	49-50, 79
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Illva Saronno Holding	51-53, 81
	305-2 Energy indirect (Scope 2) GHG emissions	Illva Saronno Holding	51-53, 81
	305-3 Other indirect (Scope 3) GHG emissions	Illva Saronno Holding	51-53, 81

GRI STANDARDS	GRI DISCLOSURES	SCOPE NOTES OMISSIONS	PAGE(S)
WATER AND MARINE RESOURCES • Water consumption • Water withdrawals			
GRI 3 Material Topics 2021	3-3 Management of material topics	Illva Saronno Holding	56-58
GRI 303 Water and Effluents 2018	303-1 Interactions with water as a shared resource	Illva Saronno Holding	56-58
	303-2 Management of water discharge-related impacts	Illva Saronno Holding	56-58
	303-3 Water withdrawal	Illva Saronno Holding	59, 80
	303-4 Water discharge	Illva Saronno Holding	59, 80
	303-5 Water consumption	Illva Saronno Holding	59, 80
BIODIVERSITY AND ECOSYSTEMS • Factors affecting changes in biodiversity and ecosystems			
GRI 3 Material Topics 2021	3-3 Management of material topics	Illva Saronno Holding	62-64
GRI 301 Materials 2016	301-1 Materials used by weight or volume	Illva Saronno Holding	64, 78
GRI 308 Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Duca di Salaparuta / suppliers assessed for organic production	67-69
RESOURCE USE AND CIRCULAR ECONOMY • Waste • Outflows of resources relating to products and services • Resource inflows, including resource use			
GRI 3 Material Topics 2021	3-3 Management of material topics	Illva Saronno Holding	72-75

GRI STANDARDS	GRI DISCLOSURES	SCOPE NOTES OMISSIONS	PAGE(S)
GRI 306 Waste 2020	306-2 Management of significant waste-related impacts	Illva Saronno Holding	72-75
	306-3 Waste generated	Illva Saronno Holding	75-76, 81
	306-4 Waste diverted from disposal	Illva Saronno Holding	75-76, 81
	306-5 Waste directed to disposal	Illva Saronno Holding	75-76, 81
OWN WORKFORCE • Training and skills development • Working conditions • Health and safety • Diversity and equal treatment • Staff turnover			
GRI 3 Material Topics 2021	3-3 Management of material topics	Illva Saronno Holding	88-94
GRI 401 Employment 2016	401-1 New employee hires and employee turnover	Illva Saronno Holding	95, 117
	401-2 Benefit for employees full time, not available for part-time or contract	Illva Saronno Holding	92
GRI 403 Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Illva Saronno Holding	90-92
	403-2 Hazard identification, risk assessment, and incident investigation	Illva Saronno Holding	90-92
	403-5 Worker training on occupational health and safety	Illva Saronno Holding	90-92
	403-6 Promotion of worker health	Illva Saronno Holding	90-92
	403-9 Work-related injuries	Illva Saronno Holding	95, 118
GRI 404 Training and Education 2016	404-1 Average hours of training per year per employee	Illva Saronno Holding	95, 119

GRI STANDARDS	GRI DISCLOSURES	SCOPE NOTES OMISSIONS	PAGE(S)
GRI 405 Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Illva Saronno Holding	120-121
COMMUNITIES AFFECTED • Civil and political rights of communities			
GRI 3 Material Topics 2021	3-3 Management of material topics	Illva Saronno Holding	97-98
GRI 413 Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Illva Saronno Holding	99-102
CONSUMERS AND END USERS • Impacts relating to information for consumers and/or end-users • Personal safety of consumers and/or end-users			
GRI 3 Material Topics 2021	3-3 Management of material topics	Illva Saronno Holding	105-109
GRI 416 Customer health and safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Illva Saronno Holding / In December 2025, Illva Saronno S.p.A. ordered the recall of certain batches of Disaronno from the UK market due to the possible presence of small glass fragments inside some bottles of the product - LINK	-
GRI 417 Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Illva Saronno Holding	109
	417-2 Incidents of non-compliance concerning product and service information and labeling	Illva Saronno Holding / There are no instances of non-compliance concerning labelling and information on products and services	-
	417-3 Incidents of non-compliance concerning marketing communications	Illva Saronno Holding / There are no instances of non-compliance concerning marketing communications	-
CORPORATE CONDUCT - G1 • Management of relationships with suppliers, including payment practices • Compliance and legal			
GRI 3 Material Topics 2021	3-3 Management of material topics	Illva Saronno Holding / Further details can be found in the Financial Statements	129-131

GRI STANDARDS	GRI DISCLOSURES	SCOPE NOTES OMISSIONS	PAGE(S)
GRI 201 Economic Performance 2016	201-1 Direct economic value generated and distributed	Illva Saronno Holding / Further details can be found in the Financial Statements	132-133
GRI 204 Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Illva Saronno Holding	133

10 CORRELATION WITH ESRS

Correlation with ESRS

In line with the process of integrating reporting in accordance with the European ESRS standards, references to the document's content are provided according to the proposed ESRS themes and sub-themes.

TOPIC	SUB-TOPIC	PAGE(S)	DSP PILLAR
E1 CLIMATE CHANGE	Climate change adaptation	44-48, 51-54	
	Climate change mitigation	44-48, 51-54, 81	
	Energy	44-48, 49-50, 79	
E3 WATER AND MARINE RESOURCES	Water consumption	56-59, 80	
	Water withdrawals	56-59, 80	
E4 BIODIVERSITY AND ECOSYSTEMS	Factors affecting changes in biodiversity and ecosystems	62-69, 78	
E5 RESOURCE USE AND CIRCULAR ECONOMY	Waste	72-77, 81	
	Resource outflows related to products and services	72-77	
	Resource inflows, including resource use	72-77	

TOPIC	SUB-TOPIC	PAGE(S)	DSP PILLAR
S1 OWN WORKFORCE	Training and skills development	86-90, 119	
	Working conditions	86-88, 92, 94-95, 112-116	
	Health and safety	86-88, 90-92, 118	
	Diversity and equal treatment	86-88, 92-94, 120-121	
	Staff turnover	86-88, 95, 117	
S3 COMMUNITIES AFFECTED	Civil and political rights of communities	97-102	
S4 CONSUMERS AND END USERS	Impacts relating to information for consumers and/or end-users	104-109	
	Personal safety of consumers and/or end-users	104-109	
G1 CORPORATE CONDUCT	Management of supplier relationships, including payment practices	125-131	
	Compliance and legal affairs	125-131	

11 APPENDIX: SASB STANDARDS

Appendix: SASB Standards

For the second year running, in its Sustainability Report for the 2025 financial year, the Disaronno Group presents its reporting in accordance with SASB standards and, in particular, with the Alcoholic Beverages industry standard (version 2023-12).

For this purpose, the data presented is limited to the Group companies operating in the relevant sector, namely:

- **ILLVA Saronno S.p.A.**
- **Duca di Salaparuta S.p.A.**
- **Suormarchesa S.r.l.**
- **Royal Oak Distillery Ltd.**
- **Sagamore Whiskey JV LLC**

SUSTAINABILITY ACCOUNTING BOARD (SASB)-ALCOHOLIC BEVERAGES

METRIC	2024	2025
ENERGY MANAGEMENT		
1) Total energy consumed	131,528 GJ	122,020 GJ
2) Percentage grid electricity	32.40%	29.80%
3) Percentage renewable	23.70%	22.50%
WATER MANAGEMENT		
1) Total water withdrawn 2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress Quantitative	1) 223,053 mc – 49.4% 2) 166,504 mc – 52.1%	1) 183,775 mc – 43.5% 2) 130,476 mc – 43.6%
Description of water management risks and discussion of strategies and practices to mitigate those risks	See the section "Efficient water resource management"	See the section "Water and Marine Resources"

METRIC	2024	2025
RESPONSIBLE DRINKING & MARKETING		
Percentage of total advertising impressions made on individuals at or above the legal drinking age	The company's policy is to direct its communication initiatives exclusively at audiences above the legal drinking age and to feature people above the legal drinking age in its promotional and communication videos. Every communication initiative, including those via social media channels, is aimed at this target audience. The companies' websites are configured to allow access only to people above the legal drinking age.	It is confirmed that the provisions set out and implemented in 2024 remain fully valid and consistent for 2025 as well, with no substantial changes to the policies or the related implementation procedures.
Number of incidents of non-compliance with industry or regulatory labelling or marketing codes	No incidents of non-compliance	No incidents of non-compliance
Total amount of monetary losses as a result of legal proceedings associated with marketing or labelling practices	No financial loss resulting from legal proceedings	No financial loss resulting from legal proceedings
Description of efforts to promote responsible consumption of alcohol	All communication and promotional messages provided are consistent with the theme of responsible drinking	All communication and promotional messages provided are consistent with the theme of responsible drinking
PACKAGING LIFECYCLE MANAGEMENT		
(1) Total weight of packaging	23,174,968 Kg	25,734,306 Kg
(2) percentage made from recycled	No aggregate data available; see the section 'Responsible supply chain' for specific data	No aggregate data available; see the section 'Biodiversity and ecosystems' for specific data
(2) percentage made from renewable matter	12.1%	10.02%
Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	See the section 'Transparency and traceability of raw materials and products'	See the section 'Consumers and end users'

METRIC	2024	2025
ENVIRONMENTAL & SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAIN		
Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor nonconformances	No social or environmental audits were carried out on suppliers during 2024. Once the supply chain mapping phase via EcoVadis is completed in 2025, social audits will be launched on an initial sample of identified suppliers	During 2025, the Group launched a structured second-party audit programme for suppliers, developed using a risk-based approach and managed at Holding level. The programme involves cross-functional teams (Quality Assurance and Quality Control, Procurement and Sustainability) and is supported by specific internal training courses and, with the aim of ensuring an integrated assessment of supplier performance, including in light of the ESG rating received via EcoVadis
INGREDIENT SOURCING		
Percentage of beverage ingredients sourced from regions with High or Extremely High Baseline Water Stress	ILLVA, in collaboration with its suppliers, has mapped the countries of origin of the raw materials purchased. This was done so as not to limit its analysis to the country where the supplier is based. Given the constraints relating to confidential information held by suppliers, this analysis was limited to the country of origin of the raw material and could not be extended further to the specific geographical area where the sub-supplier is based. However, even this analysis allows us to draw some conclusions. Indeed, the analysis reveals that 26.1% (by value) of total sourcing originates from areas classified as High or Extremely High Baseline Water Stress (according to the Water Risk Atlas tool), of which 19.2% relates to the purchase of grapes from Sicily for the production of Duca di Salaparuta wine.	The updated analysis, conducted in line with the criteria adopted in the previous financial year, shows that 28.7% (by value) of total sourcing originates from areas at risk of High or Extremely High Baseline Water Stress (according to the Water Risk Atlas tool), of which 20.8% relates to the purchase of grapes from Sicily for the production of Duca di Salaparuta wine.

METRIC	2024	2025
List of priority beverage ingredients and discussion of sourcing risks related to environmental and social considerations	Through the supply chain mapping project using the EcoVadis platform, the Group has identified priorities in the social and environmental spheres and implemented a series of improvement measures with suppliers to enhance their ratings. The ingredients posing the greatest environmental and social risk are considered to be apricot kernels from the Mediterranean region and vanilla from Madagascar. In the first case, it should be noted that the ingredient is a by-product of other processing operations and accounts for only 4% of total purchases; in the second case, the volumes in question are entirely minor (0.3% of total purchases). In any event, the suppliers of these two ingredients have been mapped, and a process of improvement is underway with them as part of the EcoVadis programme. In the social sphere, an audit process involving a sample of suppliers will be launched in 2025.	Through the supply chain mapping project using the EcoVadis platform, the Group has developed a structured approach to assessing environmental and social risks along the supply chain, whilst integrating performance monitoring systems based on ESG scorecards. This process enables the identification of areas of greatest risk exposure and the ongoing assessment of supplier performance, guiding priorities for action and improvement measures. As described in this document, 2025 marks the first year of implementing audit activities, which have been launched on a selected sample of suppliers with the aim of further strengthening risk management and performance monitoring throughout the supply chain.

ACTIVITY METRIC	2024	2025
Volume of products sold	N/A	Data not disclosed for confidentiality reasons
Number of production facilities	5	5
Total fleet road kilometres travelled (figure estimated on the basis of litres of diesel and petrol consumed and an average of 15 Km/litre)	9,593.7 Km	10,108.0 Km

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