

# DEDAR

MILANO

SUSTAINABILITY REPORT 2025

**DEDAR**  
MILANO

## Letter to the stakeholders

In 2025, Dedar demonstrated the soundness of its growth strategy, further strengthening a business model built on quality, innovation and long-term vision.

In 2025, Dedar demonstrated the soundness of its growth strategy. Revenue reached €67.9 million, up 11% on 2024 and 20% on 2023, while net profit came in just below €8.7 million.

These figures are more than a measure of financial performance: they are a tangible expression of the trust that clients and partners continue to place in our vision, our identity and the way we do business.

Alongside this growth, Dedar maintained throughout 2025 its steady commitment to a more responsible model of development. Over the course of the year, we broadened our offering with new recycled and natural fibres, bringing the number of items made from recycled material to 58 and introducing hemp and jute fabrics for the first time. We also completed the elimination of PFAS across our entire product range, while the number of OEKO-TEX® certified references rose to 140. A further 59 products now carry Greenguard certification, which guarantees low emissions of volatile organic compounds (VOCs) and compliance with international indoor air quality standards.

2025 was also a particularly significant year for Dedar's creative identity. Through our collaboration with the Josef & Anni Albers Foundation and the launch of Weaving Anni Albers, we paid tribute to one of the most revolutionary figures in modern weaving, deepening that dialogue between art and industry which has always been part of our DNA. In the same year, Dedar supported Studio Stephen Burks Man Made which, together with the Gee's Bend Heritage Builders community, presented ten unique quilts at the Venice Architecture Biennale, crafted from our collection fabrics. The project brought together circular economy, cultural heritage and a meaningful exchange between different traditions.

In terms of direct environmental impact, the 540 photovoltaic panels installed at our Appiano Gentile headquarters generated more than 286,000 kWh in their first year of operation, cutting our purchases of grid electricity by 21%. This is complemented by the gradual replacement of conventional lighting with LED lamps and the installation of four new charging points for electric vehicles, in support of the transition of our corporate car fleet.

Our connection with people and with the local area remains central to Dedar's vision. In 2025, we dedicated 1,302 hours to employee training, through programmes designed both to develop cross-functional skills - including a workshop on artificial intelligence and a course on negotiation - and to support individual professional growth. At the same time, we strengthened our social commitment by quadrupling the metres of fabric donated to social sewing cooperatives, reaffirming our intention to make this practice an integral part of how we do business. Our three-year partnership with the Accademia di Belle Arti di Brera continues, through the annual competition dedicated to textile design, as does our support for FAI Fondo Ambiente Italiano - of which Dedar is a Golden Donor - and for the AIRC Foundation for Cancer Research, on whose behalf we organised an internal fabric sale, donating the entire proceeds to research.

Looking ahead, 2025 reinforces our conviction that, for Dedar, excellence and sustainability are inseparable, and together they form an engine of lasting growth.

We will continue to invest in innovation, responsibility and design culture, walking alongside our clients and partners on a shared journey in which the beauty of fabrics meets concrete values: quality, respect and vision.

Caterina e Raffaele Fabrizio  
Chief Executive Officer and Creative Director

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## Reader's guide

This seventh edition of the Dedar S.p.A. Sustainability Report (hereinafter "Dedar", "company" or "firm") refers to the period between January 1 and December 31, 2025 and represents a tool for transparently communicating, to its stakeholders, the impacts of the company in the main areas of sustainability.

The reporting scope of this document only includes the company Dedar S.p.A., which has its operational headquarters in Appiano Gentile (Como) in via della Resistenza 3 and its registered office in Milan. Therefore, subsidiaries are excluded from the reporting scope. Dedar France S.a.s., Dedar Asia Pacific, Dedar Middle East Fzco, Dedar UK Ltd, Dedar GmbH and Brio Immobiliare S.r.l. and Dedar Inc: since these are commercial offices of very limited size or non-operating companies, as a whole their overall responsibility for social and environmental impacts is not material. Filippo Uecher Srl, acquired by Dedar S.p.A. in 2024, is also excluded.

The 2025 Sustainability Report was prepared by adopting the "Global Reporting Initiative Sustainability Reporting Standards" defined in 2021 by the Global Reporting Initiative (GRI), according to the "with reference to the GRI Standards" option. The GRI is the most widespread international reference for sustainability reporting; it is an independent international association that promotes the development of voluntary reporting of economic, environmental, and social performance. The "GRI content index" is attached to the document, with details of the qualitative and quantitative information reported in accordance with the guidelines mentioned above.

The contents of this Report were identified through a materiality analysis process, which made it possible to determine the most relevant sustainability issues for Dedar and its stakeholders.

It should be noted that any restatement of comparative data published in previous Sustainability Reports is clearly indicated as such within this document.

A participatory process was at the basis of the drafting of the document, involving the Head of Strategic Marketing and the Head of Communications. The Sustainability Report has been evaluated by corporate ownership.

This Report has not been audited by an independent third party.

 For information and communications on the Sustainability Report (available on the website [www.dedar.com](http://www.dedar.com)), refer to the email [info@dedar.com](mailto:info@dedar.com)



1  
A passion between  
tradition and a glimpse  
into the future

# 1.1 A story of excellence

Italian textile company, Dedar creates furnishing fabrics and wall coverings since 1976.

Combining the tradition of Italian excellence with a distinctly contemporary sensibility, Dedar explores the vast universe of yarns, weaves, and colors free from preconceived stylistic codes, always with an eye to the future.

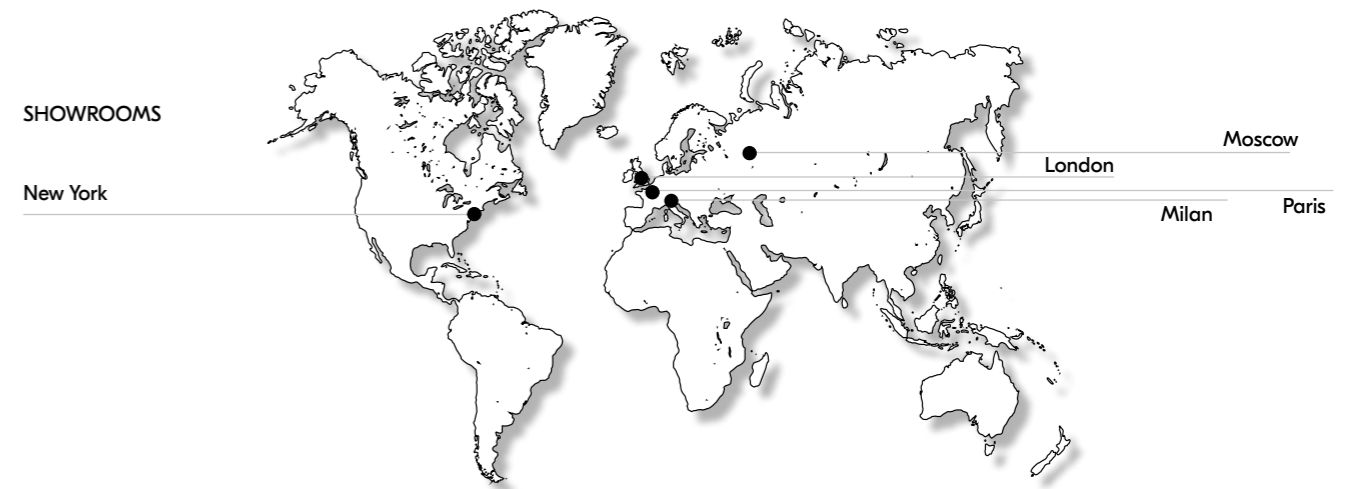
Within Dedar, creativity and experimentation are two aspects of a single process, driven by curiosity and the search for new perspectives. Production know-how and a careful selection of the best raw materials make it possible to convert sources of inspiration from heterogeneous worlds into meticulously crafted products, which remain faithful to their function of use.

Located in Italy, Dedar experiments through a continuous dialogue with artisans and textile specialists, drawing mainly on the know-how of the historic silk district in Como and the surrounding area, where a consolidated textile tradition has been handed down over time. The company employs carefully selected spinners and weavers specialized in the various processing techniques and raw materials, entrusting each phase of the product creation process to the most suited specialists. In addition to developing fabrics with its brand, the company markets third-party fabrics which share the same values as Dedar's, in order to complete its offer.

The company reaches customers from all over the world through five single-brand showrooms in Milan, London, Paris, Moscow, and New York, and a carefully selected distribution network. Accurately decorated spaces and a consultancy experience with attention to the smallest detail guarantee a real closeness to the community of interior designers and architects, who share Dedar's passion for quality and beauty. Dedar fabrics and wall coverings decorate residential and public spaces around the world, from the most important hotel chains, boutique hotels, and restaurants to private yachts and exclusive boutiques, determining the identity and uniqueness of the locations.

Over the last decade, Dedar has shown constant economic growth. This is the result of its ability to interpret textiles and the solidity of management. In 2025, the company achieved a turnover of 67.9 million euros, an 11% increase compared to 2024 and 20% compared to 2023, generating a profit of 8.67 million euros.

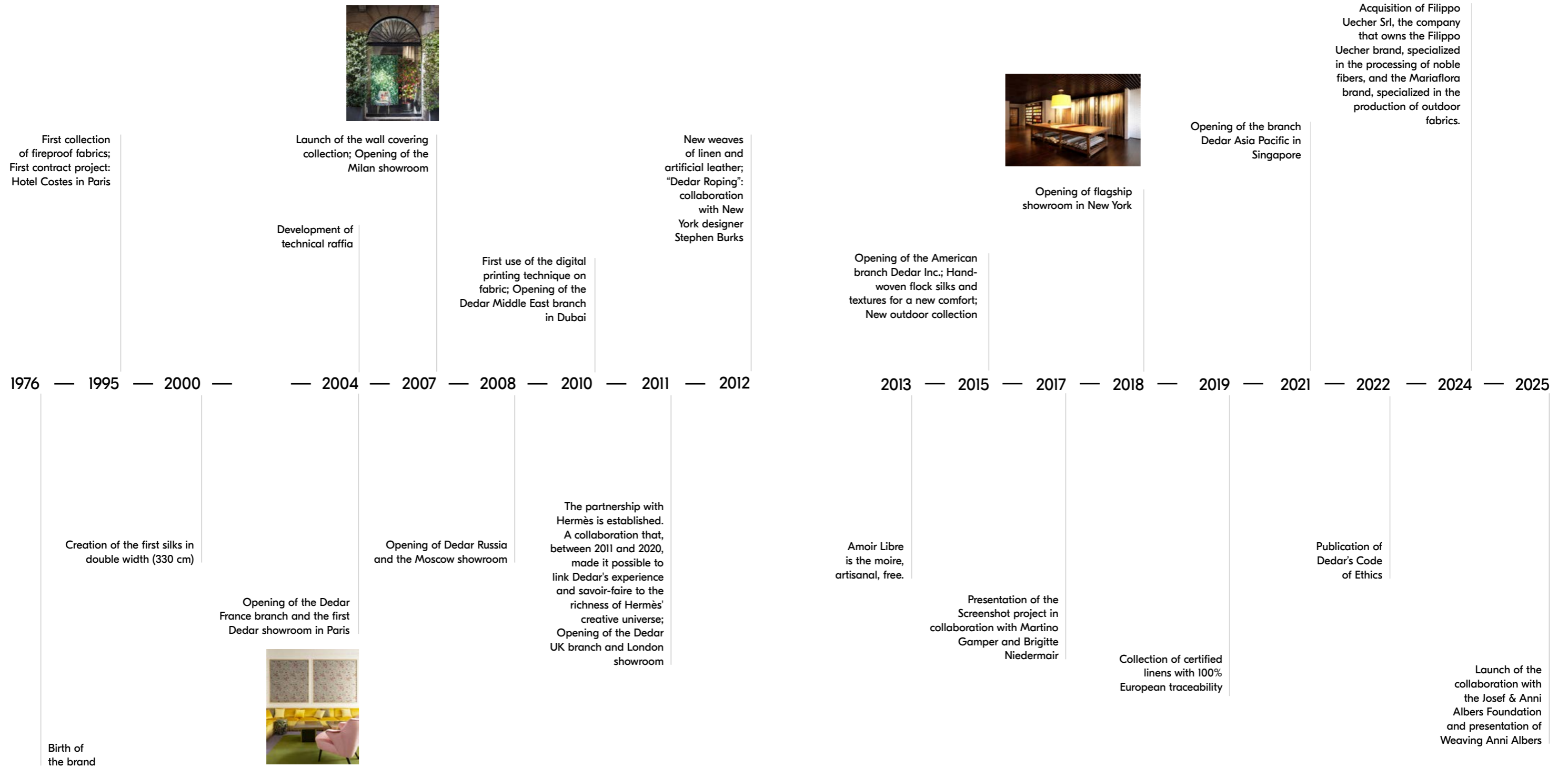
**80+**  
n° Countries of distribution



**67.9 million euros**  
turnover in 2025  
(+11% vs 2024)

**8.7 million euros**  
net profit in 2025  
(+45% vs 2024)

# A history of products, projects, and collaborations



## A family company

Dedar was founded in 1976 by Nicola Fabrizio and his wife Elda, starting with the production of hand-made fabrics and purchasing ancient tribal rugs from all over the world. Since 1997, Caterina and Raffaele have supported their parents in the management of the company, sharing the same passion and making their contribution, with a gaze to the future and a further innovative drive. They also strengthened the organizational structure by setting up a strong managerial framework assisted by a management committee.

**The family nature of the company is reflected in the shareholding structure.** The share capital of Dedar S.p.A. is owned by Caterina and Raffaele Fabrizio, and by their mother Elda Perotta.

Caterina Fabrizio is currently the company's CEO and Chairperson, while Raffaele Fabrizio holds the role of Creative Director.

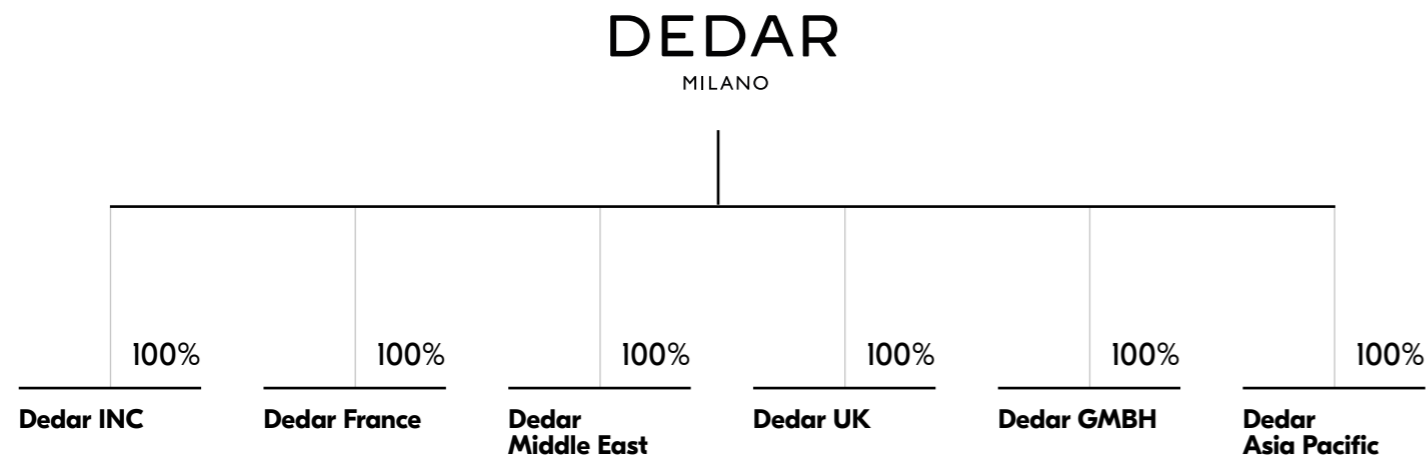
## The company structure of Dedar

Dedar S.p.A. is the parent company and controls with 100% Dedar France S.a.s. (France), Dedar Inc (United States), Dedar Middle East Fzko (United Arab Emirates), Dedar UK Ltd (United Kingdom), Dedar GmbH (Germany), and Brio Immobiliare S.r.l. (which groups corporate real estate). In 2021 the Group established its new branch Dedar Asia Pacific Pte Ltd in Singapore, of which the share capital is entirely owned by Dedar S.p.A. The Asian branch became operative in 2022.

In 2024, the company acquired 100% of the share capital of Filippo Uecher Srl, a company based in Biella (Piedmont, Italy) that owns the Filippo Uecher brand, specialized in the processing of noble fibers, and the Mariaflora brand, specialized in the production of high-quality outdoor fabrics.

The operation allows Dedar to broaden its offering with new product lines and explore complementary market segments, providing an even more complete range of products to its clients. Thanks to a rigorous control of the production chain - from fiber to finished fabric - Mariaflora has consolidated a prominent presence in luxury yachting and high-end outdoor furnishing.

### DEDAR'S COMMERCIAL SUBSIDIARIES



The administration and control system of Dedar S.p.A. is structured according to the traditional model. The administrative body, responsible for determining and pursuing the strategic objectives of the company, is represented by a board of directors made up of four members of the Fabrizio family, of which Caterina Fabrizio is Chairperson. The Board also oversees the management of the impacts that the company generates on the economy, the environment, and people, and approves the information presented in the Sustainability Report. The Board of Statutory Auditors is made up of five members, three standing auditors, and two alternate auditors, who supervise compliance with the law, the Articles of Association as well as compliance with the principles of proper administration.

## Ethical and value-driven business conduct

Dedar has always pursued the mission of providing excellent and high-quality products and services, acting with responsibility and meeting the expectations of stakeholders. Dedar strongly believes that growth and sustainable development in the long term are not possible without integrating the principles of honesty, reliability, respect, fairness, and transparency in the business.

**Dedar's Code of Ethics**, published at the beginning of 2022, translates these principles in behavioral norms to guide the actions of all those who contribute every day to fulfill the corporate mission. In defining and regulating corporate conduct, the Code of Ethics draws inspiration from the most recognized international standards and guidelines regarding human rights and corporate social responsibility, among which the Universal Declaration of Human Rights of the United Nations, the 10 Principles of the Global Compact, and the Conventions of the International Labor Organization.

Dedar bases its philosophy and its corporate culture on the values of integrity, responsibility, sharing, excellence, passion, style, and creativity. These are the virtues that inspire and guide the commitment of the company to spread beauty and improve the quality of the environments in which people and communities live, filling them with harmony and art.

In support of a business management approach that is not only deeply value-driven but also ethical and correct, in 2023, Dedar implemented all the preparatory activities for the introduction of an **Organizational, Management, and Control Model** according to **Legislative Decree 231/2001**. Additionally, a **Whistleblowing policy** was drafted. Both tools were formally adopted in the first half of 2024.

## 1.2 TOWARDS A SUSTAINABLE FUTURE

In the last years the global effects of climate change and the related consequences have become increasingly evident, further accelerating the need to act on the issue, also as a result of the growing sensitivity of consumers and all stakeholders.

Not only are consumers more responsible in their behavior: the general international context is changing thanks to the pressure of the institutions. In this regard, the UN has for decades been committed to promoting the sustainable development of countries, with inevitable consequences on the stakeholders who are part of the country systems. In 2015, 193 UN member countries signed up to the 2030 Agenda for Sustainable Development, an action program for people, the planet, and prosperity based on 17 Sustainable Development Goals of economic, social, and environmental nature. All countries are called to contribute to the achievement of these objectives, involving all actors, including companies.

The European Union has translated these principles into a broad programme of policies and regulatory instruments aimed at supporting the transition to a sustainable economy. In particular, with the European Green Deal — a strategic plan launched in 2019 with highly ambitious goals — the EU aims to achieve climate neutrality by 2050 through the transformation of the Union's economy, following a path of modernization and resource efficiency. The plan covers key sectors such as energy, mobility, agriculture, construction, and industry, and foresees major investments to support the green transition. After 2019, the European regulatory framework was further strengthened with the introduction of new initiatives and regulations aimed at promoting more sustainable production and consumption models. These include the ESPR (Ecodesign for Sustainable Products Regulation), aimed at fostering more eco-friendly product design throughout the entire life cycle, the PPWR (Packaging and Packaging Waste Regulation), aimed at reducing the environmental impact of packaging and promoting its circularity, and the CSRD (Corporate Sustainability Reporting Directive), which strengthens companies' ESG reporting obligations and the transparency of sustainability information. The European regulatory framework was eventually further updated with the Omnibus package presented at the end of 2025, which introduced revisions and simplifications to the reporting system and sustainable finance instruments.

Sustainability requires corporations not only to recognize the common problems the world is facing but also to innovate and take action to make their contribution to a better future from an environmental and social point of view.

For companies to be part of the change, it becomes essential to identify, among the many, the main challenges they are called to respond to concerning their sector, their business, and the objectives that can be set to generate long-term value.

### Industry overview

Although characterized by a very specific offer, **Dedar's business is part of the largest textile sector**, one of the industries with the most significant environmental impacts globally.

In recent decades, the sector has experienced significant growth globally. Between 2000 and 2020, textile production nearly doubled, and projections indicate further expansion in the coming years. In 2025, the global textile market is estimated at approximately 750 billion USD, with growth forecasts reaching 1 trillion USD by 2031<sup>1</sup>.

The use of textile products has significant negative impacts on the environment. In Europe, the textile industry ranks as the fourth most impactful sector in terms of water and soil consumption and among the top five for greenhouse gas emissions and resource exploitation. It is estimated that textile production is responsible for

about 20% of drinking water pollution worldwide, due to the various processes products undergo, such as dyeing and finishing, and that the washing of synthetic garments releases 0.5 million tons of microfibers into the oceans, and that a single washing cycle of polyester garments can release up to 700,000 microplastic fibres<sup>2</sup>. Additionally, each year in the EU alone, approximately 5.8 million tons of textiles are discarded, equivalent to 12 kg per person<sup>3</sup>, given an average consumption of approximately 26 kg of textile products per capita. It is estimated that, in 2020, only 30-35% of total textile waste was destined for separate collection<sup>4</sup>.

To support this evolution, the European Union has defined clear strategic guidelines aimed at **making the textile industry more sustainable and circular by 2030**, through the **EU Strategy for Sustainable and Circular Textiles** and a growing number of regulatory measures. These include measures concerning extended producer responsibility, material recycling, eco-friendly product design, transparency of environmental claims, the introduction of the digital product passport, responsible management of chemical substances, as well as combating microplastic pollution and the destruction of returns and unsold goods.

This is a constantly evolving regulatory framework, which requires a progressive adaptation by Member States and economic operators to the sustainable transition objectives defined at the European level.

Among the most pressing and widely discussed topics is the **end-of-life management of textile products**. As part of the broader **Waste Framework Directive (WFD)**, the European Union established that from 1 January 2025 all Member States must have a separate collection system for textile waste. Of the large quantities produced in the EU, 82% comes from post-consumer sources. Currently, collection systems are widespread, but primarily for the reuse of donated products rather than for the recycling of recoverable fibres and yarns. Moreover, these systems are not fully functional — in 2025, less than 1% of all textile products in Europe are recycled into new products. There is therefore a general lack of preparedness among Member States.

On the other hand, a significant effort will be required from the industry. Within the framework of the WFD, which officially came into force in October 2025, **Extended Producer Responsibility (EPR)** was introduced for the textile sector. The producer is required to take charge of the financing and organisation of collection, preparation for reuse, recycling, and recovery of sector waste. States and companies are seeking to adapt to the new European requirements, evaluating implementation methods often oriented towards collective management models, such as consortia or shared extended producer responsibility systems.

Italy is currently developing a specific regulatory framework: the Minister of the Environment launched a public consultation - concluded in May 2025 - on the proposed regulation introducing extended producer responsibility for the textile and fashion sector. Given the imminent entry into force of the decree, several sector operators are already promoting collective initiatives and consortium systems to manage the obligations set out by the regulation and support the transition towards more circular models<sup>5</sup>.

Another critical issue in the current landscape is the presence of **PFAS** - synthetic chemical compounds - in textiles. These volatile substances can easily penetrate and accumulate in the human body through skin contact or inhalation, causing irreversible consequences. Moreover, PFAS are exceptionally persistent chemicals.

Public opinion, corporate communication, and institutional awareness have drawn attention to this issue. Several Member States - Denmark, Germany, the Netherlands, Norway, and Sweden - have independently initiated legislative measures to limit the use of PFAS. In September 2024, with Regulation 2024/2462, the European Union amended Annex XVII of the REACH regulation, introducing new restrictions on undecafluorohexanoic acid (PFHxA), its salts, and PFHxA-related substances, belonging to the PFAS group, known for their high environmental persistence and potential risks to human health.

<sup>1</sup> Textile market size and share analysis, Mordor Intelligence.

<sup>2</sup> The impact of textile production and waste on the environment, European Parliament. 15.09.2025.

<sup>3</sup> European Communication, 30.03.2022. Communication – EU Strategy for Sustainable and Circular Textiles.

<sup>4</sup> Mauro Scalia, EURATEX Director Sustainable Businesses, 14.12.2022. Creating a more circular textiles sector: including the EcoDesign Regulation.

<sup>5</sup> Extended Producer Responsibility (EPR), Federazione Moda Italia. 18.09.2025.

## Dedar's path

In 2019, Dedar embarked on a sustainability journey, becoming aware of the social and environmental impacts related to its business and beginning to implement the necessary measures and activities to manage them effectively.

Stakeholder engagement activities – particularly involving employees, suppliers, and B2B clients – and the materiality analysis conducted in 2021 represent an important phase of this process. From the results gathered during these activities and the assessments carried out by the company's ownership, 11 material topics emerged. These topics represent the most relevant economic, social, and environmental aspects for the company and its stakeholders, which can influence the company's ability to create value over time.

In 2022, aligning with the methodology introduced by the new release of the GRI Standards 2021, materiality analysis was improved through the analysis of the impacts associated to the material topics previously defined: for each topic Dedar identified the related impacts, namely the effects that the company produces on the economy, the environment, people and their human rights. Such effects can be positive or negative, actual or potential, directly or indirectly caused by business activities. The analysis, conducted with the support of external consultants with sustainability expertise, is available in Appendix.

Subsequently, the 11 material topics were organized in a list and ranked according to their level of priority, determined on the basis of the assessment conducted by stakeholders in 2021 and by the company, updated in light of the evolution of the context.

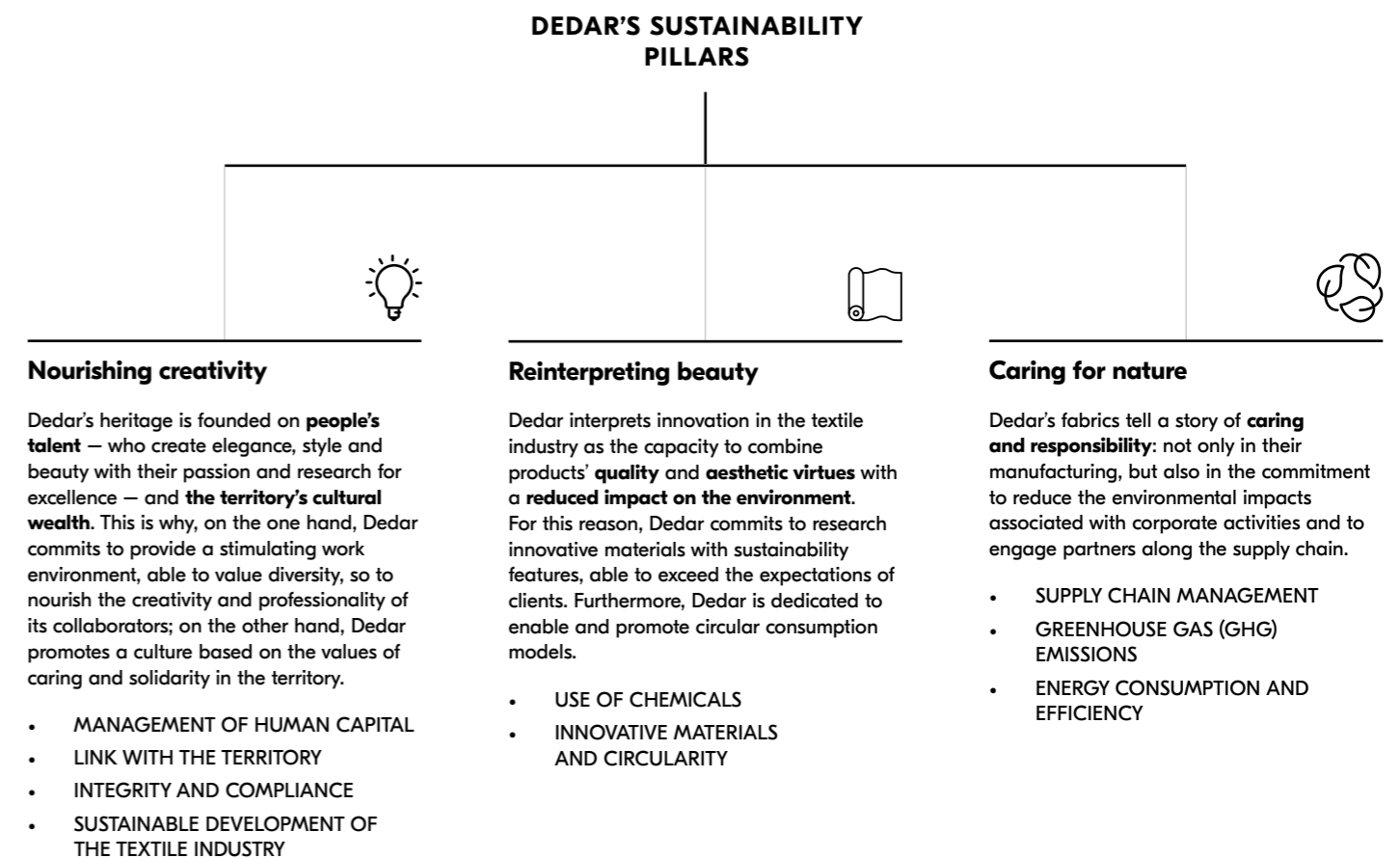
In 2026, Dedar will update this process by carrying out a **double materiality** assessment, integrating the analysis of impact materiality with the financial perspective, strategically adopting this tool as required by the CSRD.

The evolution of the company's approach to sustainability management will continue with further in-depth initiatives. In particular, two workstreams are planned: one dedicated to **assessing ESG impacts in the supply chain** (Supplier Impact Assessment) and the other to developing **guidelines for integrating sustainability principles into product design** (Sustainable Design Guidelines).

### Material topics



















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|--|---|
| 1. QUALITY, CUSTOMER SATISFACTION AND BRAND REPUTATION | 6. WASTE MANAGEMENT                     |
| 2. MANAGEMENT OF HUMAN CAPITAL                         | 7. INNOVATIVE MATERIALS AND CIRCULARITY |
| 3. SUPPLY CHAIN MANAGEMENT                             | 8. INTEGRITY AND COMPLIANCE             |
| 4. GREENHOUSE GAS (GHG) EMISSIONS                      | 9. PACKAGING                            |
| 5. USE OF CHEMICALS                                    | 10. LINK WITH THE TERRITORY             |
|  | 11. ENERGY CONSUMPTION AND EFFICIENCY   |










Based on the analysis of the business impacts and the expectations emerged during the dialogue with stakeholders, Dedar started laying the foundation for the definition of a strategic vision that can lead the sustainable development of the business in a structured way.






Starting from the sustainability pillars and the identified material topics, in 2021 Dedar defined an action plan for 2024 in support of the company’s strategy, integrating social and environmental sustainability goals. As a natural continuation of this process, the company has renewed its three-year commitment to sustainability with the **second edition** of the Plan, in effect **until 2027**.

**Action plan 2025-2027**

Pillars	Material topics	Actions	Timeframe	Completion
 <b>Nourishing creativity</b>	Integrity and compliance	Monitoring the regulatory context, assessing emerging ESG risks, also through the tool of double materiality, and preparing corresponding prevention and mitigation measures	2026	
		Carrying out a sustainability assessment for the newly acquired Filippo Uecher Srl, with the aim of achieving systemic integration into sustainability strategies, performance monitoring, and annual reporting	2026-2027	Completed
	Management of human capital	Planning a yearly team-building activity		
		Development of an employee benefits programme	2026	
		Launching employee training and awareness initiatives	2026	
		Implementation of a workplace climate assessment	2027	
	Link with the territory	Support for community-based organizations and local development initiatives		
		Donation of fabric scraps and unsold textiles to social projects aimed at supporting and integrating vulnerable groups		
		Development of a corporate Charity Policy targeting local communities	2027	
	Sustainable development in the textile industry	Relaunch of the stakeholder engagement plan	2027	
 <b>Reinterpreting beauty</b>	Use of chemicals	Ensuring the retention of Oeko-Tex® certification for existing products and increasing the portfolio of certified items		
		Achieving GreenGuard certification on a selected range of products		
	Innovative materials and circularity	Development of Sustainable Design Guidelines that embed sustainability criteria from the initial creative phase, including low-impact materials, durability, and end-of-life design; related communication targeting employees, suppliers, customers	2026	
		Applied research on the feasibility of utilizing innovative textiles, such as emerging biomaterials	2027	

Pillars	Material topics	Actions	Timeframe	Completion
 <b>Caring for nature</b>	Supply chain management	Identification and assessment of market-available tools for digital traceability of materials and products	2026	
		Execution of a comprehensive assessment of main suppliers aimed at identifying the most significant impact areas within production processes	2026	
		Identification of appropriate tools to oversee the highest-risk impact areas along the supply chain	2027	
		Definition of a Supplier Engagement Programme to implement initiatives aimed at enhancing process and product sustainability in collaboration with strategic suppliers	2027	
	Energy consumption and efficiency	Installation of five additional electric vehicle charging stations in the company parking area	2025	Completed
		Carrying out a study aimed at identifying structural interventions to improve the energy efficiency of the company headquarters in Appiano Gentile	2027	
	GHG emissions	Continuous monitoring of environmental policies adopted by logistics service providers and evaluation of their related offset programs	2026	
		Measurement of emissions associated with the handling of loads to and from the external warehouse, and evaluation of actions to reduce and offset residual emissions	2026	
		Progressive measurement of the most material Scope 3 emission categories	2027	

**LEGENDA**

-  To undertake
-  Ongoing
-  Recurring

**Relations with stakeholders**

Dedar maintains a continuous and direct relationship with its clients, that takes place mainly in sales, trade fairs, and events dedicated to the sector and to design. In 2025 the main events were Paris Déco Off, an international event dedicated to interior design and decoration, the Milan Design Week, Wow!House in London, 3daysofdesign in Copenhagen, and the Venice Architecture Biennale. In addition to this, clients have at their disposal a dedicated Customer Service to which they can address specific questions. Communication with **suppliers** is also ongoing, especially with fabric manufacturers, with whom collaboration for the development of new products is constant. **Employees**, on the other hand, benefit from the small size of the family-run organization which allows fluid communication with the top management. In addition, individual performance evaluation represents a further opportunity for dialogue.

Finally, Dedar also boasts a strong relationship with the media, managed by the Communications Office in collaboration with the Press Offices: the company regularly meets the relevant **media** and organizes at least one press conference a year, as well as individual meetings with the various newspapers. In 2025, Dedar was featured in over 1,300 pieces of content published across national and international press channels: 300 more publications than in 2024, confirming the brand's growing relevance within the industry.

An important touch point for Dedar to interact with its stakeholders are the **digital channels**. In particular, Instagram is Dedar's social media channel on which clients and fans engage the most with the company. The website is also a fundamental platform where users can appreciate the wide range of products in all their variants and accompanied by all the technical information. Moreover, it is a means through which stakeholders have the possibility to enter into contact with the identity and the values of the company. In 2021 the website underwent a restyling in order to provide clients and enthusiasts with the best user experience.

In the near future, Dedar plans to further strengthen its presence on digital channels, primarily to offer more services to clients and engagement opportunities to other stakeholders, as well as to support the international expansion of the brand.

**Dedar's presence on social media and digital channels**

Channel	Unit of measurement	2025
Facebook	Fans	27,700
Instagram	Followers	206,500
YouTube	Video views	88,000
LinkedIn	Followers	28,500
Little Red Book	Followers	2,600
Website	Page-views	7,700,000
	Users	473,000

Thanks to the stakeholder engagement activities carried out in recent years, Dedar has had the opportunity to deepen relations with stakeholders and initiate a dialogue with them about common objectives and specific topics, such as organic and recycled yarns, product certifications, traceability of raw materials and the need to **raise awareness among the players in the supply chain**. In particular, in 2022 Dedar focused on the supply chain. Through a questionnaire distributed to a sample of 29 suppliers, Dedar assessed its partners' management practices and trends related to sustainable innovation. Such preliminary analysis has established the foundations for a deeper dialogue and understanding with strategic suppliers on the topics that are most important for the industry, such as materials, traceability, and circularity, with the objective of defining sustainable product guidelines and identifying opportunities for collaboration.

At the same time, Dedar maintains a constant dialogue with its **clients**. Through regular visits and direct interactions, the company consistently gathers feedback on products and emerging market trends, with particular attention to expectations related to sustainability issues. In particular, a recent survey allowed the company to collect useful insights for defining guidelines that are being progressively integrating into R&D activities and strategic choices. Complementing this, Dedar also sends periodic questionnaires to a selected panel of representatives and commercial partners, with the objective of monitoring the level of awareness and sensitivity of the market regarding sustainability issues.





## 2 Production's quality and responsibility

## 2.1 QUALITY AND INTERNATIONALITY

Dedar bases its identity and raison d'être on its stylistic component, the constant innovative research of new products and the creation of a relationship of quality and trust with clients.

Over time, Dedar has perfected its ability to interpret the expectations of its clients, combining innovative techniques with artisan processes, by mixing natural fibers with technological yarns. The technical and stylistic research consequentially translates into visual and tactile pleasure, allowing to create environments that arouse emotions in the lives of the people who live in them

### The collection

The essence of Dedar's fabric, wall covering and trimming collection are the freedom of inspiration, a taste for experimentation, the love for precious qualities and a wide color range combined with the greatest attention to technical and functional aspects.

The numerous products in the collection can be divided into different categories:

#### PLAIN CLASSICS

Plain fabrics such as velvets, satins, silks, wools, linens that reveal great research in the art of weaving and color, thus becoming new classics;

#### CONTEMPORARY ARCHIVES

Jacquard or printed fabrics with wide-ranging geometric patterns, small-scale geometries and contemporary interpretations of archival designs;

#### WALLCOVERINGS

Wallpapers and wall coverings that bring creativity and texture to walls;

#### TEXTUROLOGIE

Textural fabrics, where the intertwining of different fibers animates fabrics as its texture enhances variations and irregularities;

#### ENJOYABLE OUTDOORS

Highly versatile outdoor fabrics. Classified as outdoor for their characteristics, they are also suitable for any interior setting requiring durability, practicality and ease of maintenance;

#### TRANSPARENCIES

Light veils, the result of a delicate combination of material and transparency;

#### FIRE-RETARDANT

Functional and easy-care fabrics, which embody the richness and variety of textures, intense colors and designs in a fire-retardant version;

#### VERSI LIBERI (FREE VERSES)

Introduced in 2025, a brand-new range of brush-placed fabrics designed for backrests, seats, and cushions: abstract, original, and exclusive designs come to life through embroidery or sophisticated printing techniques.

The collection brings together **676 products and 3,683 color variations**; the 500,000 meters of fabric in stock allow the prompt lead-time of 95% of orders.

In addition to the extent of its collection, Dedar's versatility is also reflected in the ability to satisfy the most demanding expectations, by modifying a fabric in the collection to adapt to the particular requests of a design project or by creating ad hoc fabrics, fireproof or not, to meet every single creative idea.

## Materials

Dedar uses many yarns in order to meet different needs and expectations, both aesthetic and technical. That is why Dedar's offer encompasses natural, artificial and synthetic fibers.

Silk, cotton, linen and wool are among the main **natural fibers** used to realize Dedar's collections and they make up about 66% of sales<sup>6</sup>. These are fibers that come from the animal or vegetable world.

#### SILK

Is made from the cocoons that silkworms produce by feeding primarily on mulberry leaves. Sericulture and, in particular, the cultivation of silkworms was exclusive to China for many centuries, until the production of silk was introduced to Europe from the East. In the 15th century silk art developed in the Como area, becoming, in the international luxury and fashion scene, an area of excellence. Silk is characterized by being a light, soft, thin, elastic and luminous fiber, all qualities that contribute to making it an elegant fiber;

#### COTTON

The most used textile fiber in the world, is derived from the homonymous plant cultivated and processed since ancient times. The yarn is obtained from the processing of cotton wool, that is the material that wraps the seeds produced by the fruits of the plant. Cotton is a resistant and breathable fabric;

#### LINEN

Is an ancient natural fiber of great beauty. Already used by the ancient Egyptians, it was introduced in Europe thanks to the Phoenician trade. The fiber is obtained from the stem of *Linum usitatissimum*, a plant that does not require irrigation and fertilizers. For this reason, linen is also an ecological fiber, as well as being resistant to wear as clothing, hypoallergenic, of great beauty, luminous and capable of enhancing colors and chromatic effects;

#### WOOL

Its processing dates back to prehistoric times. Wool is obtained from the fleece of some animals, including sheep and camelids, and when it comes from living animals, it is defined as "virgin wool". After shearing, washing, and degreasing, the fiber takes on a more or less defined color that can vary from ivory, to white, or black or brown, depending on the animal from which it was produced. This fiber is characterized by its shiny appearance, hygroscopicity, elasticity, unmistakable softness, and fire-retardant properties. Its pride is also embodied in the almost total waste free production.

**Artificial fibers of natural origin**, on the other hand, are the result of particular processes that combine natural fibers with some chemical components, to obtain a yarn with particular characteristics. These include **viscose**, produced from the wood pulp of trees dissolved in lye, to which carbon sulphide is added. The resulting fiber imitates the softness of plant fibers and the brightness of silk.

Finally, **synthetic fibers** are obtained by processing materials from the petrochemical industry. They are particularly durable, elastic, resistant to heat, humidity, and chemicals. Among the most common synthetic fibers in the Dedar collection are polypropylene and solution-dyed acrylic, ideal for outdoor use, resistant to stains and easy to wash, and FR polyester (flame retardant polyester). FR polyester fabrics are inherently flame retardant by virtue of their composition and structure: among these is **Trevira CS®**.

Overall, in 2025 the collection comprises approximately 128 fabric items and 799 references containing polyester in their composition.

<sup>6</sup> Products made of at least 50% of natural fibers.

To better understand its impact on natural resources and the purchasing trends of customers, Dedar started accounting the proportion of materials deriving from renewable and non-renewable sources used in its products. With reference to Dedar collection only<sup>7</sup>, in 2025, 24% of sold fabrics, trimmings, and wallcoverings is composed of 100% renewable fibers. Adding products composed of mixed textiles made of at least 50% of renewable fibers, the amount of mainly renewable fabrics sold increases to 65% - a slight decrease compared to the previous year.

The Collection fabrics is the product category in which the highest share of pure renewable fabrics is produced; in fact, the Collection includes all the curtains and furnishing textiles made of silk, wool, linen, cotton, viscose, and other artificial fibers not mixed with any synthetic fibers. As for trimmings and textile wall coverings, most of products sold are composed of mixed materials with at least 50% of renewable fibers.

**Renewable and non-renewable fabrics<sup>8</sup>**

Meters	U.m.	2025	2024	2023
<b>Collection fabrics</b>	%	<b>100</b>	<b>100</b>	<b>100</b>
of which 100% renewable	%	24.9	24.3	24.3
of which mixed composition of renewable fibers ≥ 50%	%	40.2	41.7	39.9
of which mixed composition of renewable fibers < 50%	%	6.8	5.9	5.9
of which 100% non-renewable	%	28.0	28.1	29.9
<b>Trimmings</b>	%	<b>100</b>	<b>100</b>	<b>100</b>
of which 100% renewable	%	2.4	5.2	5.0
of which mixed composition of renewable fibers ≥ 50%	%	65.3	72.7	60.8
of which mixed composition of renewable fibers < 50%	%	3.7	3.4	0.4
of which 100% non-renewable	%	28.6	18.7	33.8
<b>Textile wall coverings</b>	%	<b>100</b>	<b>100</b>	<b>100</b>
of which 100% renewable	%	17.5	10.8	1.7
of which mixed composition of renewable fibers ≥ 50%	%	46.3	52.7	60.0
of which mixed composition of renewable fibers < 50%	%	4.1	4.8	3.7
of which 100% non-renewable	%	32.2	31.7	34.6

Dedar also sold wallpaper rolls to be considered non-renewable being made of vinyl on non-woven fabric.

<sup>7</sup> Excluding ad hoc creations and third-party products.

<sup>8</sup> 100% renewable fabrics include, among others, 100% cotton, 100% silk, 100% viscose, 100% linen, 100% wool, 100% modal and 100% mohair. The second category includes all articles which have a percentage composition of renewable fibers equal to or higher than 50%. The third category includes articles with a percentage composition of renewable fibers which is lower than 50%, while the last category includes non-renewable fabrics (e.g.: 100% FR polyester).

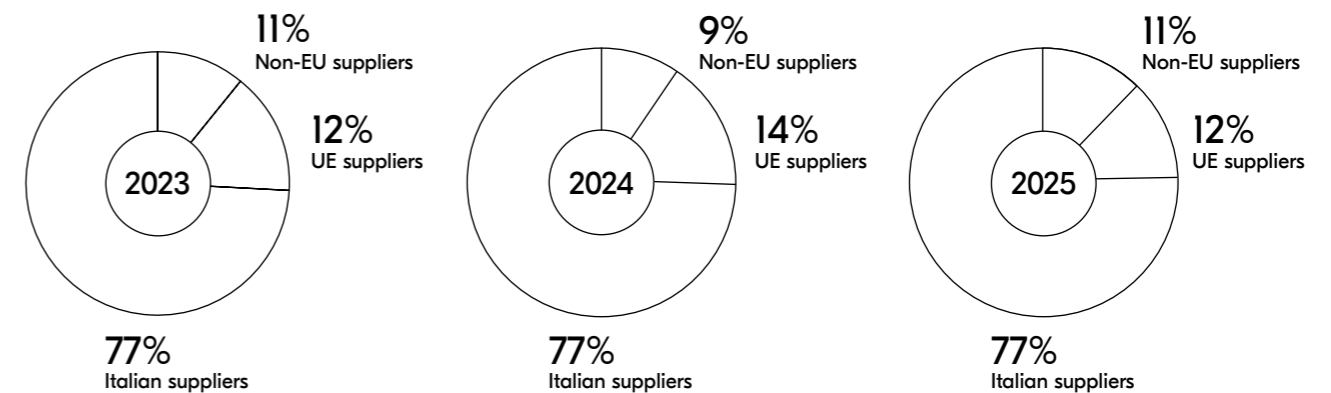
**Supply chain**

Once the expectations, the customer’s requirements, and the products to be made have been identified, the weaving activities are entrusted to Dedar’s qualified suppliers, chosen on the basis of their skills, their reliability, and the quality of their service.

While choosing its suppliers, Dedar maintains its strong calling for **Made in Italy**, but not without keeping in mind the rest of the world, especially those areas known for the presence of manufacturing companies with a strong artisan heritage in the textile field. 77% of Dedar’s spending<sup>9</sup> is on Italian suppliers and of this share 22% amounts on suppliers based in the province of Como. European suppliers amount to 12% of the spending, while the remainder is made up of non-EU suppliers located in areas characterized by a historical textile tradition.

Dedar submits its Code of Ethics to all suppliers, both Italian and international, firmly believing that long-term growth and sustainable development are not possible without integrating the ethical principles of honesty, reliability, respect, fairness, and transparency into the business. The Dedar Code of Ethics draws inspiration from the most important international standards and guidelines on human rights and corporate social responsibility, including the United Nations Universal Declaration of Human Rights, the 10 Principles of the Global Compact, and the Conventions of the International Labour Organization.

**Proportion of spending on local suppliers**



Furthermore, in order to be qualified, all Dedar suppliers are required to sign a declaration of compliance with the **REACH regulation** in reference to the chemicals, dyes, articles and processes that may come with producing fabrics, which have harmful properties towards human health and the environment. REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) is a regulation of the European Union that governs numerous chemical substances, with the aim of improving knowledge of the dangers and risks arising from them. Furthermore, since 2023, in response to the regulatory changes regarding the **removal of PFAS from textiles**, within the European Union as well as in other international markets (e.g. USA), Dedar started a **mapping process** of all its articles containing these substances. The initiative, carried out with the valuable contribution of suppliers, aims to identify and implement alternative solutions that guarantee the performance of existing products, while reducing the environmental impact.

<sup>9</sup> Value.

Among the first practical activities in this direction, starting from the September 2023 collection the company has introduced only articles treated with WR (Water Repellency) **completely free of fluoride**. In 2024, all Dedar products containing traces of PFAS were identified, and the company acted to replace these references with analogous PFAS-free products. In 2025, the transition of the whole collection was completed.

In regard to the topic of chemicals, the company has certified some of its Dedar brand products according to **Standard 100 by Oeko-Tex®**, an independent and uniform international control and certification system that certifies the absence of harmful substances. In 2025 the range of Dedar's Oeko-Tex® certified articles has been further expanded, reaching 140 items (compared to 122 in 2024). Some products are also **Masters of Linen** certified: the brand certifies linen fabrics when these are entirely grown and processed in Western Europe, wanting to give total transparency towards customers on product traceability. Additionally, 59 products are Greenguard certified, guaranteeing low emissions of volatile organic compounds (VOC) and compliance with international indoor air quality standards. In total, in 2025 the references holding certifications number 199 (out of 654 references).

Finally, Dedar manufactures IMO-MED<sup>10</sup> certified fabrics and supplies the maritime sector with IMO approved fire-retardant fabrics.

By wanting to make the supply chain increasingly transparent and responsible, since 2021 Dedar has been adopting a **purchase specification**, a set of guidelines requiring suppliers to align to the principles of social responsibility, environmental sustainability, and ethical responsibility. Dedar also invites suppliers to share the guidelines with their own suppliers and report on non-compliance cases, as a means to enhance sustainability along the entire value chain.

The theme of products and processes' **traceability** is gaining more and more relevance. However, ensuring traceability requires the implementation of sophisticated and integrated systems and a deep understanding of the supply chain, which is particularly complex in the case of the textile industry. Nevertheless, Dedar is analysing possible solutions to improve traceability of raw materials and yarns. In this regard, stakeholder engagement activities conducted in 2022 with main suppliers aim at raising awareness about this issue, sharing best practices, and identifying potential opportunities for collaboration, also considering obtaining specific certifications. Among the first solutions introduced, starting from the 2024 collections, Dedar has implemented a system for collecting information on the **origin of yarns**, to ensure greater transparency in the supply chain, by sending a dedicated questionnaire to suppliers.

<sup>10</sup> Fire protection requirements of Marine Equipment Directive (MED) 96/98/CE.

## Quality

In order to offer a product of excellence, Dedar focuses on the chosen fabric's high quality and style, together with maximum service efficiency to guarantee customer satisfaction. In pursuit of this goal, Dedar has implemented precise and detailed quality control procedures that allow for a correct identification, storage, and management of the product.

At Dedar, the responsibilities of coordinating quality control procedures are carried out by the **Quality Control Manager**, who performs the following functions:

- release the quality system documentation, involving the relevant functions, providing for its updating and storing;
- organize the monitoring and measurement of processes by collecting and managing data relating to product quality, referring to quality indicators where possible;
- coordinate the operational functions involved in the management of product non-conformities and corrective actions that may be necessary in order to keep the quality system efficient and effective;
- verify the conformity of the quality system with what is described in the Quality Manual and in the procedures, making sure it is in compliance with the applicable standard, with the requirements for continuous improvement, with the quality policy and with the improvement objectives;
- monitor the quality objectives, assessing the need for resources in terms of personnel, infrastructures, and means necessary for the intended purposes;
- coordinate, with the necessary departments, the maintenance and / or calibration of the equipment and measuring instruments, ensuring that these activities are recorded on the required documentation.

Quality management is intrinsic in every phase of the production process: from the identification and transmission of specific customer requirements to suppliers, to the careful monitoring of the design phases by the Product Manager, up to the quality control of all inbound products to ensure their complete compliance with production requirements. The fabrics under development are all tested by external laboratories to verify the technical characteristics such as abrasion, pilling, light fastness, color fastness and fire resistance.

## Dedar in the world

Thanks to its versatility and its continuous pursuit of excellence, Dedar proves to be an ambassador of luxury furniture design in **over 80 countries** around the world. In 2025, the international market accounts for **85% of the company's turnover**.

The company's internationality began to assert itself from the very beginning, when in 1995 the first contract project was realized for the Hotel Costes in Paris. Since then, the notoriety of Dedar in Italy and abroad has grown continuously and today fabrics, wall coverings and trimmings are present in large hotel chains, international boutique hotels, cruise boats, private yachts and renowned boutiques including the JK Place Hotels in Rome, Florence and Paris, the Hotel Four Season in Rome, the Nomad Hotel in Las Vegas, the Loulou restaurant at the Palais du Louvre and the Bvlgari Hotel in Paris, Palazzo Fendi in Rome, the Boutique of the Redemption brand in New York, and the Mandarin Oriental Ritz in Madrid. More recently, Dedar products have contributed to customising, among others, Palazzo Talia in Rome, Park Hyatt in Milan, Hotel Villa Fiori in Como, Teatro della Cometa in Rome, and the Tigre restaurant in New York.

Dedar's internationality is also measured through important collaborations. Over the last few years, Caterina and Raffaele Fabrizio met with **some designers and stylists on the international scene**. Then, creative collaborations were born and gave life to unique objects and accessories: a synthesis of the spirit of the designer and of the creative universe of Dedar that inspired them. The designer Bruno Frisoni, the New York designer Stephen Burks, Michele Bönan, the designer Martino Gamper and the artist Brigitte Niedermair are the first to have started a creative path that continues year after year with the research, discovery, and experimentation of new insights.

Between 2021 and 2024, Dedar developed numerous **creative collaborations** with prominent brands and institutions - from the textiles for the Campana brothers' installation at Centre Pompidou-Metz to the capsule collection with Persol and Borsalino, to the charitable project with La Pelucherie in support of Dynamo Camp, and the urban dance performance "Sapessi com'è strano vedere una tigre a Milano" - demonstrating the company's ability to bring its fabrics beyond the world of furnishing, transforming them into vehicles for artistic expression, cultural dialogue, and social commitment.

2025 was a year of great significance for Dedar, also thanks to the launch of the prestigious collaboration with the **Josef and Anni Albers Foundation**. Anni Albers is considered the most important textile designer of the 20th century and a Bauhaus pioneer - the celebrated workshop-school that revolutionised architecture, design, and art, promoting the centrality of materials, the function of objects, and the link between art and industry. With her relentless artistic research, spanning nearly the entire last century, she became an absolute icon of modern weaving, elevating it to art and enriching the artistic language with the tools of the loom and fabric. Also in 2025, Dedar collaborated with the Stephen Burks Man Made studio and the non-profit organisation Sew Gee's Bend Heritage Builders - an African American community from Boykin, Alabama, custodian of a quilting tradition passed down through generations. Dedar donated its fabrics to the community's artists, who transformed them into ten unique quilts, combining ancestral techniques and contemporary vision in a spirit of creative material reuse. The works were presented in the United States Pavilion at the 19th Venice Architecture Biennale, within the exhibition "PORCH: An Architecture of Generosity" - marking the first collaboration between the Gee's Bend community and an international textile maison on a global stage: a project that united circular economy, cultural heritage enhancement, and dialogue between diverse traditions.

As part of its expansion strategy, following the opening of its Singapore branch to establish a more structured presence in the Asian region, Dedar plans in the coming years to further strengthen its presence in the United States — where it already operates an office — and across the APAC region, thus reinforcing its international positioning.

## 2.2 INNOVATION AND SUSTAINABILITY

Dedar's success is based on the elevated craftsmanship and fabric production technique, but also on investments in research and development, with the aim of being able to respond to the demands of an ever-changing market. Particularly, the company invests 2% of its turnover in research and development. **Research and development**, together with savoir faire, helps to create an intrinsic value of high-quality furnishing fabric that makes it a product destined to last overtime.

The function Style and Development, which designs and develops new fabrics and wallcoverings together with the supply chain, is the heart of the organization. This function, supported by the Technical Office, has the ability to combine textile art and beauty and to transform ideas into fabrics thanks to its stylists and designers' education, trained in the best schools and academies in Europe. The process of developing new textiles also involves clients and the market. In fact, Dedar is attentive to capture emerging trends and requests. Indeed, through its latest activities of stakeholder engagement the company detected a new interest for sustainable characteristics that will be taken into consideration to elaborate guidelines for the development of the next collection.

As every year, Dedar has expanded and enriched its collection, working across nearly all product families.

The **Plain Classics** family was enriched with 11 new articles: two wool fabrics (panama and sateen) with water-repellent treatment, four luxurious velvets with high, soft pile evoking fur and alpaca/mohair wool, and five silks with irregular texture, artisanally crafted on a small scale. The entire collection focuses on softness, minimalist elegance, and traditional workmanship (spinning, weaving, and hand-dyeing), with plays of light, speckling, and geometries that evoke movement and rhythm.

**Texturologie** evolved along two main directions: the introduction of two speckled and irregular textures, one with a more pronounced geometric pattern, and the addition of three chenilles of the highest yarn quality. Three of the four articles are water-repellent.

**Transparencies** family was expanded with sheer and semi-sheer fabrics in a variety of compositions, including polyester, recycled polyester, linen, hemp (for the first time in the collection), wool, and alpaca. Of note is the expansion of the "Gently Crafted" subfamily, characterized by natural yarns such as dry-spun hemp, linen, and tussah silk, along with loose weaves, which together create an expressiveness reminiscent of artisanal weaving, balancing refinement and irregularity.

Dedar's creative research within the **Contemporary Archives** has taken shape in new designs created using a wide range of techniques—from jacquard to embroidery, from velvets dyed through special processes to screen printing. The exploration of these techniques has enriched the collection with both visual and material variety, offering multiple interpretations of an instinctive brushstroke, poised between painting and calligraphy. *Ichigo ichi-e* translates abstract gesture into a field of soft flock in Klein blue, applied by hand onto a luminous panama base using the artisanal screen-printing technique. In *Akhlat*, the design is expressed with immediacy on an elaborate jacquard: the metallic chain stitch contrasts with soft, caressing chenille, enhanced by golden reflections. In *Za*, a pure linen chintz provides a glazed background for white pigment applied through screen printing, evoking Japanese calligraphic art in both color and form.

The **Fire Retardant** line has been expanded with new products, combining beauty and functionality. Since 2025, the range includes a new flame-retardant velvet with a bright, cotton-like appearance and a high pile (available in 34 variants), an embroidered velvet, and a textural satin.

Finally, the **wallcovering collection** was further enriched with new additions: a moiré made from hemp and linen, and a series of wall fabrics based on natural fibres - silk, linen, and raffia - revived by a quiet and refined decorative art and connected to the *White Writings* universe, capable of enveloping spaces in a luminous calm.

## Product sustainability

Sustainability is a value and an ethical choice entailing that social and environmental responsibility plays a fundamental role in the development and growth of a company, where the use of innovative materials and respect for the environment can coexist, in favor of a business model that appreciates and respects stakeholders' expectations.

In this regard, Dedar has embarked on a process aimed at analyzing the different materials that make up its products with the objective of identifying possible alternatives with a lower environmental impact. The company has set itself the goal of approaching and making its own contribution to the theme of **circular economy** through the recycling of discarded materials in the textile supply chain.

In particular, since 2021 the company has identified the opportunity to replace Trevira CS with recycled Trevira, obtained through the processing of factory waste, thus limiting the production of the petrochemical components from which it derives.

In 2025, the collection made from synthetic fibre with recycled content comprises 48 items and 247 variants (+14% in items compared to the previous year). Revenue from the sale of these polyester fabrics with fully or partially recycled composition amounts to €4.94 million, with steady growth (+45% on 2024), showing how this choice - beyond being environmentally virtuous - is also widely appreciated by the market.

In parallel, Dedar continues to invest in research to explore the potential of other types of fibre and to develop new circular solutions. The use of recycled fibres is also being tested for plant-based fabrics, with the aim of reducing Dedar's impact on land and water resources; specifically, one item in recycled silk and nine items in recycled/regenerated cotton, bringing the total number of items in the portfolio made from recycled material to 58.

Finally, Dedar has expanded the collection with 10 items made from jute and 7 items made from hemp. In particular, hemp is a natural fiber that is dry-spun and requires less water consumption compared to other yarns, including natural ones.

## Dedar's environmental responsibility

For Dedar, technical and aesthetic excellence and elegance, are values that cannot be separated from ethical standards and respect for the environment: each product has a story to tell, which is not just about beauty and craftsmanship, but also about Dedar's way of doing business.

The company, in fact, carefully monitors the environmental impacts of its direct activities, carried out mainly in the Appiano Gentile headquarters: from energy consumption to greenhouse gas emissions, from the consumption of packaging materials to the production of waste. Over the years, Dedar has integrated increasingly effective management methods and tested new solutions for the reduction of these impacts.

As for **energy consumption**, this is mainly related to the consumption of methane gas for the operation of the thermal plant and electricity purchased from the national grid for lighting and, to a lesser extent, for heating and cooling systems.

In 2025, natural gas consumption amounted to 42,158 m<sup>3</sup>, a decrease of 9.7% compared to the previous year.

Electricity consumption purchased from the grid at the Appiano Gentile site decreased by 21.4%, reaching 210,065 kWh. This significant reduction is due to the 540 photovoltaic panels installed at the company (and operational since May 2024), which in 2025 made it possible to substantially reduce electricity purchases from the grid. Specifically, the system generated 286,589 kWh, of which 62.2% was consumed internally in the company's operations; the remaining 37.8% was fed back into the grid, due to the current inability to store it on-site. Existing technologies available on the market would in fact require substantial investments, not aligned with the plant's capacity.

The energy consumption at the Milan showroom headquarters is, however, up by 13.1%, amounting to 11,404 kWh.

With a view to reducing consumption, in 2025 the company initiated a project to replace fluorescent lamps with low-consumption LED lamps, which will continue in the next years.

Moreover, since September 2020, Dedar has powered the Appiano Gentile premises with electricity derived exclusively from renewable sources, in order to reduce its indirect emissions. Likewise, since 2021 the supply of electricity derived from renewable sources has been activated also for the Milan showroom.

In addition, Dedar monitors the fuel consumption associated with its car fleet, which in 2025 amounted to 2,506 liters of diesel and 39,889 liters of petrol. Since 2022, following the introduction of the Policy for a sustainable fleet that defines the transition to a hybrid and electric vehicle fleet, there has been a gradual decrease in diesel fuel consumption, accompanied, however, by an increase in petrol consumption due to the progressive abandonment of diesel-powered cars. To date, the car fleet consists of only 2 diesel cars, 29 petrol cars, including hybrid and plug-in, and an electric vehicle. Overall, fuel consumption increased with respect to 2024. To support the transition towards a full electric vehicle fleet, at the end of 2022 Dedar installed 5 charging stations for electric and plug-in vehicles in the employee parking area, which, as of 2024, are powered directly by the new photovoltaic system. During 2025, 4 additional charging points for electric cars were installed.

**Direct and indirect energy consumption**

GI	2025	2024	2023
Methane gas	1,644	1,821	1,593
Diesel for car fleet	95	134	456
Petrol for car fleet	1,360	1,240	953
Electricity purchased	797	999	1,442
of which for Appiano Gentile premises	756	962	1,407
of which for the Milan showroom	41	36	35
Self-generated electricity	1,032	722	
Consumed share	641	459	
Exported to grid	390	263	
Consumption of energy from renewable sources	<b>1,439</b>	<b>1,458</b>	<b>1,442</b>
Consumption of energy from non-renewable sources	<b>3,099</b>	<b>3,195</b>	<b>3,002</b>
<b>Total energy consumption</b>	<b>4,537</b>	<b>4,653</b>	<b>4,444</b>
Energy intensity (kWh/metro) <sup>11</sup>	<b>2.014</b>	<b>2.274</b>	<b>2.137</b>

Greenhouse gas emissions deriving from the consumption described above were equal to 176.1 tons of CO<sub>2</sub> equivalent with regard to the consumption of methane gas, diesel and petrol, slightly decreased compared to 2024 (-2.3%). As for electricity consumption, emissions were equal to 56.8 tons of CO<sub>2</sub> equivalent according to the Location-based calculation method, down by 20% compared to 2024 thanks to the partial use of self-produced electricity through the new photovoltaic panels, which are fully operational since May 2024. The decision to purchase electricity exclusively from renewable sources (and with Guarantee of Origin) allowed to maintain Scope 2 emissions calculated according to the Market-based method<sup>12</sup> equal to zero.

The circuits of the company's cooling systems use R410a refrigerant gas. Every six months, a certified company does a maintenance check of the cooling systems and records the interventions performed in the equipment register, including leak checks and any refilling of the quantities of gas dispersed. In the last two years there have been no losses, therefore, no consequential greenhouse gas emissions have been recorded.

<sup>11</sup> Considering the volume of sold fabric, in meters.

<sup>12</sup> The first method reflects the average intensity of emissions related to the networks from which the energy is supplied, while the second reports the emissions related to electricity that the company has decided to purchase.

**Direct and indirect emissions (Scope 1 and 2)<sup>13</sup>**

t CO <sub>2</sub> e	2025	2024	2023
Emissions Scope 1 <sup>14</sup>	176.1	180.3	172.2
Emissions Scope 2 - Location-based <sup>15</sup>	56.8	71.1	107.7
Emissions Scope 2 - Market-based <sup>16</sup>	0	0	0
Total emissions Scope 1 + Scope 2 LB	232.9	251.4	279.9
Total emissions Scope 1 + Scope 2 MB	176.1	180.3	172.2
Emission intensity Scope 1 (kgCO <sub>2</sub> e/meter)	0.281	0.317	0.298
Emission intensity Scope 2- Location-based (kgCO <sub>2</sub> e/meter)	0.091	0.125	0.187
Emission intensity Scope 2- Market-based (kgCO <sub>2</sub> e/meter)	0	0	0
Emission intensity Scope 1 + Scope 2 LB (kgCO <sub>2</sub> e/meter)	0.372	0.442	0.485
Emission intensity Scope 1 + Scope 2 MB (kgCO <sub>2</sub> e/meter)	0.281	0.317	0.298

With regard to scope 3 emissions, since 2022 Dedar has been analyzing the environmental implications linked to logistics. In fact, shipments generate an impact that cannot be overlooked, considering that the company sells its products globally. Each year, the company conducts an analysis of the emissions associated with shipments made throughout the year: for 2025, the estimated amount is 1,722 tonnes of CO<sub>2</sub>e. Based on this analysis, possible actions for shipment optimization have been assessed, in addition to measures already implemented in the last years, in order to reduce the carbon impact of transport. For example, in some cases, for significant quantities of products the shipment leaves Dedar's supplier premises and proceed directly to the client, to optimize routes and consequently reduce the impact of transport.

Another recently introduced initiative is the reorganization of logistics flows between the central and the secondary warehouse and of the routes directed to the premises where quality control is performed. In this way it is possible to reduce the number of kilometers travelled every day and contain the associated GHG emissions. Apart from these measures, the opportunities to achieve a further improvement seem limited, given Dedar's business model. Nevertheless, the company remains committed to look for new shipment solutions, also in collaboration with its clients. Meanwhile, it is assessing the possibility of offsetting the share of emissions generated by the transport of Dedar's products by purchasing certified carbon credits.

<sup>13</sup> Data expressed in tons of CO<sub>2</sub> equivalent. For the calculation, the following GHG gases were considered: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFC (R410A).

<sup>14</sup> Source of the emission factors for methane gas: DEFRA 2025, 2024, 2023.

<sup>15</sup> Source of the emission factors: Ispra, Italian Greenhouse Gas Inventory 1990 – 2021 National Inventory Report 2023; Italian Greenhouse Gas Inventory 1990 – 2020 National Inventory 2023.

<sup>16</sup> Source of the emission factors: Association of Issuing Bodies (AIB), European Residual Mixes 2024, 2023.

Another important aspect of Dedar's direct environmental impacts concerns the **packaging materials**, the characteristics of which must be such as to guarantee the safety of the products transported.

The main materials used for packaging are cardboard and polyethylene.

The cardboard boxes are made up of three layers, namely an external cover, an internal one and an additional internal corrugated core. Currently, the outer cover of the boxes is made from cellulose, while the internal parts are made from recycled cardboard. In percentage terms, the recycled cardboard represents 80% of the weight of the box. The cardboard used for the boxes is purchased from an FSC certified supplier, which guarantees the correct and responsible management according to strict environmental, social and economic standards of the forests from which the cardboard is supplied. Following Dedar's request, since 2020 the supplier has agreed to print the FSC logo on all boxes to promote transparency and raise customer awareness.

Polyethylene is the most common of the plastics and, given its aesthetic characteristics and its excellent insulating properties and chemical stability, it lends itself efficiently to wrap Dedar products. The company, aware of the impacts that plastic has on the environment, intervened on the gradual reduction of the film, to use a smaller amount of plastic without compromising the mechanical strength of protection necessary for the correct transport of the articles. In particular, for the rolls packaging line, through continuous experimentation, Dedar has managed to reduce the initial thickness of **190 microns** to 140 microns in 2023 and to **120 microns** in 2024, and to guarantee that all the wrappings are made with a 50% recycled co-extruded polythene. For the parcels packaging line, in 2023 there has been an equally significant reduction in thickness: **from 210 to 140 microns**, also made with 50% recycled material.

As for bubble wrap, in 2021 Dedar tested the introduction of a share made of recycled polymers. However, performances were disappointing: the material proved to be too soft and thin, compromising the adequate protection of delicate fabrics, like velvet.

Overall, in 2025 Dedar sourced approximately 149,600 kg of boxes, corrugated cardboard, paper, and die-cut materials, 17,600 kg of polythene, and 2,010 kg of bubble wrap. The use of cardboard increased (+10% over 2024), while polythene consumption remained stable. From mid-2025, the use of bubble wrap decreased significantly, as it is no longer used to pack certain product categories, such as velvets, which are stored exclusively in cardboard boxes.

Paper for office activities is among the main materials used by Dedar. In 2025, the company consumed 2,356 kg of paper, a 17% decrease compared to 2024 and a 23% decrease compared to 2023. As part of its efforts to reduce paper consumption, Dedar sends sales invoices to its customers exclusively in digital format.

## Materials

Kg	2025	2024	2023
Cardboard	149,600	136,000	104,690
Polyethylene	17,600	17,800	17,855
of which 50% recycled	17,600	17,800	17,855
Bubble wrap	1,000	2,010	2,010
Office paper <sup>17</sup>	2,356	2,855	3,058

As for waste, all wastepaper and cardboard produced within the Appiano Gentile plant are recovered and sent to specialized platforms, which select the wastepaper. Once selected, these materials are pressed, tied into bales, and made available to the paper mills that do the actual recycling. The polythene waste, on the other hand, is kept separate from the rest of the plastic waste and is entrusted every two weeks to an authorized disposer who delivers them to a treatment platform for recycling. In 2025, the company disposed of 87,560 kg of waste cardboard and paper and 11,780 kg of polythene, representing reductions of 10% and 1.2%, respectively, compared to 2024.

In 2022, at the Appiano Gentile premises a water dispenser was installed. This allowed to reduce the quantity of plastics to be disposed of, registering a decrease of 33.3% compared to 2021. In subsequent years, the quantity of plastic waste remained stable over time.

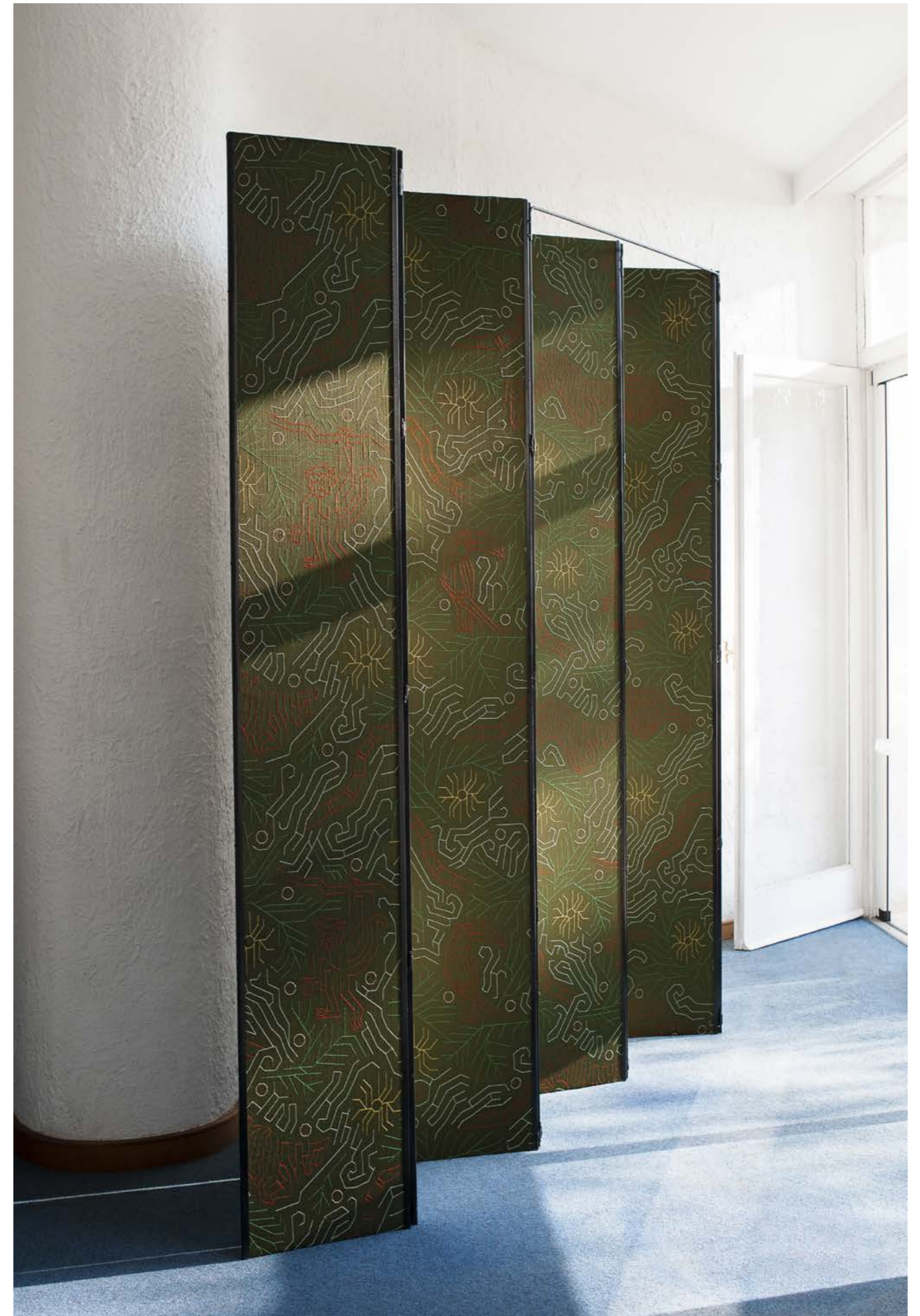
Other waste produced by the company includes mixed materials (such as fabrics, obsolete samples, and defective wallpaper rolls), wooden pallets, waste similar to urban waste, and used toner. In general, hazardous waste - end-of-life equipment, glass and toner - accounts for a very small proportion of total waste. With the aim of optimizing the recovering and treatment of scraps, with the exception of urban waste and plastics which are delivered to the municipal collection and disposal service, other waste categories are sent to certified disposal companies in charge of their recycling or disposal.

In 2025, **textile waste** amounted to 109,860 kg, a significantly higher figure compared to previous years, due to a major disposal of obsolete inventory that was no longer usable. Finally, the increase in ferrous scrap sent for disposal was due to the decommissioning of shelving that had become non-compliant with regulatory requirements. Aware of the fact that the issue of textile waste is becoming a critical matter, since 2022 Dedar has no longer disposed of fabric scraps together with unsorted waste. Instead, they are collected separately and sent to a specialized operator for **recovery and disposal**—effectively anticipating by two years the requirements of the European Waste Framework Directive (WFD) regarding end-of-life textile product management, which has come into force in 2025.

<sup>17</sup> Weight of office paper was estimated on the basis of the number of sheets used and the average weight of a ream, equal to 2.38 kg.

**Waste production**

t	2025	2024	2023
<b>Non hazardous waste</b>			
Cardboard and paper packaging	87.56	97.30	85.16
Polythene for packaging	11.78	11.92	10.18
Fabric scraps	109.06	19.74	14.44
Wooden pallets	5.38	5.70	10.72
Waste similar to urban waste	ca 4.00	ca 4.00	ca 4.20
Scrap iron	5.82	1.80	1.62
Recyclable plastic	ca 1	ca 1	ca 1
Mixed waste and residual waste	0.68	0.92	1.26
<b>Hazardous waste</b>			
Empty toner	0.06	0.04	0.10
Other equipment	2.8	-	0.49
Electronic equipment	0.41	-	0.01
Glass	-	-	0.16





### 3

Territory and people:  
the origins of our  
creativity

## 3.1 A LEGACY TO BE PRESERVED AND VALUED

The mastery with which Dedar combines textile interpretation and the search for new perspectives represents the legacy that the company proudly preserves, which will always be intertwined with the **handcraft and cultural heritage** of the Como area. Dedar entrusts this area to the creation of a significant part of its collections, which is also rooted in the Milan area, a reference point in the world of design and fashion.

The Como area is in fact dedicated to manufacturing, a district of competence and professionalism entrenched in the territory, which continues to contribute to the growth of Dedar thanks to the significant number of skilled craftsmen and textile experts.

**Como is a reference point for the luxury international market and the beauty industry**, and silk is its flagship product. After the strong rebound in 2022 (+29.1% compared to 2021), in 2023 the turnover of the Como district recorded a year-on-year decline of -3.6%, less severe than that of the national textile sector (-6.6%), while still remaining well above 2019 levels (+4.8%)<sup>18</sup>. In 2024, exports from the Como silk-textile district amounted to €1.203 billion, down 4.6% compared to 2023, although signs of recovery emerged in the fourth quarter (+1.3%). In the first three months of 2025, the decline further eased (-0.5% compared to the same period in 2024)<sup>19</sup>.

The entrepreneurial fabric in Como is mainly made up of small and medium-sized enterprises, **artisan groups specialized in one phase of production**: precisely, this specialization, together with the flexibility guaranteed by their small size, has been the element of success of the area for decades. It has also been an important element for the production of Dedar's collections.

The structure of the Como area itself has fostered an environment of mutual growth, determining the exchange of knowledge and technologies and making it possible to develop high qualitative and technological **specific know-how** content, which represents the area's main asset.

Strengthened by this know-how, the textile companies in Como have been able to develop and anticipate the emergence of new trends, without compromising their competitiveness, but rather by innovating techniques and procedures to create high quality products.

However, in an increasingly dynamic, globalized, and competitive context, the sector faces the need to **optimize production, reduce waste, improve sustainability, and make decision-making processes more efficient**. In this regard, new technologies and artificial intelligence (AI), if properly developed and implemented, could represent a strategic solution to support the evolution of the entire textile supply chain. For example, from a circular economy perspective, AI could assist designers in applying eco-design principles, improve textile end-of-life material sorting systems, and enhance the efficiency of textile-to-textile recycling, thereby facilitating fiber reuse.

Although Dedar naturally has a strong vocation for Made in Italy, the company also acts as an ambassador of **foreign traditions**, enhancing artisan techniques from other peoples and cultures. Dedar has turned to India, for their deep tradition linked to the artisan production of wild silk and matka silk.

Dedar products thus combine **ancient techniques** and **innovative methods**, fused together to create a fabric that lasts, and bears witness to beauty over time.

Dedar is actively committed to the territory and the **local community**, in the field of training young talents, protection of artistic and cultural heritage, as well as initiatives in support of health, both in terms of research, and of treatment paths aimed at fragile categories.

In 2023, Dedar launched a three-year collaboration with the Brera Academy of Fine Arts, aimed at students of the Textile Culture course within the two-year Fashion Design program, part of the Department of Design and Applied Arts. The initiative was created with the goal of contributing to the development and strengthening of specialized training in the textile field, seen as a bridge between creative design and the production world, while promoting the talent of the new generations. As part of this collaboration, Dedar organizes an annual competition that awards the best textile works created by students, selected based on their originality. The top three winners receive a cash prize, offered directly by Dedar in recognition of their merit and design effort.

Support for culture and the promotion of artistic heritage is also expressed through Dedar's ongoing contribution to FAI – the Italian National Trust – of which Dedar is a Golden Donor. This commitment reflects the company's attention to preserving Italy's historical, landscape, and textile heritage.

Moreover, also in 2024 Dedar confirmed its support for the AIRC Foundation for Cancer Research by contributing to the "Research Chocolates" campaign through the active involvement of its employees. Dedar's staff took part as volunteers during events promoted by the Foundation and supported the initiative through donations and the solidarity purchase of chocolates, azaleas, and oranges, strengthening the company's collective commitment to social responsibility. During 2025, in addition to the traditional donation linked to AIRC products distributed within the company, an internal sale of Dedar fabrics was organized, reserved exclusively for employees, with all proceeds donated to the association, further strengthening the company's contribution to supporting research.

At the same time, since 2023 Dedar has been working on establishing partnerships with non-profit organizations to donate waste materials, generating a dual benefit: environmental, as excess fabric is recovered and reused, and social, as the partner organizations' projects aim to promote the professional empowerment of disadvantaged individuals.

In 2025, the company donated 915 meters of fabric, a significant increase compared to the first two years of the project (in 2024, 225 meters of fabric were donated to a social tailoring workshop). The goal is to turn these collaborations into a structured corporate practice, capable of growing over time and involving an increasing number of partners.

<sup>18</sup> Source: Outlook for the textile supply chain in the current global economic scenario. By Ilaria Sangalli, Intesa Sanpaolo Research Department, presented at the 36th edition of the Como Textile District Observatory.

<sup>19</sup> Source: Intesa San Paolo, Monitor of Industrial Districts in Lombardy, April and July 2025.

## 3.2 A COMPANY OF TALENTED PEOPLE

According to Lev Tolstoy “One can live magnificently in this world if one knows how to work and how to love: work for those we love and love what we work for”. The inspiration for Dedar’s way of working is its passion for the pursuit of beauty, a quality that is continuously enhanced and nurtured through the inclusion of young talent from schools, academies and universities of design and fashion.

Dedar is committed to offering its personnel a work environment where they can develop their skills, fully reach their potential, and fulfill individual expectations, preserving tradition and at the same time contributing to improve and be innovative to achieve excellence.

Dedar guarantees equal job opportunities and professional growth to all employees based on their specific professional qualifications and performance capabilities, without discrimination, as the managers ensure the development path of employees considering exclusively criteria of competence and merit, starting from the recruiting phase.

### The people of Dedar

As of 31 December 2025, Dedar had 127 employees, of whom 77 were women, representing a slight majority (61%) of the total workforce compared to men. Ninety-eight percent of employees have permanent contracts and 96% work full-time, while only 3 employees have fixed-term contracts and 5 have part-time contracts. At year-end of the year, there were also 22 interns and 4 agency workers, bringing Dedar’s total workforce to 153.

#### Employees by employment contract, type of employment and gender

N. employees and collaborators	2025	2024	2023
Total employees	127	125	131
Total women	77	76	78
Total men	50	49	53
Permanent contract	124	120	125
Women	75	71	73
Men	49	49	52
Fixed-term contract	3	5	6
Women	2	5	5
Men	1	-	1
Full-time contract	122	120	128
Women	72	71	75
Men	50	49	53
Part-time contract	5	5	3
Women	5	5	3
Men	-	-	-
Internships and temps	26	18	11
Total collaborators	153	143	142

Dedar employees mainly belong to the 30-50 age group (63.8%); the under 30s represent 14.2% of the total, while the over 50s represent 22.0%.

#### Employees by professional category, gender and age

N. employees and collaborators	2025			2024			2023		
	Women	Men		Women	Men		Women	Men	
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior executives		2		2	3		2	1	4
Middle Management	5	3		7	1		4	5	4
Employees	14	43	7	3	13	2	16	38	7
Workers		3		1	8	10	4	1	8
Total	14	51	12	4	30	16	16	47	13

Passion and pursuit of excellence are values that distinguish Dedar and, therefore, are characteristics sought as an essential trait in the recruitment phase by the qualified management. The selection process for candidates is based on the assessment of their roles and experience, which therefore guarantees equal admission opportunities.

Dedar’s **capacity to attract** employees is leveraged particularly by its **reputation** and **brand image**, which represents a reference point for the area, as demonstrated by 35% of employees who come from the province of Como. With the brand’s development and internationalization, attracting highly qualified professionals able to respond to the company’s expectation of sustainable growth becomes an increasingly crucial challenge. Therefore, Dedar commits to implement new strategies and programs to attract and retain talents.

For the search and selection of new staff, Dedar collaborates with professional schools and universities, bringing young people closer to the labor market by offering internships to university students. Dedar also resorts to social networks and specialized external companies. Furthermore, the company started an Employer Branding process aimed at promoting Dedar among interested communities, like textile schools, specialization programs, and master’s degrees. In particular, during 2022 several initiatives to make Dedar known among young graduates were launched, by offering internships, delivering talks and lectures, and participating to recruiting days. The Scuola Professionale of the Associazione Cometa, the Marangoni institute, and the Accademia di Belle Arti of Brera were involved. In addition, other Technical Institutes were engaged thanks to our partnership with the recruitment agency Adecco. The three-year collaboration with the Brera Academy of Fine Arts launched in 2023, involving the competition for students of the Textile Culture course, is also part of the Employer Branding approach.

In 2025, 18 employees were hired, while 16 people left the company due to voluntary resignations, the end of fixed-term contracts, dismissals, and retirements.

**Number of hires and terminations by gender and age group**

N. of employees	2025		2024		2023	
	N.	%	N.	%	N.	%
Total hires	18		23		19	
<30	7	38.9	7	35.0	11	44.0
Women	4	28.6	6	37.5	8	40.0
Men	3	75.0	1	25.0	3	0.6
30-50	11	13.6	15	20.5	8	11.3
Women	2	3.9	12	25.5	6	13.6
Men	9	30.0	3	11.5	2	7.4
>50	-	-	1	3.1	-	-
Women	-	-	1	7.7	-	-
Men	-	-	-	-	-	-
Total terminations	16		24		24	
<30	3	16.7	5	25.0	7	28.0
Women	-	-	4	25.0	5	25.0
Men	3	75.0	1	25.0	2	40.0
30-50	7	8.6	17	23.3	13	18.3
Women	3	5.9	11	23.4	7	15.9
Men	4	13.3	6	23.1	6	22.2
>50		21.4	3	9.4	4	11.4
Women	2	16.7	2	15.4	2	14.3
Men	4	25.0	1	5.3	2	9.5

The company is committed to recognizing and enhancing the talent of the people who contribute with their passion and dedication every day to bring the elegance of Dedar fabrics to the world. In this regard, there is an **employee personnel evaluation system**, that in 2022 was applied to the entire company population, with regular feedback meetings aimed at periodically verifying the performance of each role based on the technical and transversal skills required, with recognition of the people who demonstrate a high potential for growth. Career paths are built ad hoc and according to the identified potential. Since 2022, new analytic systems have been introduced to investigate in depth the relationship between each manager and its team. In particular, results are analyzed in relation to the performances that the team could potentially achieve, in order to value everyone's contribution, the use of resources and synergies between managers and employees. In 2025, as for the previous year, 95% of Dedar's people underwent performance assessments. Based on these analyses, the company started assessing the possibility of formalizing succession plans aimed at guaranteeing business continuity in the future.

The annual performance evaluation also represents an opportunity to identify any training needs. Except for compulsory training, additional training, coaching, and mentoring is being activated when individual needs related to specific technical skills arise. In 2021 Dedar established a monitoring system of training hours provided, in order to favor the assessment of training results and improve activity planning for the following years.

In 2025, a total of 1,302 hours of training were delivered (-15.7% compared to 2024). Among the main initiatives, a workshop on artificial intelligence was organized, led by an external IT company. For each team, a point of contact was identified, who received initial training on the tool's main functionalities, followed by periodic practical sessions to share usage methods, potential, and issues encountered. The objective was to develop widespread competencies within the organisation, empowering contacts as ambassadors within their respective teams and assessing the tool's contribution in terms of productivity and output quality. The feedback was positive, and developments to be implemented from 2026 onwards are under evaluation. A two-day training course on negotiation was also delivered, involving 13 employees from different teams. The training arose from a cross-cutting need within the organisation: strengthening negotiation skills, which are particularly relevant in a commercially oriented company. The feedback was very positive, and based on the results achieved, a new session has already been planned for 2026 for additional participants. Finally, the training aimed at the Customer Service team continued, focused on increasing textile knowledge and skills.

**Average yearly hours of training per employee, by gender and by professional category**

N. of hours	2025			2024			2023		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Senior executives	6.0	4.8	5.1	5.0	4.0	4.2	3.0	3.2	3.1
Middle management	9.5	2.3	5.9	21.1	36.2	26.5	21.7	22.0	21.8
Employees	11.5	14.2	12.1	13.9	13.3	13.8	24.5	19.6	23.3
Workers	8.0	8.2	8.2	2.0	2.6	2.5	2.0	5.5	5.0
Total	11.0	9.1	10.3	13.9	9.9	12.4	22.5	12.7	18.5

In addition to training programs and career development assessment, every day Dedar is committed to improve relations with its employees, through constant **communication**. In a periodic newsletter, Dedar shares with staff the main news regarding projects, events, and acknowledgments. The newsletter also includes a specific section that describe the main activities directly addressed to employees. Moreover, every year, at Christmas, employees are involved in a celebrating event and a photo contest.

## Health & safety

Health and safety in the workplace are of fundamental importance for Dedar, which acts in the belief that all those who access the workplace must be able to operate in a **comfortable, quality, and safe environment**. In compliance with the provisions in force concerning health and safety in the workplace, Dedar is committed to implement the culture of safety, promoting awareness of risks and responsible behavior.

As required by the Consolidated Law on Safety at Work (T.U.S.L. - Legislative Decree 81/2008), Dedar has implemented an occupational health and safety management system, which covers all the people working at the Appiano Gentile premises and at the showroom in Milan. The company identified the people responsible for the Prevention and Protection Service and prepared a risk assessment document in order to identify and prevent work-related hazards. Adequate training and periodic meetings between the workers' safety representative, the head of the prevention and protection service, the company safety manager, and a qualified doctor guarantee general monitoring of the situation in terms of health and safety. In particular, updates regarding the risk assessment document, the suitability of individual protection equipment, the planning of the training and information programs, and other specific matters are being discussed during the meetings.

To minimize risks to employees' health, the qualified doctor is also responsible for the provision of specific occupational health services, which consist of assessing whether each worker is fit for his or her specific job duties, keeping a medical record of every worker exposed to particular risks (in compliance with privacy laws), conducting periodic medical checks on the employees to ensure they are still fit for their work, and informing them about the results of the assessment.

Training and information sessions on health and safety are organized by the Prevention and Protection Service with the help of personnel or entities outside the company. The workers in charge of first aid, firefighting and evacuation activities undergo specific training activities related to their appointed tasks. Following the suspension of training activities in 2020 as a measure to prevent the spread of Covid-19, in 2021 health and safety training was started again regularly.

In 2025, **no workplace accidents occurred**. In general, any accident is recorded on a specific register and examined during the periodic meetings in order to discuss possible preventive actions. Moreover, Dedar's workers can refer to the appointed qualified doctor to report any situations or circumstances they believe could cause injury or danger to their health.

## Injury indexes

Health and safety indicators regarding employees	2025	2024	2023
Total worked hours	215,121	215,541	228,027
Number of high-consequence work-related injuries	-	-	-
Number of recordable work-related injuries	-	-	2
Rate of high-consequence work-related injuries <sup>20</sup>	-	-	-
Rate of recordable work-related injuries	-	-	1.75

In addition to the provisions of the legislation, Dedar provides its employees with the possibility of carrying out the flu vaccine.

During 2021 Dedar introduced for the first-time remote work to limit the presence of employees in the company, in response to the pandemic emergency. At the beginning of 2022, remote work was regulated through the drafting of a company policy that allows employees to work from home for a day a week. In addition, since January 2023, Dedar has introduced an hourly flexibility in entry and exit.

Finally, also in 2025 the company awarded all employees a performance bonus worth 800 euros; employees had the option to either cash it out or fully convert it into welfare credit.

<sup>20</sup>The accident frequency rate is calculated as the ratio between the number of accidents and the total hours worked in the same period, multiplied by 200,000.

# APPENDIX

## Reconciliation between material topics and impacts

The following table shows the impacts associated to each material topic, specifying whether they are positive or negative, directly or indirectly caused by Dedar's activities. Impacts were identified regardless of the actions already implemented by the company for their management.

Material topics	Impacts	Positive/ Negative	Direct/ Indirect	Stakeholder involved
Quality, customer satisfaction and brand reputation	Hazards to human health related to the use of products: effects derived from contact with or inhalation of hazardous substances present in the fabrics (chemical residues)	Negative	Indirect	Clients Consumers
	Client and consumer dissatisfaction	Negative	Direct	Clients Consumers
	Incorrect, ambiguous, or unverified communication that may influence clients and consumers' choices	Negative	Direct	Clients Consumers
	Increase of consumers, employees, and other stakeholders' awareness about environmental issues	Positive	Direct	Employees Suppliers and partners Clients Consumers
Management of human capital	Working environment and practices that do not favor the psychophysical wellbeing and the career development of employees	Negative	Direct	Employees and collaborators
	Violation of workers' rights related to working practices, participation, freedom of association and expression	Negative	Direct	Employees and collaborators
	Inadequate or unequal remuneration of employees	Negative	Direct	Employees and collaborators
	Increase of professional and personal competencies of employees and collaborators	Positive	Direct	Employees and collaborators
	Accidents at work and occupational diseases that compromise workers' health	Negative	Direct	Employees and collaborators
Supply chain management	Violation of workers' rights and human rights along the supply chain	Negative	Indirect	Workers of the supply chain
	Hazards to the health and safety of workers along the supply chain	Negative	Indirect	Workers of the supply chain
	Land use and loss of biodiversity due to the production of natural raw materials	Negative	Indirect	Local communities Society
	Water consumption due to the procurement of raw materials and their processing	Negative	Indirect	Local communities Society
GHG emissions	Water pollution and release of microplastics due to upstream manufacturing processes	Negative	Indirect	Local communities Society
	Creation of opportunities for economic development for the industry and sector (e.g. job creation along the supply chain, partnerships for innovative projects, etc.)	Positive	Indirect	Workers of the supply chain Other businesses Local communities Society
	Direct release of greenhouse gases due to the consumption of fossil fuels for the execution of business activities	Negative	Direct	Society
	Indirect release of greenhouse gases due to upstream and downstream phases of the value chain	Negative	Indirect	Society

Material topics	Impacts	Positive/ Negative	Direct/ Indirect	Stakeholder involved
Use of chemicals	Ecosystem pollution due to the use of chemicals in the production processes of fibers and yarns	Negative	Indirect	Local communities Society
	Workers and consumers' exposure to hazardous substances with consequent risks to human health	Negative	Indirect	Workers of the supply chain Employees Clients Consumers
Waste management	Soil, air, and water pollution due to the disposal of waste generated by office, warehouse, and showroom management activities	Negative	Direct	Society
Innovative materials and circularity	Release of microplastics in the water due to the washing of synthetic fabrics in the use phase	Negative	Indirect	Society
	Waste of resources and materials associated to lost sales due to product damage/defect or to Product withdrawal from sale	Negative	Direct	Society
	Contribution to the creation of a collection and recycling system for end-of-life textiles	Negative	Indirect	Clients Consumers Society
Integrity and compliance	Damage to third parties or the Public Administration resulting from unethical conduct or offences in the management of the business	Negative	Direct	Public administration Competitors Suppliers Society
	Privacy breaches and improper use of sensitive data, also due to inadequate protection of information systems and procedures	Negative	Direct	Consumers Suppliers Clients Employees and collaborators
	Economic losses and/or lost earnings due to organisational inefficiencies or to reputational risks	Negative	Direct	Employees and collaborators Suppliers Corporate ownership
Packaging	Consumption of renewable and non-renewable materials for product packaging and secondary packaging	Negative	Indirect	Society
	Ecosystem pollution due to downstream dispersion of packaging waste	Negative	Indirect	Society
Link with the territory	Long-term economic value creation	Positive	Direct	Employees Suppliers Other businesses Local communities
	Contribution to the integration of young people into the labor market and to the development of their professional competencies, through collaboration with schools and universities	Positive	Direct	Young people of local communities
	Support to non-profit initiatives to the benefit of vulnerable groups or for the development of the territory through donations, sponsorships, collaborations, and social projects	Positive	Direct	Vulnerable groups Local communities Society
	Promotion of the artisan and cultural heritage of the territory	Positive	Direct	Workers of the supply chain Local communities
Energy consumption and efficiency	Consumption of energy resources/fossil fuels for the execution of business activities	Negative	Direct	Society
	Contribution to the energy transition thanks to self-production of renewable energy	Positive	Direct	Society

# GRI content index

Dedar's 2025 Sustainability Report was prepared by adopting the GRI Standards according to the option "with reference to the GRI Standards".

The table below shows the company information based on the GRI Standards with reference to the GRI indicators used. For all information provided, reference is made to the page of the Sustainability Report.

GRI Standard	Disclosure	Page Number
<b>General disclosure</b>		
GRI 2: General Disclosures 2021	2-1 Organizational details	p. 7
	2-2 Entities included in the organization's sustainability reporting	p. 7
	2-3 Reporting period, frequency and contact point	p. 7
	2-4 Restatements of information	p. 7
	2-5 External assurance	p. 7
	2-6 Activities, value chain and other business relationships	In the period 2023-2025 no significant changes occurred in the supply chain.
	2-7 Employees	p. 46
	2-8 Workers who are not employees	The company resorts also to the collaboration of workers who are not employees, in particular trainees and temporary workers. The total number of trainees and temporary workers was 11 in 2023, 18 in 2024 and 26 in 2025.
	2-9 Governance structure and composition	a. Dedar established a steering committee to which Caterina Fabrizio, as CEO and President, and Raffaele Fabrizio, as Creative Director, take part, together with the directors of the other business areas. b. The highest governance body is responsible for decision making and overseeing the management of the organization's impacts. c. The three members of the highest governance body are also executive, independent, and do not belong to under-represented social groups.
	2-10 Nomination and selection of the highest governance body	Considered the family character of the corporate ownership and the dimension of the business, this disclosure is not applicable.
	2-11 Chair of the highest governance body	The President of the Board is also a Senior executive of the organization.
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate strategy is overseen and approved by the CEO and President and Creative Director. The Board assesses and approves the processes to identify and manage the organization's impacts conducted by the business functions and can directly intervene in the management of the relations with stakeholders, also with regard to environmental issues.
	2-13 Delegation of responsibility for managing impacts	The Board delegates to the business functions the task of engaging the stakeholders and identifying the impacts.

GRI Standard	Disclosure	Page Number
<b>General disclosure</b>		
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	p. 14 Given the dimension and the family character of the business, it was not considered necessary to formalize specific procedures for the management of conflicts of interests at the highest governance body level. The Code of Ethics of the organization, among its principles, refers to the prevention of conflicts of interests.
	2-15 Conflicts of interest	a. Dedar collects and analyze each piece of information received through its communication channels and, if any critical concern arises with regard to actual or potential negative impacts, these are reported to the highest governance body. b. No critical concerns to be reported to the highest governance body were registered during the reporting period.
	2-16 Communication of critical concerns	Collective knowledge of the highest governance body on sustainability topics is updated through regular dialogue with consultants and other business enterprises and by participating to academic conferences.
	2-17 Collective knowledge of the highest governance body	Currently no formalized measures for the assessment of the performance of the highest governance bodies in overseeing the management of the organization's impacts on the economy, environment, and people are in place.
	2-18 Evaluation of the performance of the highest governance body	Upon appointment, the shareholders' meeting establishes the remuneration for the members of the Board and the severance pay. The remuneration of senior executives is defined at the time of hiring and may be subject to subsequent variations with the Board's approval. Variable remuneration is delivered upon the achievement of objectives, not related to environmental targets.
	2-19 Remuneration policies	The ratio between the total annual compensation of the highest-paid individual—identified as the CEO and the Creative Director—and the average total annual compensation of all employees was 4.54 in 2025, 4.7 in 2024, and 4.8 in 2023.
	2-21 Annual total compensation ratio	

GRI Standard	Disclosure	Page Number
<b>General disclosure</b>		
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	p. 5, 20-21
	2-25 Processes to remediate negative impacts	Different procedures and mechanisms are designed to remediate negative impacts. Information regarding the management of the various impacts is included in the appropriate sections of the Report, where applicable.
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholders can seek clarification on the implementation of policies and raise concerns on business conduct through the reporting system described in the Code of Ethics.
	2-27 Compliance with laws and regulations	In the period 2020-2022 no instances of non-compliance with laws and regulations were reported.
	2-28 Membership associations	Associazione Italiana Commercio Estero, AIDAF - Italian Family Business, Confindustria Como, Sistema Moda Italia.
	2-29 Approach to stakeholder engagement	p. 21-22
2-30 Collective bargaining agreements	All Dedar's employees are covered by collective bargaining agreements, namely the National Collective Labor Agreement in commercial sector. Directors are covered by the National Collective Labor Agreement in tertiary sector. In 2022 a second level trade union agreement was signed for the recognition of a performance bonus to all employees who do not already have a variable remuneration. The agreement was renewed for 2025.	

GRI Standard	Disclosure	Page Number
<b>Material topics</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 18
	3-2 List of material topics	p. 19
<b>Use of chemicals</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 29
	416-1 Assessment of the health and safety impacts of product and service categories	All Dedar fabrics comply with the European REACH regulation with regard to harmful chemicals. Therefore, from the customer's point of view, there are no risks associated with the chemical nature of the fabrics, whether natural or synthetic. There is a residual risk linked to the flammability of the product, a risk that is reduced in the case of fireproof fabrics.
GRI 416: Customer health and safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	In the period 2023-2025 the company was not reported for any incident of non-compliance concerning the health and safety impacts of products.
	<b>Supply chain management</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 29-30
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	p. 29
<b>Innovative materials and circularity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 27-28, 33-34
<b>Packaging</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 38-39
GRI 301: Materials 2016	301-1 Materials used by weight or volume	p. 39

GRI Standard	Disclosure	Page Number
<b>Management of human capital</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 46-49
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 48
	403-1 Occupational health and safety management system	p. 50
	403-2 Hazard identification, risk assessment, and incident investigation	p. 50
GRI 403: Occupational health and safety 2018	403-3 Occupational health services	p. 50
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 50
	403-5 Worker training on occupational health and safety	p. 50
	403-6 Promotion of worker health	p. 51
	403-9 Work-related injuries	p. 51
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	p. 49
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	p. 14, 46-47
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	In the period 2023-2025 no incidents of discrimination within the company were registered.
<b>Energy consumption and efficiency</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 35-36
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p. 36
	302-3 Energy intensity	p. 36
<b>GHG emissions</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 36-37
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 37
	305-2 Indirect (Scope 2) GHG emissions	p. 37
	305-4 GHG emissions intensity	p. 37
<b>Waste management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 39-40
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 39-40
	306-2 Management of significant waste-related impacts	p. 39-40
	306-3 Waste generated	p. 40

GRI Standard	Disclosure	Page Number
<b>Link with the territory</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 44-45
<b>Integrity and compliance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 15
<b>Quality, customer satisfaction and brand reputation</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 22, 31
GRI 417: Marketing and labeling 2016	417-1 Requirements for product and service information and labeling	Dedar products are accompanied by commercial documents in compliance with Regulation 1007/2011 / EU. Moreover, products are accompanied by information on the composition, height, use, maintenance, functional technical characteristics and main values, aimed at informing the customer as comprehensively as possible. The information is available in the price list, on the sample and on the website next to the product.
	417-3 Incidents of non-compliance concerning marketing communications	In the period 2023-2025 the company was not reported for any non-compliance with marketing communication regulations.

# DEDAR

MILANO

## **Sustainability Report 2025**

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