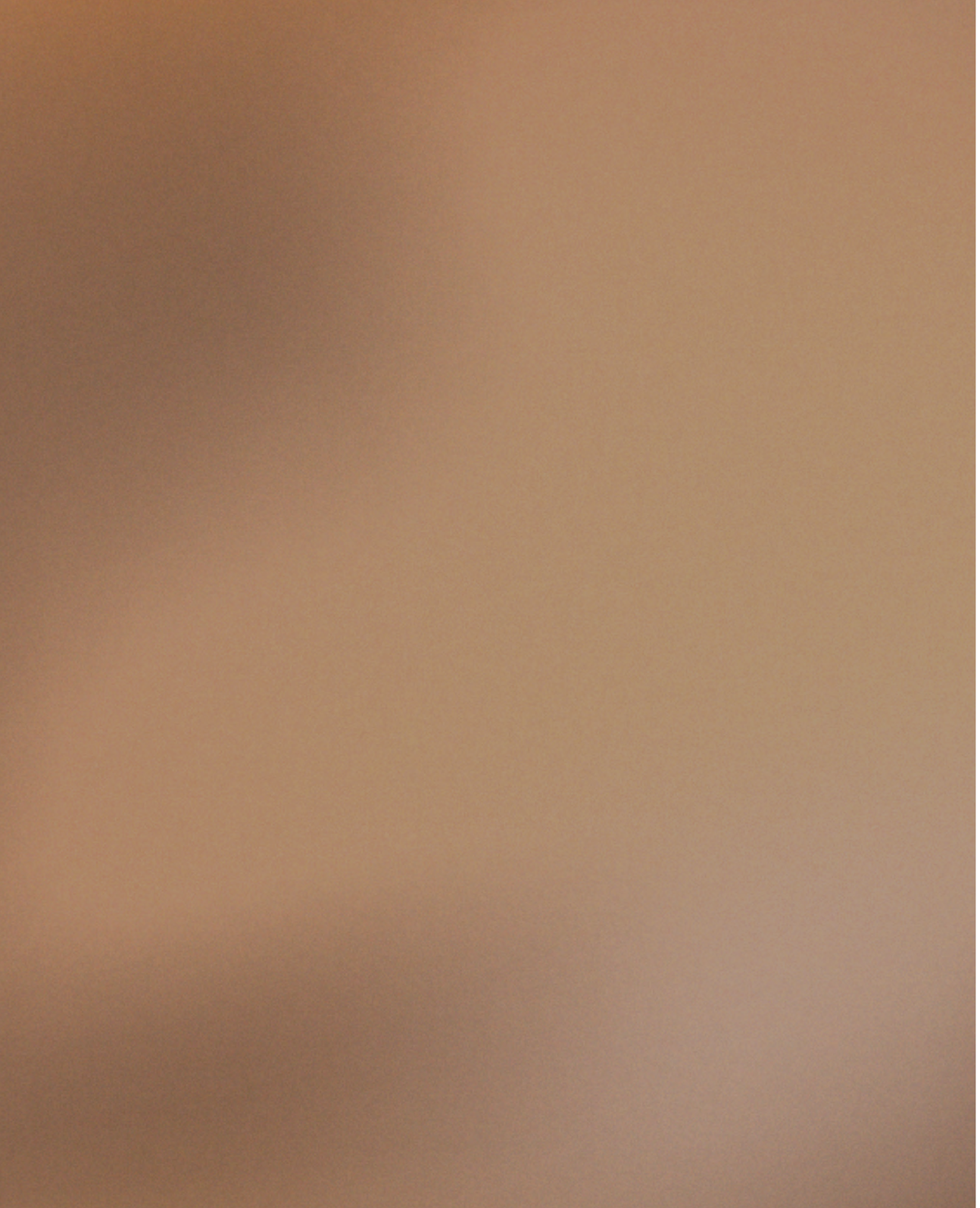
2025 SUSTAINABILITY REPORT



LAVAZZA GROUP



A GOAL IN EVERY CUP

LAVAZZA GROUP

2025 SUSTAINABILITY REPORT



CONTENTS

LETTERS TO STAKEHOLDERS ..... P. 4

PURPOSE AND VALUES ..... P. 6

2025 HIGHLIGHTS ..... P. 8

THE WORLD OF COFFEE ..... P. 12

1. LAVAZZA GROUP

..... **P. 17**

1.1 WHO WE ARE ..... P. 20

1.2 GOVERNANCE ..... P. 36

1.3 THE SUSTAINABILITY STRATEGY: "A GOAL IN EVERY CUP" ..... P. 54

2. OUR COMMITMENT TO PEOPLE

..... **P. 57**

2.1 PEOPLE AT THE CENTER ..... P. 60

2.2 OUR PATH TOWARDS DIVERSITY, EQUITY AND INCLUSION ..... P. 64

2.3 THE PROFESSIONAL AND PERSONAL DEVELOPMENT AND WELLBEING OF PEOPLE ..... P. 72

3. RESPONSIBLE GROWTH

..... **P. 81**

3.1 RESPONSIBLE SUPPLY CHAIN ..... P. 84

3.2 VALUE CREATION ..... P. 91

3.3 OCCUPATIONAL HEALTH AND SAFETY ..... P. 96

4. PROTECTION OF THE ENVIRONMENT AND NATURAL RESOURCES

..... **P. 101**

4.1 CLIMATE AND NATURE STRATEGY ..... P. 104

4.2 ENVIRONMENTAL IMPACT MANAGEMENT ..... P. 117

4.3 PROTECTING BIODIVERSITY AND COMBATING DEFORESTATION ..... P. 128

5. OUR PLEDGE FOR LOCAL COMMUNITIES

..... **P. 133**

5.1 THE GROUP FOR THE COMMUNITIES IN WHICH IT OPERATES ..... P. 136

5.2 THE GROUP FOR COMMUNITIES IN COFFEE-PRODUCING COUNTRIES ..... P. 142

ANNEX ..... P. 146

METHODOLOGICAL NOTE ..... P. 162

GRI CONTENT INDEX ..... P. 166

INDEX OF NON-GRI INDICATORS ..... P. 171

UN GLOBAL COMPACT – COMMUNICATION ON PROGRESS ..... P. 172

INDEPENDENT AUDITORS' REPORT ..... P. 173

LETTERS TO STAKEHOLDERS



Giuseppe Lavazza
Chairman of Lavazza Group

Three elements define our strategy and vision: quality as our compass, sustainability as a prerequisite, and innovation as the engine of growth.

The year 2025 marked two extraordinary milestones in our corporate history: we celebrated 130 years of Lavazza and the first 10 years of the Lavazza Group.

When I reflect on the growth of our company, I feel a deep sense of gratitude, pride and belonging, together with a strong sense of responsibility. These achievements are proof of the solid and resilient organisation that has been built up over time, grounded in a strong values based culture and a constant focus on people. At the same time, they serve as a powerful reminder that the journey ahead is still long.

Over these 130 years, we have faced many challenges without losing sight of our objectives, evolving while remaining faithful to our values and to our purpose: "*Awakening a better world every morning.*" This message will continue to inspire our decisions, guiding us with a long term vision oriented toward future generations.

Our ambition is to make the Lavazza Group more robust through sustainable, long-term development that drives progress for people and communities, preserves biodiversity and the natural environment, and increasingly mitigates our environmental impact. With this in mind, in 2025 we began integrating our corporate sustainability plan, "*A Goal in Every Cup*," into the Group's five year strategic plan to 2030.

Three elements define our strategy and vision: quality as our compass, sustainability as a prerequisite, and innovation as the engine of growth.

We are fully aware that the current political, social, economic and environmental landscape in Europe remains highly complex, and that not all of its effects across the value chain can be anticipated. Nevertheless, despite the challenges ahead and in light of the experience of these past few unpredictable years, our direction remains clear: to continue shaping the future of coffee as a source of positive change and as a catalyst for authentic, lasting and virtuous development.

We cannot change the world on our own. But every day we can choose how to contribute to its transformation, without being intimidated by difficult times.

We will continue to invest to maintain a competitive advantage rooted in quality, sustainable innovation and industrial solidity, with the aim of creating long term value for all our stakeholders.

Antonio Baravalle
Chief Executive Officer
of Lavazza Group



The year 2025 unfolds within a multi year period of significant complexity. Since 2021, volatility in the coffee market has become structural, with persistently high green coffee prices, increasingly influenced by climate change. At the same time, geopolitical tensions continue to reshape global balances. These dynamics are further compounded by an evolving regulatory landscape, which contributes to making the situation even more challenging.
In this context, the Lavazza Group's priority remains clear: to protect people and safeguard our ability to continue investing over the long term, while maintaining the high-quality standards that have always underpinned the relationship of trust with our stakeholders. Despite such a complex environment, the Group closed 2025 with positive results, confirming its industrial strength and its ability to generate value through the strength of its brands, recording a turnover of €3.9 billion, up on 2024.
2025 also marked a milestone in Lavazza's history, as we celebrated 130 years since the company's founding. We did so by further strengthening our trajectory of sustainable innovation with the launch of *Tablì*, a revolutionary system in the single-serve market that introduces a 100% coffee tab and a dedicated machine.
The Group's commitment to integrating ESG principles has therefore continued in a structured and tangible manner through an approach that combines environmental sustainability, social responsibility and value creation along the entire coffee value chain. This approach leads us to reaffirm our support for the Ten Principles of the UN Global Compact, which we joined in 2017, confirming our ongoing commitment to integrating these Principles into our strategy, culture and day-to-day business operations, with the aim of contributing to the United Nations Sustainable Development Goals.
This commitment is embedded in our sustainability strategy "A Goal in Every Cup", based on three pillars – Climate & Nature, People & Community, Value Chain – and integrated into the Group's new business plan for 2030. This journey is supported by an evolving governance framework, thanks to a new organisational structure designed, on the one hand, to drive the Group's digital transformation – in terms of processes, products and services – through the adoption of advanced technologies such as artificial intelligence, and, on the other hand, to ensure that product development and innovation are aligned with corporate plans and strategy, including in terms of sustainability.

Finally, when I think of the people of our company, 2025 was another year marked by inclusion and care, thanks to numerous initiatives. Among these, the introduction of a new Global Parental Policy, which provides equal parental leave to ensure consistent and inclusive support for all Lavazza parents worldwide, stands out. In addition, the Gap Free program became fully operational across all geographies, further strengthening the commitment to an equitable and inclusive corporate culture launched in 2020.
With these foundations in place, we will continue to invest to maintain a competitive advantage rooted in quality, sustainable innovation and industrial solidity, with the aim of creating long term value for all our stakeholders.

PURPOSE AND VALUES

Awakening a better world every morning is the purpose of the Lavazza Group, the highest expression of the commitment to help make the world better, coffee after coffee, day after day.

Based on its purpose, the Group aims to **offer high-quality products through a responsible business model, based on innovation, passion and expertise**. This approach applies to all brands and creates a common culture of responsible innovation, passion, integrity and expertise, which serves as a guide to continue to deliver superior quality coffee.

A culture that reflects the logic of an integrated international Group, maintaining the characteristics of a family business with a global vision, an independent player in the coffee market in all its segments and distribution channels with over **30 billion cups** of coffee produced every year.

Awakening a better world every morning



Our worldwide coffee family grows through respect for people and environment

OUR VALUES

AUTHENTICITY

We are true to our past and to ourselves.
We are sincere because we value the freedom to be ourselves, the freedom to express ideas. We respect the opinions of others across the Group. We are proud of our roots and believe in the future we are building together.

PASSION FOR EXCELLENCE

We believe that even what is already excellent can be improved.
We are enthusiastic about our products and services and make sure that the quality is always impeccable, whatever our task.
We are committed to everything we do, and this allows us to exceed expectations. We're always looking to create exceptional experiences for customers, consumers, and people, and people are our priority.

RESPONSIBILITY

We are responsible coffee producers.
We are committed to responsible economic growth, doing everything we can to take care of people and the planet. We are inclusive, working closely with those within the Group and with our external partners. We take responsibility for our actions and the impact we generate.

INVENTIVENESS

We are always looking for something more.
We focus on the future, learning from our mistakes to create a better tomorrow. We are agile and able to adapt, approaching new situations with an open and flexible mind. We use our spirit of initiative to solve problems, we are brave, bold, we think big and we never stop trying.

2025 HIGHLIGHTS

OUR COMMITMENT TO PEOPLE

5,864 employees

of which more than **97%** with permanent contracts

14 hours of training per capita

NEW GLOBAL PARENTAL POLICY for equal parental leave

GAP FREE PROGRAM at global level

RESPONSIBLE GROWTH

ECONOMIC VALUE GENERATED

3.9 BILLION €

of which more than **97%** distributed to stakeholders

SUPPLY CHAIN

Over **97%** of green coffee[1] from suppliers evaluated on EcoVadis

17 ethical and social audits in **6** countries

Projects for **CHILDREN'S RIGHTS PROMOTION** in Vietnam since 2020: active involvement of key coffee suppliers

Over **6,000** direct beneficiaries

SMETA AUDIT[2] for the Group's Italian plants

PROTECTION OF THE ENVIRONMENT AND NATURAL RESOURCES

95% of coffee produced in plants that use 100% renewable electrical energy

GLOBAL ENERGY MANUFACTURING TEAM for efficiency in all plants around the world

DECARBONISATION

-7% CO_{2eq} emissions compared to 2024 thanks to reduction activities

CIRCULARITY

TABLÌ first tab 100% coffee

89% waste recovered or recycled

91% recyclable packaging of the product portfolio

BIODIVERSITY

4 regenerative agriculture projects

OUR PLEDGE FOR LOCAL COMMUNITIES

COMMUNITY CARE

A CUP OF LEARNING

+800 young people professionally trained in **20** countries since 2017

Social inclusion program in **8** countries

ITALY

10 projects

Over **6,000** people involved

LAVAZZA VOLUNTEER PROGRAM

From 2023:

+360 participants

+1,700 hours

LAVAZZA FOUNDATION

32 projects on sustainable agriculture and social inclusion

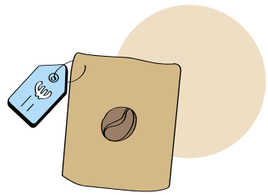
in **16** coffee-producing countries

Over **178,000** people involved

1) Percentage calculated on the total green coffee billed to the Group in 2025.
2) The SMETA audit protocol is one of the main methodologies globally for conducting third-party audits (Sedex Members Ethical Trade Audit), and is the standard for being included in the Supplier Ethical Data Exchange (Sedex). Sedex is a global organisation that promotes the improvement of ethical and responsible business practices along the supply chain.

THE WORLD OF COFFEE

Lavazza Group operates as a roaster in the coffee supply chain, one of the most complex and fragmentary in agriculture: **95%** of the world's production stems from the work of **25 million** small producers, around **12.5** million family-run farms on lands of under 5 hectares, spread in over **40** producing countries in the so-called **coffee belt**, between the Tropic of Cancer and the Tropic of Capricorn, where the first five countries (Brazil, Vietnam, Indonesia, Colombia and Ethiopia) account for **over 70%** of production. Daily consumption at global level is constantly growing: it is estimated that **3.1 billion** cups of coffee[3], equivalent to 178 million 60-kg bags of beans, are consumed every day[4].



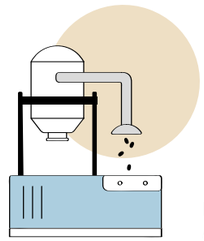
MARKET PRICING

- Matching supply and demand
- Price determination based on:
  - Quality
  - Origin
  - Production costs
  - Market conditions



BEANS SELECTION

- Beans assessment and classification by colour, size and density
- Sample roasting
- Cupping



DRYING AND HULLING

- Natural or mechanical drying
- Hulling



COFFEE CHERRIES PRE-PROCESSING

- Natural
- Washed
- Honey



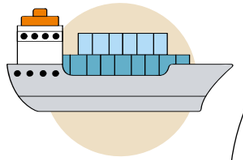
PLANTATION AND FARMING

- Plant seeding
- Nurturing growth



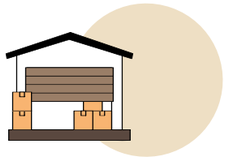
HARVEST

- Harvest of coffee cherries
- Cherries selection



COFFEE LOGISTICS FROM THE COUNTRY OF ORIGIN

- Inland transport from plantation to the port
- Cargo shipping



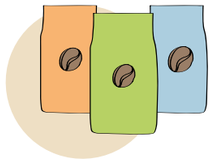
CUSTOMS WAREHOUSES STORAGE

- Health, quality and organoleptic conformity checks
- Transport to production plants

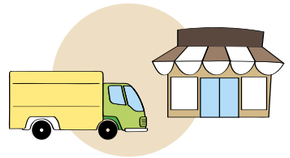


ROASTING

- Blending
- Roasting
- Grinding
- Quality controls of the finished product



PACKAGING



DISTRIBUTION

- Coffee shops
- Mass retailing
- Home



CONSUMPTION AND END OF LIFE

3) Consorzio Promozione Caffè.
4) USDA (United States Department of Agriculture Foreign Agricultural Service) – 2025.

COFFEE TREE

124 species:
Arabica and Robusta the most widespread

Where is:
tropical and equatorial regions with hot and humid climate



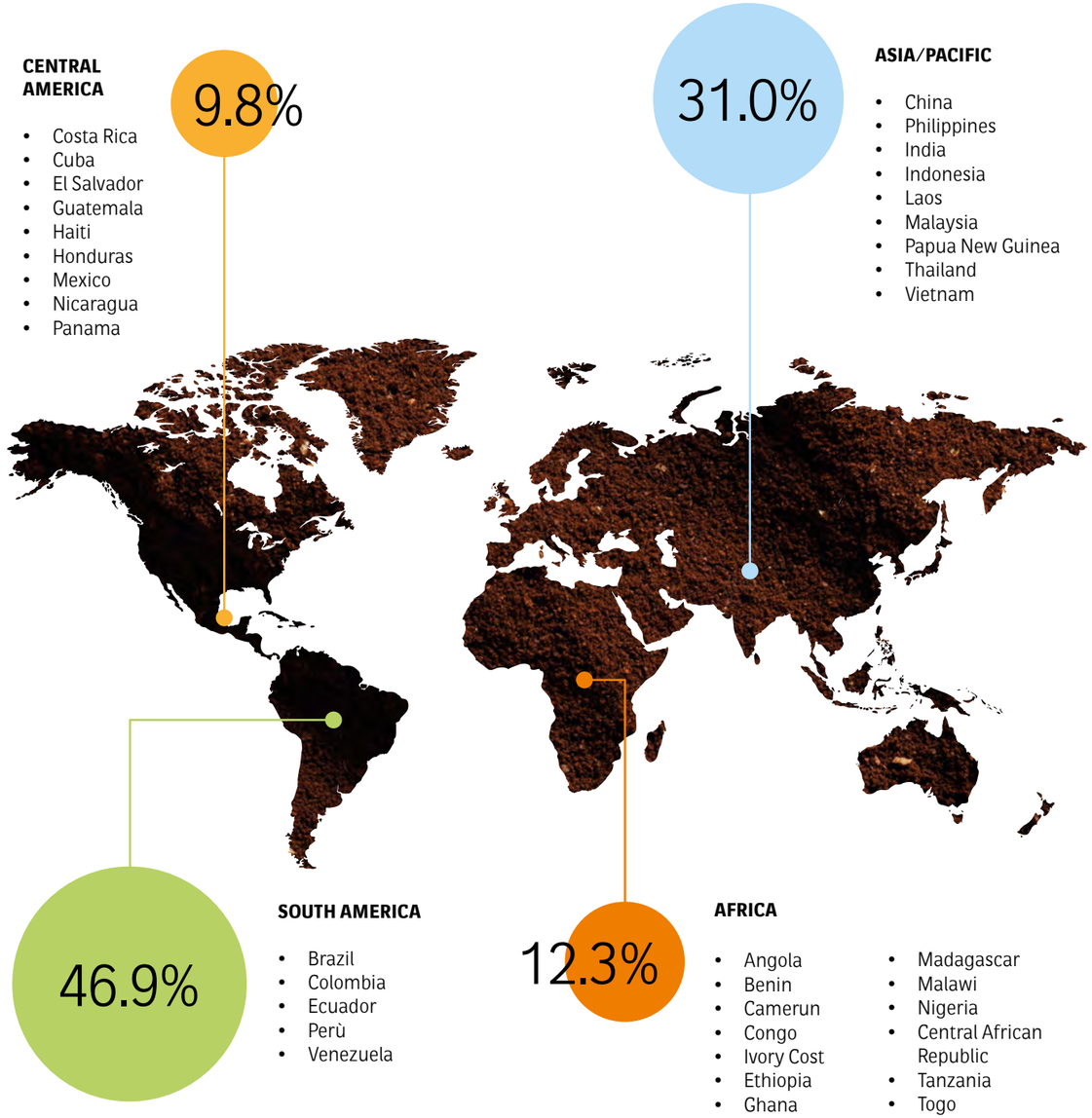
Robusta coffee
grows at an altitude of 0-900 (with peaks up to 1,600) metres

Arabica coffee
grows at an altitude of 700-2,200 metres

Produces **white flowers and red or yellow cherries**, each containing two coffee beans

Maximum plant height: **3.5 metres**

PRODUCTION[5]



CENTRAL AMERICA

- Costa Rica
- Cuba
- El Salvador
- Guatemala
- Haiti
- Honduras
- Mexico
- Nicaragua
- Panama

ASIA/PACIFIC

- China
- Philippines
- India
- Indonesia
- Laos
- Malaysia
- Papua New Guinea
- Thailand
- Vietnam

SOUTH AMERICA

- Brazil
- Colombia
- Ecuador
- Perù
- Venezuela

AFRICA

- Angola
- Benin
- Camerun
- Congo
- Ivory Cost
- Ethiopia
- Ghana
- Guinea
- Kenya
- Liberia
- Madagascar
- Malawi
- Nigeria
- Central African Republic
- Tanzania
- Togo
- Uganda

5) USDA (United States Department of Agriculture Foreign Agricultural Service) - 2025.



LAVAZZA 130

1 LAVAZZA GROUP



1.1 WHO WE ARE ..... P. 20

1.2 GOVERNANCE ..... P. 36

1.3 THE SUSTAINABILITY STRATEGY: "A GOAL IN EVERY CUP" ..... P. 54

OVERVIEW
CHAPTER 1

Based in Turin since 1895

Today in over 140 countries worldwide



LAVAZZA GROUP

BRANDS

LAVAZZA
TORINO, ITALIA, 1895

Merrild
MOLLER H. MERRILD
SIDEN 1964

CARTE NOIRE

KICKING HORSE COFFEE

PURPOSE

AWAKENING
A BETTER WORLD
EVERY MORNING

VALUES

- AUTHENTICITY
- RESPONSIBILITY
- PASSION FOR EXCELLENCE
- INVENTIVENESS

9 plants

- Italy
- France
- UK
- Usa
- Canada



SUSTAINABILITY STRATEGY

a GOAL in every CUP

3 pillars

CLIMATE NATURE

PEOPLE COMMUNITY

VALUE CHAIN

MULTI-CHANNEL BUSINESS

- Retail
- E-commerce
- Food Service
- Retailing
- Office Coffee Service
- Vending

CORPORATE GOVERNANCE

- Business model
- Control, risk and sustainability committee
- Risk management
- Stakeholder engagement
- Impact analysis

1.1 WHO WE ARE

Over 5,800 employees

Lavazza Group (hereinafter also "Group" or "Lavazza") with Headquarters in Turin, Italy, was born by the entrepreneurial passion of the Lavazza family, and today it is among the major players in the global coffee arena as a roaster, present in all business segments. It operates in **140** markets, with **9** production plants in **5** countries (Italy, United Kingdom, France, Canada and the USA) and **5,864** employees worldwide. This global footprint stems from a growth path that has lasted for **130** years.

Following a paradigm that integrates economic, social, and environmental sustainability, the Group has always ensured optimal product quality through investments in research and innovation, guaranteeing the best coffee experience in all its forms and offering a moment of pleasure with the perfect product at all times of the day. From the intuition behind the Company's first success — the **coffee blend** — to the development of innovative packaging solutions, from the first espresso drunk in space to the hundreds of patents in its portfolio, Lavazza has always revolutionised the coffee culture with courage, energy and reliability, modernising tradition to anticipate the needs of the market and consumers.

The Company's attitude applies to all the Group's brands and is reflected in the attention paid to economic, social and environmental sustainability, which is always considered a reference in steering the company's strategy.

Sustainable development in favour of the coffee-producing communities and the most vulnerable segments of the local areas in which it operates has been supported by the third-sector entity Fondazione Giuseppe e Pericle Lavazza ETS since 2004.

130 years of history

LAVAZZA 130







COFFEE MILESTONES: 130 YEARS IN THE MAKING



1895

Luigi Lavazza opens his first shop in Turin.



1947

The first Lavazza logo is created.

caffè LAVAZZA ...paradiso in tazza!

1957

Lavazza becomes the largest coffee producer in Italy.



2004

The Lavazza Foundation was born.

CARTE NOIRE

2016

Carte Noire joins the Lavazza Group.



2018

Acquisition of Mars Drinks business, leading to Lavazza Professional.

MaxiCoffee

2022

Agreement for the acquisition of MaxiCoffee.

1927

Lavazza: a Family's Coffee Legacy Begins.



1952

The vacuum packaging method is introduced, marking the beginning of a new era in coffee blends.



1982 –1990

The expansion into key European countries.



2015

Merrild brand becomes part of our Group.

MØLLER H. MERRILD Merrild SIDEN 1964

2017

Kicking Horse Coffee becomes part the Group and the integration of Nims begins.

nims

KICKING HORSE COFFEE

2021

Launch of the partnership between the Group and Yum China.



2025

Launch of Tablì.

TABLÌ

TABLÌ: 100% COFFEE



Tablì, Lavazza's new system comprising a 100% coffee tab and a purpose-built machine with a state-of-the-art dispensing system, was unveiled at the Milano Design Week 2025, the world's largest design event, before being launched to market. The system pioneers an entirely new product category in the coffee industry, introducing a solution with no prior equivalent on the market.

Tablì places the "pleasure" of coffee at the heart of the experience, returning to its purest and most sustainable essence: a 100% coffee tab, with no capsule.











THE 2026 LAVAZZA CALENDAR

A vivid and authentic Italian spirit, built on shared moments: this is the vision unveiled in the Lavazza Calendar 2026, titled "Pleasure Makes Us Human". Now in its 34th edition, it is a visual narrative that traverses different eras, languages and sensibilities to capture the elements that make the Italian way of life uniquely distinctive, as seen through the lens of Alex Webb, photographer with the prestigious Magnum Photos agency.





BRANDS

Lavazza Group brings together the global Lavazza brand with the brands Carte Noire, Kicking Horse and Merrild, market leaders in their respective countries, all united by a focus on quality, yet quite distinct in terms of characteristics and personality.



LAVAZZA

It is the Group's global brand, present across all business segments — at-home, away from home and office — with dedicated products and solutions worldwide. Its excellent brand awareness and reputation in all the most strategic markets are driven by the continuous commitment to sustainability.

MERRILD

Part of the Group since 2015, this brand was founded in Denmark in 1964 with premium-quality recipes that have accompanied its growth, becoming the market leader in coffee in Denmark and the Baltic States.





CARTE NOIRE

Part of the Group since 2016, it is the leading retail coffee brand in France, recognised for its exceptional quality. Since 1978 Carte Noire has stood out for its refined blends and for being the first player in the French market to offer 100% Arabica products.

KICKING HORSE COFFEE

Part of the Group since 2017, it was founded in 1996 in the Canadian Rockies. Over time, the brand has specialised in marketing 100% organic and fair-trade-certified coffee, becoming the leading player in this segment in the North American market.



SALES CHANNELS

Lavazza Group's wide range of products, dedicated to both At Home and Away From Home consumption, is distributed across all sales channels: Retail, E-commerce, Food Service, Retailing, Office Coffee Service (OCS) and Vending. This presence makes the most suitable solutions available to all consumers and customers at every moment of the day.

Retail



Within the At Home consumption channel, the Group has a very strong position in key markets such as Italy, France, Denmark, the Baltics and Canada.
The range, differentiated by country, includes whole-bean and ground coffee products — for espresso, moka coffee pot and filter systems — pods, ready-to-drink beverages and capsules for the world's most common home systems.
In addition to a broad presence in mass retail and specialist stores, the Group also markets its At Home products through its subsidiary **Nims S.p.A.**, which joined the Group in 2017 and offers its customers direct door-to-door sale of coffee products and prompt, timely warranty and support service, thanks to a network of personal coffee shoppers who create a direct relationship of trust with their customers.

E- Commerce



To respond to consumers' new online purchasing habits, in recent years, e-commerce has become increasingly important across all the Group's channels. This was the result of significant investments made over the years in digital platforms and the focus on improving e-commerce service in both proprietary and third-party channels.
The Group's strategy involves offering a comprehensive service: a different way to approach customers and meet their needs while exploring new business models.

The 2023 acquisition of **MaxiCoffee** — a French company that targets both private customers and commercial businesses through its e-commerce multibrand platform, a network of 60 sales agencies throughout France, its *Écoles du Café* and its Concept Stores — confirmed the consolidation in the e-commerce channel and its international footprint. MaxiCoffee offers a range of 8,000 products from more than 350 different coffee brands, both proprietary and third-party, along with a broad range of coffee machines, coffee makers, grinders and accessories.

Food Service



Among the channels reserved for Away From Home consumption, Lavazza caters to professionals in the sector by offering dedicated products and tailor-made solutions for every service mode and all types of coffee preparation.
Quality in every cup is ensured making available a selection of professional machines and specific service materials, in addition to all communication materials that allow to leverage all aspects of the coffee ritual. In addition to coffee, the range is rounded out by complementary products such as hot chocolate, ginseng and barley beverages, tea, infusions and granitas.



145 points of sale in China in 2025

Retailing



Concerning the Away From Home consumption, through its two **Milan and London flagship stores**, Lavazza brand also offers an immersive, comprehensive coffee experience, where the product is enhanced in all its forms, from the most traditional, such as espresso, to the most surprising Coffee Design preparations, while also building a direct relationship with the end-consumer.

Moreover, the Group has set up a joint venture with **Yum China Holdings Inc.** – the largest restaurant company in China by total sales – to explore and develop the concept of the Italian coffee shop in China, with **145** points of sale in 2025. The joint venture aims to open Lavazza coffee shops in China and to distribute and market the brand's retail products, thereby becoming the Group's exclusive distributor in mainland China.

Office Coffee Service (OCS) – workplaces



This channel is dedicated to the Away From Home consumption, specifically for workplaces, and includes a wide range of coffee capsules and other beverages, as well as a range of coffee machines and a comprehensive supply and support service. Cutting-edge systems such as **Lavazza Firma, Lavazza Professional Flavia and Lavazza Expert** are dedicated to this channel.

Vending – public places



This channel is dedicated to the Away From Home consumption through vending machines located in public spaces, such as airports, stations, Universities and hospitals, where the Group offers a range of products and services under the **Lavazza BLUE** brand and, for Lavazza Professional, under the **Klix** brand, which has become a sustainability benchmark thanks to its Eco Cups, i.e., fully recyclable and compostable paper cups.



ATTENTION TO QUALITY

The great attention that Lavazza Group pays to consumers is enshrined in the **Quality and Food Safety Policy**, which prioritises the customer experience, tailoring quality criteria not only according to product characteristics, but also through customer perception.

Right from the choice of the coffee origins, the Group defines its own standards relating to specific quality characteristics identified by Lavazza experts to guarantee a uniform quality of the coffee purchased and provide its consumers with the same taste as always: the so-called "**in-cup profile**". These standards embrace the international classifications of the respective countries of origin, but also add more restrictive and specific characteristics related to coffee quality, bean size and sensory profile. Over time, Lavazza standards have been revised and extended for those countries where small quantities of coffee are bought. Lavazza purchases its coffee thanks to collaboration between coffee buyers, coffee tasters and exporters, who are required to provide the commodity according to the above-mentioned standards to ensure that the "in-cup profile" is kept constant over time. The quality standards defined by the Group include compliance with a series of requirements monitored by the **Coffee Buying Department**, the division dedicated to purchasing raw coffee (also called "green coffee" from the colour of the bean before roasting), as well as to transport management and customs procedures.

Once the purchased coffee has entered the destination ports, the container is transferred to customs warehouses and all the procedures are then completed so that the product is available to be used for production. A sample is taken from each container and then sent to Lavazza's laboratories, where the coffee tasters carry out the necessary tastings and analyses to verify that the product received corresponds to the coffee purchased in the coffee-producing countries. A specific identification code is given to each batch of coffee to identify its characteristics, such as the embarkation month or the price fixed. This process also guarantees traceability of the coffee back to the region of origin. The batch is held in the customs warehouse until the analyses are completed and it is judged fit for processing at the plants. When it reaches the plant, the coffee undergoes once again a series of visual and humidity checks, according to specific reference and control standards, to be then placed in storage silos.

LAVAZZA BEST COMMERCIAL COFFEE ROASTER – EUROPE

In 2025 for the third consecutive year, Lavazza brand received the award for Best Commercial Coffee Roaster – Europe at the European Coffee & Hospitality Awards 2025, which recognizes brands that distinguish themselves in quality, service, innovation, and sustainability.



Each plant has a small tasting laboratory, where all the finished product lots are tested by personnel with special training to check that the right blend is contained in the pack and has no defects.
In order to ensure solid management systems that pay attention to quality, product safety and production processes' social and environmental impacts, Lavazza Group has obtained the certifications applicable to processes and products for its production plants, as summarised in the table below.
Furthermore, in 2025 **the Italian plants** - **Gattinara**, **Turin and Pozzilli** - **has undergone the SMETA 4 Pillars audit**[1], one of the leading global methodologies for conducting third-party audits, designed to assess compliance across four key pillars: health and safety, business ethics, labour practices, and the environment.

	ITALY				FRANCE		UNITED KINGDOM		USA	CANADA
CERTIFICATIONS	Turin	Gattinara	1895	Pozzilli	Lavérune	Mios	Basingstoke Drinks	Basingstoke Machines	West Chester	Invermere
Process certifications										
ISO 9001:2015[2]	●	●	●	●	●			●		
HACCP[3]				●						
FSSC 22000[4]	●	●	●		●		●		●	●
Product certifications										
Rainforest Alliance[5]	●	●	●	●	●				●	
Fairtrade[6]	●					●				●
Confida[7]	●	●	●							
Bio-Organic[8]	●	●	●	●	●	●				
National Organic Program (NOP)[9]	●								●	
Canadian Organic Regime (COR)[10]										●
Certifications of a religious nature										
Kosher	●	●		●	●	●	●		●	●
Halal	●	●		●	●					
Standard										
SMETA	●	●		●						

1) The SMETA (Sedex Members Ethical Trade Audit) audit protocol is the standard for inclusion in the Supplier Ethical Data Exchange (Sedex).
Sedex is a global organisation that promotes the improvement of ethical and responsible business practices along the supply chain.
2) Quality Management System.
3) (Ref. CodeXAlimentarius) HACCP System – International Food Standards.
4) Food Safety Management System.
5) The Rainforest Alliance is a certification that certifies the origin of products derived from sustainable agriculture, which helps farmers and their families to use good agricultural practices and manage their farms profitably, respecting people and the planet's resources.
6) Fairtrade certification guarantees farmers a stable minimum price (independent of market changes and in support of sustainable production) and a Fairtrade premium that producer cooperatives can allocate to social projects, schools and clinics or to improve production.
7) Confida (Italian Association of Vending Machines) guarantees that the company that owns the vending machine complies with a series of parameters and a high quality standard in the execution of the vending service.
8) The Bio-Organic certification ensures that production processes comply with the specific requirements for the processing of raw materials of organic origin and covers all levels of the production chain.
9) The National Organic Program (NOP) is the U.S. federal standard for organics.
10) Canadian Organic Regime (COR) is Canada's certification for organic farming.

ATTENTION TO THE CONSUMER



New Food Safety function

Lavazza Group's commitment to consumer protection is reflected in a rigorous approach to product quality and safety, supported by clear and responsible communication and a proactive stance on regulatory compliance. The Group pays great attention to consumers' **health**, actively overseeing food safety and monitoring contaminants in both green coffee and finished products. In confirmation of this priority, a dedicated Food Safety function was established in 2025, with the aim of consolidating and strengthening oversight of food safety — a cornerstone of the Group's quality management system and a key factor in safeguarding consumer health — ensuring the highest food safety standards are upheld at every stage of the process, through the adoption of rigorous protocols, proactive and preventive risk management, and ensuring full compliance with regulations throughout the entire supply chain.

Excellence is constantly pursued not only in production but also in the **transparency** of information provided to consumers. Each product includes concise usage and disposal instructions printed on the packaging, along with a regional telephone number for direct assistance. Coffee products are accompanied by basic storage instructions, whereas coffee machines come with concise practical instructions for safe use and display a QR code for downloading full instructions. To guarantee informed purchasing choices, a cross-functional team thoroughly oversees the selection of packaging claims and graphics, as well as advertising campaigns, ensuring full compliance with regulations and the principles of truthfulness and fairness.

In addition, the **Legal Department** plays a constantly proactive and reactive role in consumer protection, combating phenomena such as the sale of counterfeit products, misleading offers and unfair commercial practices including:

- "look-alike products", i.e., products with colours, forms and characteristics similar to the products or product packaging of the Group's brands;
- original products of the Group's brands sold by unauthorised sellers via e-commerce and/or whose expiry date has passed: in these cases, consumers must be protected and provided with products ensuring the quality required by Lavazza standards;
- misleading online sales pretending to offer products of the Group's brands, but delivering products of other brands;
- use of Internet domains similar to the Group's brand names to attract consumers for unfair purposes.

This is in addition to the support of a highly specialised **Customer Care** division, integrated within the **Quality & Procurement** Department, aimed at maximising the quality of products and services through the development of greater listening capacity, ensuring constant dialogue with customers. The Customer Care division is centralised and relies on points of contact in local markets; in 2024, it handled inquiries from around the world. Lavazza Group is also committed to nutrition and collaborates with institutions and universities to expand scientific knowledge in this field and to develop solutions that meet consumers' nutritional needs, combining research and innovation to ensure products that are increasingly in line with a balanced lifestyle. The Group is also a member of **ISIC**[11], which investigates scientific matters related to coffee and health. Its main activities include collecting scientific studies, supporting independent research, and conveying to a broad range of stakeholders the benefits of coffee, including its role in preventing certain diseases. This commitment allows to raise consumers' awareness about how coffee, in moderate quantities, is a healthy beverage that contributes to a balanced and active lifestyle.

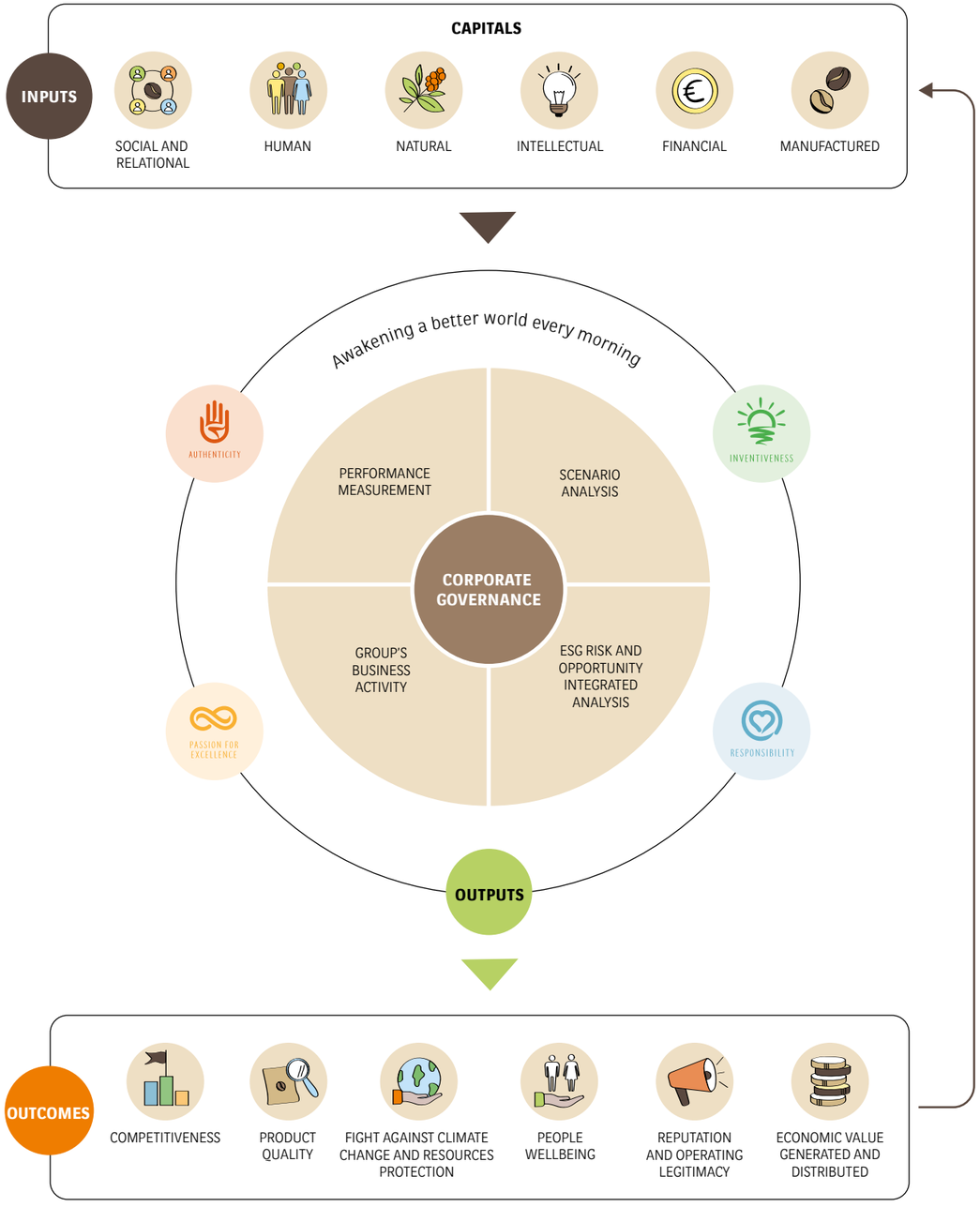
11) Institute for Scientific Information on Coffee, a non-profit organisation founded in 1990 and aimed at developing and constantly updating studies on the health effects of coffee.

THE GROUP'S BUSINESS MODEL

The Group's business model aims to generate value through ethical and responsible practices.
The graphic[12] shows how the resources the Group depends on — defined as "input capitals" — are deployed along the value chain to generate value, support corporate objectives and contribute to sustainable development.
A robust and transparent governance framework, with sustainability embedded into business decisions, enables the effective management of these input capitals. This approach is informed by a comprehensive and regularly updated context analysis of the coffee sector and sustainability macro-trends.
By integrating ESG factors into risk management, the Group can anticipate key threats and protect its business activities.
Through continuous, cyclical monitoring of both short- and medium-term results (outputs) that translate into longer-term effects (outcomes). Outputs are tracked via dedicated action plans and defined indicators, managed across the relevant company functions.

The entire process is guided by the Group's values and purpose, "Awakening a better world every morning", which provides the foundation for embedding the renewed sustainability strategy, "A Goal in Every Cup", within the Group's overall strategic plan.





12) The Lavazza Group's business model was built on the basis of the International <IR> Framework, published by the International Integrated Reporting Council (IIRC), to show the system for organizing inputs with business activities, outputs and outcomes, with the aim of creating value in the short, medium and long term.

	SOCIAL AND RELATIONAL CAPITAL	HUMAN CAPITAL	NATURAL CAPITAL	INTELLECTUAL CAPITAL	FINANCIAL CAPITAL	MANUFACTURED CAPITAL
INPUTS	The Group's social and relational capital is based on its widespread presence at working tables and **key associations in the coffee industry**, such as the International Coffee Organisation, World Coffee Research and the European Coffee Federation. Active participation in **international pre-competitive and research networks** enriches the Group's vision, helping to identify transversal solutions to common problems and seize opportunities promptly. Lavazza's relational capital also extends to the local communities in which it operates through a dense network of **NGOs**, **civil society associations and public bodies**, which allows it to respond to the needs of the territory.	The Lavazza community comprises direct **employees** and external **collaborators**, who together contribute to the company's success. The combination of the staff's diverse **knowledge and skills**, along with ongoing investment in **wellbeing** and **training**, creates added value for the business. Lavazza uses its **corporate values** as a compass to guide strategic choices and the management of people within the company. The **corporate culture**, grounded in the **Code of Ethics**, strengthens employees' adherence to corporate values and to the principles of integrity and transparency.	**Green coffee** is the Group's primary natural resource for executing its activities. This resource is characterised by a particular sensitivity to climate change. The **fertility of the soil** and the **biodiversity** of the ecosystems guarantee the richness of coffee varieties and crops. The availability of resources for **eco-design** is fundamental to implementing the Group's sustainability plan. In the coffee machine business, relevant natural resources include **electricity**, **materials**, **and rare earths** for electronic components. **Energy**, especially from **renewable sources**, is essential to the start-up of increasingly sustainable production processes, just as the availability of raw materials guarantees innovation and circularity in production.	Research & Development expertise helps in the design of **innovative solutions and processes**, and the **patent portfolio** protects **technological know-how**. In-depth knowledge of the coffee commodity and leadership in the selection and processing of blends enable us to innovate without compromising the high-quality standards that underpin the organoleptic profile of the Group's products. Investments in advanced technologies, such as **artificial intelligence**, represent a strategic asset for process optimisation, while **cybersecurity systems** ensure information protection and business continuity. **CRM** solutions and **e-commerce channels**, which are fundamental to managing interactions and evolving business models from an omnichannel perspective, complete the picture.	The Group's financial structure is characterised by a **solid framework** and **careful management of the net financial position**, based on **liquidity** and **credit lines**, which supports business operations and continuity. Through the provision of equity capital and the reinvestment of profits, loans provided by leading financial institutions (e.g., Sustainability-Linked loans), and medium- and long-term debt exposure, the Group optimises its financial profile, also mitigating interest rate, exchange rate, and commodity risks by using derivative financial instruments for hedging purposes only.	The Group has **9 plants in 5 countries** that work to maintain a consistent, efficient production process. In Basingstoke (UK) the Group also deals with the refurbishment of machines, while the business of the subsidiary ECS has a strong component linked to e-commerce and vending machines. These plants are flanked by the **Turin Headquarters and the Innovation Center**, dedicated to investments in Research and Development and the training of coffee professionals. In addition, thanks to a **widespread distribution network** (warehouses, storage points, subcontractors, and TCs), the Group distributes its products in over 140 countries.
OUTPUTS	Lavazza's constant openness to stakeholders' points of view allows the Group to build solid, long-lasting relationships while maintaining its **legitimacy to operate**. The pre-competitive approach in multistakeholder partnerships facilitates **dialogue with institutions**, bringing the sector's voice to the fore under a common front. Listening to green coffee producers helps establish relationships that help increase **control of the supply chain**. Finally, the Group's community care strategy and related sustainable development projects help reach more beneficiaries.	At the heart of Lavazza's approach lies the belief that constant attention to the **wellbeing** of its people directly **improves company performance**. In fact, the company's commitment to maintaining an inclusive and healthy work environment for its people, the development of professional growth paths and the integration of ethics into performance evaluation processes, promote **retention** and **talent attraction**.	Thanks to a careful selection of origins and blends, the Group offers a finished product characterised by high **quality** and specific **organoleptic properties**. The production processes lead to **product portfolio** management that includes **innovation**, **consumer focus**, **and sustainability**. The final products, coffee and blends for home and away-from-home consumption, as well as packaging, coffee machines, and vending machines, aim to keep up with market trends and sustainability standards for **responsible consumption**.	Policies, procedures and IT systems guarantee the implementation of the business strategy and compliance with international standards. This translates into smoother business processes and **increasing innovation**. Constant monitoring of the regulatory context in which the Group operates enables the company to anticipate the most important regulatory drivers in the sector, while the Group's over 130 years of experience positions it **among the world leaders in coffee roasting and marketing**. Attention to the external context involves consumers in improving their **purchasing and consumption** experience.	The Group has completed numerous acquisitions and continues to invest in creating **added value**; it has drawn up a **strategic plan** involving **investments** that consolidate this trajectory, increase resilience and profitability, and strengthen the company's position with a view to sustainable development. The drive towards internationalisation into new markets represent an investment that has resulted in successful joint ventures and acquisitions.	Lavazza ensures the **high quality of its finished product** by complying with strict standards that cover both coffee processing procedures and **the continuous innovation and maintenance of production machinery**. The use of **assets compatible with the energy transition** is in line with the Group's sustainable development plans. The attention to the challenges posed by climate change is manifested in a **climate transition plan** that ranges from the **efficiency of production processes**, to the reduction of resource consumption and investment in the purchase of **electricity from renewable sources**.
OUTCOMES	The sustainable development projects promoted by the Group through the Lavazza Foundation invest in **capacity building for the local communities** in which Lavazza operates and from which it sources, strengthening **the entrepreneurship of small coffee producers and the role of women** across the supply chain. Constant monitoring of the most important international working groups in the coffee sector guarantees the Group to **anticipate regulatory developments**.	The economic impact generated by the Group in the countries where it operates through its commercial and manufacturing sites, combined with a constant focus on the quality of the workplace, on the employee safety, on the training and their wellbeing, contributes to the **sustainable economic development of the national economy**.	The agroforestry, agricultural production efficiency, and reforestation projects, financed by the Group and the Lavazza Foundation, have a positive impact on **farmers' quality of life** and, at the same time, represent effective **climate change mitigation** policies. The **responsible management of natural resources**, essential for production processes, is crucial to ensuring the world of coffee a **sustainable future** for **the environment and the agricultural communities upstream in the supply chain**.	The processes of continuous innovation, supported by expertise gained over more than a century, guarantee the creation and preservation of **value over time** and the Group's overall **competitiveness**.	The Lavazza Group **generates and distributes wealth for its stakeholders**, contributing to the growth of the **local communities** in which it operates. Its commitment to sustainable economic development ensures greater self-sufficiency, as well as the ability to generate income and employment in a sustainable manner without jeopardising the company's own future.	The high efficiency of business activities and compliance with the highest quality standards guarantee **productivity**, **technological progress** and **innovation**.

1.2 GOVERNANCE

Lavazza Group recognises the utmost importance of a solid corporate governance system to reach its strategic goals and create sustainable value: its business model is thus ensured by a robust, responsible, growth-oriented governance, which aims to generate value in the short and long term. The Group's companies in Italy and abroad are controlled, directly or indirectly, by the parent company, Luigi Lavazza S.p.A., which, despite having no obligation to do so, has decided to base its model of administration and control on the Italian Stock Exchange Code of Corporate Governance applicable to listed companies, while complying with some requirements viewed as a priority.

Shareholders have chosen for the Parent Company a traditional corporate governance model, featuring a governing body, the **Board of Directors** (BoD), and a control body, the **Board of Statutory Auditors**. The Board of Directors is vested with the broadest powers for the efficient management of the company and for the strategic direction of the Lavazza Group, including the approval of the consolidated financial statements.

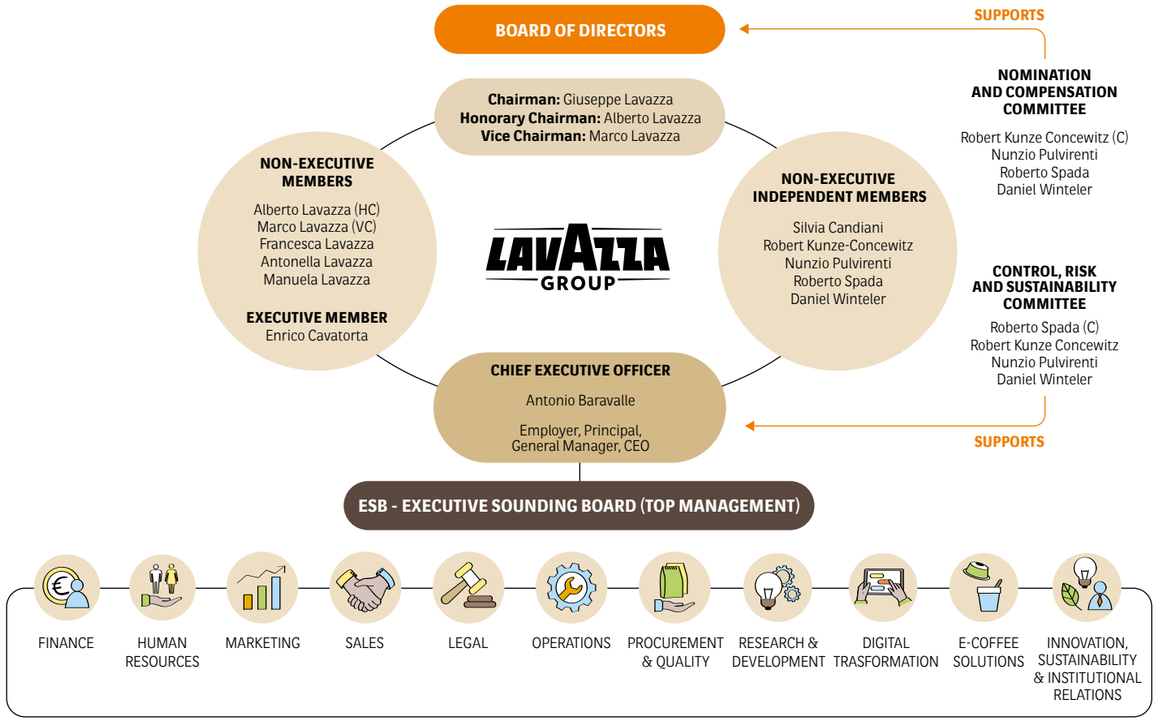
The current Board of Directors — appointed in April 2023 — is made up of thirteen members, **30%** of whom are women. The Board of Directors consists of the Chief Executive Officer, an Executive member, six Non-Executive members belonging to the Lavazza family (including Chairman Giuseppe Lavazza, Vice Chairman Marco Lavazza and Honorary Chairman Alberto Lavazza) and five Independent Non-Executive members. The current composition will remain in office until the General Shareholders' Meeting convened to approve the Financial Statements for the year ending 31 December 2025.

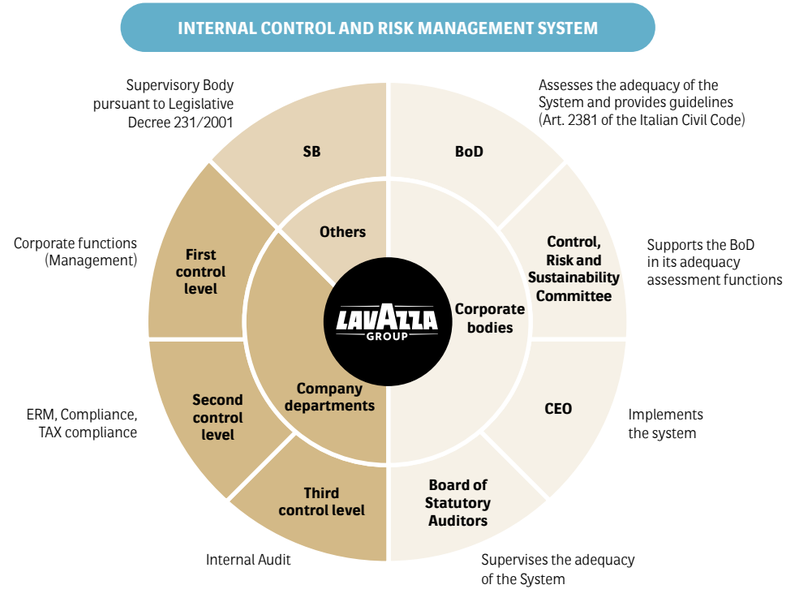
The Board of Directors has entrusted the **Chief Executive Officer** (CEO) and the Top Management direct reporting line with the responsibility of implementing the strategic guidelines and the necessary actions to enable the Group's ongoing growth, as a leading global player in the industry. Moreover, in accordance with the Articles of Association, the Board of Directors set up two committees, currently composed exclusively of independent non-executive directors:

- the **Nomination and Compensation Committee**[13] supports the Board of Directors with information, advisory, proposal and preliminary functions in making choices regarding the selection of professional skills whose presence on the Board of Directors is deemed appropriate and the remuneration of directors and managers.

- the **Control**, **Risk and Sustainability Committee**, with reporting, advisory, propositional and preliminary functions, supports the Board of Directors in its assessments and decisions relating to the adequacy of the internal control system, the main company risks (including sustainability-related risks) and the process for approving the financial statements.

13) The Committee formulates non-binding proposals for the Board of Directors concerning the professional competencies whose presence within the Board of Directors is deemed appropriate, the remuneration of the Chairman, the Vice Chairman, the Chief Executive Officer and the Executive Directors, the General Manager and Managers with strategic responsibilities, and the determination of the criteria for the fixed and variable remuneration of the Group's top managers, including the related performance targets linked to the variable component of such remuneration It also monitors the course and application over time of the decisions taken by the Board of Directors. In particular, it checks that performance targets linked to the approved incentive plans are actually achieved and monitors their evolution over time, in addition to examining the Company's employee incentive plans and the HR strategic development policies. In addition, it formulates non-binding opinions and other assessments of specific aspects of remuneration that the Board of Directors has asked the Committee to review.





In 2025, the **Control**, **Risk and Sustainability Committee** was periodically involved in updates on sustainability issues, aimed at ensuring constant alignment on the most recent developments with the greatest impact on the company.

The overall annual remuneration of Luigi Lavazza S.p.A.'s Directors, including those holding special offices, is set by the Shareholders' Meeting upon their appointment and is updated annually. The Board of Directors is responsible for allocating said remuneration among its individual members, having heard the opinion of the Board of Statutory Auditors.

The **Board of Statutory Auditors** monitors compliance with the law and the Articles of Association, compliance with the principles of proper administration and, to the extent of its remit, the adequacy of the internal control system and of the organisational, administrative and accounting structure, as well as its actual functioning. The members of the Board of Statutory Auditors currently in office were appointed by the General Shareholders' Meeting of 29 April 2025 and will remain in office for the 2025-2027 three-year period.

The corporate governance model adopted by the Group also aims to ensure the existence and adequacy of the **Internal Control and Risk Management System** over time. This system consists of the set of policies, guidelines, procedures, functions, operating processes, and information flows aimed at ensuring that the main company risks to which the Group is exposed (including operating, strategic, economic, and financial risks) are adequately identified, assessed, measured, managed, and monitored. The main bodies and functions involved in the system are:

- **the Supervisory Board**, vested with autonomous powers of initiative and control, tasked with overseeing the implementation of and compliance with Lavazza's Organisation, Management and Control Model as per the Legislative Decree No. 231/2001 (hereinafter also "Model 231"), as well as keeping it up to date;
- **the operational functions** (first-control level), consisting of the set of control activities that the individual functions perform on the processes within their purview in order to ensure the proper performance of business operations;
- **the Enterprise Risk Management function** (second-control level), set up within the Finance Department. It is responsible for managing and assessing the risks associated with company activities that could impact the business, in order to ensure that the organisation is capable of minimising losses and maximising opportunities;
- **the Compliance Function** (second-control level), set up within the Legal and Corporate Affairs and Compliance Department, ensures the existence of a control system capable of identifying, assessing, measuring, managing and monitoring regulatory non-compliance risk, by preparing, managing and monitoring a coordinated, consistent system of control measures and checks and an adequate flow of information to and from the main bodies and functions involved in the Internal Control and Risk Man agement System;
- **the Tax & Customs Compliance function** (second-level control), within the Finance Department, which has adopted a system for identifying, measuring, managing and controlling tax risk (Tax Control Framework - TCF) and oversees the Tax Risk Management process aimed at constantly monitoring the tax impacts arising from the ordinary and extraordinary transactions undertaken, not only to promptly report any potential tax risks and define appropriate remediations, but also to identify any opportunities for improvement and propose/agree upon ensuing action plans, in line with the principles of the Group's Tax Strategy;
- **the Internal Audit function** (third-control level), which reports directly to the Chairman of the Board of Directors and is tasked with an assurance function with regard to the efficacy of the Internal Control and Risk Management System, including through first- and second-level control monitoring activity.

THE NEW ORGANISATIONAL STRUCTURE

In 2025, two new figures joined the first line of management reporting directly to the Chief Executive Officer: the **Chief Innovation**, **Sustainability & Institutional Relations Officer and the Chief Digital Transformation Officer**. As a result, the respective business functions were reorganised accordingly.

The new Digital Transformation function is tasked with driving the digital transformation of the entire Group, across processes, products and services, with a focus on adopting advanced technologies such as artificial intelligence. The new Innovation, Sustainability & Institutional Relations function is responsible for leading the cross-functional organisational structures dedicated to product development and innovation, ensuring alignment with the Group's plans and strategy, including from a sustainability perspective; this function also leads external relations in associative and institutional contexts, as well as with the media.

These organizational developments are grounded in three key principles: the development of the Group's brands, to enhance their identity, heritage, market positioning and presence; product experience innovation, through the continuous research and development of solutions and services that meet the needs of consumers who are increasingly attentive to quality and sustainability; and the digital transformation of business processes and services and data governance, to make the organisation more agile and responsive to technological evolution.

During the year, the organisational structure of the sub-holding **E-Coffee Solutions S.r.l. (ECS)** grew both organically and inorganically, and a review of its relationships was initiated, with a view to strengthening coordination, with the management of ECS's subsidiaries, MaxiCoffee and Lavazza Professional.



THE SUSTAINABILITY GOVERNANCE

The Group's sustainability governance is overseen by the Board of Directors of the parent company, Luigi Lavazza S.p.A., which defines the Group's sustainable development strategies, policies and objectives. As of July 2023, the Board avails itself of the Control, Risk and Sustainability Committee. The Committee is composed of four independent members[14] and meets quarterly and whenever it deems appropriate. To the Committee is duly and promptly informed by the **Chief Innovation**, **Sustainability & Institutional Relations Officer**, who, together with the Division reporting to him, is delegated for managing, planning and programming sustainability initiatives, as well as promoting the integration of ESG principles in strategies and processes among the various Group functions. Sustainability performance reporting is coordinated by the IR&S Department and involves the involvement of the entire organisational structure and of the Group's subsidiaries. The Chief Innovation, Sustainability & Institutional Relations Officer also reports periodically to the managerial committee known as the Executive Sounding Board (ESB), which is attended by the CEO and his direct reports. At the meetings, the organisation's impacts are also annually presented, discussed and approved.

The new Innovation, Sustainability & Institutional Relations Department aims to integrate innovation, sustainability and institutional relations within a single corporate function: three distinct yet closely interlinked areas which, when working in a coordinated manner, help to strengthen strategic decisions and accelerate the development of sustainable solutions.

Finally, since 2019 an international coordination body has been in place: **the Institutional Relations & Sustainability Global Network,** a working group composed of the Division itself and representatives from local market subsidiaries who serve as the primary reference points for sustainability matters.

BUSINESS ETHICS AND COMPLIANCE

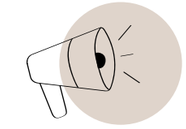


Rejecting and combating all forms of corruption

The Compliance Function promotes the spread of a culture of legality and proper conduct as factors essential to the proper functioning of the Group and respect for the principles of business ethics, including **anti-corruption**. Lavazza Group rejects and combats all forms of corruption, adopting a zero-tolerance approach and adhering to the highest professional and ethical standards in the international environment in which it operates.
The function is responsible for the **Integrated Compliance Model**, which effectively and in a coordinated manner measures, monitors, and manages all regulatory non-compliance risks to which Lavazza S.p.A. is exposed overall. During 2025, the Model was extended to the principal European subsidiaries in Germany, the United Kingdom and France, with work continuing to extend it to further Group companies.

Lavazza has implemented a series of documents to better define the principles adopted in the fight against bribery and corruption and to clearly outline its expectations for ethical conduct. These documents include: the **Employee Code of Conduct**; **the Group Code of Ethics**, reviewed in 2022, the implementation of which is entrusted to an Ethics Committee (composed of the Chief Internal Auditor, the Chief Legal, Corporate Affairs and Compliance Officer and the Chief Human Resources Officer) with advisory functions tasked with monitoring the compliance of the Code with ethical and behavioral standards; the Supplier Code of Conduct updated in 2024; and the Anticorruption Policy, which lays down specific rules of behavior, along with responsibilities and obligations for employees, contractors and the third parties with which Lavazza Group has business dealings, in order to ensure compliance with anti-corruption laws. The Group has also adopted a **Crisis Policy** (Policy for Reporting and Management of Crisis Situations) to manage crisis situations that require a prompt, effective and appropriate response, and that could compromise — or, in some cases, significantly jeopardise — the business continuity, company assets or reputation of Lavazza and/ or of its brands and products, as well as the relationship of trust between consumers and its brands.

In Italy, the parent company Luigi Lavazza S.p.A. has adopted, on a voluntary basis, an **Organisation, Management and Control Model** as per Italian Legislative Decree 231/2001, defining principles and rules of conduct. Training sessions are organised periodically by the Headquarters and promoted for the benefit of employees and collaborators of the different Italian subsidiaries.
In order to protect the principles expressed in the Code of Ethics, Lavazza Group supports and encourages anyone — whether inside or ex ternal to the Company — who wishes to report violations of laws and regulations, as well as of the 231 Organisation, Management and Control Model (where applicable), the Code of Ethics and the Group's policies and procedures in general. For this purpose, the Group makes available various internal channels that can be used to submit reports, including in anonymous form, of unlawful conduct or irregularities. In addition to ordinary post, e-mail, the dedicated telephone line and in-person meetings, a **whistleblowing system** has been implemented on a digital platform, as illustrated in the **Whistleblowing Policy**. During the phase of preliminary assessment of reports, Lavazza relies on an independent, autonomous external firm with specific expertise in managing reports and the related inquiries and that is capable of offering adequate guarantees of the confidentiality and protection of data. The HQ Compliance function manages the relevant reports and carries out a further procedural check, where necessary, in consultation with the Ethics Committee and the competent corporate functions. If the report relates to issues covered by Legislative Decree 231/2001, the Supervisory Board of the company involved is informed.



Whistleblowing system

To ensure consistency in the handling of reports and the conduct of investigations, the parent company Luigi Lavazza S.p.A. shares internal reporting channels at Group level and — while ensuring, where necessary and with the strictest confidentiality, the involvement of the relevant business functions in each country — centralises within the **HQ Compliance function** the management of matters that the reporting party has become aware of in the context of their employment relationship with a company of the Group.

Through the internal channels provided by the Group for managing reports on unlawful conduct or irregularities, a total of 13 reports (of which 8 related reports) was received in 2025: ten were investigated and archived, duly informing the whistleblower, and three reports are still under investigation; six reports referred to Luigi Lavazza S.p.A., five the subsidiary Nims S.p.A. and two the subsidiary Lavazza North America; nine reports were made in anonymous form and four reports were made providing personal details. As regards the channels used, ten reports were made through the online platform, one via e-mail to the Group Ethics Committee, and two via ordinary post.

Reports received in 2025 may be broken down as follows: eight Ordinary reports, i.e., relating to non-compliance with the values expressed in the Code of Ethics, as well as with the Group's policies and procedures, and that do not fall within the scope of application of the whistleblowing regulations, but that the Lavazza Group nevertheless intends to acknowledge to protect the principles of integrity and ethical conduct expressed in its Code of Ethics; one complaint managed by the Customer Care service; three reports relating D&I; one relating to the application of the regulation on agile work.

14) As per its Regulation, the Control, Risk and Sustainability Committee must be made of a minimum of three and a maximum of five non-executive members, the majority of whom must be independent. The current Risk and Sustainability Committee will remain in office until the general meeting called to approve the 2025 financial statement. With regard to the remuneration of the Committee's members, the Board of Directors may resolve to set an annual remuneration and/or an attendance token.

Of these reports, two can be classified as episodes of discrimination. One report was investigated and closed as unsubstantiated, while another has been verified and is currently under investigation.
In 2025, there were no significant instances of non-compliance with the laws and regulations to which the Group is subject regarding anti-corruption, antitrust, business ethics, the environment, and human rights.

PRIVACY MANAGEMENT

The Group's Privacy function plays a key role in safeguarding and protecting the privacy of internal and third-party data, while also ensuring compliance with Regulation (EU) No. 2016/679 (General Data Protection Regulation – GDPR). In line with the GDPR, the Group has appointed a **Data Protection Officer (DPO)**, who is responsible for assessing the compliance of business processes with the GDPR, defining guidelines on data protection obligations, and acting as a point of contact between data subjects and the relevant supervisory authority. In his or her oversight activities, the Group's DPO relies on **local DPOs** and/or personnel from various company functions who are responsible for supervising processes involving the processing of personal data.
Furthermore, the Group's organisational model provides a clear definition of the roles and responsibilities of those involved in personal data processing, formalised through specific appointments. In support of this model, training and awareness activities are promoted for all employees, encompassing general training programmes and role-specific learning paths; dedicated policies and procedures for the management of personal data are also published and periodically updated. Finally, to ensure full regulatory compliance and alignment with applicable standards, regular assessment activities are conducted across Lavazza Group companies.

The processing of personal data, conducted in a compliant and ethical manner, is an integral part of the Lavazza Group's governance, ensuring transparency, security and full adherence to applicable regulations, particularly with respect to consumers.



In the interest of maximum transparency, clear and accessible information is provided on the purposes, methods and retention periods of the data collected, and each stage of processing is communicated in plain terms to enable a better understanding of information management. Personal data is collected ensuring the fullest freedom of choice for consumers and the timely handling of requests to exercise their rights. Dedicated channels and efficient internal procedures are also made available to respond to such requests.

Collaboration with suppliers regarding personal data processing activities is based on selecting partners that use data processing methods compliant with applicable regulations and grounded in ethical principles. To this end, preliminary privacy assessments of suppliers are conducted prior to contract execution, to evaluate their level of compliance and their capacity to manage personal data in accordance with regulatory requirements and Group standards.

In cooperation projects implemented in developing countries, as well as in initiatives targeting vulnerable individuals and local communities, particular attention is paid to protecting the personal data of those involved, with specific measures in place to ensure respect for privacy and safeguard sensitive information.

In a context characterised by rapid technological progress and the introduction of innovative technologies, attention to personal data protection assumes even greater importance, becoming a distinctive factor of responsible sustainability.
In the context of coffee traceability projects using blockchain technology, the Group pays particular attention to confidentiality aspects. All technical information required for traceability is recorded on the blockchain, while personal data is managed off-chain, thereby ensuring full regulatory compliance. This system effectively guarantees the exercise of data subjects' rights, harmonising technological innovation, transparency, and respect for privacy, thereby contributing to a sustainable and responsible business model.

ANTITRUST MANAGEMENT

In recent years, Lavazza Group has developed a **Group Antitrust Compliance Programme** as part of a broader integrated compliance project, which complies with the Guidelines laid down by the Italian Competition Authority, with particular reference to the identification and assessment of a specific Antitrust risk, namely non-compliance with competition law. In this regard, the Group appointed on a voluntary basis and at central level an autonomous and independent **Antitrust Compliance Officer (ACO)**, who is responsible for the definition and implementation of the Antitrust Compliance Programme, the regulatory monitoring activities, the related training, the definition of the management processes suitable to reduce the risk, and the provision of support to the business functions. The ACO, who reports to the Parent Company's Board of Directors on an annual basis, is the point of reference for the regulatory compliance of initiatives or business activities and for the reporting of conduct deemed contrary to the Antitrust manual.

In addition, dedicated **Antitrust Local Coordinators** have been established at local level, working directly with the ACO to implement the Group Antitrust Compliance Programme.
To assess the maturity of the Antitrust Compliance Programme, in 2025, in collaboration with a law firm specialised in competition law, the "**Risk Assessment and Gap Analysis**" activity continued: this involves the study and evaluation of the Company's market, its scale and the controls in place, with the aim of obtaining an updated Antitrust risk assessment.

In 2025, training on antitrust regulatory matters continued in both in-person and e-learning formats. Having been completed in 2023 across all subsidiaries in Europe, the United States, Canada and Australia, in 2025 a dedicated in-depth session was conducted at MaxiCoffee, the French ECS subsidiary operating in the OCS-Vending sector. Additional training sessions were also organised to raise awareness of potential Antitrust risk among the most exposed business functions.

In 2025, a total of **1,338** participants received dedicated training on anti-corruption matters, as part of a broader, multi-year training programme covering Data Protection, the 231/2001 Model, Antitrust, Whistleblowing and the Code of Ethics.

NUMBER AND PERCENTAGE OF STAFF TRAINED ON ANTI-CORRUPTION REGULATIONS AND PROCEDURES

	2025	
	n	%
Anti-corruption	1,338	22.8
of which Whistleblowing	*341*	*5.8*
Code of Ethics	341	5.8
Antitrust	227	3.9

MATERIALITY ANALYSIS

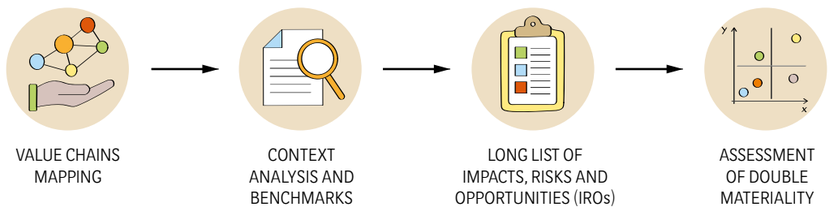
For the 2025 reporting year, the Lavazza Group has updated its materiality analysis in accordance with the GRI Standards. This analysis is subject to verification by the appointed auditor. Furthermore, with a view to aligning with the requirements of the Corporate Sustainability Reporting Directive (CSRD), to which Lavazza will be subject from FY2027, the Lavazza Group also carried out in 2025, on a voluntary basis, a double materiality analysis in accordance with the European Sustainability Reporting Standards (ESRS). Although this exercise represents a significant step forward in terms of future regulatory compliance, it has not been subject to third-party assurance.

The analysis of double materiality

The double materiality analysis exercise has enabled the integration of the annual analysis of the Group's impacts on people, the environment and local communities with financial analysis, identifying the risks and opportunities linked to sustainability topics that could influence the Group's cash flows and future performance and may therefore be material to the business. The analysis was conducted within the scope of the parent company, Luigi Lavazza S.p.A., encompassing all companies it controls and all ESG aspects related to the two relevant business lines: coffee and coffee machines. The double materiality analysis is structured along two complementary dimensions:

- **impact materiality** considers the effects – positive or negative, current or potential – that the Group's activities generate on people and the environment, both within its own operations and along the entire value chain, upstream and downstream.
- **financial materiality**, on the other hand, assesses the effects that sustainability topics may have – or are expected to have – on the Group's economic and financial position, in terms of risks and opportunities that influence development, profitability, cash flows and access to capital in the short, medium and long term.

The process followed the following methodological steps:



1. **Value chains mapping**: as a preliminary step, the Group carried out a detailed mapping of its value chain for the two principal business areas. This process enabled the systematic identification of the activities, flows and actors involved across the entire lifecycle of products and services, providing a solid foundation for identifying impacts, risks and opportunities.

2. **Context analysis and benchmarks**: to ensure a robust assessment consistent with the context in which the Group operates, the double materiality analysis was preceded by an in-depth phase of study and comparison. In particular, the principal internal documents, corporate policies, and analyses already conducted on climate risks were examined to build on the accumulated knowledge and experience. In parallel, an external context analysis was conducted to capture regulatory developments, international sector frameworks and guidelines, stakeholder expectations, and emerging dynamics. Key references, sector standards relevant to the Group's business areas and the most established best practices were reviewed. The analysis included a systematic comparison of practices adopted at the national and international levels, through a benchmarking exercise with the principal sector players, aimed at identifying emerging trends, innovative approaches, and potential areas for improvement.

3. **Construction of the long list of Impacts, Risks and Opportunities (IROs)**: once the scope of the analysis had been defined and the internal and external context in which the Group operates fully understood, the process of systematically identifying impacts, risks and opportunities potentially relevant across the entire value chain was initiated, through consultation with the principal business functions. This phase was the methodological cornerstone of the double materiality analysis, as it enabled the collected evidence to be translated into a structured, coherent information base to support the subsequent assessment. Each IRO was associated with the phase of the value chain in which it manifests, distinguishing between activities directly managed by the Group and those upstream or downstream, and mapped by topics, sub-topics and sub-sub-topics set out in ESRS 1 RA-16.

4. **Assessment of double materiality**: following the preliminary mapping of potentially relevant IROs, specific in-depth activities were carried out to finalise both impact and financial materiality. With regard to impact materiality, a stakeholder engagement activity was implemented to deepen the impacts generated and experienced along both value chains. In parallel, for financial materiality, structured management interviews were conducted to evaluate risks and opportunities connected to sustainability topics.

The integration of results from these activities enabled refinement of the selection of IROs, identifying those genuinely material from both financial and impact perspectives, ultimately arriving at a final list comprising 22 impacts, 6 risks, and 2 opportunities. The double materiality assessment also considered three time horizons: short-term (relating to the reporting year), medium-term (from two to five years), and long-term (beyond five years).

IMPACT MATERIALITY

For **negative impacts**, the assessment was based on two fundamental dimensions: the likelihood of occurrence (considered exclusively for potential impacts) and severity. The latter was determined on the basis of three integrated criteria: scale, scope and irremediability. Scale measures how severe an impact may be for people or the environment; scope assesses how widespread the impact is, both geographically and across the value chain stages involved; and irremediability considers how difficult or impossible it is to remedy a negative impact once it has occurred.

Positive impacts were assessed based on their likelihood of occurrence, scope, and the scale of the benefits generated.
In both cases, the time horizon over which such impacts might materialise was also taken into account, distinguishing between short-, medium- and long-term. To ensure a consistent and transparent prioritisation, the Group applied quantitative materiality thresholds, which enabled the identification of material topics. The monitoring of impacts, both potential and actual, is conducted annually and also includes the analysis of the effects of actions implemented during the reporting year to mitigate negative impacts and extend positive ones.

Stakeholder engagement

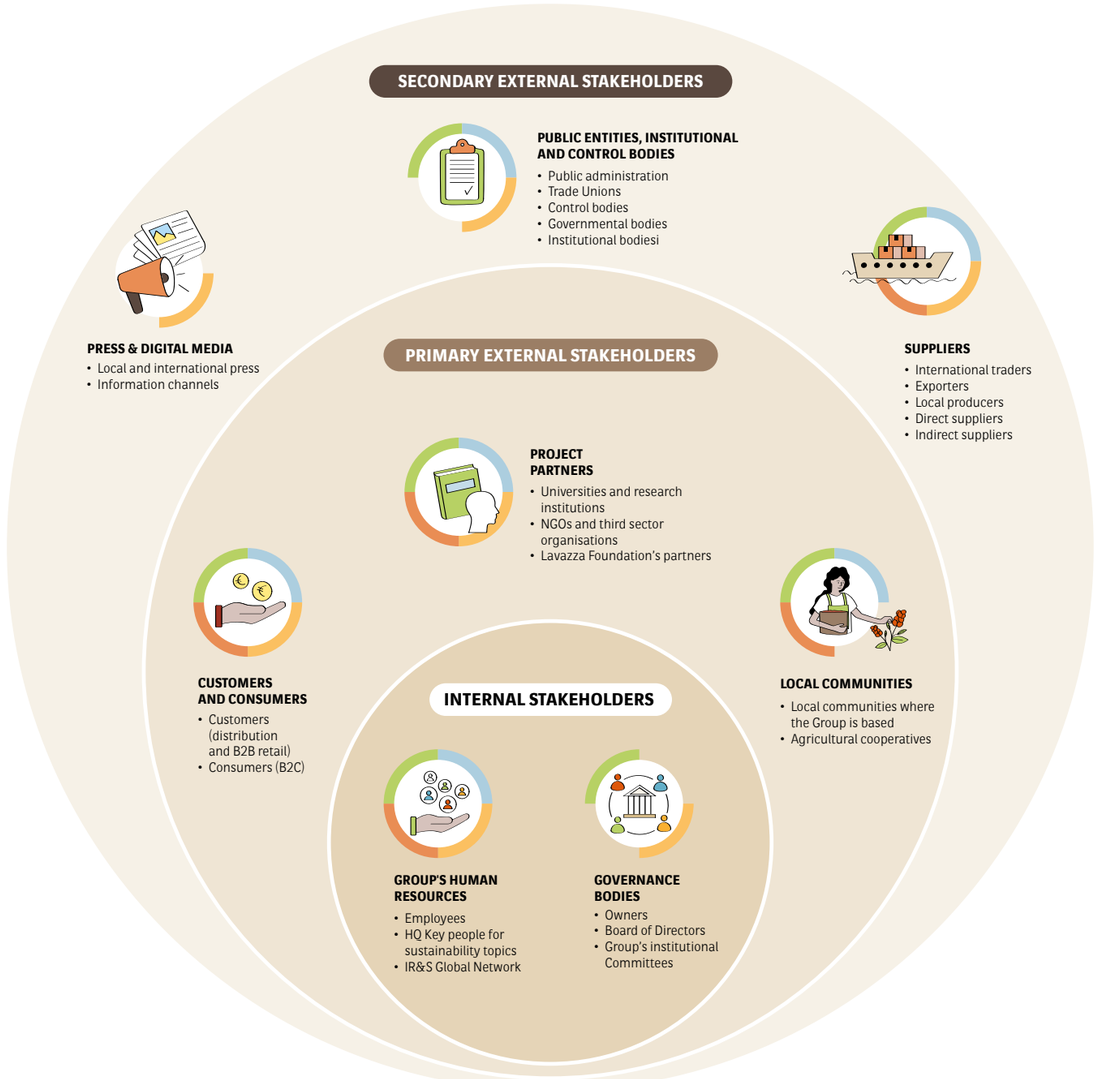


8 clusters of stakeholders

The impact analysis was further strengthened and contextualised within the Lavazza operating environment through a structured stakeholder engagement process, which enabled the Group to assess stakeholder perceptions regarding its impacts on the environment, people and local communities, as well as to identify needs and expectations with a view to planning, implementing and continuously improving both its approach and its offering. The principal actors within the coffee sector with whom Lavazza regularly engages in this activity were classified into seven macro-categories and mapped as either internal or external stakeholders, based on their relationship with the Group. For the 2025 engagement, an anonymous questionnaire — available in three languages — was developed and administered to five categories of external stakeholders, selected on the basis of thematic relevance, representativeness, magnitude of impact, their capacity to influence and be influenced by the Group's actions, and their expertise with respect to the list of impacts to be prioritised.

The engagement process also involved key ESG subject-matter experts at Group headquarters, with the aim of deepening the desk research phase, as well as senior management for the prioritisation of ESG risks and opportunities, the Group Executive Sounding Board for the validation of impact materiality, and the Control, Risk and Sustainability Committee for the final approval of the impact materiality assessment.

2025 STAKEHOLDER ENGAGEMENT



LISTENING AND ANSWERING
Specific surveys, needs assessment, listening of feedbacks and suggestions, sustainability performance assessment

CO-PLANNING
Co-creation and co-planning of projects with shared objectives

INFORMATION
Group's commitments and objectives sharing. Communication on sustainability news and follow-ups

MONITORING
Data requests, on-site meetings, sharing of results and roadmaps, management performance

Impact Mapping

In 2025, as part of the Group's first double materiality exercise, the impact analysis was updated in full alignment with the 2021 **GRI Standards**, which require the identification of material topics through the identification and assessment of actual and potential impacts — both positive and negative — generated by the organisation and its business relationships on the economy, the environment and people, including impacts on human rights. During 2025, newly identified positive and negative impacts were incorporated into the analysis, and the mapping of the macro-phases of the value chain in which these impacts occur — along with their corresponding time horizons — was maintained. Impacts were subsequently prioritised by stakeholders through a dedicated questionnaire.

Following the assessment, the results were recalibrated by applying a coefficient between –0.5 and +0.5 to each impact score, incorporating a second evaluative lens grounded in internal operational evidence and expertise. The outcome of this phase is the definition of the final list of priority impacts, which reflects both stakeholder expectations and the Company's operational context and evidence base. Subsequently, the Group Executive Sounding Board was engaged to validate the impacts within its scope. The analysis process was concluded with the formal approval of the final impact list by the Control, Risk and Sustainability Committee.

The impacts identified provide an objective representation of the Group, taking into account its business model and the context in which it operates. Each negative impact is addressed through a range of mitigation actions, policies, procedures, and medium- to long-term roadmaps. Equally, each positive impact is accompanied by a series of activities undertaken by the Group to amplify its effects and extend its benefits to a broader range of stakeholders.

SDGs	MATERIAL TOPIC	IMPACT	POSITIVE / NEGATIVE	ACTUAL / POTENTIAL	UPSTREAM	OWN BUSINESS	DOWNSTREAM	SHORT TERM	MEDIUM TERM	LONG TERM
5, 8	Group's People	Promoting diversity and preventing discrimination	+	◆		●		●	●	●
13	Environmental sustainability and fight against climate change	Sustainable use of natural resources along the entire value chain	+	↗	●				●	●
5, 8	Health, safety and quality	Access to quality information	+	◆		●		●	●	
5, 8	Group's People	Training and skills development	+	◆		●		●	●	
5, 8	Relationship with local communities	Training and skills development	+	↗	●				●	●
13	Environmental sustainability and fight against climate change	Greenhouse gas (GHG) emissions along the value chain and in business activities	–	◆	●	●	●	●	●	●
13	Environmental sustainability and fight against climate change	Water withdrawal and consumption in the upstream value chain and in business activities	–	◆	●	●	●	●	●	●
12	Innovation and circular economy	Natural resources depletion along the value chain and in business activities	–	◆	●	●		●	●	●
13	Environmental sustainability and fight against climate change	Biodiversity reduction	–	↗	●				●	●
13	Environmental sustainability and fight against climate change	Water discharges along the value chain and in business activities	–	◆	●	●		●	●	●
8	Supply chain	Cases of child labour along the value chain	–	↗	●				●	●
8	Supply chain	Cases of child labour along the value chain	–	↗	●				●	●
13	Environmental sustainability and fight against climate change	Intensive use of pesticides in crops and decline in soil quality	–	↗	●				●	●
12	Innovation and circular economy	Outbound resource flows related to products and services with low recyclability	–	◆		●		●	●	●
5, 8	Health, safety and quality	Health and safety of consumers and/or end users, and product quality	–	↗		●	●		●	●
5, 8	Health, safety and quality	Employee health and safety	–	↗		●			●	●
12	Innovation and circular economy	Waste production and disposal	–	↗	●				●	●
5, 8	Group's People	Cases of unequal pay	–	↗		●			●	●
5, 8	Economic growth	Corruption Cases	–	↗		●			●	●
12	Innovation and circular economy	Incorrect disposal of waste produced along the value chain and in business activities	–	↗	●	●	●		●	●
5, 8	Health, safety and quality	Health and safety of consumers and/or end-users in relation to labelling and communication	–	↗		●	●		●	●
13	Environmental sustainability and fight against climate change	Non-renewable energy consumption in business activities	–	↗		●			●	●

KEY

+ POSITIVE

– NEGATIVE

◆ ACTUAL

↗ POTENTIAL



7 sustainability-related material topics

Impacts have been grouped into **7 sustainability-related material topics relevant to the Group**:

- **Environmental sustainability and fight against climate change**: since it performs a manufacturing activity, the Group contributes to greenhouse gas emissions, waste generation and resource consumption. Therefore, efficient management of natural capital, an adequate measurement strategy and the reduction and offsetting of greenhouse gas emissions can contribute to the fight against climate change. In addition, preserving biodiversity through innovative investments in R&D programmes can also contribute to protecting the natural resources that the Group needs in order to operate;

- **Group's People**: the growing attention to the professional development of employees and an inclusive and fair working environment increases the prospects of steady work, promotes attraction and retention of talent and the recruitment of qualified employees. Nurturing people's wellbeing and development means laying the foundations for a solid and inspired career, capable of creating value for both the Company and its workforce;

- **Health, safety and quality**: proper management of, and attention to, worker health and safety can foster a significant increase in efficiency and ensure business continuity. These efforts translate into a more peaceful and rewarding work environment, with a positive impact on overall satisfaction, as people feel valued and protected in every aspect of their professional experience. At the same time, the commitment to health and safety extends beyond the workplace to encompass the quality and safety of products sold to customers and end users. Guaranteeing product quality means offering safe, reliable solutions, in full compliance with international regulations and standards. Product quality thus becomes a byword for trust, thanks to ongoing attention to consumer protection and the prevention of food safety risks;

- **Innovation and circular economy**: the implementation of a circular approach to product design, including the analysis of the life cycle, leads to a higher product competitiveness and reduced environmental impact. Conversely, the inability to increase the efficiency of processes may lead to an ineffective use of resources and, in turn, to higher operating costs;

- **Relations with local communities**: investments, business choices and the development of activities in the communities where the Group operates and develops its business relationships make it possible to build sound relations with local institutions and third sector organisations, leading to local development and social legitimacy to operate. Insufficient attention to local communities would reduce Lavazza's integration into the context in which it operates;

- **Economic growth**: in the long term, failure to include ESG criteria in company decisions can have a negative impact on both the Group's reputation and the economic context in which it operates. Choices, investments, acquisitions, and financing that foster the business's long-term growth enable the generation and sharing of value among stakeholders, thereby contributing to the country's development.

- **Supply chain**: working on monitoring the supply chain and choosing to purchase from suppliers who meet high sustainability standards entails a reduced environmental and social impact on the business. Supply of products and services not consistent with the principles of sustainable development may result in environmental and social damages, as well as in an adverse impact on the Group's reputation.



FINANCIAL MATERIALITY[15]

The assessment took into consideration three fundamental elements: the material environmental and social impacts already identified during the impact materiality phase; the Group's strategic dependencies as outlined in the business model representation[16]; and existing or planned ESG actions. These factors were analysed to identify the risks and opportunities that may influence the Group's economic and financial performance.

The assessment was structured around **two principal dimensions**: the likelihood of occurrence and the magnitude of the financial effect. Likelihood represents the probability that a given risk or opportunity will materialise, while magnitude reflects the intensity of the expected financial impact, measured in terms of potential variation in EBITDA, in alignment with the Group's Enterprise Risk Management (ERM) methodology. This approach enabled an objective quantification of the expected economic impact and the prioritisation of material topics in accordance with pre-defined relevance thresholds. The analysis encompassed both negative events (risks) and positive ones (opportunities), with reference to short-, medium- and long-term scenarios.

The process was conducted in close collaboration with the Risk Management function and includes a structured review and validation stage involving senior management.

15) As the Lavazza Group is not yet subject to the CSRD, this Report is prepared in accordance with the GRI Standards; accordingly, the financial materiality analysis, while representing a significant step forward in anticipation of future regulatory compliance, is not subject to third-party assurance, as this is not required under the aforementioned standard.
16) Critical suppliers, natural and energy resources, human capital and the regulatory environment.



Material ESG topics

As part of its first double materiality exercise carried out in 2025, the Group has adopted an approach that ensures a comprehensive view of its impact, reporting both on the influence of ESG factors on its operations and financial performance – as shown in the table below – and on the impact of its activities on the environment and society throughout the entire value chain.

TOPIC	RISKS	OPPORTUNITIES
CLIMATE CHANGE	• Risk of **extreme climatic events** upstream in the supply chain that can cause an **increase in the cost of green coffee** • Risk of **climatic events** in business activities that imply **extra expenses**	• Economic/financial and reputational opportunity deriving from the **development of products and solutions with reduced environmental impact**
BIODIVERSITY	×	• Economic/financial and reputational opportunity deriving **from access to subsidies for the implementation of agricultural and agroforestry practices**
OWN WORKFORCE	• Reputational and economic risk related to any **non-compliance with EU Directive** 2023/970 on pay transparency	×
WORKERS IN THE VALUE CHAIN	• Economic/financial, reputational and operational risk deriving from the occurrence of **cases of child or forced labor**	×
BUSINESS CONDUCT	• Economic/financial and reputational risk related to **non-compliance and uncertainty of the ESG regulatory framework**	×

Following management interviews, **no material ESG risks or opportunities** with the potential to generate a significant financial impact on the Group were identified in relation to the following topics:

- Water
- Resource use and circular economy
- Affected communities
- Consumers and end users

In 2025, **climate change** emerged as the topic concentrating the greatest ESG risks and opportunities for the Group in terms of financial impact magnitude. On the opportunity side, the development of Tabli and the integration of Life Cycle Assessment into new product development procedures open significant growth prospects, both in terms of market expansion and process optimisation. With regard to risks, climate change is estimated to have a moderate impact on EBITDA, particularly through the effects of extreme weather events on the Group's logistics operations and manufacturing activities.
With regard to the effects of climate change upstream in the supply chain, in 2025 a process was undertaken to quantify the financial impact of extreme weather events on the increase in green coffee costs. Given the magnitude of this impact, specific risk mitigation actions were planned, along with provisioning initiatives to cover potential future expenditures.



1.3 THE SUSTAINABILITY STRATEGY: “A GOAL IN EVERY CUP”

Lavazza Group’s way of doing business has always been founded on valuing the people, territories and communities in which it operates, whilst minimising the environmental impact of its activities.

This approach has evolved into a comprehensive sustainability strategy titled “A Goal in Every Cup”, which also gives this Report its name, now in its eleventh edition.

The strategy is aligned with the **United Nations 2030 Agenda** for Sustainable Development, to which Lavazza has been a signatory since 2015, and identifies four priority Sustainable Development Goals: two of a social nature — Goal 5 “Gender Equality” and Goal 8 “Decent Work and Economic Growth” — and two of an environmental nature — Goal 12 “Responsible Consumption and Production” and Goal 13 “Climate Action” — to be pursued through Goal 17 “Partnerships for the Goals”. This journey led the Group, in 2025, to reaffirm its support for the Ten Principles of the United Nations Global Compact, which the company joined in 2017, confirming its ongoing commitment to integrating these Principles into its strategy, culture and day-to-day operations, with the aim of contributing to the United Nations Sustainable Development Goals.

The Group’s sustainability strategy addresses the environment, people and communities, and the value chain, seeking to connect these dimensions in order to generate shared value.

In 2025, the strategy was fully integrated into the Group’s five-year strategic plan, reinforcing its role as a cross-cutting driver of growth and competitiveness, and was updated to focus on three pillars: **Climate & Nature**, **People & Community**, **and Value Chain**.

CLIMATE NATURE

Actively contribute to the climate transition and biodiversity protection by reducing greenhouse gas emissions and achieving climate neutrality across the value chain through our Roadmap to Net Zero by 2050: a path based on progressive decarbonization, following a scientific approach, with a strong engagement of supply chain, innovation processes and circularity.

PEOPLE COMMUNITY

Taking care of our people as well as the communities where our coffee is produced and enjoyed around the world. We want to ensure equal attention and opportunities for everyone who works with us, within a healthy, safe, and inclusive work environment that promotes equity, personal well-being and professional growth. We also aim to enhance the development of individuals and communities across the value chain.

VALUE CHAIN

Responsibly operate by developing a value chain that focuses on respect for labor and human rights and the environment. We do this adopting a multi-stakeholder approach that involves all players across the value chain, with the aim of integrating corporate values through responsible governance of all processes.





2 OUR COMMITMENT TO PEOPLE

2.1 PEOPLE AT THE CENTER ..... P. 60

2.2 OUR PATH TOWARDS DIVERSITY, EQUITY AND INCLUSION ..... P. 64

2.3 THE PROFESSIONAL AND PERSONAL DEVELOPMENT AND WELLBEING OF PEOPLE ..... P. 72

5 GENDER EQUALITY

OVERVIEW
CHAPTER 2

MATERIAL TOPICS

- **Group's People**
- **Health, safety and quality**

IMPACTS

- **Promoting diversity and preventing discrimination**
- **Training and skills development**
- **Employee health and safety**

RISK AREAS

- **Own workforce**



GLOBAL CONTEXT

The coffee industry comprises women and men who contribute to its prosperity every day. However, there are still considerable **inequalities** to bridge: **70%** of the world's coffee is harvested by women, yet they own less than **30%** of the cultivated land[i].

Furthermore, globally and throughout all sectors, women occupy less than a third of managerial positions: according to the United Nations report on the progress of the Sustainable Development Goals 2025, from 2015 to 2023, their representation increased by only 2.4 percentage points, reaching **30%**[ii].

Furthermore, **people's wellbeing** and **professional development** paths[iii] in the workplace play an increasingly important role, both in terms of talent retention as well as in the talent attraction of more than two-thirds of the new generations.

For notes (i), (ii) and (iii) see the Annex.



2.1 PEOPLE AT THE CENTER

People & Community is one of the three pillars of the sustainability strategy "A Goal in Every Cup". It aims to take care of the **people** who work in the Lavazza Group and the **communities** in which the company operates, as well as those in which coffee is produced worldwide (see chapter 5 of this Report).

The "**People**" area is about ensuring equal opportunities for **the people who work in the Group**, in a healthy, safe, fair and inclusive work environment that promotes personal wellbeing and professional growth. Care for people is expressed through an articulated welfare system, specific programs, policies, and activities dedicated to the following areas: **protection of workers' rights**, **health and safety**, **Diversity**, **Equity and Inclusion (DE&I)**, **training and professional development**, **and psychophysical wellbeing**. The commitment of this model is stated in the four Corporate Values, the Code of Ethics updated in 2022, and the Group policies and procedures dedicated to human resources.

The Group recognises the key role of its people in contributing to the company's success over time and likewise considers the inclusiveness of its work environment an essential element for employee wellbeing, committing to ensuring that everyone has equal opportunities for development and professional growth. With this in mind, **Goal 5** of the 2030 Agenda - "Achieve gender equality and empower all women and girls" - is among the four goals identified as priorities in the corporate sustainability strategy.

A strategy that in 2025 has been integrated into the Group's Strategic Plan under the "People" pillar, which aims to consolidate the Group's commitment and positioning in diversity, equity and inclusion at a global level, enhancing DE&I as one of the key assets for people and business, and to promote the development of a work environment in which all people can grow, express their potential and feel valued.

An ambition that sets the following objectives for the Group:
- Zero Unexplained Gender Pay Gap by 2030;
- 35% women senior managers and 45% women managers by 2030;
- Maintaining the EDGE certifications achieved in the different countries;
- Adoption of policies and processes free of prejudice, in support of parents, caregivers and people's wellbeing;
- Dissemination of training programs and monitoring of the development of an inclusive mindset and culture through internal investigations;
- Commitment by all people and managers towards the principles of DE&I.



This approach allowed the Group to obtain, in 2025, the **Top Employer** certification in **Italy** for the seventh consecutive year and to renew it in the **United Kingdom**, awarding a working environment that protects people and the quality of their lives. In addition, in 2025, **Kicking Horse Coffee** was named one of Canada's Best Places to Work for the tenth consecutive year by **Great Place to Work**, a company specialising in business climate analysis, improvement, and employer branding. This award has also been obtained in **Denmark**, in the **United Kingdom**, and in **Sweden**.

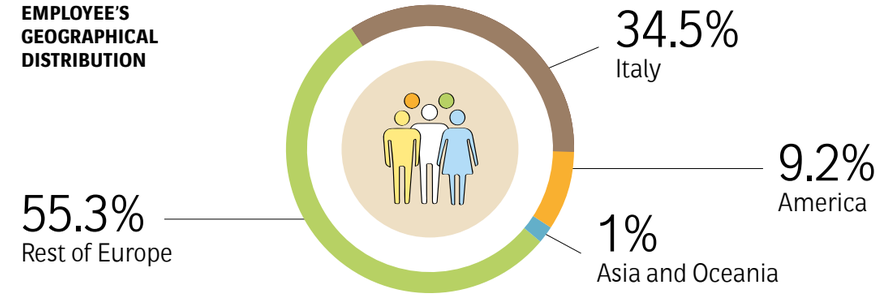
As of December 31, 2025, the Group had a total of **5.864** employees, an increase of 1% compared to 2024. **97.1%** of the company's workforce consists of employees on permanent contracts; 3.5% work part-time, of whom three-quarters are women. The majority of the population is in Europe, at 55.3%. 34.5% of employees work in Italy, where the Group's Headquarters, Innovation Centre, and four of the nine production plants are located, followed by America at 9.2% and Asia and Oceania at 1%. In the management of activities, the Group also employs 691 non-employee workers, including occasional workers on zero-hour or on-call contracts, interns, and resources under staff leasing contracts.

Women accounted for **39%** of the company population. The percentage of women in managerial positions is **31.9%** of the total number of Senior Managers. Most of the company population is between **30 and 50 years old** (58.2%), followed by the over 50s (28.6%) and the under 30s (13.2%).



31.9% women in Senior Manager roles

EMPLOYEE'S GEOGRAPHICAL DISTRIBUTION



EMPLOYEES BY CONTRACT TYPE AND GENDER AT 31 DECEMBER IN THE THREE-YEAR PERIOD

		2023			2024					2025				
	UoM	Men	Women	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Permanent	n	2,441	1,592	**4,033**	3,464	2,178	0	2	**5,644**	3,492	2,202	2	0	**5,696**
Temporary	n	34	66	**100**	72	90	0	0	**162**	85	83	0	0	**168**
Total	**n**	**2,475**	**1,658**	**4,133**	**3,536**	**2,268**	**0**	**2**	**5,806**	**3,577**	**2,285**	**2**	**0**	**5,864**

EMPLOYEES BY PROFESSIONAL CATEGORY, GENDER AND AGE AT 31 DECEMBER

2025	UoM	Men				Women				Other				Not disclosed				Total
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	
Senior Manager	n	8	201	124	**333**	9	95	52	**156**	0	0	0	**0**	0	0	0	**0**	**489**
Middle Manager	n	7	382	210	**599**	10	327	92	**429**	0	0	0	**0**	0	0	0	**0**	**1,028**
Specialized Worker	n	166	833	421	**1,420**	203	623	217	**1,043**	0	0	0	**0**	0	0	0	**0**	**2,463**
Other Worker	n	217	642	366	**1,225**	149	313	195	**657**	1	1	0	**2**	0	0	0	**0**	**1,884**
Total	**n**	**398**	**2,058**	**1,121**	**3,577**	**371**	**1,358**	**556**	**2,285**	**1**	**1**	**0**	**2**	**0**	**0**	**0**	**0**	**5,864**



46.7% of new hires under 30

In accordance with the Code of Ethics, the freedom of association of individual workers is ensured throughout the Group. Over **70%** of employees was covered by national collective labour contracts. This figure is closely linked to the labour law in force in the country in which each Group subsidiary operates.

The recruitment rate stands at 12.1% for men and 8.9% for women, for a total of **1,232** new entries. Regarding age groups, the highest hiring rate is among those under 30, followed by the 30-50 and over 50 age groups.

During the year, the Group recorded a turnover of **1,186** employees (670 men and 516 women), with a turnover rate of 11.4% for men and 8.8% for women. The predominant age group is 30-50, followed by the under 30 and over 50.

In 2025, the Group continued to invest in **young people**, and recruitment activities led to new hires in several countries, with **46.7%** of new hires under 30.

The hiring rate stood at **21.0%** overall, up by more than one percentage point compared to the previous year, against a turnover rate of 20.2%.

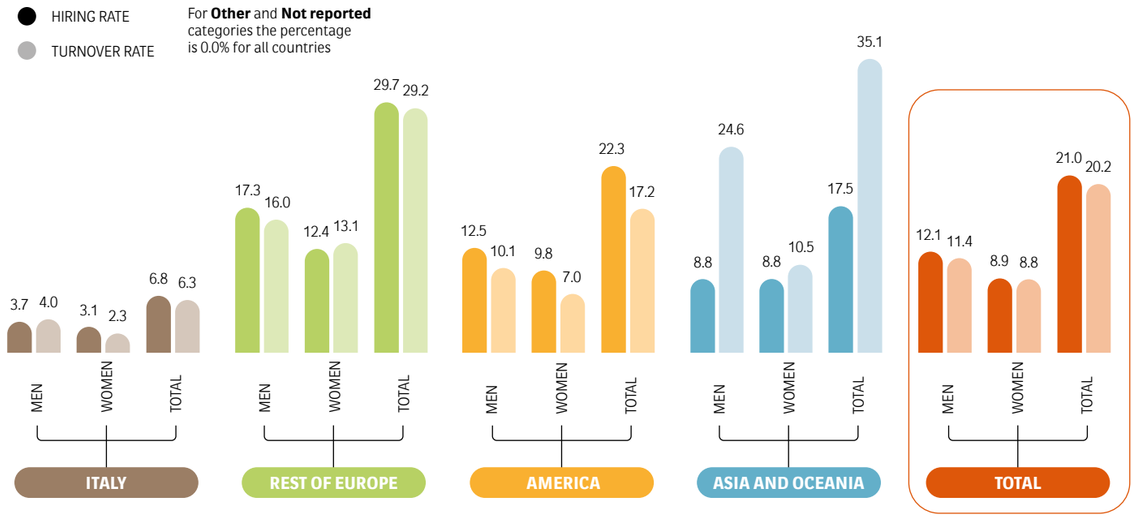
NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY GENDER IN THE THREE-YEAR PERIOD

	UoM	2023			2024					2025				
		Men	Women	Total	Men	Women	More	Not disclosed	Total	Men	Women	More	Not disclosed	Total
New hires	n	375	329	**704**	649	483	0	0	**1,132**	708	523	0	0	**1,231**
Turnover	n	308	249	**557**	641	449	0	0	**1,090**	670	516	0	0	**1,186**

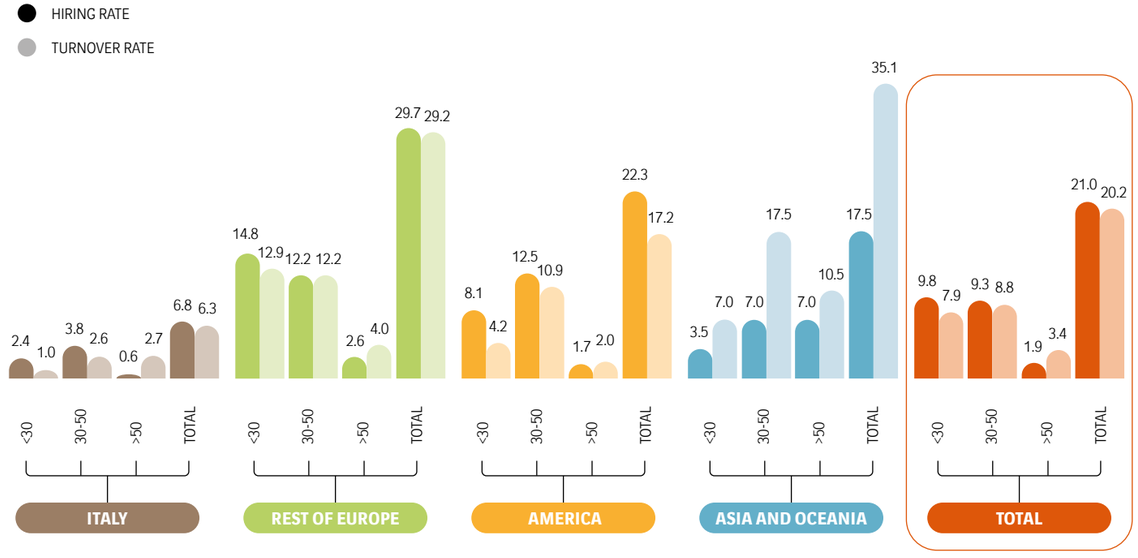
NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE IN THE THREE-YEAR PERIOD

	UoM	2023				2024				2025			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
New hires	n	277	366	61	**704**	558	485	89	**1,132**	575	546	110	**1,231**
Turnover	n	158	265	134	**557**	442	473	175	**1,090**	466	518	202	**1,186**

2025 HIRING AND TURNOVER RATE BY GENDER (%)



2025 HIRING AND TURNOVER RATE BY AGE (%)



2.2 OUR PATH TOWARDS DIVERSITY, EQUITY AND INCLUSION

EDGE Plus (Assess) certification

The 2022 **Manifesto for Diversity and Inclusion**, **the 2024 Lavazza Group D&I Policy**, **the Global Parental Policy**, **and the Anti-Harassment Policy (IT)** released in 2025, outline the path of formal commitment to adopting practices and strategies that foster and enhance diversity, equity and inclusion across all business activities.

One of the objectives of the Manifesto has already been achieved by obtaining the first level of the **EDGE - Economic Dividends for Gender Equality certification (level I ASSESS)**, an assessment process targeted at companies that have demonstrated a serious and verifiable commitment to eliminating gender gaps in the workplace. This recognition was obtained in 2022 for Italy, in 2024 for the United Kingdom and in 2025 for France and Germany. In 2024, the **EDGE Plus (Assess)** certification was also obtained for the companies Lavazza North America Inc. and Luigi Lavazza S.p.A. Finally, in 2025, the **UNI PdR 125:2022 certification** on gender equality was confirmed in Italy[1].

GAP FREE

Born in **2020**, GAP FREE is a medium-long term cultural transformation program aimed at promoting equity and enhancing diversity, starting with gender diversity. The initiative aims to support the Group's responsible growth through the dissemination of an inclusive corporate culture and the implementation of gender equality programs extended to the entire organisation. Developed jointly by the Human Resources and Sustainability functions, GAP FREE is based on a specific methodology[2] now in its third phase, called Engagement & Commitment, which is increasingly widespread in scope and structured in three work areas: Governance & Measurement, Inclusive Leadership and Gap Free Culture.



Local D&I Council activation

Governance & Measurement

In 2025, GAP FREE's activities were consolidated and spread internationally. The publication of the **Group's D&I Policy** and the consolidation of the **D&I Council** - composed of the CEO with his first lines, the D&I teams and representatives of the **ERG (Employee Resource Groups)** - have made it possible to systematically monitor the Group's progress towards the objectives and to identify concrete tools and actions to facilitate their achievement. With a view to international expansion, **Local D&I Councils** were activated in all subsidiaries in 2025.

Inclusive Leadership

In 2025, two new editions of the Ashland Institute's **CIYO (Come Into Your Own)** program were held for the promotion of authentic female leadership, involving 24 new women from different Group countries. Moreover, the **Sponsorship Programme for Gender Balance**, has been renewed, involving 17 women in managerial roles, with the aim of enhancing networking opportunities and professional growth. Finally, in Italy, a pilot **training program on Psychological Safety** was carried out involving over 200 people managers.

Gap Free Culture

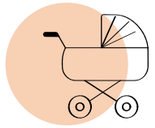
In 2025, the expansion of the **Employee Resource Groups (ERGs)** continued in all local markets, covering topics like fair and inclusive work environments and support to local communities. Represented also within the Global D&I Council, ERGs collect ideas for improvement to promote cultural change. In Italy, the "**Guidelines for a GAP FREE Language**" have also been published as a result of multidisciplinary, participatory work to support Italian-speaking people in adopting a plural, respectful, and non-discriminatory language.



1) Certification obtained by Luigi Lavazza SpA.
2) The U-theory213, conceived by Professor Otto Scharmer of MIT in Boston and used effectively for over twenty years.

The new 2025 policies

GLOBAL PARENTAL POLICY



Equal parental leave

In 2025, the Group's new Global Parental Policy came into force, a concrete measure to recognise the value of parenthood in all its forms and to support the balance in care loads, offering fathers and mothers the equal opportunity to be by their daughters' and sons' side in the first months of life.
The policy ensures 100% paid parental leave for a minimum of eight weeks to all Group people globally and applies without distinction – women and men, in heterosexual or same-sex couples, or in single-parent, natural or adoptive households. It represents a global minimum standard that complements existing local regulations, ensuring a greater benefit where national laws are less favourable.

ANTI-HARASSMENT POLICY - ITALY

In 2025, the Group approved the Anti-Harassment Policy (ITA), which aims to prevent and combat conduct that may harm people's dignity and promote a culture based on integrity, fairness and responsibility. Through the clear and accessible tools presented in the Policy, including internal reporting channels aimed at combating the phenomenon, and thanks to an independent figure external to the organisation - the Confidential Counsellor - the aim is to protect anyone who works with the company, encouraging listening and advice with the guarantee of maximum confidentiality, impartiality and independence. The Policy applies to all persons who operate in the name or on behalf of Luigi Lavazza S.p.A. and its subsidiaries in Italy.



GAP FREE DAY

In 2025, the **GAP FREE Days** were organised in Italy, Australia, the United Kingdom, Denmark, Sweden, the Baltic countries, Austria, Germany, France and the United States. During these working days, Lavazza's employees are involved in many activities related to diversity and inclusion such as panels, workshops, gaming activities and cognitive tests. In each country, a common cultural framework has been accompanied by a focus on the different local cultural aspects.
In Sweden, the Baltic States and Denmark, two days were organised in collaboration with specialised associations to work concretely together on diversity.

Two days were also held in the United Kingdom. Particular attention was given to the male perspective and the diversity of origins, with participants originally from 23 countries around the world. On the second day, the focus was on the company's generational diversity.
In the United States, the GAP FREE Day took place as part of a week dedicated to connections and full of immersive experiences, at the offices and plant in West Chester, Pennsylvania.
In Germany and Austria, the GAP FREE Day was conceived as a reflective journey on various issues, from generational diversity to work-life balance.
In addition, some workshops were organised digitally to encourage the participation of field staff and those on parental leave.
In France, diversity and inclusion were celebrated through an initiative that allowed people to "put themselves in the shoes" of others, spending a day at an organisation that offers work and support to people with disabilities, contributing to activities of different kinds.

Finally, in Australia, space was given to cultural diversity, creating an opportunity to bring the team together in a Christmas "potluck", where people shared traditional dishes from their country of origin, enhancing their different cultural roots; from this day a book of recipes and personal stories of the participants was written, and it will be printed and distributed in the company in 2026.



Initiatives in 10 countries









GAP FREE CULTURE 2025 INITIATIVES IN ITALY

In 2025, the commitment of the **ERG - Employee Resource Groups**, organised into three teams for different topics, continued: "Gender Blender" for gender issues, "GenerAction" for intergenerational comparisons, and "WeBlendFamily" for caregiving and parenting. In particular, webinars to raise awareness of caregiving, a series of podcasts on generational comparison, sharing and comparison meetings between people of different seniority and ages and, finally, the first workshop reserved for men to reflect on the masculine with the participation of about **30** people from the Headquarters and the Turin plant, were organised. The partnership with Fondazione Libellula, a network that unites companies against violence against women, continued.

8 people from the Group participated in the Libellula Ambassador Programme, a series of inter-company training sessions on raising awareness of gender-based violence in companies and supporting victims.

THE VALUE OF A GROUP CAN BE SEEN IN EVERY SINGLE CHOICE.

GAP FREE



Basic salary W/M 98.1%

The ratio of basic salary of women to men was **98.1%**, an increase compared to previous years, especially for the Senior Manager and Specialised Workers category. The year-to-year deviations reflect physiological variations in seniority and turnover. With regard to total remuneration, which includes both fixed and variable components, the ratio of total re muneration of women to men was **95.1%**.

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN[3]

	UoM	2023 BASIC SALARY RATIO	2023 TOTAL REMUNERATION RATIO	2024 BASIC SALARY RATIO	2024 TOTAL REMUNERATION RATIO	2025 BASIC SALARY RATIO	2025 TOTAL REMUNERATION RATIO
Senior Manager	%	95.2%	91.8%	87.9%	87.1%	89.3%	87.3%
Middle Manager	%	93.7%	89.8%	97.6%	95%	96.0%	93.7%
Specialized Worker	%	97.2%	95.9%	99.4%	96.4%	101.3%	98.0%
Other Worker	%	103.4%	104.7%	99.2%	97.2%	99%	97.6%

3) The calculation used for the ratio of women's basic salary to men only includes subsidiaries that have at least both genders for each occupational category. It should be noted that, for the purposes of reporting the ratio of basic salary and total remuneration, the GRI approach was used.

BEST WORKPLACES FOR WOMEN

In 2025, **Lavazza UK** was named among the top 10 Best Workplaces for Women in the **United Kingdom** by the Great Place To Work UK organisation, further recognising its commitment to Goal 5 of the United Nations 2030 Agenda.

Best Workplaces™ for Women
Great Place To Work. UK 2025

DISABILITY MANAGEMENT

Within the Group there is the **Disability Management Team**, which is responsible for structuring job placement paths for people with disabilities and promoting work inclusion. In Italy, **four job placement projects** are active: thanks to the collaboration between local bodies and associations with company tutors and the Disability Team, people are accompanied in the process of integration into the company, providing support both in the initial adaptation to the work context and in the progressive development of autonomy in their tasks. Two examples are the **WIDE** and **Job Stations projects**.
The WIDE[4] project, in collaboration with the Time2 Foundation and Turin University, promotes inclusion in the workplace of people with intellectual and relational disabilities since 2023 and has led to the hiring of two workers at the Turin plant.
The Job Stations project, active at the Turin Headquarters since 2022, is carried out with Progetto Itaca Torino and the Italian Accenture Foundation, in support of people with mental health disorders, who operate remotely in assisted smart working centers, with the support of tutors. With this project, three employees in the IT, Customer Service, and Logistics sectors alternate between remote work at the Job Stations and in-person work at the Headquarters.
All projects have a positive impact on both people's private lives, contributing to greater economic and relational independence, and on the company, creating strong synergy with colleagues and adding value to the activities carried out.



4) Work Intellectual Disability Environment.

ACCESSIBILITY FOR INCLUSION

Digital accessibility since 2023

Greater digital and physical accessibility of products, services and processes is part of the path of improvement and openness to diversity.

Since 2023, the Group has embarked on an extensive program aimed at increasing the accessibility of all its digital and physical touch points, ranging from the main brands' and the Group's websites to mobile applications, coffee machines, production processes and the products themselves.

In 2025, the new packaging for the capsule of the A Modo Mio system includes Braille text with basic information useful for blind or visually impaired users. In addition, they are equipped with a QR code that, when scanned, links to the specific product page, where the user can access information on the mixture contained via a smartphone and a screen reader application.

In addition, a new digital platform with advanced features was introduced at the Turin plant in 2025, offering services in the areas of safety, quality, and human resources. Line operators can enter maintenance requests via tablet, attaching descriptions, photos, or videos, so that requests are displayed and maintenance technicians are notified for prompt intervention. This platform has had a significant impact on inclusion, allowing workers with hearing disabilities to participate actively and without barriers.

Finally, since 2023, the Sustainability Report has also been available in an accessible format with an audio reading function, allowing people with visual impairments to use it.



LAVAZZA MUSEUM, AN "OPEN MUSEUM"

IncluVisity program

ITo celebrate the International Day of Persons with Disabilities 2025, the Lavazza Museum presented "The museum is open", a project born from the desire to make the museum experience increasingly accessible and inclusive, developed as part of the IncluVisity program, dedicated to the promotion of diversity, equity and inclusion in collaboration with Italian and international museums and cultural institutes.

The project proposes a new way of experiencing the museum, designed to accommodate audiences with different needs and offer tools that overcome sensory, cognitive and communicative barriers, such as: narrative audio stories accessible via raised QR-code, tactile paths for blind and visually impaired people, videos in LIS and with subtitles for deaf people or people with hearing difficulties, AAC (Augmentative Alternative Communication) maps for people with cognitive disabilities, neurodivergences, but also for boys and girls who are approaching reading.

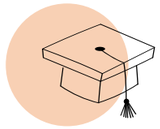
The Lavazza Museum is a corporate museum located in Nuvola Lavazza, the Group's headquarters, which also includes the offices, the bistro, the Condividere restaurant, the Piazza, and the La Centrale Events space. It is conceived as a sensory journey into global coffee culture, intertwined with the history of a family business that spans over 130 years. Inaugurated in 2018, the Museum is evolving into a hub for sharing, research, and storytelling on the themes of sustainability, communication, and interculturality. With a strong focus on education, the museum actively engages the local community, employees, and other key stakeholders, helping to strengthen the bond among the Group, its people, the Turin community in which it operates, and external visitors from all over the world.



2.3 THE PROFESSIONAL AND PERSONAL DEVELOPMENT AND WELLBEING OF PEOPLE

The Group is committed to constantly providing its people with opportunities and tools to support personal and professional development through the implementation of a continually evolving training system, and a performance evaluation and talent review process consistent with the Group's system of values and skills. In addition, Lavazza considers psychophysical wellbeing fundamental to achieving success: with this in mind, it provides its people with a complete welfare system.

TRAINING



+20% hours of training since 2024

In an increasingly dynamic and international business context, marked by the growing impact of digital transformation, the Group's commitment to promoting growth paths that equip people with skills to respond to the changes underway is consolidated and strengthened. In addition, the proposed training programs aim to support the dissemination of a shared approach to work that has an impact both on people's wellbeing and on the ability to innovate and be competitive.

In 2025, almost **82,800** hours of training[5] were provided at Group level, an increase of **20%** compared to the previous year, for an average of **14.1** hours per capita. Of these, **2.100** hours were dedicated to the themes of Diversity, Equity & Inclusion and Sustainability.

TRAINING HOURS PER CAPITA OVER THE THREE-YEAR PERIOD

		2023			2024					2025				
	UoM	Men	Women	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Senior Manager	h/n	17.0	28.1	**20.1**	11.9	15.9	0	0	**13.1**	14.7	21.2	0.0	0.0	**16.8**
Middle Manager	h/n	20.1	21.2	**20.6**	15.3	20.3	0	0	**17.4**	18.1	21.3	0.0	0.0	**19.4**
Specialized Worker	h/n	14.4	15.6	**14.9**	11.4	13.6	0	0	**12.4**	11.4	13.0	0.0	0.0	**12.1**
Other Worker	h/n	17.1	13.6	**15.9**	8.6	7.0	0	0	**8.1**	14.9	10.0	5.7	0.0	**13.2**
Total	**h/n**	**16.4**	**16.8**	**16.6**	**11.2**	**13.0**	**0**	**0**	**11.9**	**14.0**	**14.2**	**5.7**	**0.0**	**14.1**

5) Total hours of training, including 2,060 hours of H&S training carried out in the Italian production plants.

The training offer continued to be enriched by online and face-to-face resources on **corporate citizenship** issues, with increasing integration of DE&I topics across all programs. In addition, in 2025, the **Global Induction** program was launched, welcoming all new hires through a collection of self-paced online courses and resources.

A dedicated training offer is available to all Group **managerial figures** and can be accessed based on their areas of growth. In particular, in 2025, a training course was promoted at Group level for those who took on the role of **People Manager**, for the development of an increasingly inclusive leadership aligned with corporate values. Other initiatives on the theme of **Psychological Safety**, **Culture of Error and Growth Mindset** have been extended within working groups and included in the catalogue of classroom courses.

In 2025, the company's initiatives to support the ongoing **digital transformation** continued, from adopting new technological platforms to manage strategic business processes to introducing generative artificial intelligence tools. To support the responsible use of these technologies, a comprehensive course on the types of artificial intelligence tools, related ethical aspects, and associated risks has been promoted. Finally, in the field of digital transformation, training related to the increasingly relevant issue of data security continues.

The voluntary and increasingly active adherence to **individual**, personal and professional **development** initiatives, through participation in courses of the catalogue and the use of the LinkedIn Learning platform (an average of about **35,000** videos viewed each year), confirms the growing consolidation of an internal training culture.

Teams experiencing specific moments of transformation, with specific upskilling and reskilling needs, are supported with personalised individual or group paths. In 2025, **310** people participated in **team-building** activities and workshops, totalling about **2,400** hours of training.

The acquisition of specialised technical skills or certifications continues to rely on external providers with specific know-how. For example, partnerships with universities, business schools, and technology partners continue, often through collaborations with local excellence.

To support the dissemination of internal know-how, both on transversal core issues and on more technical skills, employees are increasingly involved in designing and delivering internal courses.

The figures of the **Champions** have been defined as points of reference for increasingly informal and integrated learning in workflows. In this context, in 2025, the **Sustainability Academy** continued for the third year, offering a digital environment entirely dedicated to training on sustainability issues, enriched with new content and resources, including a recruitment game designed to support the selection of candidates for the Ambassador Programme 2025.



AMBASSADOR PROGRAMME

Third edition:
19 participants

Following the success of the first two editions, the Lavazza Group Ambassador Programme (LGAP) continued in 2025, allowing **19** employees from around the world to visit coffee-producing communities, deepen their knowledge of production processes, and see firsthand the sustainability challenges faced by the supply chain. In the selection process, more than **150** candidates were evaluated through interviews based on criteria such as their most recent volunteering experiences, their aptitude for interacting with different cultures and the potential impact of the programme on their professional and personal development.

The Ambassadors visited producing communities, learning about their history and actively participating in plantation work to understand their challenges and appreciate the solutions provided by the sustainability programs launched by the Group. It was an opportunity to get in touch with worlds that are only apparently distant, to create bonds, and to acquire transversal knowledge and awareness. The three destinations selected in 2025 were: **Cuba**, covering the entire country from Havana to Guantánamo; **Honduras**, in the regions of San Marcos and Copán; **Guatemala**, in the regions of Retalhuleu and Antigua, from which the finest coffee blends come.



"Being part of the Ambassador Programme in Guatemala has broadened my perspective on life, making me feel an integrated part of Lavazza Group, and deepened my passion for coffee & culture."

Anders Juul
Business Unit Manager, Lavazza Denmark



"The Ambassador Programme took me from spreadsheets to real life in Honduras. Meeting the people behind the coffee value chain reminded me why purpose matters in every decision."

Asia Fava
International Markets Business Development Specialist, Lavazza Italia



"Cuba showed me that coffee isn't just a drink but a national superpower - grown with passion, shared with generosity, and so extraordinary that my heart is still processing the experience."

Agathe Painset
Standard Operations Manager, Carte Noire France

THE GROUP'S PERFORMANCE MANAGEMENT SYSTEM

The professional development of the Group's people is managed through a performance evaluation system, the **Performance & Development Process (PDP)**, which is based for 60% on performance objectives and for 40% on compliance of one's behaviour with the company values.
In 2025, the PDP was revised to enhance usability, objectivity, and alignment with the different roles and levels of responsibility.

In addition, the PDP Learning Environment has been launched, a dedicated training space that allows access to useful content to better manage the process.
Over the years, the process has strengthened the managerial culture, spreading knowledge of the four Values, promoting a culture of feedback, and encouraging people's self-development.
Overall, **66.2%** of the Group's employees are undergoing performance evaluations, confirming the commitment to widespread and shared growth.

Performance & Development Process

PERCENTAGE OF EMPLOYEES INVOLVED IN THE PERFORMANCE & DEVELOPMENT PROCESS BY PROFESSIONAL CATEGORY AND GENDER IN THE THREE-YEAR PERIOD

		2023			2024					2025				
	UoM	Men	Women	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Senior Manager	%	89.3%	89.7%	**89.4%**	75.0%	69.3%	0.0%	0.0%	**73.3%**	73.9%	68.6%	0.0%	0.0%	**72.2%**
Middle Manager	%	93.9%	93.2%	**93.6%**	97.0%	91.4%	0.0%	0.0%	**94.7%**	93.3%	90.7%	0.0%	0.0%	**92.2%**
Specialized Worker	%	83.0%	75.1%	**79.6%**	81.0%	79.3%	0.0%	0.0%	**80.3%**	79.5%	78.0%	0.0%	0.0%	**78.9%**
Other Worker	%	20.4%	32.9%	**24.5%**	35.9%	45.1%	0.0%	0.0%	**39.1%**	31.4%	38.8%	0.0%	0.0%	**34.0%**

The continuous improvement of the Group's performance is guaranteed by the **Corporate Management By Objectives (MBO)** mechanism. For a company projected towards efficiency and continuous growth, it is essential to create an incentive structure based on the achievement of the Group's strategic objectives[6]; for this reason, **66.7%** of managers are subject to MBO.

At the same time, the Group has integrated an ESG parameter into its **Long Term Incentive (LTI) system**. Each incentive cycle provides for a three-year payout and, starting from 2023, in addition to EBITDA and Free Cash Flow, the achievement of an environmental sustainability goal also contributes as a multiplier.

6) The indicators considered in the MBO process relate to EBITDA and Free Cash Flow.

PERCENTAGE OF EMPLOYEES INVOLVED IN THE CORPORATE MBO PROGRAMME BY PROFESSIONAL CATEGORY AND GENDER IN THE THREE-YEAR PERIOD

		2023			2024					2025				
	UoM	Men	Women	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Senior Manager	%	92.6%	89.7%	**91.8%**	42.8%	43.6%	0.0%	0.0%	**43.0%**	70.0%	59.6%	0.0%	0.0%	**66.7%**
Middle Manager	%	39.4%	42.2%	**40.6%**	31.8%	37.1%	0.0%	0.0%	**34.0%**	37.9%	42.4%	0.0%	0.0%	**39.8%**

People Development

Development initiatives accompany people through the different stages of their careers and, by offering personalised paths, respond to the needs of a constantly evolving organisational context.
In continuity with the talent management process launched in 2023, **assessment/development centers** were conducted in 2025: they make it possible to enhance strengths and identify areas for improvement, promoting the development of individuals, taking into account attitudes, skills, aspirations and motivation and supporting the definition of succession plans. The initiative is part of the broader project to spread the culture of feedback, actively involving HR Business Partners, People Managers and Function Managers in the return of profiles and in the definition of individual development plans.
Various **coaching** courses continued, including in virtual mode, aimed at increasing self-awareness and enhancing soft and managerial skills.



Customised development initiatives

A **mentoring** program was also launched, involving **38** people in structured professional relationships in which a more experienced person supports a less experienced colleague from a different function.
The **partnership with national and international universities and Business Schools** continued, offering advanced training courses and, in some cases, the opportunity to obtain recognised qualifications in specific areas of specialisation.
Finally, the **international mobility program** continued, offering the opportunity to have a few months of experience at another Group company. It is a path supported by language courses, short coaching programs, and structured integration moments, designed to accompany people at every stage of the experience and to fully exploit growth opportunities.



PROTECTION AND WELLBEING OF PEOPLE

The Group's commitment to ensuring a safe and healthy workplace and to protecting and improving workers' health and wellbeing through prevention and health promotion initiatives continues. The realisation of this commitment is made possible through the provision of a business plan aimed at guaranteeing people a balanced home-work lifestyle, respecting the person.

Time To Care is the **Welfare & Wellbeing plan** launched in Italy in 2023, based on four pillars of wellbeing: physical, emotional, social, and financial.



Mental Health Day: second edition

In 2025, the plan was further enriched with initiatives in response to the most felt needs, starting with the area of psychophysical wellbeing and with the organisation of webinars on mental wellbeing and the second edition of the **Mental Health Day**, a day of initiatives to face and manage more effectively obstacles, unforeseen events and uncertainties in life. Specific services and agreements about psychological support have also been activated. The numerous programs around financial wellbeing continued, from bonuses for summer camps and kindergartens to sustainable mobility initiatives and much more. The **caregiving** area has been strengthened, in collaboration with specialised bodies, through webinars on the latest regulatory updates, with a view to facilitating the implementation of bureaucratic and healthcare practices. Particular attention was also paid to **physical prevention**, with the organisation of a course on healthy lifestyles and webinars on longevity to raise awareness of physical activity and proper nutrition, as well as cardiovascular prevention initiatives tailored to gender differences. The framework of interventions is completed by specific telemedicine services, specialist consultations, health care and access to the Nuvola Gym company gym.

Finally, in 2025, the **Time To Care Angels** project was born, involving people voluntarily committed to spreading information about Time To Care initiatives during moments of informal work.







PHYSICAL WELLBEING
Helping people find and maintain the ability to act energetically and make the best decisions for their lives, careers and health, now and in the future.

EMOTIONAL WELLBEING
Supporting people with tools that promote flexibility, awareness and management of emotions, to face each day's challenges optimally.

SOCIAL WELLBEING
contributing to creating a sense of belonging and recognising oneself as an active part of a social network.

FINANCIAL WELLBEING
Improving and increasing the purchasing power of people and their families.





LAVAZZA 130

3 RESPONSIBLE GROWTH

3.1 RESPONSIBLE SUPPLY CHAIN ..... P. 84

3.2 VALUE CREATION ..... P. 91

3.3 OCCUPATIONAL HEALTH AND SAFETY ..... P. 96

8 DECENT WORK AND ECONOMIC GROWTH

OVERVIEW
CHAPTER 3

MATERIAL TOPICS

- **Supply chain**
- **Employee health and safety**

IMPACTS

- **Cases of child labour along the value chain**
- **Cases of forced labour along the value chain**
- **Employee health and safety**

RISK AREAS

- **Workers in the value chain**
- **Business conduct**



GLOBAL CONTEXT

During a multi-year period of high volatility in green coffee prices, 2025 has been a particularly complex year for the coffee industry, posing significant **challenges to economic and social sustainability**. The effects of climate change and the intensification of extreme weather events in coffee-producing countries lead to drought and irregular rainfall, with impacts on productivity and increased raw material costs. The increasingly unstable geopolitical context, the global logistics crisis, the regulatory uncertainty that increases operational complexity, and the growing speculative component in international commodity markets contribute to this dynamic. Furthermore, market imbalances and the effects of climate change put pressure on the socio-economic conditions of coffee-producing communities, which are already experiencing progressive depopulation. In some producing countries, there are also high risks of human rights violations and child labour, although they are often difficult to detect due to the complexity of a long and articulated supply chain, consisting of about **25 million**[i] small producers and **12.5 million** family farms[ii]. In this scenario, the complexity of the supply chain requires constant, shared commitment from all actors along a common, concrete path aimed at balancing economic and social sustainability, promoting responsible, long-term business growth, encouraging the sharing of value among the various stakeholders, and promoting respect for fundamental rights.

For notes (i) and (ii) see the Annex.



3.1 RESPONSIBLE SUPPLY CHAIN

A COMPLEX SUPPLY CHAIN

The coffee supply chain is one of the most fragmented and complex in the agricultural sector. The **production process** begins with the cultivation of seeds in plantations, managed by producers with farms of varying sizes, from the smallest (about one hectare of cultivated land) to the largest and most structured. Smaller producers are often grouped together in cooperatives or associations and rely on local intermediaries who, in some countries, not only manage the logistics chain, but also finance production and/or purchase raw materials.

The agricultural phase begins with the sowing of coffee seeds, which germinate within a few months thanks to careful irrigation, regular sun-and-shade rotations, and constant protection against diseases and pests typical of coffee plants. After about three years, the plants begin to produce the first coffee drupes, which can be harvested by hand (picking or stripping), mechanically, or by a mixed approach.
Once harvested, the cherries are subjected to a processing process that is defined in different ways: "natural", when they are placed in the sun to dry and only then depulped; "washed", when the grains are depulped, removing part of the mucilage, left to ferment in water and then dried in the sun.

A third methodology, called "Honey", involves the partial mechanical removal of the pulp from the beans, keeping the mucilage intact until it is completely dried in the sun. This process allows the grains to absorb the natural sugars in the pulp. The drying of the beans is a critical phase that affects the flavour and final quality of the product, and can take place through the use of "African beds", multi-storey structures in which the coffee is left to dry naturally, or through the use of ovens.

After processing, the beans are selected and graded according to their size, color and quality, and the coffee is taken to local collection centers from where it reaches the port of departure.

Most of the **25 million** producers are small and medium-sized farmers with limited hectares of land, mainly located in remote and hard-to-reach areas, given the peculiarity of the ecosystem in which the coffea (coffee plant) grows. As a result, logistics from the field to the port of origin is dotted with actors in different forms, such as cooperatives, typical of Central and Latin America, local mediators (also known as collectors), which are essential to connect the producer to the exporter, where the latter, in its own production sites, prepares coffee containers with all the documentation necessary for the loading of the beans. The raw material arrives at the port of disembarkation and is taken to its destination by the importer (often the roaster himself), where the coffee is roasted. Depending on their size, roasters have different ways of sourcing raw coffee.
The most important, such as Lavazza Group, buy directly from the International Trading Houses, which often have plants in the main countries of origin, where blends of raw coffee are prepared according to the required quality standards. Other smaller roasters use importers in the destination country who handle all steps of customs clearance on their behalf. In some cases, the local exporter, who is not familiar with the distribution and peculiarities of the roasters in an importing country, relies on agents in charge of promoting the exporter's coffee.



COMMITMENT TO A RESPONSIBLE SUPPLY CHAIN

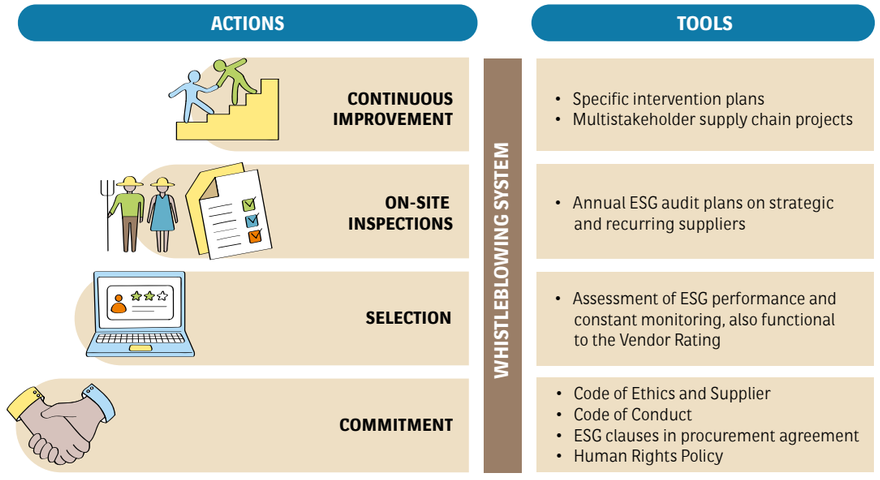
In this complex context, Lavazza Group is committed to disseminating throughout the entire supply chains the fundamental principles that have always guided the company's procurement policy, such as the promotion and protection of human rights, environmental protection and business ethics.

This commitment is reflected in the third pillar of the "**A Goal in Every Cup**" **sustainability strategy**, dedicated to the Value Chain. The Group aims to operate responsibly by developing **a value chain focused on respect for human rights**, **labour rights and the environment**, through a multi-stakeholder approach that involves all players in the chain.

The Group's goal is to establish a robust approach to managing ESG issues across all the Company's main supply chains, to monitor and prevent risks and mitigate any negative impacts on the environment and local communities. The path focuses on supplier engagement through tailored methodologies, emphasising continuous improvement. In terms of **commitment**, Lavazza already engages its suppliers through its procedural framework and ESG contracts: all suppliers are required to accept the Code of Ethics and the Supplier Code of Conduct, and to align with the values expressed in the company's commitments and policies. A **whistleblowing system** is also available to all stakeholders—both internal and external to the company and throughout the entire value chain—to report any violations of the Code of Ethics. Lavazza encourages its use and guarantees confidentiality, protection, and a listening ear to anyone who uses the platform.

From a **selection** perspective, participation in a supply tender is currently contingent on having an ESG performance assessment that meets the Group's criteria. Qualification and sourcing decisions, therefore, also take these aspects into account, in addition to traditional business criteria. The ESG performance of qualified suppliers is subsequently monitored to track key risk profiles and opportunities for improvement over time.

ESG SUPPLIER MANAGEMENT



Where appropriate, this monitoring is reinforced by **on-site inspections**, conducted through annual ESG audit plans targeting suppliers critical to the business or those with the greatest room for improvement from an ESG perspective. Finally, the resulting **improvement plans** require the full involvement of suppliers, translating into specific interventions and multi-stakeholder supply chain projects in the field.

This strategic framework is integrated into a broader roadmap, that of Supplier Risk Management, which aims to create an innovative tool for profiling the risks associated with Lavazza's supply chains and the suppliers that compose them. The project, currently under development, involves creating annual supplier assessments based on various risk dimensions (market, compliance, quality, ESG, etc.). For the creation of each dimension, contributions from relevant business functions are collected.

This redefinition of relationships with suppliers represents a valuable opportunity for the future development of a **structured ESG Due Diligence system** aimed at monitoring and continuously mitigating potential ESG impacts along the supply chains. In fact, this is one of the key objectives of the Value Chain pillar of the strategic sustainability plan, together with the **completion of SMETA's ethical-social audits in all the Group's plants** (by 2025 they have been carried out in the Italian plants).

THE ESG ASSESSMENT OF SUPPLIERS

In 2025, the Group expanded its scope and consolidated its **vendor rating** system, which is based on a set of parameters that assess suppliers' commitment to sustainability.
It hinges on **EcoVadis**, an external platform integrated into the purchasing system that enables monitoring suppliers' sustainability performance, managing supply chain risks, and proposing improvement plans to suppliers. The areas examined cover the environment, labour practices and human rights, ethics, and sustainable procurement. To encourage collaboration on these issues, an additional score is awarded to coffee suppliers with whom international cooperation and sustainable development projects are underway, both at the company level and through the Lavazza Foundation.
In 2025, this ESG assessment system for suppliers was extended to Lavazza Australia and Lavazza Coffee UK. Overall, **97.6%** of the total amount billed to Lavazza for the purchase of green coffee comes from suppliers who participated in the EcoVadis assessment.

The commitment that Lavazza requires to its suppliers on Sustainability is also consistently reflected in the Group's direct operations. To this end, in addition to the annual supplier assessment and the correspondent assessment that Ecovadis carries out on the Group's ESG performance, Lavazza has strengthened its sustainability practices, getting the Italian plants of Gattinara, Turin and Pozzilli, audited according to **SMETA 4 Pillars** scheme, one of the main international methodologies for conducting third-party audits on Labour Standards, Health and Safety, Environment and Business Ethics.

Finally, Lavazza is consolidating specific expertise in the ESG supply chain assessment, implementing second-party audits of suppliers that are fundamental to the business or at high risk.
In 2025, **17 audits were conducted across 6 countries**, in accordance with ethical and social criteria and using dedicated checklists. Following these audits, improvement plans were drawn up, to which suppliers responded by proposing the relevant corrective actions, the completion of which is constantly monitored by Lavazza.

SMETA Audit in the Italian plants

To find out more about the EcoVadis rating:

In 2025, the Lavazza Group received the **Ecovadis Silver Medal**, with a score of **76/100**.

During the 2025 edition of the Group's supplier convention, **Supplier Coffee Links**, suppliers who stood out in the sustainability category were awarded, testifying the importance of the supply chain's constant involvement in the Sustainable Development Goals.

SAFEGUARDING HUMAN RIGHTS

For Lavazza Group, respect for human rights, and in particular the protection of children's rights, is an essential principle that cannot be compromised and must be safeguarded with the greatest commitment and the best forces in the field. Considering that in some areas where coffee growers operate, there is a high risk of human rights violations, the Company adopts a zero-tolerance policy towards all forms of threat to such rights throughout the supply chain, and in particular with respect to the well-being of children.

The Group has incorporated the **United Nations Guiding Principles on Business and Human Rights** into its sustainability strategy and promotes and supports **the International Labour Organization (ILO)**[1] on fundamental principles and rights at work. Since 2023, for example, it has joined the **ILO Child Labour Platform** (**CLP**), a platform dedicated to fighting child labour in supply chains, with projects such as "Ending Child Labour in Supply Chains", developed in Honduras, Uganda and Vietnam.

In addition, since 2016, all the Group's green coffee suppliers have been invited to acknowledge and confirm that no coffee comes from plantations included in the "**Transparency List on Contemporary Slavery in Brazil**", issued by the Ministry of Labor and Repórter Brasil[2], nor from plantations or suppliers who may not comply with regulatory requirements. In 2017, the Company integrated into its activities the Children's Rights and Business Principles (CRBP), the guidelines drawn up by Save the Children, the Global Compact and UNICEF to support companies in respecting and promoting children's rights in running their business.

On the basis of these premises, the Group's policies and procedures are constantly updated and expanded, including documents such as the **Code of Ethics**, the **Supplier Code of Conduct**[3], the **Commitment to Human Rights** and the **Commitment to Children's Rights**[4]. These last two documents will be integrated and strengthened with a new Group **Human Rights Policy**, which will be published in 2026.

This commitment is shared by all Group companies, and the related documents are available both internally and publicly on the corporate website. The Lavazza Group recognises the importance of monitoring the risks associated with its supplier base: with this in mind, the accreditation of new suppliers first and foremost requires acceptance of the Code of Ethics and the Code of Conduct, as well as suppliers' sharing of information on sustainability issues.

1) The International Labour Organization is the specialized agency of the United Nations that deals with promoting social justice and internationally recognised human rights, with particular reference to those concerning work.
2) Repórter Brasil is a non-profit organisation founded by journalists, social scientists and educators with the aim of bringing attention and action to the violation of fundamental rights of people and workers in Brazil.
3) Signed by the Board of Directors.
4) Signed by the Chief Executive Officer.

COOPERATION PROJECTS IN THE FIELD

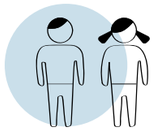
Over the years, the Group has developed a series of field **projects** to address social and environmental issues in the supply chain. These projects are led by the Sustainability Department in collaboration with the Coffee Buying Department and the Quality and Procurement function, as they mainly involve people and communities producing green coffee, and are in **partnership** with:

- local institutions in the producing countries;
- other roasters and companies in the sector, in ad hoc projects or within International Coffee Partners[5];
- international organisations, such as the International Labour Organization;
- Non-Governmental Organizations (NGOs), in particular Save The Children and Oxfam — with which Lavazza has partnered for over 20 and 10 years, respectively —and Rainforest Alliance.

Engaging selected local suppliers is key to generating direct effects on the supply chain; suppliers are invited by the Group to collaborate in the field throughout the project's development, with coordination and management by NGOs together with local institutions and partners. In the last five years, the main initiatives in the filed have involved suppliers of coffee machines, as in the project developed with Save the Children in China, and green coffee farmers, as in the two projects developed in Vietnam, the second largest export country in the world of coffee, one of the main origins from which the coffee processed by the Lavazza Group comes, as well as a country at risk of child labor.



5) Lavazza is one of the founders of International Coffee Partners, an organisation that has, for over 20 years, brought together players from the coffee industry for sustainable development projects.



Over 6,000 beneficiaries

"**The Child Rights in the Coffee Sourcing Sector project**" is the name of the project underway in the Vietnamese region of Dak Lak. Launched in 2020 in collaboration with **Save the Children**, it has already reached over **6,000 beneficiaries** and aims to combat child labour by addressing its structural causes, such as cultural customs, poor-quality education, or limited access to services. In its first five years, the project has shown significant progress: awareness of the rights of children and adolescents has increased among adults and children from different communities, thanks to numerous training courses held in families and schools. Education systems for both children and young workers have improved, with ad hoc vocational training courses being offered. The involvement of green coffee suppliers has deepened as they have adopted a series of guidelines, policies, and company procedures to prevent, monitor, and manage cases of child labour. The goal is to create a replicable intervention model to protect children's rights, consolidate it in Vietnam, and then spread it to the Group's main coffee supplier countries through the active, direct involvement of the most important suppliers in the field.



3.2 VALUE CREATION

For Lavazza Group, doing business responsibly is an essential prerequisite: protecting and enhancing people and local communities enables the generation of **shared value** for all its stakeholders, thereby contributing to economic and social development.

The Group's interest in people extends not only to its employees, their well-being, and their occupational health and safety, but also to respect for the human rights and sustainable development of workers throughout the supply chain.

In 2025, the Group recorded a positive trend, with a growth in net revenues of **€ 3,875.3 million**, up from € 3,349.1 million in 2024. EBIT stood at € 157.1 million (vs € 130.5 million in 2024), while EBITDA reached € 339.6 million, despite a slightly lower EBITDA margin than the previous year (8.8% vs 9.3%), in a context that remains complex for the coffee supply chain.

Adjusted **EBITDA**, amounting to **€ 343.4 million**, confirms the solidity of the business even net of non-recurring income and expenses. Profit grew to € 91.7 million, compared to € 82.4 million in 2024.

On the investment front, CAPEX amounted to €146.1 million, in line with the Group's aim to support strategic projects and innovative initiatives. The net financial position improved significantly, from € 511.4 million in 2024 to € 431.9 million in 2025, while the Group's shareholders' equity remained at high levels of € 2,643.8 million[6].

OPERATING RESULTS FOR THE THREE-YEAR PERIOD (€/000)

	2023	2024	2025
NET REVENUES	3,068.9	3,349.1	3,875.3
EBIT	96.8	130.5	157.1
EBITDA	263	312.1	339.6
PROFIT	68	82.4	91.7
CAPEX	134.9	150.0	146.1
NET FINANCIAL POSITION	291.8	511.4	431.9
EQUITY	2,588	2,678	2,644

6) For further information, please refer to the Lavazza Group's 2025 Director's Single Report on Operations.

97.7%
economic value
distributed

Over the three years 2023-2025, Lavazza Group generated shared value through a business model and a forward-looking strategy oriented towards growth, innovation and sustainability. Over the three-year period, both the economic value generated – driven by increased revenues and a more diversified business structure – and the economic value distributed – reflecting the expansion of operational activities – grew. In particular, in 2025, **97.7%** of the economic value generated was distributed to suppliers, employees, capital providers, the public sector and the community.

The economic value retained was positive and increased compared to the previous year. It represents the difference between the economic value generated and the economic value distributed, adjusted by the typically non-monetary items of amortisation, depreciation and write-downs, as well as by provisions and use of funds. This performance reflects the Group's financial solidity and ability to support future investments, including in innovation and sustainability projects.

During the three years, the Group made donations of € 1.9 million in 2023, € 4.6 million in 2024 and € 3.7 million in 2025, respectively, classified under recurring donations to associations and recognised bodies in support of social, health and cultural projects.



ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED FOR THE THREE-YEAR PERIOD (€/000)

	2023	2024	2025
a) Net revenues	**3,068,901**	**3,349,133**	**3,875,329**
b) Interest and dividends collected	**20,205**	**23,944**	**13,895**
A- ECONOMIC VALUE GENERATED (a+b)	**3,089,106**	**3,373,077**	**3,889,224**
(c) Operating costs	**2,958,937**	**3,203,507**	**3,707,562**
c1) Cost of sales	2,163,576	2,287,645	2,770,035
c2) Promotions and advertising costs	177,257	204,858	213,395
c3) Selling costs	263,137	292,163	300,658
c4) Other structural costs	354,967	418,841	423,474
- General and administrative expenses	325,662	374,900	386,686
- Research and development costs	15,327	16,835	15,045
- Other operating income and expenses	13,978	27,106	21,744
(d) Payments to capital providers	**72,675**	**61,172**	**75,731**
d1) Dividends paid	39,269	27,156	39,212
d2) Interest expense paid	33,406	34,016	36,519
(c) Income taxes paid	18,556	31,953	14,894
B- ECONOMIC VALUE DISTRIBUTED (c+d+e)	**3,050,168**	**3,296,632**	**3,798,187**
f) Extraordinary community investments	**-**	**-**	**-**
g) Depreciation, amortization and write-downs	**166,314**	**184,094**	**185,886**
h) Provision and use of funds	**- 29,798**	**40,125**	**30,310**
ECONOMIC VALUE RETAINED (A-B-f+g+h)	**175,454**	**300,664**	**307,233**
Included in operating costs			
Compensation and benefits	414,322	479,668	498,995
- of which in the cost of sales	69,894	75,708	75,191
- of which in selling costs	169,250	188,723	196,979
- of which in other structure costs	175,178	215,237	226,825
Donations and gifts	1,877	4,553	3,691
Indirect taxes paid to the Public Administration	8,368	7,988	8,064

New revenues
2025:
3.9 billion euro

APPROACH TO TAXATION

Lavazza Group's approach to taxation stems from a system of values shared by the entire Company, based on the principles of **prudence**, **responsibility**, **consistency**, **and transparency**, aimed at fostering a climate of trust towards all stakeholders, including in the fiscal area. Accordingly, the Group has defined its **Tax Strategy**, approved by the Board of Directors, that is inspired by the above-mentioned principles and integrates the control measures provided for in the Organisation, Management and Control Model adopted pursuant to Legislative Decree No. 231/2001, where applicable. This strategy is based on the **Tax Control Framework**, namely the Tax Risk Detection, Measurement and Management System managed by the **Group Tax & Customs Department**, synergistically integrated into the corporate governance and internal control structure, with the aim of monitoring the Group's tax risks.

Tax Control Framework

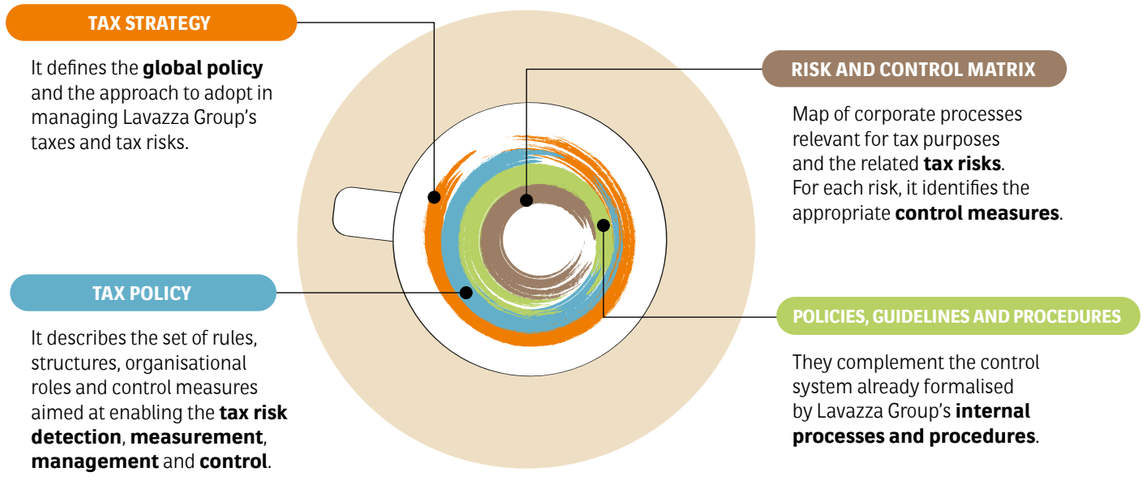
The Group thus promotes the spread of **tax culture** and considers it of primary importance to comply with all applicable tax laws and regulations in the jurisdictions in which it operates. For this purpose, it adopts a governance system aimed at containing tax risk, in which all corporate stakeholders involved in ordinary or extraordinary strategic or management decisions are responsible for involving the **Group Tax & Customs Department**, competent in tax matters, in advance for a prior assessment of the tax implications.
The business culture **principles** underlying Lavazza Group's tax approach refer to:

- responsible management of the tax variable based on trust, transparency and collaboration with the institutions and inspired by the principles set out in the Code of Ethics;
- containment of the tax risk;
- dissemination of the tax culture and compliance with all legal provisions and tax regulations applicable in the various jurisdictions in which the Group operates;
- dissemination across the Group of the general principles of conduct in tax matters, based on values of responsibility;
- compliance of the organisation and related processes (tax governance) in accordance with the goals defined;
- constant, fruitful, and collaborative dialogue with the Tax Authorities, managed in a professional, transparent, and timely manner.

Lavazza Group states that it does not carry out transactions with the sole or primary purpose of reducing the tax burden and does not invest in countries that adopt a privileged tax regime unless directly functional to the business purposes of the Group.

In this regard, the Group is committed to training the entire corporate workforce on tax matters as part of its compliance training activities. The parent company, Luigi Lavazza S.p.A., continues to participate in the **Cooperative Compliance** regime established by Italian Legislative Decree No. 128/2015: a fundamental tool for interfacing with and collaborating with the Italian Revenue Agency to prevent and resolve tax disputes. This represents a milestone on a broader path toward adopting systems of international cooperation with Tax Authorities in all countries worldwide where Lavazza Group's subsidiaries operate.

TAX CONTROL FRAMEWORK





3.3 OCCUPATIONAL HEALTH AND SAFETY

The Lavazza Group is committed to continuous improvement in terms of occupational health and safety. Since 2015, the Group has had a **Health**, **Safety and Environment Policy**, which was updated in 2025 to integrate the values of the Code of Ethics, with the aim of mitigating the organisation's impacts and reinforcing its commitment to sustainable business. The policy promotes the value of health and safety, the adoption of virtuous behaviour and the active involvement of employees, with an approach based on the assessment of risks related to the workplace, to eliminate or minimize them, in compliance with current legislation and the regulations applicable in the various countries in which the company operates, as well as the Health, Safety, Energy and Environment Guidelines defined by the Health, Safety & Environment (HSE) Department of the Parent Company. The local policies, signed by the production and non-production Organisational Units, have allowed the Group's commitment to HSE issues to be widely disseminated through the development of a responsible business model, based on environmental protection, the conscious use of natural and energy resources, and attention to the health and safety of all employees and collaborators.



20 sites certified ISO 45001

Since 2021, when ISO 45001 certification was first obtained, **20** Group sites[7] have progressively entered the **Occupational Health and Safety Management System**, which aims to also involve all employees and external workers who work in the workplaces controlled by Lavazza. The adoption of an international and multi-site health and safety management system aims at making the management of HSE issues homogeneous among all the companies belonging to the Group, as it represents the tool for the continuous improvement of safety and environmental performances, with a consequent reduction of risks in the workplace and better protection of workers' health.



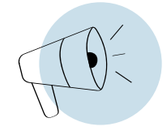
In addition, the cross-functional team of HSE internal auditors[8] has been expanded to strengthen the scope of the management system. This made it possible to further increase the number of internal **audits**, which in 2025 involved all certified sites.

With specific reference to Italian companies, the applicable safety requirements are set out in Italian Legislative Decree No. 81/2008. The Group's Integrated Management System for Health, Safety, Energy and the Environment, which undergoes yearly third-party audits, is the corporate tool chosen for ongoing performance improvement in this area. The **HSE department** monitors progress and performance through a well-defined structure of roles and responsibilities and through regular meetings aimed at monitoring and sharing information, such as the results of risk assessments, audits, and investigations. Monitoring is also carried out through the scheduling of periodic internal audits to test the adequacy and effectiveness of the Management System and to strengthen its oversight of the hotspots identified in the risk analysis, which is kept up to date. Based on the risk assessment results, protective measures are defined to safeguard workers' health and safety. These include general and specific training modules, systems for monitoring risk factors in work environments, health surveillance, and the organisation for dealing with emergencies and first aid. These services are easily accessible, prepared in compliance with legal provisions and guarantee the confidentiality of information, in line with the regulations and Group policies on privacy protection.

In production units, the most significant health and safety risk factors are those specific to manufacturing activities, including physical, biological, and chemical risks. Regarding office activities, they primarily concern the use of video terminals. When a work-related injury occurs, in accordance with the company's protocols, the information is transmitted to the competent authorities within the time limits set by law, and a report is prepared that includes a description of the facts, the causes of the event, and the corrective actions to be taken.

The entire company population receives information, **adequate training** (both mandatory and voluntary), and, where necessary, specific training on health and safety at work, taking into account the updates required by local regulations and differences in tasks. Among the initiatives promoted in 2025, the annual safety day event was held at the **Carte Noire Operations** plant in Lavérune, France.

In 2025, the provision of the training course on the Lavazza Group's Health and Safety, Energy and Environment Management System continued; it can be accessed online and covers all Group geographies and corporate functions. The company population is involved in the Management System, in particular through the consultation of the Workers' Safety Representatives both at the Italian level and with similar figures at the international level, and can report opportunities for improvement and near misses[9] through the internal communication process and the application of the operating and management procedures envisaged and related to their role. In 2025, structured methods have been implemented at the production plants, allowing near misses and potentially dangerous situations to be reported in real time, centralising information and enabling managers to promptly activate corrective actions.



Real-time alerts

7) Luigi Lavazza S.p.A. (HQ Nuvola Lavazza, Cofincaf S.p.A., Innovation Center, Milan Flagship Store, Turin plants, 1895, Gattinara and Pozzilli), Lavazza North America Inc., Lavazza Professional (UK) Ltd, Carte Noire Operations S.a.s., Lavazza Professional UK Operating Services Ltd., 8 Italian commercial offices.

8) ISO 19011, SO 14001 and ISO 45001 formats.

9) A near miss is an event caused by unplanned and unexpected circumstances that did not lead to an incident with adverse consequences.

The work-related injuries that occurred in 2025 are frequently attributable to behavioural causes, such as incorrect handling of materials or equipment, lifting, impacts, and trips and falls. The increase in the total number of recordable injuries is mainly due to the integration of the MaxiCoffee Group, a company characterised by a high operational activity in the installation and logistics sectors. Plans are envisaged for the harmonisation of health and safety practices, the dissemination of corporate culture to ensure a uniform approach to health and safety issues globally, and the strengthening of the culture of prevention.

Concerning the **Group's external workers** who operate in workplaces controlled by Lavazza, six injuries were recorded, mainly due to behavioural causes, bringing the rate of recordable work-related injuries involving external[10] workers to **2.43**.

WORK-RELATED INJURIES IN THE THREE-YEAR PERIOD

	2023	2024	2025
Number of recordable work-related injuries	15[11]	52[12]	103[13]
***of which high-consequence work-related injuries*[14]**	0	1	6
Number of fatalities due to work-related injuries	0	0	0
Hours worked	7,316,349	10,195,992	10,077,205
Rate of recordable work-related injuries[15]	2.05	5.10	10.22
Rate of high-consequence work-related injuries [16]	0	0.10	0.60
Rate of fatalities as a result of work-related injuries[17]	0	0	0

In addition to the 65 injuries[18] attributable to Lavazza employees for the year 2025, with an injury rate of 6.45, other 38 injuries dating back to the year 2024 were included in the total number of work-related injuries occurred to Lavazza emplyees, not included in the 2024 count as they were still being assessed by the French authority at the end of the 2024 reporting year.

10) Rate of recordable work-related injuries regarding external workers = No. of recordable work-related injuries regarding external workers / No. of hours worked by external workers * 200,000. Temporary workers and interns are excluded from calculations.
11) Work-related injuries occurred to Lavazza's employees in 2023, excluding 6 injuries as a result of commuting incidents where transport was not organised by the organisation. Data for the three-year period include work-related injuries resulting in the loss of at least one workday (excluding the day of the event), as well as high-consequence work-related injuries and fatalities. In 2023, in addition to the 15 injuries entailing the loss of more than one day, another event was reported; it was not included in this item because it entailed less than one day away from work.
12) Work-related injuries occurred to Lavazza's employees in 2024, from which 14 commuting injuries with transport not managed by the organisation were excluded. In 2024, in addition to the 52 injuries with an absence of more than one day initially recognised, two additional events were reported, not included in the item as they resulted in an absence of less than one day.
13) Work-related injuries occurred to Lavazza's employees in 2025, from which 20 commuting injuries with transport not managed by the organisation were excluded. In addition to 65 injuries attributable to Lavazza employees, the total number of injuries in the workplace for the year 2025 included 38 injuries by MaxiCoffee Group Sas dating back to the year 2024, which were not included in the 2024 count as they were still being assessed by the French authority Caisse Primaire d'Assurance Maladie (CPAM) at the end of the 2024 reporting year. In 2025, in addition to the 103 injuries ascertained, there were 44 additional events subject to reporting, not included in the item as they resulted in an absence of less than one day, and 28 injuries of MaxiCoffee Group Sas with an absence of more than one day not yet ascertained by the French authority Caisse Primaire d'Assurance Maladie (CPAM) at the end of the reporting year. In the total of 44 injuries with absence of less than one day reported, 29 events reported by MaxiCoffee Group Sas dating back to the year 2024 were included, not included in the 2024 count, as they were still being evaluated by the French authority Caisse Primaire d'Assurance Maladie (CPAM) at the end of the 2024 reporting year.
14) Injuries that resulted in absence from work for a period longer than 6 months.
15) Rate of recordable work-related injuries = No. of recordable work-related injuries / No. of hours worked * 1,000,000.
16) Rate of high-consequence work-related injuries = No. of high-consequence work-related injuries / No. of hours worked * 1,000,000.
17) Rate of fatalities as a result of recordable work-related injuries = No. of fatalities as a result of work-related injuries / No. of hours worked * 1,000,000.
18) Injuries relating to the year 2025, excluding those that occurred in 2024 but were included in the 2025 total as they were still under review by the French authority Caisse Primaire d'Assurance Maladie (CPAM) at the close of the reporting year.





4

PROTECTION OF THE ENVIRONMENT AND NATURAL RESOURCES

4.1 CLIMATE AND NATURE STRATEGY ..... P. 104

4.2 ENVIRONMENTAL IMPACT MANAGEMENT ..... P. 117

4.3 PROTECTING BIODIVERSITY AND COMBATING DEFORESTATION ..... P. 128



OVERVIEW
CHAPTER 3

MATERIAL TOPICS

- **Environmental sustainability and fight against climate change**
- **Innovation and circular economy**

IMPACTS

- **Sustainable use of natural resources along the value chain**
- **Greenhouse gas (GHG) emissions along the value chain and in business activities**
- **Water withdrawal and consumption in the upstream value chain and in business activities**
- **Natural resources depletion along the value chain and in business activities**
- **Biodiversity reduction**
- **Water discharge along the value chain and in the company's own operations**
- **Intensive use of pesticides in crops and decline in soil quality**
- **Outbound resource flows related to products and services with low recyclability**
- **Waste production and disposal**
- **Incorrect disposal of waste produced along the value chain and in business activities**
- **Non-renewable energy consumption in business operations**

RISK AND OPPORTUNITIES

- **Climate Change**
- **Biodiversity**

GLOBAL CONTEXT

The coffee sector is significantly threatened by **nature and biodiversity loss**, **as well as by the impacts of climate change**, due to the inherent vulnerability of the coffee plant: according to the Intergovernmental Panel on Climate Change (IPCC), by 2050 we are expected to see a reduction in average global yields and areas suitable for coffee cultivation, along with an increase in the spread of pests and diseases.
According to the United Nations Sustainable Development Goals Progress Report 2025[i], intensive global efforts by institutions and the business world are yielding positive signals: while global forest cover is still decreasing, the rate of forest loss is slowing, and the conservation of key biodiversity areas has steadily increased over the past two decades.
Furthermore, the coffee value chain—from farm to cup—generates over 40 million tons of biomass waste each year, 72% of which is produced in coffee-producing countries[ii]. In the context of transitioning toward an increasingly **circular economy**, significant opportunities exist to transform waste into value-added products for local use, regenerative agriculture, or diverse sectors such as cosmetics, mushroom cultivation, or biochar.

For notes (i) and (ii) see the Annex.



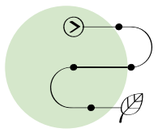


4.1 CLIMATE AND NATURE STRATEGY

Coffee is an agricultural product, and since its foundation, Lavazza has demonstrated a tangible **commitment** to environmental stewardship—an ongoing focus that continues to shape the company's industrial, commercial, and product-related decisions.

Over time, the Group has defined its "**A Goal in Every Cup**" **strategy**, which, as of 2025, has been updated and integrated into the Group's strategic plan. Through its Climate & Nature pillar, the strategy pursues the dual objective of contributing concretely to climate transition and biodiversity conservation. Two Sustainable Development Goals have been identified as priorities: Goal 12 'Responsible Consumption and Production' and Goal 13 'Climate Action.' This strategy guides the company's operations through an integrated and consistent international approach, fostering continuous engagement and collaboration with all value chain stakeholders, including in pre-competitive contexts. Within the dedicated Climate and Nature Plan, the Group aims to reduce greenhouse gas emissions and achieve net zero emissions across the value chain by 2050 through its Roadmap to Net Zero—a journey based on progressive decarbonization, a scientific approach, active supplier engagement, and the integration of innovation and circularity processes.

Specifically, the plan sets an interim target of reducing CO_{2eq} emissions by **-37% by 2030** compared with 2023, and aims to achieve **net-zero emissions by 2050**.



Roadmap to Net Zero

The Roadmap to Net Zero is aligned with the objectives of the Paris Agreement—the legally binding international treaty signed in 2015 by the member states of the United Nations Framework Convention on Climate Change. The Roadmap's targets are calculated based on the scientific methodology adopted by the Science Based Target Initiative (SBTi). As a result, environmental sustainability criteria drive process and product innovation across the Group, taking into account impacts throughout the entire product life cycle.

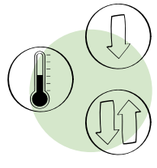
The Roadmap to Net Zero is structured on a scientific approach based on measurement, reduction of environmental impacts, and compensation of residual, non-reducible emissions. The highest priority is placed on the progressive reduction of emissions, focusing on continuous improvement and ongoing stakeholder engagement. Action is developed along two axes: processes directly controlled by the company, and those not directly controlled—such as the cultivation of purchased coffee—which accounts for over half of the Group's overall carbon footprint.

While emissions reduction is the top priority, **biodiversity protection** also plays a key role within the Climate & Nature pillar. Close collaboration between the Group, leading coffee traders, local growers, and institutions is essential to preserve the biodiversity of ecosystems in producing countries and to promote anti-deforestation actions.

Group Policy and Management Systems

The Group's environmental strategy is supported by the **Health**, **Safety**, **Energy**, **and Environment Policy**, updated in 2025. This policy regards environmental protection, energy conservation, and the health and safety of employees as primary objectives to be pursued in business development.
The Group's organizational units manage their activities through the implementation of an **Integrated Management System** that promotes the responsible use of resources, with the goal of achieving sustainable growth that respects the environment, protects people, and safeguards the rights of future generations. Proper management of environmental issues is certified by the multi-site[1] **ISO 14001** certification, which ensures ongoing planning, execution, control, and implementation of improvement actions, supported by a well-defined structure of roles and responsibilities.

A THREE-PHASE STRATEGIC APPROACH



Measurement, reduction and compensation

The Group continuously monitors and optimizes resource use within its production processes; however, operations require the consumption of raw materials for packaging, energy and water resources, as well as the generation of waste and production scrap. Each of these processes produces an environmental impact and is linked to a specific amount of emissions, directly or indirectly associated with the Group. Based on the quantification of greenhouse gas emissions, expressed in tCO_{2eq} (tons of CO_2 equivalent), a strategy underpinning the Roadmap to Net Zero has been defined, structured in three phases: measurement, reduction, and compensation of residual, non-reducible emissions, with activities in both offsetting and insetting.

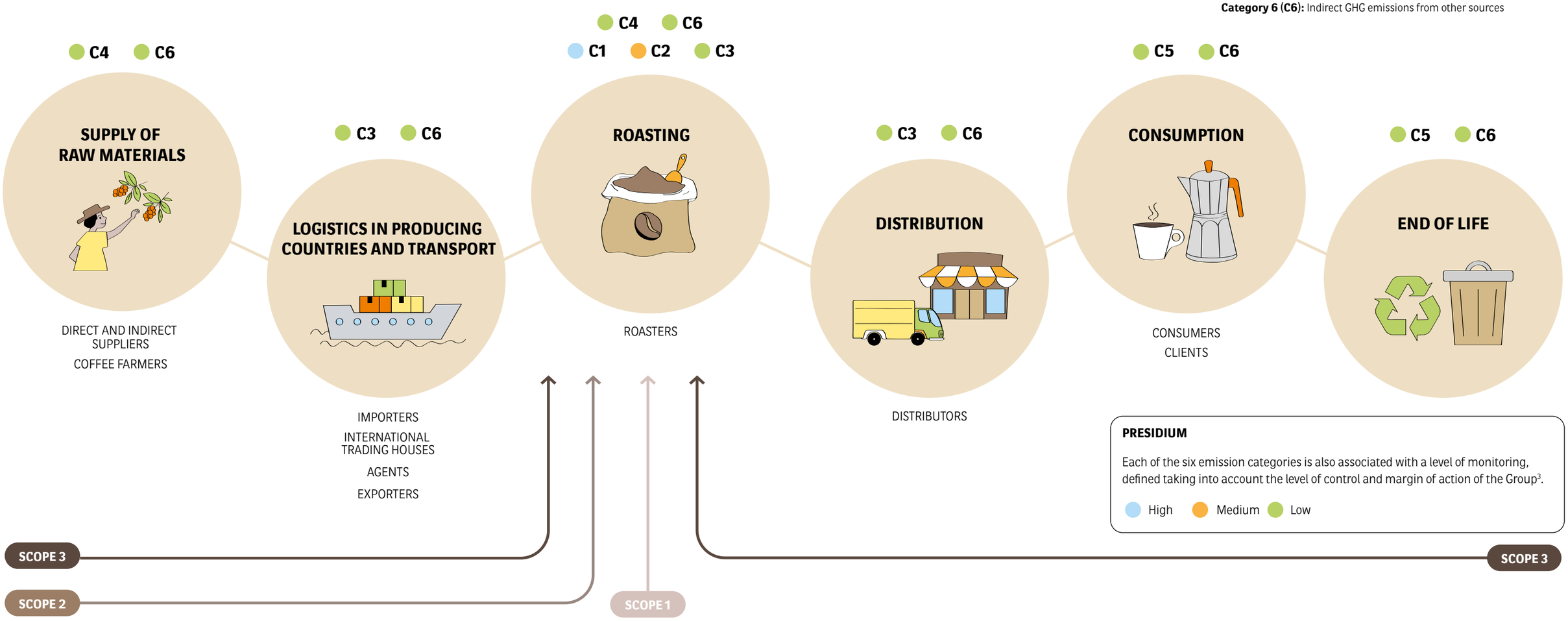


1) Luigi Lavazza S.p.A. (Nuvola Headquarter, Cofincaf S.p.A., Innovation Centre, Milan Flagship Store, plants in Turin, 1895, Gattinara and Pozzilli), Lavazza North America Inc., Lavazza Professional (UK) Ltd and Carte Noire Operations S.a.s.

VALUE CHAIN AND ENVIRONMENTAL IMPACTS

LEGEND OF EMISSION CATEGORIES[2]

Category 1 (C1): Direct GHG emissions and removals
Category 2 (C2): Indirect GHG emissions from imported energy
Category 3 (C3): Indirect GHG emissions from transportation
Category 4 (C4): Indirect GHG emissions from products used by the organization
Category 5 (C5): Indirect GHG emissions associated with the use of products from the organisation
Category 6 (C6): Indirect GHG emissions from other sources



2) This infographic shows a correlation between the GHG Protocol categories and those of ISO 14064-1.
3) The margin of action represents the possibility of acting in relation to the impacts generated by the Group (e.g., changing supplier, replacing machinery and plants, etc.), while the level of control refers to the actual management of the emission source (direct or indirect).

MEASUREMENT

The measurement process quantifies and monitors the environmental impacts generated by business activities, such as water and energy resource consumption (natural gas, electricity, fuels, etc.), as well as waste, production scrap, and packaging materials. This measurement is reflected in the annual monitoring of the greenhouse gas emissions inventory.

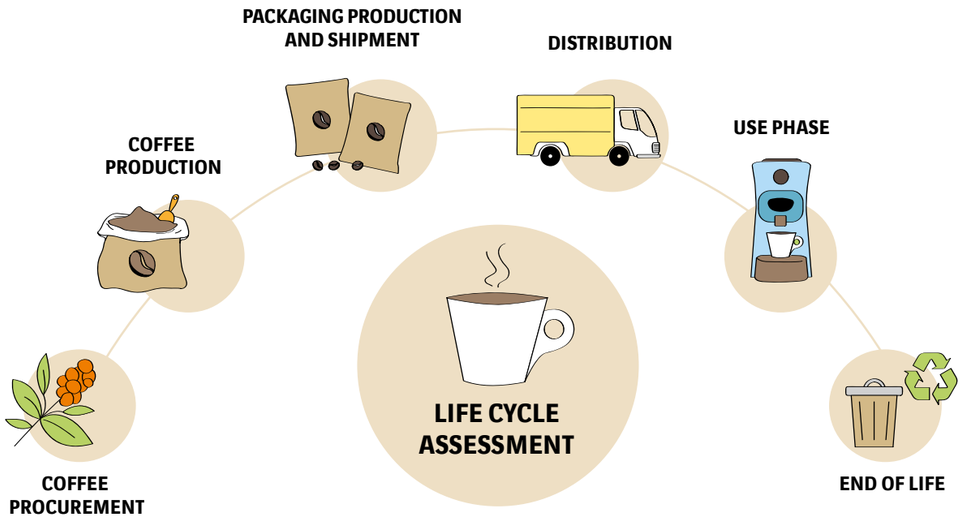
Since 2015, the Group has conducted **Life Cycle Assessment (LCA)** analyses to evaluate the environmental impact of its products throughout all stages of their life cycle. Using the results of product LCAs, improvement opportunities are identified and reduction projects are developed. In parallel, to assess organizational impact, the Lavazza Group's emissions inventory is compiled annually in accordance with the **UNI ISO 14064-1** standard and certified by an accredited third party.



Sustainable Portfolio Tool

In 2025, the **Green Coffee Roadmap** was further consolidated and enhanced—a pathway for improving the environmental impact of coffee by measuring and mitigating emissions related to the raw material, which accounts for over half of the Lavazza Group's carbon footprint. The roadmap is structured along several strategic lines of action. Over the past year, the **Sustainable Portfolio Tool** was implemented—a tool that enables analysis of the environmental impact of each coffee blend in kg of CO_2 , in order to then assess possible mitigation actions. Thanks to this support, it is possible both to identify priority areas for improving the environmental impact of the current product portfolio and to forecast and address the environmental impact of new products under development.

As part of the Roadmap, with regard to the green coffee cultivation phase, Lavazza continues and expands its **project to reduce emissions from the agricultural phase**, **starting from measurement**. Launched in 2021, it involves the main company departments working daily with raw materials—Research & Development (R&D) and the Coffee Buying Department (CBD), coordinated by the Sustainability Division—and operates in the field in close collaboration with coffee suppliers, institutions, and local authorities.



On one hand, the project measures emissions by collecting and analyzing primary data from the main plantations from which Lavazza sources its coffee, subsequently calculating their carbon footprint through Life Cycle Assessment studies; on the other hand, based on this primary data, it promotes coffee impact mitigation projects together with leading green coffee suppliers, with various objectives, primarily to assess the effect of regenerative agriculture practices.

Field data collection was carried out through the direct involvement of **6** of the Group's major green coffee suppliers and the indirect involvement of a further **5**, via pre-competitive projects. The coverage of the origins analysed to date has been very extensive, with over 20 data collection campaigns launched across more than 10 origins and involving over **8,000** farmers.



11 suppliers involved

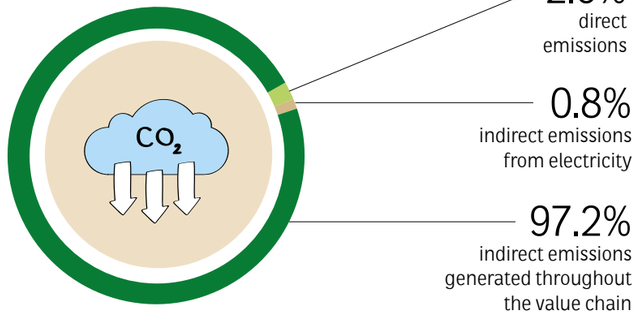
In particular, as part of the pre-competitive initiative "**Establishing carbon footprint baselines for Robusta coffee production in two key origins in Southeast Asia**[4]", co-financed by the Lavazza Group, USAID Green Invest Asia, and other roasters and global traders, robust and comprehensive environmental information was obtained from significant farmer samples in key sourcing regions in Vietnam and Indonesia, thanks to the involvement of a wide representation of field technicians and agronomists. These data were certified in accordance with ISO 14040/14044 Life Cycle Assessment standards, which validated the use of primary field data and environmental analysis methodologies to obtain new emission factors per kilogram of green coffee. When compared to literature data from the World Food LCA Database for green coffee from the same regions, these new factors enabled a refinement of the calculation baseline, resulting in a reduction in the emission factor of approximately **60%** (kg CO_2e/kg green coffee).

In 2025, Lavazza also continued its participation in another pre-competitive initiative, the "**Latin America Coffee Carbon Footprint Baseline Study**", which aims to promote industry-wide alignment in carbon footprint measurement by establishing a strong and rigorous reference baseline for coffee produced in Brazil, Colombia, Honduras, Mexico, and Peru—key countries for the Group's raw material sourcing. This partnership program also involves other roasters and leading global coffee traders, with the goal of accelerating climate action through the creation of replicable models.

In 2025, the Group generated **1,980,758 tCO_{2eq}**[5], of which **2%** (equal to **38,925 tCO_{2eq}**) were **direct emissions (Scope 1)**, **0.8%** (equal to **15,959 tCO_{2eq}**) were **indirect emissions from electricity (Scope 2)**, and **97.2%** (equal to **1,925,874 tCO_{2eq}**[6]) were **indirect emissions (Scope 3)**.

The environmental impact recorded by the organization in 2025 was **7.7% lower** than in 2024 and 29.6% lower than in 2023.

BREAKDOWN OF THE 2025 GHG INVENTORY BY EMISSION CATEGORY



4) Establishing carbon footprint baselines for Robusta coffee production in two key origins in Southeast Asia.
5) Further details regarding the emission categories identified by ISO 14064-1 can be found in the Annex section, in the paragraph relating to Chapter 4.
Please note that the overall 2025 GHG emissions inventory does not include the MaxiCoffee Group. Further details on this topic can be found in the Methodological Note – Environmental Data section.
6) Value calculated according to the market-based approach.



It should be noted that, following the results of the green coffee project—which provided new primary data for impact measurement—a recalculation was carried out for the Group's total emissions in 2023 to harmonize the methodological approach used for the calculation of the emission categories considered. This recalculation, not included in the scope of the reporting verification activities for this Report, was also carried out in alignment with the Roadmap to Net Zero, which takes 2023 as the baseline year, and results in a total emission impact of 2,368,764 tons of CO_{2eq}, representing an improvement of the 16% over the original value (2,812,503).

For further details on the emission categories provided for by the UNI ISO 14064-1 in relation with the GHG Protocol and the detailed amount of emissions by category, reference should be made to the "Emissions generated by Lavazza Group in the three-year period" table contained in the Annex.

PARTNERSHIP WITH EUROPEAN COFFEE FEDERATION

The Lavazza Group is a member of the European Coffee Federation (ECF), which represents more than 700 companies in the European coffee trade and industry. Within the ECF, Lavazza participates in several pre-competitive working groups. The most recent, in 2025, produced the **Product Environmental Footprint Category Rules (PEFCR)** for coffee products—common rules designed to ensure the reproducibility of analyses, comparability of results, and reliability of information on product performance, also in light of recent EU Directives on clear and truthful product communications. This marks a significant step towards accurate measurement of the environmental footprint of a cup of coffee and the development of strategies to reduce it.

EUROPEAN COFFEE FEDERATION

REDUCTION

Based on measurement results and ongoing monitoring of environmental impacts, the Group outlines its reduction strategy across all links of the value chain, with multiple integrated and scalable actions and improvement plans, focused on areas where the company's business activities directly or indirectly produce the greatest impacts.

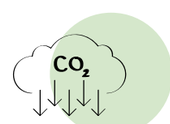
Examples are: the use of **renewable energy sources** in plants; the implementation of **sustainable and regenerative agriculture projects** with the active involvement of the Group's main coffee suppliers, institutions and local authorities aimed at reducing the environmental impact of green coffee; the gradual reduction of energy consumption through the **energy efficiency programs of the Global Energy Manufacturing Team (GEMT)** in the Group's plants; **the integration of sustainability and circularity criteria** in the development of coffee **blends**, **packaging** and coffee **machines**.

Today, as the electricity powering **7** plants out of the total 9 plants — in Italy, France, the United Kingdom and Canada — is obtained from renewable sources, and thanks to a structured energy efficiency-building plan launched over the years, more than **95%** of the coffee of the entire Group can be produced and packaged in plants that use renewable electricity.

In addition, in 2025, the application of circular economy principles made **90.8%** of the packaging in the Group's entire product portfolio recyclable, an increase of more than 9 percentage points compared to 2024, while **reducing the packaging's emissions impact**.

All the activities described in this paragraph have led to a **total reduction of 7.7% in CO_{2eq} emissions**.

In this context, the ratio of total emissions generated (net of those offset) to the tons of coffee processed[7] is 7.3 tCO_{2eq}/t, up 2.3% from 7.1 tCO_{2eq}/t in 2024.



-7% of CO_{2eq} emissions compared to 2024



7) In 2025, the 2020 inventory calculation was expanded to include four additional categories regarding (i) coffee brewing machines; (ii) usage phase for products sold; (iii) raw materials other than coffee, and (iv) commuting. In addition, the conference call category was eliminated. In order to ensure comparability with the 2020 figure, considering the same emission categories and the related reparameterisation of the offset emissions, the index is 6.11.

Regenerative agriculture

The results obtained by analysing primary data on coffee plantations enabled the identification of the production processes that originally had the highest emission impact and to launch **four multi-year pilot projects of sustainable agriculture** that are still underway – one in **China**, two in **Uganda**, and one in **Brazil** - with methods similar to regenerative agriculture practices and aimed at testing innovative and sustainable cultivation practices. Starting from this process of analysis and field experimentation that began in 2023, Lavazza in 2025 has further strengthened its commitment by launching a real **call to action to green coffee suppliers** for the co-design of a series of sustainable agriculture programs in producing countries in order to reduce the environmental impact of the cultivation phase, improve the climate resilience of farming communities, promote the conservation of ecosystems and biodiversity and improve the traceability and monitoring of the environmental impacts of the supply chain, always taking into account the local context and specific environmental challenges.

The projects last from 3 to 5 years and revolve around a series of initiatives, including the evaluation of the effect of regenerative agriculture practices to protect biodiversity and support the resilience of coffee plants to the effects of climate change, and the experimentation of innovative solutions for the improvement of soil quality and carbon sequestration, using biochar[8]. In these projects, environmental benefits are accompanied by social benefits for communities and coffee farmers, who will be able to achieve greater plantation productivity, diversify incomes through integrated agroforestry systems, and increase skills in innovative practices that improve product quality.

The **project in Brazil** is the latest of the four launched; started in 2025 with one of the country's most important coffee traders, it involves 6 communities of producers over an area of over 1,000 hectares, of which over 650 are planted with coffee, for an average annual production of **21,000** bags of coffee. It is structured in three phases: farmers' training, implementation of good agricultural practices with laboratory analysis and monitoring of indicators. Regenerative practices include, for example, the use of shade plants and biological products, biological soil analysis, tree planting, water optimisation, and reuse systems. The project aims to obtain comprehensive data on the improvements that regenerative practices can generate in soil, to increase the diffusion of regenerative practices in crops, to promote producer training, and to increase CO_2 sequestration, reducing the use of agrochemicals, and improving the environmental balance. The group of farmers involved in the project was audited for the Rainforest Alliance Regenerative Certification, thereby benefiting from the certification's recommendations in the project's development.



4 regenerative agriculture projects

The three-year **Responsible & Net Zero Coffee** project **in Uganda** aims to improve the livelihoods of coffee farmers while reducing environmental impact. It is structured to combine the application of the most effective agroforestry and regenerative agriculture practices with innovative solutions to improve soil health, such as the use of biochar, building a durable agroforestry model. In 2025, in the Masaka district, **2,000** farmers were involved, and **15,000** shade trees and **13 tons** of biochar were distributed to them.

8) Biochar consists of vegetable charcoal that is obtained by pyrolysis of different types of plant biomass. Stored in the soil, it acts as a sponge allowing water and nutrients to be retained, returning carbon to the soil and allowing significant reductions in nitrous oxide (N_2O) emissions associated agricultural practice.



Global Energy Manufacturing Team

The gradual reduction in energy consumption results from a thorough, structured efficiency-building initiative and reflects a long-standing commitment to reducing impacts. In 2025, in fact, not only did the activity of the Group's Energy Manufacturing Team (EMT), active since 2020 and responsible for the energy efficiency strategy in the plants, continue, but the expansion and oversight of all production sites around the world were completed, with the establishment of the **Global Energy Manufacturing Team** (**GEMT**). GEMT's mandate has, over the years, expanded to include the thorough analysis of production processes to rationalise and optimise energy use.

Some of its most significant initiatives in 2025 concern: the continuation of the relamping activity of the lighting park of the plants, i.e. the replacement of traditional lamps with low-energy LED luminaires; the continuation of the campaign to search for compressed air leaks; the installation of a new system for reducing emissions into the atmosphere for some roasters; the standardization of the adjustments of some roasters for greater productivity and energy efficiency; the efficiency of air conditioning and heating systems with the installation of new machinery with better performance; the efficiency of the steam distribution network; the replacement of some vacuum pumps.

In 2025, energy efficiency activities saved **1,345 MWh** of electricity, i.e. the average annual consumption of about **426** four-person households, and over **156,000 m³** of natural gas, i.e. the average annual consumption of about **100** four-person households. Compared to 2024, natural gas savings have quadrupled thanks to targeted efficiency measures that have had a major impact.



Global oversight of production plants

COMPENSATION

As part of managing environmental impacts not directly generated by its business activities, the Group's strategy is **to compensate for residual and non-reducible emissions by purchasing carbon credits**. These are the so-called "green credits" generated by financing projects that avoid or absorb CO_2 within (*insetting*) or outside (*offsetting*) their supply chain. In the last two years, the Group has developed an internal expertise increasingly oriented towards insetting. Through the evaluation of individual credit-generation projects in areas where it supplies green coffee, various technical and economic feasibility studies have been conducted for different project types, based on active methodologies. Since 2023, as part of a sustainable development project in Colombia supported by the Lavazza Foundation, **Carbon Insetting**[9] credits have been generated using the **Acorn**[10] methodology, a program of the Dutch multinational banking and financial services institution Rabobank and the Solidaridad Network.

Specifically, the Acorn program helps smallholder farmers implement agroforestry systems that capture enough atmospheric carbon to be sold as Carbon Removal Units (CRUs). In this way, farmers have access to a new source of income and, by making farms more resilient to the effects of climate change, they help reduce the environmental impact within the supply chains. In 2025, the Group purchased a total of **1,075** Carbon Removal Units from Colombia, an amount that represents another step in the company's virtuous path toward reducing its carbon footprint in the agricultural phase.



9) Carbon insetting consists of financing a project to reduce carbon emissions within a company's supply chain or in the local communities where it operates or its suppliers operate.
10) https://acorn.rabobank.com/en/.

The reforestation, sustainable agriculture and renewable energy **offsetting** projects in developing countries, on which the Group purchases carbon credits, are certified by internationally recognised standards: Verified Carbon Standard (VCS)[11], Climate, Community & Biodiversity Standards (CCB)[12] and Clean Development Mechanism (CDM)[13]. The credits generated by this type of project continue to be used to offset products with climate-neutrality claims, including some capsule systems still on sale, which are expected to be phased out gradually.

The projects financed by Lavazza Group, mainly related to reforestation, forest conservation, and renewable energy development, are always certified to the most authoritative international standards. For 2025, **185,145 tCO_{2eq}** were offset, neutralising **direct and indirect emissions from electricity** (Scope 1 and 2) and achieving carbon neutrality for **4 product families**[14].

INSETTING IN COLOMBIA

Supported by the Lavazza Foundation since 2015, the project "**Coffee as a megaphone of peace**" is active in Meta, Colombia, an isolated rural department that enjoys an ancient coffee tradition but which, over the years, has suffered the violence of the civil war and the spread of illegal crops. The project has promoted and implemented high-quality coffee production, enabling farmers in the region to convert land, depleted over the years by coca cultivation, into agroforestry systems for coffee. By supporting the development of sustainable farms, training local communities on new agricultural techniques, also to cope with climate change, and providing the possibility of planting over **1 million** new coffee plants and 95,000 trees for shade, **900** beneficiaries have been reached, including 300 women producers, and 93% of farms have been certified Rainforest Alliance, that is, for a production that follows certain criteria of social and environmental sustainability. Thanks to this project and the Acorn program, producers generated carbon credits (Removals) calculated ex-post based on the plants' CO_2 absorption, receiving additional income to implement new agroforestry systems for coffee production.

900 beneficiaries reached

11) The Verified Carbon Standard (VCS) is the most widely used voluntary carbon credit purchase programme in the world: projects developed according to the VCS Programme must follow a rigorous assessment process to achieve certification and must cover a broad range of sectors, from renewable energy to reforestation and many others.
12) The Climate, Community & Biodiversity Standards (CCB) identify projects that simultaneously address climate change, support local communities and smallholders and conserve biodiversity.
13)The Clean Development Mechanism (CDM) allows emission-reduction projects in developing countries to earn certified emission reduction (CER) credits. These CER credits can be traded, sold and used by industrialised countries to achieve part of their emission reduction targets under the Kyoto Protocol.
14) These are the Group's disposable capsules: NCC, A Modo Mio, Blue and Firma.



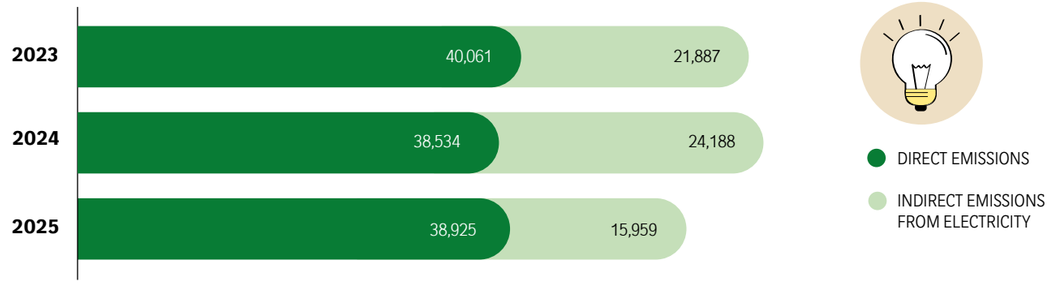
4.2 ENVIRONMENTAL IMPACT MANAGEMENT

THE IMPACT GENERATED BY BUSINESS PROCESSES

Direct emissions (ISO 14064-1 category 1 – Scope 1) are those generated by production processes and business activities under the Group's direct control. In 2025, these emissions amounted to **38,925 tCO_{2eq}**, up 1% compared to 2024.
Indirect emissions from electricity (ISO 14064-1 category 2 – Scope 2) correspond to emissions related to the purchase and self-production of electricity, heat and steam required to power business activities. The value relating to **indirect emissions from electricity**, calculated according to the Market-Based approach[15], is **15,959 tCO_{2eq}**, down 34% compared to 2024. The value calculated according to the Location-Based[16] approach is equal to **42,451 tCO_{2eq}**.

It should be noted that the Group's indirect emissions from electricity include emissions related to the infrastructure for fuels used in Scope 1 and Scope 2, i.e., emissions related to the production and distribution of these fuels, to maintain consistency with previous years. In the GHG inventory subjected to third-party verification, on the other hand, this category of emissions, included in Scope 3, was distinguished to align the reporting approach with the main methodological standards (including the GHG Protocol) and to benefit from documentation on emission factors made available in recent years. The value of Scope 1 infrastructures is 8,112 tCO_2e, while that of Category 2 is 2,181 tCO_2e (calculated using a market-based approach) and 9,563 tCO_2e (calculated using a location-based approach).

DIRECT AND INDIRECT EMISSIONS FROM ELECTRICITY (MARKET-BASED) IN tCO_{2eq} IN THE THREE-YEAR PERIOD



15)The market-based approach is a calculation methodology (source: GHG Protocol) that represents the amount of Scope 2 GHG emissions generated by the Group net of the portion covered by Guarantees of Origin, certifying the use of energy from renewable sources, and using a conversion factor that excludes renewables from the national energy mix.
16) The location-based approach is a methodology (source: GHG Protocol) to quantify Scope 2 GHG emissions that considers an average emission factor based on the national energy mix for each country.

Moreover, in 2025, the high performance levels regarding **thermal consumption** for the roasting process and space heating were maintained. An example is the Turin plant, which, since 2023, has been connected to the biomass district heating network of Settimo Torinese, powered by **100%** renewable sources.

As regards company fleet mobility, the four-year plan for the gradual conversion of company cars to a hybrid fleet shows a **23.7%** increase in petrol and electricity consumption, compared to a **26.0%** reduction in diesel consumption.

The gradual **reduction in energy consumption** reflects the Group's long-standing commitment to reducing impacts, including through meticulous, structured efficiency work by the Global Energy Manufacturing Team.

TOTAL ENERGY CONSUMPTION OF THE GROUP OVER THE THREE-YEAR PERIOD

ENERGY CONSUMPTION	UoM	2023	2024	2025
Consumption for production and workplace heating	**GJ**	**525,653.8**	**503,430.8**	**511,477.1**
Natural gas	GJ	498,142.1	471,584.8	477,370.0
Diesel	GJ	57.0	64.50	91.5
LPG	GJ	27,454.8	31,781.5	34,015.5
Consumption for the corporate vehicle fleet	**GJ**	**99,347.7**	**91,934.7**	**87,185.3**
Petrol	GJ	34,020.5	39,552.5	49,031.3
Diesel	GJ	65,228.3	51,368.2	37,987.3
LPG	GJ	11.0	606.2	-
Electricity for car fleet	GJ	87.9	407.9	166.7
Electricity consumption	**GJ**	**350,605.1**	**345,166.9**	**337,175.7**
Self-production and consumption of electricity from renewable sources	GJ	1,996.2	1,960.8	1,999.0
Electricity from renewable sources purchased from the grid	GJ	311,320.1	290,207.0	291,779.0
Electricity from non-renewable sources purchased from the grid	GJ	37,288.8	52,999.1	43,397.7
District heating	**GJ**	**27,595.5**	**28,446.3**	**30,237.1**
Total Consumption	**GJ**	**1,003,202.2**	**968,978.7**	**966,075.1**



The Group sources **34.7%** of electricity from the grid, of which approximately 86.5%[17] is covered by Guarantees of Origin. Moreover, it produces and consumes energy thanks to the **photovoltaic system** installed at the Italian Gattinara plant and the Nuvola Headquarters in Turin, which allows the self-production of approximately **2,000 GJ** of renewable energy per year. Total energy demand remains substantially stable compared to 2024, recording a slight decrease of 0.3%, and standing at **966,075 GJ** in 2025.

Finally, the emissions reduction strategy also involves the **Single Serve portfolio**, consisting of the Blue, Firma, A Modo Mio, and Lavazza systems, which are compatible with Nespresso Original aluminium machines (NCC)[18]. These systems are affected by annual emission reduction plans that focus on three areas: the optimisation of packaging materials, the impact of green coffee and energy efficiency.

In the face of these and other actions, the **energy intensity indices** (compared to the total tons of raw material processed) are slightly increasing, with an increase of **1.7%** in total energy intensity compared to 2024.

ENERGY INTENSITY INDICES IN THE THREE-YEAR PERIOD

ENERGY INTENSITY (GJ/T)	2023	2024	2025
Total energy intensity	3.72	3.84	3.91
Energy intensity - electricity	1.30	1.37	1.36
Energy intensity - fuels used in the process (excluding the corporate vehicle fleet)	1.95	1.99	2.07

17) Percentage calculated with respect to the total electricity purchased.
18) Lavazza is not affiliated with, endorsed or sponsored by Nespresso.

TECHNOLOGIES FOR REDUCTION IN NUVOLA LAVAZZA

-30% energy consumption since 2018

At Nuvola Lavazza, the area that also houses the Turin Headquarters, in 2025 the management platform was enriched. Since its launch in 2018, this platform has enabled the management of all on-site systems – from climate control and building lighting to security monitoring and energy-efficiency optimisation – creating an ecosystem that ensures efficiency, operational continuity and people's wellbeing.

To complete the management system, there is an energy monitoring system that analyses energy performance in real time, and the asset performance advisor, which contributes synergistically to achieving the efficiency objectives of the project as a whole.

In 2025, a cloud-based digital platform has been integrated, making control even more accurate and transparent, ensuring effective data management and expanded supervision of all plants.
Thanks to the adoption of these advanced technologies for the management of Nuvola Lavazza, a LEED Platinum-certified building that attests its high energy and environmental performance from the design stage, the complex has achieved significant energy-efficiency results.

Since 2018, energy consumption has been reduced by about **30%**, with annual savings of more than **1,000 kWh**.



THE IMPACT GENERATED ALONG THE VALUE CHAIN

Indirect emissions related to the value chain are emissions generated upstream and downstream of the business (ISO 14064-1 categories 3, 4, 5, and 6 – Scope 3). In 2025, they cover **97.2%** of the GHG inventory, totalling **1,925,874 tCO_{2eq}**, and span different stages of the supply chain: from the production of green coffee (the most impactful category) to transport, distribution, consumption, and disposal. Considering the complexity of the agricultural coffee supply chain and the challenges related to the Group's control over these emission categories, the company's action is based on an approach of active, proactive multi-stakeholder collaboration with players in the supply chain.

The indirect impact generated by the Group's use of products in the production process (ISO 14064-1 category 4) is highly significant, equal to **72.8%** of the GHG inventory: it firstly derives from the activities within the agricultural phase, from food commodities other than coffee, from the materials used for packaging and for coffee machine production, from water resources and from the generation and management of waste generated by business activities. In 2025, the value of indirect emissions from resources used in production was **1,442,606 tCO_{2eq}**. Within this category, the pre-processing phases of green coffee alone impact 85% (corresponding to 62% of the entire GHG inventory), which is why the Group is engaged in mitigation actions mainly in the agricultural phase.

Emissions from the use of products sold by the organisation (ISO 14064-1 category 5) account for **18.3%** of the GHG inventory and depend mainly on the type of coffee preparation consumers use and the associated energy consumption. In 2025, this value stands at **362,335 tCO_{2eq}**.

Indirect emissions from transport (ISO 14064-1 category 3), which account for **6.1%** of total emissions, relate to logistics and distribution activities upstream and downstream of the supply chain (including inbound and outbound logistics) and to business travel by Group employees. In 2025, the emission value stands at **120,890 tCO_{2eq}**.

The commitment to reduction has been expressed in close collaboration with suppliers for ever greater logistical optimization, for example by increasing the load capacity of **containers** carrying certain varieties of coffee from 21.6 to 22 tons: this change has reduced the number of containers required by about **100** units every year, with a consequent reduction in CO_2 emissions along the logistics chain, both at sea and on land; after this first project, the plan envisages that in the coming years this initiative will involve other suppliers of the Group. In addition, Lavazza has started to use biofuel for maritime transport for some containers with some shipping companies. Regarding the transport of finished products, on the other hand, **44%** of the total km travelled was covered by intermodal methods.

Transport of finished products: 44% intermodal

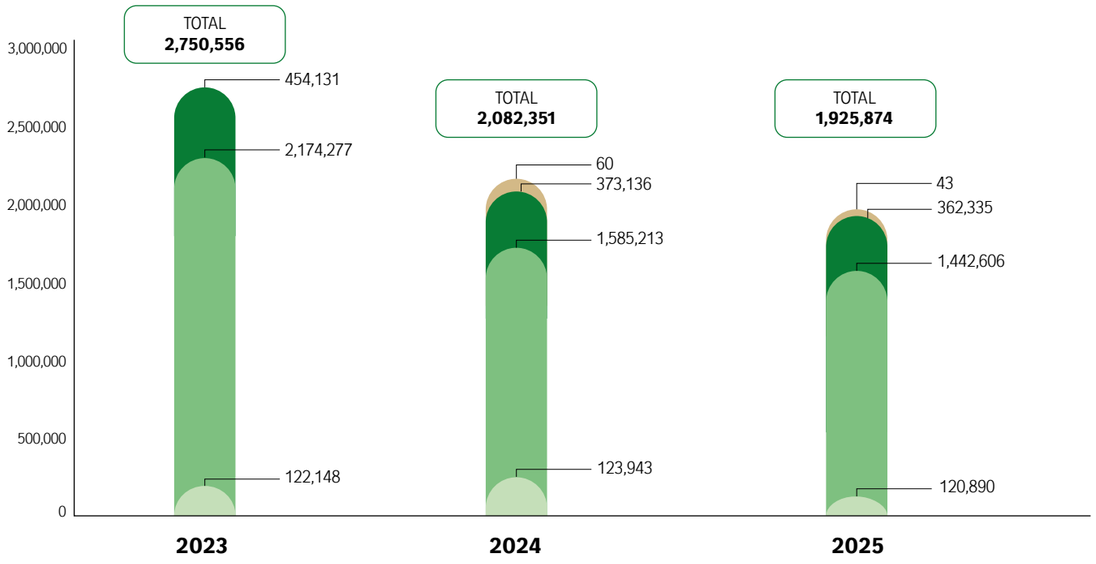
Every year, over 250,000 tons of green coffee are handled in about 12,000 containers, almost 50 per day, entering different ports. From these ports, the containers are then distributed to the factories, once they have passed the bonded warehouses. In 2025, two complementary projects were launched and are scheduled to become fully operational in early 2026: one to digitally coordinate maritime management and one to harmonise the land network from the port to the production sites. The governance of both projects is entrusted to a cross-functional team involving Logistics, Procurement and Operations.

For maritime transport, a digital Control Tower has been introduced that offers a single and collaborative view of shipments and related documents consolidated and updated in real time: when a ship changes course, or there is a peak in arrivals, the Control Tower becomes the point of synchronization between sea and land and logistics thus reacts to changes methodically, avoiding emergency situations. On the land front, the company has designed a logistics network based on the real needs of the plants, bringing stocks closer to the needs of the production sites, making flows more linear and allowing deliveries to be balanced optimally, reducing unnecessary movements. At the same time, work was done on the optimization of spaces, on greater productivity in the docks and on the updating of calendars.

The first results are already visible in 2025: more end-to-end visibility, greater simplicity in planning and a more responsive operational approach, leading to higher standards of quality, safety and sustainability.

Other indirect emissions (**ISO 14064-1 category 6**) were calculated at a total of **43 tCO_{2eq}**, corresponding to consumption of Azure platforms and Microsoft 365 applications, and to emissions from cloud usage and the various services offered (virtual machines, storage, ...).

TOTAL INDIRECT EMISSIONS GENERATED ALONG THE VALUE CHAIN IN THE THREE-YEAR PERIOD IN tCO_{2eq}



THE CIRCULAR ECONOMY APPROACH

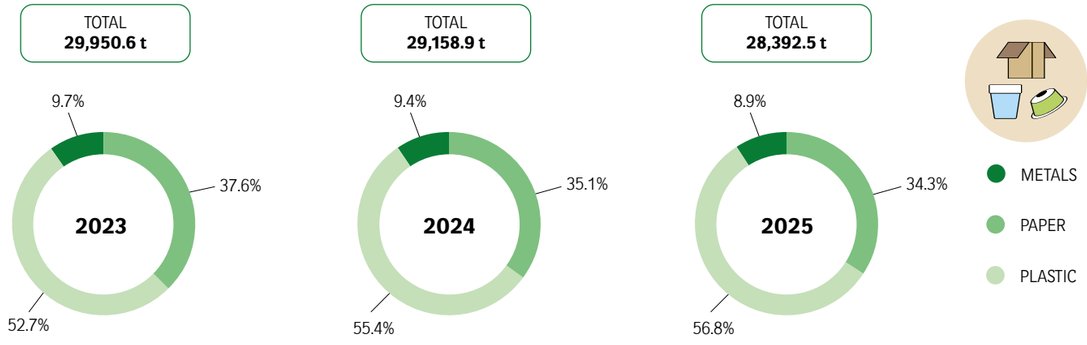
Lavazza Group continues to apply circularity criteria across its processes and products with determination, through analyses, collaborations with third parties, and certifications.
The **Material Circularity Index**, validated by the Research & Development (R&D) department, which is responsible for integrating circular economy principles into production processes, and supported by an accredited certification body, is now fully operational. It is an index that measures whether the resources - incoming and outgoing - used to create a product are optimised according to the principles of circularity throughout its life cycle. It is accompanied by the **internal sustainability protocol**[19] of the R&D area, aimed at managing the sustainability assessment of innovative packaging solutions and at collecting updates to the guidelines and certificates of recyclability and compostability. It includes, for example, the Packaging Recyclability Guidelines, internal guidelines aimed at supporting the functions responsible for selecting materials and supplies, looking beyond mandatory regulations to continuously integrate the principles of the circular economy and eco-design.

Packaging is essential for maintaining the quality, taste, and freshness of coffee, as well as for allowing it to be stored, transported, and used safely. In guaranteeing these standards, the principles set out in the **Lavazza Group's Manifesto for the Circular Economy** support the **Sustainable Packaging Roadmap**, a specific and measurable path that contributes to the reduction of the environmental footprint, in order to make the packaging in the packaging portfolio recyclable, reusable or compostable, with a target set at the end of 2025. During this year, **90.8% of recyclability** of the packaging of the Group's product portfolio was reached, almost 10 percentage points more than in the previous year (81.2% in 2024), and the commitment to continue in the direction of the Roadmap was renewed.

Specifically, 93.6% of the packaging produced in the three main plants in which 88.7% of total coffee production is concentrated, namely Turin and Gattinara in Italy and Lavérune in France, is recyclable. An investment of about 24 million euros has been budgeted for these plants, of which 20 million are finalised in 2025, for the adaptation of the 23 lines (11 new and 12 converted), functional to production with the new recyclable packaging. The intervention has enabled the industrialisation of the main product formats, reducing production and packaging emissions thanks to the new packaging.

91%
recyclable
packaging
of the product
portfolio

MATERIALS USED BY WEIGHT IN THE THREE-YEAR PERIOD



19) This Protocol is in the certification phase.

In addition, the Group monitors the total weight of the materials used, to identify alignment with the indicator of the recyclability of the packaging portfolio. In 2025, the total number of materials used decreased by **2.6%** compared to 2024, and among these, plastic use decreased by **5.1%**. On the other hand, recycled input materials used for product packaging in 2025 are 16.9%[20].

Collaboration with companies in other sectors to advance the ecological transition and establish specialised partnerships is at the heart of the Group's approach. The company has become part of some of the major European collaborative platforms that are developing new recyclability guidelines in a sector, such as the packaging sector, which is key to the ecological transition, and is profoundly evolving towards greater standardisation and regulation between countries (e.g. PPWR Regulation (EU) 2025/40).
Two examples are **RecyClass**, a multi-sector non-profit that facilitates the transition to a future based on a circular economy for plastics, and **CEFLEX**, a non-profit that promotes the circularity of flexible packaging. Within these collaborations, which began a few years ago, Lavazza actively participates in technical working groups to contribute to the formulation of recyclability guidelines based on scientific and laboratory evidence.

Sustainable innovation for coffee machines

The commitment to progressively reducing environmental impact also concerns the design of machines: **Guidelines have been introduced and are applicable to all fourteen machines in the Group's portfolio**, and they consider the three phases of the product life cycle, i.e., **production**, **use**, **and end of life**. In the production phase, the focus is on materials, weight and packaging. Since 2020, for all proprietary machines intended for retail and Office Coffee Service channels, paper instructions are limited to the information required by law, with the rest available online. In addition, the removal of the plastic handles from the packaging of all these machines was completed in 2025.
In the use and end-of-life phases, the design is oriented towards reducing energy consumption and maximising repairability and durability.



Three phases of the life cycle: production, use and end of life

In 2025, thanks to a process started in 2018 aimed at reducing consumption, **7** out of **9** coffee machines in the domestic channel are in **class A+**, while the remaining 2 will reach this class in 2026.
All coffee machines for the Group's retail and OCS channels are already repairable, while the global expansion of repair services for professional machines for the Food Service channel, i.e. Out-of-Home consumption, continues. At the same time, Lavazza is continually working to improve the durability of coffee machines for domestic use, aiming to increase the number of coffees a machine is expected to dispense, thereby extending its useful life.



Finally, among the new product launches, in 2025 **Assoluta** was introduced in the market, a Bean to Cup machine which, thanks to the Perfect Bean Match Technology system, automatically calibrates the extraction parameters (temperature, pressure, aroma, particle size) according to the blend used.

This ensures consistent in-cup quality, reduces waste and simplifies the user's experience.
With Assoluta, manual adjustments are no longer necessary, consumption is optimised, and process precision is increased.

Tablì, innovation and circularity

Tablì is the **first tab 100% coffee** developed by Lavazza, following the acquisition in 2020 of an Italian start-up and its idea of tab: since then, a path of continuous innovation has begun and, with over 15 new patents, has revolutionised the initial idea. This has led to the development of a real dispensing system consisting of a tab and a machine, based on new tab production technology and a large-scale industrial project, capable of guaranteeing an excellent and consistent quality standard. It was a broad cross-functional group work - Research & Development and Design - which worked both on the preservation of the raw material, enhancing its aromatic profile and sensory characteristics as in no other system, and on the development of recyclable cellulose pulp packaging, designed to ensure the protection of the tab during transport and the sustainability of the system.
Circular economy solutions are driving the growth of the single-serve segment, a market that has been expanding steadily in recent years, and Tablì fits into this context, complementing the Group's other offerings for domestic consumption..



Waste management

The production and treatment of industrial waste deriving from coffee processing activities are monitored and managed through the Integrated Management System for Health, Safety, Energy and the Environment, in compliance with the principles of the circular economy and with the aim of minimising its generation. During the production cycle, coffee waste and other waste are generated, which are then stored in designated areas for collection and recycling by third parties.
31.7% of the waste derives from compostable material generated during production, while 28.7% derives from paper and other packaging material (e.g. wood) and 13.4% from plastic.

Compared to 2024, there was a **2.6%** reduction in waste generated, due to greater general awareness of waste reduction and changes in the management of production waste, which allowed it to be valued as a by-product rather than waste. Of the total waste generated, the Group mostly produces non-hazardous waste, with a minimum share of hazardous waste of **3.1%**.

As part of the Integrated Management System, the quantity of waste generated and the corresponding disposal method are continuously monitored. In this regard, a constant improvement of the waste amount diverted from disposal represents an improvement with respect to the goals set within the Group's Environmental Policy.

88.8% of total waste is recovered or recycled, while the remaining 11.2% is directed to energy recovery or the purification of washing water. Both types of waste declined in 2025, with a significant 13% reduction in waste destined for energy recovery or purification.

95.6% of the vegetable waste derived from coffee processing at the Italian plants, amounting to approximately 2,500 tons per year, is transferred partly to a company that produces organic fertiliser and partly to a company that generates biogas.



89% waste recovered or recycled

20) This data refers only to paper and cardboard packaging.

WASTE GENERATED IN THE THREE-YEAR PERIOD

		2023			2024			2025		
WASTE GENERATED	**UoM**	**Hazardous**	**Non-hazardous**	**Total**	**Hazardous**	**Non-hazardous**	**Total**	**Hazardous**	**Non-hazardous**	**Total**
Plastic	t	-	1,389.6	**1,389.6**	-	1,306.9	**1,306.9**	-	1,503.2	**1,503.2**
Paper	t	-	1,064.9	**1,064.9**	-	971.9	**971.9**	-	952.0	**952.0**
Metals	t	-	270.5	**270.5**	-	147.4	**147.4**	0.1	218.1	**218.2**
Compostable material	t	-	5,041.6	**5,041.6**	-	4,008.9	**4,008.9**	-	3,567.8	**3,567.8**
Packaging materials other than the previous ones (e.g., wood)	t	-	2,826.0	**2,826.0**	-	2,284.4	**2,284.4**	0.2	2,273.4	**2,273.6**
Waste Electrical and Electronic Equipment (WEEE)	t	133.5	374.3	**507.7**	110,8	437.3	**548.1**	145.6	393.6	**539.2**
Other	t	207.1	2,224.8	**2,431.8**	311,4	1,967.4	**2,278.8**	197.2	1,993.1	**2,190.3**
Total	**t**	**340.5**	**13,191.7**	**13,532.3**	**422,2**	**11,124.2**	**11,546.5**	**343.1**	**10,901.2**	**11,244.3**

WASTE GENERATED IN THE THREE-YEAR PERIOD BROKEN DOWN BY DISPOSAL METHOD

		2023			2024			2025		
WASTE DISPOSAL	**Uom**	**Hazardous**	**Non-hazardous**	**Total**	**Hazardous**	**Non-hazardous**	**Total**	**Hazardous**	**Non-hazardous**	**Total**
Preparation for reuse	t	-	92.3	**92.3**	-	114.3	**114.3**	-	67.6	**67.6**
Recycling	t	118.4	4,704.7	**4,823.1**	48.4	1,729.4	**1,777.7**	110.2	1,783.3	**1,893.5**
Other recovery operations	t	26.2	7,164.4	**7,190.6**	73.5	8,125.3	**8,198.8**	51.7	7,971.7	**8,023.4**
Total waste diverted from disposal	**t**	**144.6**	**11,961.5**	**12,106.1**	**121.9**	**9,968.9**	**10,090.8**	**161.9**	**9,822.6**	**9,984.5**
Incineration with energy recovery	t	0,4	725.4	**725.8**	3.1	693.1	**696.2**	2.7	661.1	**663.7**
Incineration without energy recovery	t	-	7.3	**7.3**	-	7.5	**7.5**	-	7.3	**7.3**
Landfilling	t	-	24.4	**24.4**	-	25.9	**25.9**	-	29.8	**29.8**
Other disposal operations	t	195.5	473.2	**668.7**	297.2	428.9	**726.1**	178.5	380.5	**559.0**
Total waste directed to disposal	**t**	**195.9**	**1,230.2**	**1,426.1**	**300.3**	**1,155.3**	**1,455.6**	**181.2**	**1,078.6**	**1,259.8**
Total waste generated	**t**	**340.5**	**13,191.7**	**13,532.3**	**422.2**	**11,124.2**	**11,546.5**	**343.1**	**10,901.2**	**11,244.3**

Water resources

In the coffee industry, water is used in small amounts for roasting and grinding, especially compared with consumption during the agricultural phase. The management of direct water consumption, like waste management, is part of Lavazza Group's Integrated Management System, covering consumption, withdrawals, and discharges, and is monitored monthly to identify opportunities to increase efficiency and reduce losses.Water withdrawals are related to civil hygienic-sanitary uses and production uses, in particular for the coffee roasting and decaffeination processes, as well as for cooling the machinery used to produce compressed air. **55.8%** of the water withdrawn in 2025 comes from the municipal water supply system, **44.0%** from groundwater, and the remaining **0.2%** from surface water.

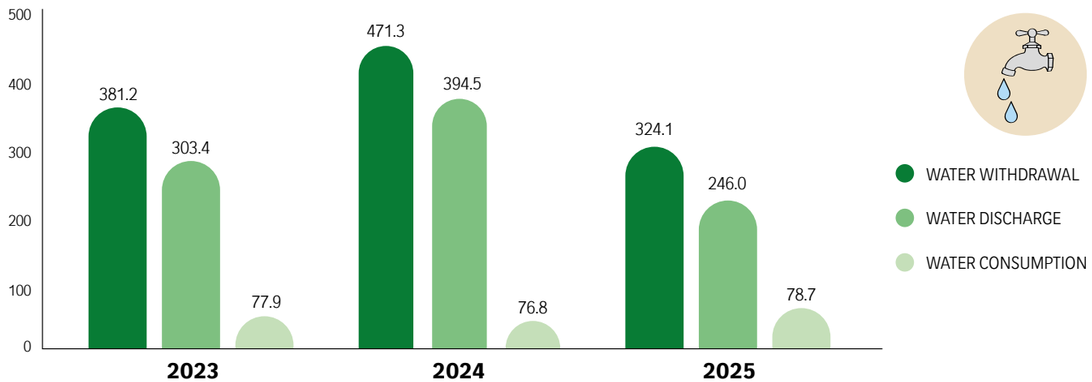
In 2025, total water withdrawal decreased by more than **31%**. The reduction was favored by a number of factors: the presence in the Nuvola Headquarter of the rainwater recovery system for office use and the abundance of rainfall; the resolution of technical problems encountered in 2024, opportunities to start improvement activities and to further strengthen monitoring and control actions; water restrictions imposed by some local authorities; the reduction of the use of cooling water for the adiabatic tower of air compressors; the adoption of good water-saving practices; a change in the scope compared to the year 2024[21].
In 2025, in fact, all the plants implemented targeted water control and efficiency interventions. The trend in water discharges is consistent with that of withdrawals, with an overall reduction of **37.6%**.



-31%
water withdrawal

It should be noted that the Italian plant in Pozzilli and the English plant in Basingstoke are located in water-stress zones. Overall, water consumption remained stable, with a slight increase of **2.5%** compared to 2024, thanks to a continuous process of improving the efficiency of resource use, the continuation of the project for rainwater recovery at the Turin Nuvola Headquarters and the water recovery at the Gattinara plant, where water is conveyed to the evaporative towers for cooling activities. The Pozzilli plant, which uses water as a key component in its decaffeination process, is the Group's main water consumer.

TOTAL WATER WITHDRAWALS, DISCHARGES AND CONSUMPTIONS IN ML IN THE THREE-YEAR PERIOD



21) In 2025, MaxiCoffee Group Sas, together with its subsidiaries, was excluded from reporting environmental data. During the year, analysis of the business model's specificities continued with a view to full integration and harmonisation of practices. For further information, please refer to the "Environmental data" section of the Methodological Note.

4.3 PROTECTING BIODIVERSITY AND COMBATING DEFORESTATION

The coffee sector is inextricably linked to the environment and natural resources: on the one hand, it is heavily dependent on the biodiversity and ecosystem services of producing countries; on the other, the farming and pre-processing activities themselves have direct and indirect impacts that can degrade the very resources on which the sector depends. The vulnerability of coffee plants to extreme weather events and the preponderant trade of a few of its species are further elements that make the Group committed to a strategy of nature protection.

The **"A Goal in Every Cup"** sustainability strategy **is based on the Climate & Nature pillar**, which includes strategies to make the use of natural resources more efficient, mitigate their negative impacts, prevent risks related to biodiversity loss, and seize opportunities that ensure a prosperous future for coffee-producing communities in harmony with nature.
In this context, close **collaboration** among the Group, Lavazza Foundation, local producers, and the main coffee traders is essential to preserve the forests and biodiversity of the producing countries' ecosystems and, at the same time, to ensure the Group's business continuity.

BIODIVERSITY ASSESSMENT

In 2025, the Group launched an **assessment of its operating sites**, **leased commercial assets and the main coffee supply areas**, with the aim of identifying biodiversity-related dependencies, impacts, risks and opportunities. The analysis forms the basis for a subsequent cross-functional work path to develop targeted initiatives in the areas where impacts and dependencies are most concentrated.

The assessment was conducted in line with the LEAP approach (Locate, Evaluate, Assess, Prepare) developed by the Taskforce on Nature-related Financial Disclosures (TNFD). In the initial phase (Locate), the operational sites and supply regions were georeferenced and analysed using internationally recognised datasets, including those from the UN Biodiversity Lab platform, with indicators such as habitat and land use, proximity to protected areas, presence of protected species, ecosystem services, and water stress.

Preliminary results show one plant located within a protected area, although with low levels of pressure on biodiversity, and two plants in areas characterised by high water stress. However, these plants, covered by ISO 14001 multi-site environmental certification, implement monitoring systems and standardised practices for the responsible management of resources. The analysis highlights that, during the coffee cultivation phase, the business is highly dependent on healthy ecosystems, functional biodiversity, and pollination services. The main indirect impact concerns the consumption of natural resources, in particular soil and water, and the loss of biodiversity, above all associated with deforestation.
Overall, the Group's sites have a limited set of drivers of biodiversity impact, while the main dependencies and potential impacts are concentrated in the agricultural phase of the coffee supply chain, which is strongly linked to ecosystem health and pollination services. For further details on impacts and risks, please refer to the materiality analysis in Chapter 1.

RESILIENT VARIETIES AND REGENERATIVE AGRICULTURE

The Research and Development function, in collaboration with third-party scientific research bodies and coffee suppliers, is working on a long-term project on coffee biodiversity, aimed at **identifying resilient varieties**, i.e., those capable of resisting and adapting to climate change and its consequences, such as extreme weather events and diseases. The main criteria for selecting species of these coffee varieties include the use of agroforestry systems. Their resilience to the impacts of climate change is, in fact, connected to the economic and food security of the farmers in the supply chain.
The studies to protect biodiversity and to develop coffee species resilient to climate change are embodied in the French **Secrets de Nature range by Carte Noire**, with its Congusta Mundo Novo and Catuai Romex products, which feature and promote the use of lesser-used, native coffee varieties produced in ad hoc agroforestry systems.

Multistakeholder partnership: World Coffee Research

In addition to the continuation of the multi-year collaboration with **World Coffee Research**, 2025 saw the continuation of the project developed together with the French **CIRAD** (French Agricultural Research Centre for International Development) in **Nicaragua**, dedicated to several Arabica and Robusta varieties and aims to identify those that are most productive even when cultivated in the shade and with low use of fertilisers with a view to developing an agriculture based on increasingly sustainable techniques.
The partnership with **the Agronomic Institute of Campinas** in **Brazil** also continued, to study resilient varieties in the country, the world's largest coffee exporter.



Regarding **regenerative agriculture**, the four key projects described in Chapter 4 of this Report – one in China, one in Brazil and two in Uganda – are being developed in collaboration with three major coffee traders who are suppliers to the Group. Lasting from 3 to 5 years, they pursue several objectives, including evaluating the effects of agricultural practices, expanding biodiversity, supporting the resilience of coffee plants to climate change, and testing innovative solutions to improve soil quality and carbon sequestration.

The commitment to protecting biodiversity also stems from initiatives such as the one launched in 2021 at the **Lavérune** production site, which involved installing nest boxes for kestrels, a protected and emblematic species of the Occitanie region. These devices, installed on the site's highest structures, respond to the ecological needs of the species, which prefers nesting at the highest points. The initiative testifies to the desire to integrate the objectives of conserving local fauna into the management of industrial infrastructure.

The commitment to protecting biodiversity has also been strengthened by the elaboration, in 2025[22], of a new **Policy for Biodiversity and Climate Change**. This document, although not yet aligned with the Kunming-Montreal Global Framework, sets out Lavazza's commitments to the fight against deforestation in the supply chain, in favour of supply chain traceability, the reduction of emissions and the protection of biodiversity in coffee purchasing practices, commercial relations and the Group's direct activities, with a view to multi-stakeholder collaboration. The Policy will be followed by an updated strategic roadmap that takes into account future Double Materiality Assessments and the main global standards and commitments, in which the objectives and targets for halting and reversing biodiversity loss will be set out.

FIGHT AGAINST DEFORESTATION

The Group supports and develops reforestation strategies and policies in coffee production areas, through **private-public collaborations and partnerships with local and international players** to implement programmes for sustainable development and international cooperation within the supply chain.

In 2019, for example, Lavazza participated in a project promoted by the United Nations Development Programme (UNDP) together with two Ecuadorian ministries that, in three years, led Ecuador to create its first **production of high-quality coffee certified** "**deforestation-free**", thanks to the first national certification protocol dedicated to the monitoring of forest areas in coffee production. This protocol is now considered among the best practices globally, positioning Ecuador as a pioneering country in sustainable agriculture. Furthermore, since 2021, the Group has adhered to the **New York Declaration on Forests (NYDF)**, a platform that provides a common, multi-stakeholder framework for forest protection, consolidating various initiatives and objectives that guide the protection, restoration, and sustainable use of forests.

In this context, product traceability plays an increasingly important role. **La Reserva de ¡Tierra! Cuba**, a Lavazza product on the international market since 2024 and dedicated to the out-of-home consumption channel, exemplifies the company's commitment to combating deforestation, seeking traceability and transparency, and safeguarding biodiversity. Its coffee comes from communities that are part of the BioCubaCafé project, developed through the collaboration between the Lavazza Foundation, the Ministry of Agriculture of Cuba, and the AICEC group (Agency for Cultural and Economic Interchange with Cuba). It is a product containing coffee that is fully **traceable through an integrated blockchain system** that provides all the information on the supply chain and product reliably in real-time, from the farmer, **170** in the territories of Santiago de Cuba and Granma, to the cup.

22) Policy approved by the Executive Sounding Board (ESB) in 2026 and being published during the preparation of this Report.



INAF, the Cuban agroforestry research institute, is participating in the project, which has developed advanced vegetative reproduction techniques, including somatic embryogenesis, a biotechnological process that allows new coffee seedlings to be generated from leaf tissues (pieces of leaf used in the laboratory to manipulate or grow new plants), precisely replicating every characteristic of the mother plant. This technique offers a double benefit: on the one hand, it preserves the noblest genetic traits of the original plants; on the other hand, it ensures high production homogeneity, which is essential to guarantee a consistent quality standard over time, season after season. Furthermore, in the agroforestry model adopted in this project, coffee plants are not grown in intensive plantations but grow within the forest, in a balanced production ecosystem that protects biodiversity and guarantees farming families food sources and alternative income, thanks to the fruits grown alongside coffee.

Furthermore, in 2025, through a cross-functional working table and close collaboration with green coffee suppliers, the company continued its work on compliance with the **European Deforestation-free products Regulation (EUDR)**, which came into force in 2023, which prohibits the placing or export of products in and from the EU market that do not comply with legality and sustainability requirements. The compliance path continued to structure a traceability system for the coffee supply chain, with controls on forced and child labour, as required by the Regulation's guidelines, with implementation postponed to December 2026 for size-class companies such as the Lavazza Group.

THE COLLABORATION WITH TREE-NATION

Lavazza Group collaborates with **Tree-nation**, a platform that coordinates reforestation projects around the world to combat climate change and support local communities. Since registering on the platform, through various Group projects, more than **56,000 trees** have been planted.









5 OUR PLEDGE FOR LOCAL COMMUNITIES

5.1 THE GROUP FOR THE COMMUNITIES IN WHICH IT OPERATES ..... P. 136

5.2 THE GROUP FOR COMMUNITIES IN COFFEE-PRODUCING COUNTRIES ..... P. 142

OVERVIEW
CHAPTER 5

MATERIAL TOPICS

- **Relationship with local communities**

IMPACTS

- **Training and skill development – Coffee producing communities**



GLOBAL CONTEXT

The United Nations Sustainable Development Goals Report 2025 acknowledges real and substantial development progress over the past decade: since 2015, the world has made significant strides in expanding access to education, improving maternal and child health, and bridging the digital divide. Although progress has been made, vulnerabilities remain, along with a widening of **inequalities**. For instance, while all governments are increasing spending on education, healthcare, and social protection, emerging and developing economies continue to lag behind advanced economies in allocating resources to these essential services, with a 20-percentage-point gap between the two[i]. Furthermore, even in more advanced countries, economic inequalities are deepening, and certain vulnerable population groups — such as NEETs[ii] and migrants — remain persistently exposed to risks of social marginalisation.

The UN Report therefore calls on all social actors — institutions, businesses, citizens, and civil society organisations — to strengthen their commitment across six priority areas: food systems, energy access, digital transformation, education, employment and social protection, and climate and biodiversity. It also urges greater **international cooperation** and increased **investment**.

For notes (i) and (ii) see the Annex.



5.1 THE GROUP FOR THE COMMUNITIES IN WHICH IT OPERATES

People & Community is the second pillar of the A Goal in Every Cup sustainability strategy. It aims to care for the people who work within the Lavazza Group (see Chapter 2 of this Report) and for the **communities located in the regions where the Company operates and in coffee-producing countries around the world**. The Group is committed to pursuing sustainable development — social, environmental, and economic — across the communities throughout its value chain.
This pillar is reflected in the **Community Care** programme in the main Countries where the Group operates through its subsidiaries and plants, whilst in coffee-producing countries across the so-called coffee belt – spanning four continents – it takes the form of support for projects in collaboration with the **Giuseppe and Pericle Lavazza ETS Foundation**[1], established in 2004.
The guiding principle is the recognition of the key role that education and inclusivity play in promoting individual dignity and strengthening communities.

Generating shared value

The core objective of the Community Care programme is to ensure that the Group's business growth generates shared, synergistic value for local communities. Support for equitable and inclusive growth is grounded in a structured process that begins with listening to community needs and translates into medium- to long-term projects, designed to deliver genuinely effective responses, always in collaboration with local institutions and relevant associations. The "A Goal in Every Cup" sustainability strategy aims to expand both the Community Care program and the Lavazza Volunteer Program to 100% of the countries where the Group operates by 2030.
In coffee-producing countries, the Foundation implements projects to strengthen smallholder farmers' agricultural businesses and guide local communities towards greater autonomy. Promoting sustainable and innovative farming practices improves production efficiency, with positive effects on coffee quality and yield. This approach enables the economic growth of smallholder producers in full respect of the environment, while also fostering the recognition of women's roles, encouraging the involvement of younger generations, and countering agricultural land abandonment.

Benefits for over 6,000 people

THE COMMUNITY CARE PROGRAM

It is an extensive programme of engagement and support for the local communities in which the Group operates. In its implementation, the Group collaborates with local institutions and non-governmental organisations, adopting a **public-private partnership approach and fostering collaboration between for-profit and non-profit entities**. Support for local associations is provided in a variety of ways: donations, direct funding of activities, co-design and collaboration from the earliest planning stages through to project implementation and monitoring.

1) Fondazione Giuseppe e Pericle Lavazza is a Third Sector Entity (TSE) that supports local communities by promoting socio-economic assistance, youth inclusion, and development programmes, pursuing exclusively social solidarity purposes. Lavazza Group and the Foundation are two separate entities operating for different purposes. The Foundation's aid activities in favour of local communities are financially supported by the Group's periodic donations.

In **2025**, the programme has been activated in **8 countries** where the Group operates; specifically **in Italy 10 projects** were implemented to promote culture, local development, and the role of young people, in collaboration with foundations, local associations, and regional development bodies, benefiting more than **6,000 people**.

The Corporate Volunteering Program

In 2025, in Italy, the third edition of the **Lavazza Volunteer Program** took place, with the aim of supporting local communities and the organisations active within them, while offering employees opportunities for personal growth and creating a bridge between local communities and Group employees based at the Turin Headquarters and the production plants in Torino and Gattinara. Over the course of the year, the programme's features and results were shared with the relevant Group focal points to extend the approach developed in Italy over the past three years to the Group's principal subsidiaries and facilities worldwide.

There were more than 90 participants, contributing a total of over 360 working hours to volunteering activities, of which more than 40% were dedicated to providing financial support to the partner associations. A total of **15** associations[2] already partners of the Lavazza Foundation, were involved, and a range of activities were organised, spanning the following areas of focus: food security, quality education, gender equality, inclusion, decent work, and economic growth.

Over the Programme's first three years of activity, more than **1,700 working hours** were dedicated to volunteering activities, with a cumulative total of more than **360 participants**.

The Lavazza Volunteer Programme 2025 was also awarded the **Premio Volontari@work**, the national award for skills-based volunteering promoted by the Terzjus Foundation under the patronage of the Italian Ministry of Labor and Social Policies, in collaboration with Unioncamere, Italia non profit and the National Forum of the Third Sector.

Award Volontari@work 2025

> **It was a precious experience that allowed us to make a small but tangible contribution, supporting volunteers in delivering food parcels to families in need. In just a few hours, we met incredible people, discovered so many different realities, and experienced firsthand the true value of solidarity. These are moments that enrich you deeply, both on a human and a professional level.**
>
> **Cristina**
> Participant in the Lavazza Volunteer Program

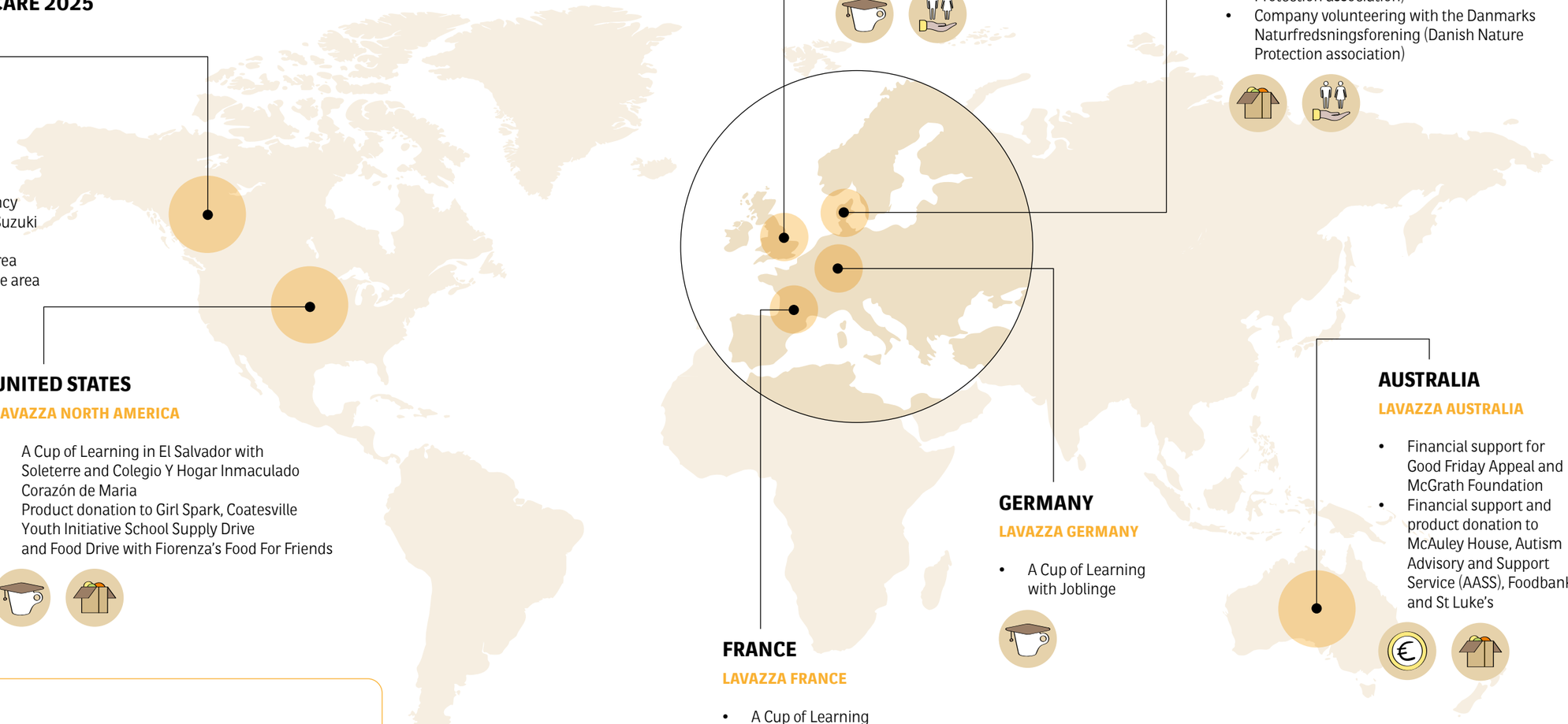


2) Gruppo Abele, Save the Children – Civico Zero, UPM – Pastoral Office for Migrants, Sermig – Arsenal of Peace, UNHCR – Community Matching Project, ADISCO, ABITO – Exchange and Inclusion Project, Time2 Foundation, Paideia Foundation, Oz Foundation, Emporio Settimo T.se Solidale, Italian Network of Popular Culture, AVIS Gattinara, CRI Committee of Gattinara, Binario 93/4 Association.

Global Community Care

The Community Care programme operates worldwide at the Group's subsidiaries through people engagement activities, corporate volunteering and support for projects promoted by NGOs and local associations, mainly committed to helping vulnerable groups and promoting environmental protection.

LAVAZZA GROUP – COMMUNITY CARE 2025



CANADA

KICKING HORSE

- Financial support to the Nature Conservancy of Canada, Canadian Wildfire Fund David Suzuki Foundation, Recreation Adaptive Society, Living Lakes, and to communities of the area
- Donation of products to communities in the area
- Community Engagement Corporate Volunteering Engagement

UNITED STATES

LAVAZZA NORTH AMERICA

- A Cup of Learning in El Salvador with Soleterre and Colegio Y Hogar Inmaculado Corazón de Maria
- Product donation to Girl Spark, Coatesville Youth Initiative School Supply Drive and Food Drive with Fiorenza's Food For Friends

UNITED KINGDOM

LAVAZZA UK

- A Cup of Learning in London with Arsenal Foundation and Wimbledon Foundation
- Company volunteering with local Food Bank

DENMARK

MERRILD

- Donation of products and meals to local Food Bank (Fødevarebanken) and Danmarks Naturfredsningsforening (Danish Nature Protection association)
- Company volunteering with the Danmarks Naturfredsningsforening (Danish Nature Protection association)

FRANCE

LAVAZZA FRANCE

- A Cup of Learning with Coffee for More and Aurore

GERMANY

LAVAZZA GERMANY

- A Cup of Learning with Joblinge

AUSTRALIA

LAVAZZA AUSTRALIA

- Financial support for Good Friday Appeal and McGrath Foundation
- Financial support and product donation to McAuley House, Autism Advisory and Support Service (AASS), Foodbank and St Luke's

PROJECTS

A Cup of Learning · Donation of products · Financial Support / Funding · Company volunteering

A Cup of Learning

A Cup of Learning is an international program that spreads coffee culture by offering the opportunity to turn this passion into a profession. It is a vocational training initiative dedicated to young people in search of employment opportunities, structured around two modules:

- A course dedicated to **green coffee**, for people involved in the agricultural production process, which provides methodological knowledge for assessing coffee quality from multiple perspectives: from sensory analysis to processing techniques, cupping and origin-based product evaluation.
- A course on **coffee making,** focused on the world of espresso, which aims to provide the best tools for "Being a Barista": from grinding techniques and espresso machine operation, to tamping and the various extraction methods, through to the world of latte art.

1,600 hours of training

In both courses, the Group's professionals share their experience and expertise directly with participants, both in the coffee-producing countries where training takes place and at the Group's Training Centers around the world.
Over the programme's **9** years of activity, **1,600 hours** of training have been delivered, involving **32** employees from 5 different company departments: Marketing, Sales, Research & Development, Quality and Procurement, and Sustainability.

In **Italy**, the training offering has been further enriched with two additional modules: one aimed at promoting knowledge of food safety and hygiene in the food sector, and another dedicated to entering the job market, covering how to approach an interview and write an effective curriculum vitae.

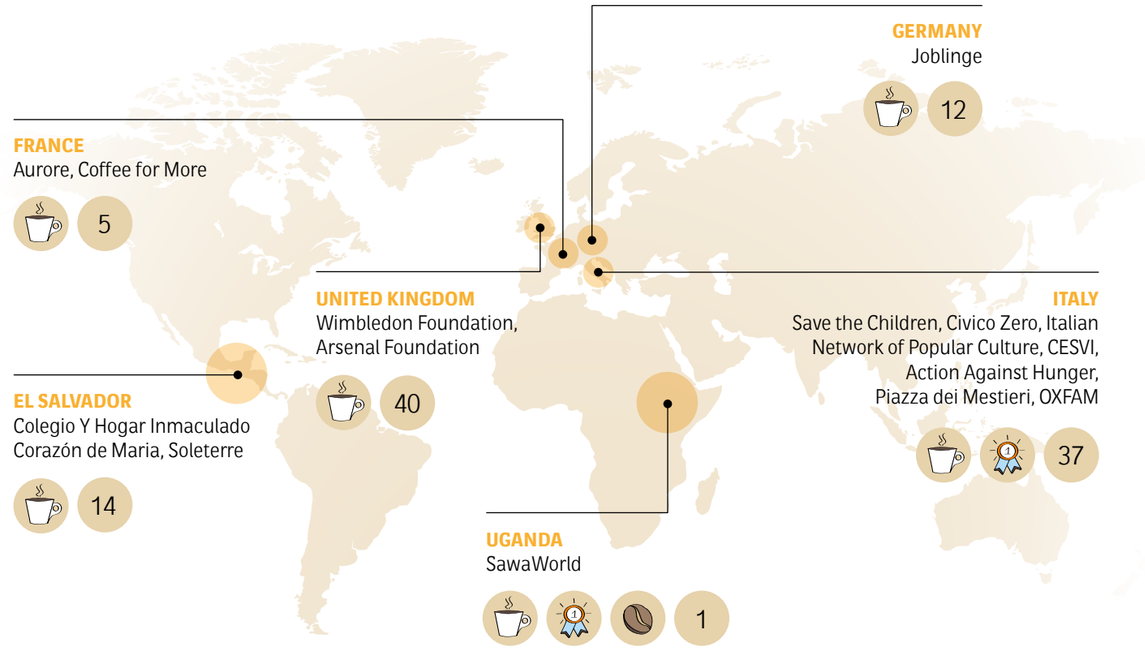


In 2025, the project consolidated both its in-person and online formats. Since its launch in 2017, more than **40** organisations have collaborated on A Cup of Learning, and over **800** people across **20** countries have benefited from it, acquiring the skills needed to enter the workforce: Albania, Australia, Brazil, Côte d'Ivoire, Cuba, Ecuador, El Salvador, France, Germany, Guatemala, Haiti, Honduras, India, Italy, the Netherlands, Peru, the United Kingdom, the Dominican Republic, the United States, and Uganda.

In 2025, for the fourth consecutive year, A Cup of Learning received the "**Welcome. Working for refugee integration**" awarded by the **UNHCR - United Nations High Commissioner for Refugees**, the United Nations High Commissioner for Refugees, in recognition of the Group's significant commitment in 2024 to promoting specific initiatives for the employment of refugees and for the promotion of an inclusive society.

More than 800 beneficiaries in 20 countries

A CUP OF LEARNING 2025



TRAINING MODULE

Bar & Café · CV · Roasting · Cupping | N° Direct beneficiaries

5.2 THE GROUP FOR COMMUNITIES IN COFFEE-PRODUCING COUNTRIES

Lavazza Group supports the Fondazione Giuseppe and Pericle Lavazza ETS, established in 2004, committed to promoting and implementing economic, social and environmental sustainability projects in coffee-producing communities.
All activities promoted by the Foundation are implemented through collaboration with NGOs, international agencies, local entities, traders, and roasting companies that operate locally in the producing countries and work in close contact with coffee-producing communities.

In 2025, the Foundation supported **32 projects in 16 countries along 3 continents for over 178,000 people involved**. The projects, as illustrated in the Foundation's Social Report, are primarily intended to increase coffee yields and quality, promote entrepreneurship among coffee farmers, and improve their living conditions.
The main areas of intervention concern:

- Gender balance within communities;
- Empowering young people through training programmes that motivate them to remain on the land and become coffee entrepreneurs;
- Production diversification, to reduce associated risks and support producers' livelihoods by broadening the range of food resources available for commercialisation;
- Reforestation;
- The dissemination of agricultural techniques enabling producers to mitigate and adapt to the effects of climate change;
- The introduction of technological components to support traditional coffee cultivation techniques.

Visit the Lavazza Foundation website

The Foundation aims to make coffee an opportunity in producing countries: a quality product for thriving communities that respect and protect the environment within a framework of long-term sustainable social and economic development. To this end, the projects are generally developed within coffee-producing communities that usually do not have any direct relationship with Lavazza Group as regards the purchase of raw materials for its brands and products.

The Foundation is indeed committed to making communities autonomous and primarily supports them in developing their local markets. However, the growth process ensured by the Foundation's projects was such that over the years it has allowed various farming cooperatives to become suppliers to Lavazza Group: the processes for increasing the efficiency of production and improving farming practices resulted in the development of a high-quality coffee and achievement of prestigious certifications, such as Rainforest Alliance and Bio Organic. Examples of this are the blends of the **La Reserva de ¡Tierra!** product range for baristas and professionals, which also offers coffee coming from some of the communities supported by the Foundation's projects.

THE COFFEEPRINT OF TOMORROW: CULTIVATING COFFEE VALUE

In 2025, the Lavazza Foundation promoted and coordinated **11** events, engaging key stakeholders relevant to its mission and Lavazza Group employees to create opportunities for dialogue, reflection, and active participation on themes of environmental, social, and cultural sustainability in coffee-producing communities.
On 7 October 2025, the second edition of the international event The **Coffeeprint of Tomorrow** was held, aimed at fostering dialogue on the major global challenges facing the coffee supply chain. Producers, institutions, experts and international stakeholders met at the Turin Headquarter, and joined live via streaming, to reflect on models of sustainable, inclusive and future-oriented development. Among the speakers were **Vanusia Nogueira**, Executive Director of the International Coffee Organisation (ICO), who analysed the main trends of the global market, and Professor **Jeffrey Sachs**, economist and global leader in sustainable development, who offered reflections on the ten years since the launch of the Sustainable Development Goals and on the challenges ahead beyond 2030.













ANNEX ..... P. 146

METHODOLOGICAL NOTE ..... P. 162

GRI CONTENT INDEX ..... P. 166

INDEX OF
NON-GRI INDICATORS ..... P. 171

UN GLOBAL COMPACT
– COMMUNICATION
ON PROGRESS ..... P. 172

INDEPENDENT
AUDITORS' REPORT ..... P. 173

ANNEX

CHAPTER 1

NUMBER AND PERCENTAGE OF EMPLOYEES TRAINED BY TOPIC, BROKEN DOWN BY PROFESSIONAL CATEGORY AND GEOGRAPHICAL AREA IN THE THREE-YEAR PERIOD 2023-2025 (GRI 205-2)

2025	UoM	ITALY					REST OF EUROPE					AMERICA					ASIA AND OCEANIA				
		Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total
Anti-corruption	n	76	357	601	21	**1,055**	29	32	122	70	**253**	0	6	19	4	**29**	0	1	0	0	**1**
of which Whistleblowing	n	5	37	77	14	**133**	5	22	101	55	**183**	0	5	16	3	**24**	0	1	0	0	**1**
Code of Ethics	n	4	32	93	2	**131**	5	25	97	60	**187**	1	6	13	3	**23**	0	0	0	0	**0**
Antitrust	n	4	22	62	0	**88**	4	19	83	25	**131**	0	2	4	0	**6**	0	0	2	0	**2**
	UoM	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**
Anti-corruption	%	53.5%	71.1%	63.2%	5.0%	**52.3%**	9.0%	8.6%	9.7%	5.4%	**7.8%**	0.0%	4.4&	8.4%	2.4%	**5.4%**	0.0%	6.3%	0.0%	0.0%	**1.8%**
of which Whistleblowing	%	3.5%	7.4%	8.1%	3.3%	**6.6%**	1.5%	5.9%	8.1%	4.2%	**5.6%**	0.0%	3.7%	7.1%	1.8%	**4.4%**	0.0%	6.3%	0.0%	0.0%	**1.8%**
Code of Ethics	%	2.8%	6.4%	9.8%	0.5%	**6.5%**	1.5%	6.7%	7.7%	4.6%	**5.8%**	5.9%	4.4%	5.8%	1.8%	**4.2%**	0.0%	0.0%	0.0%	0.0%	**0.0%**
Antitrust	%	2.8%	4.4%	6.5%	0.0%	**4.4%**	1.2%	5.1%	6.6%	1.9%	**4.0%**	0.0%	1.5%	1.8%	0.0%	**1.1%**	0.0%	0.0%	5.9%	0.0%	**3.5%**

2024	UoM	ITALY					REST OF EUROPE					AMERICA					ASIA AND OCEANIA				
		Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total
Anti-corruption	n	15	66	173	5	**259**	5	27	129	62	**223**	6	13	25	3	**47**	3	4	11	18	**36**
of which Whistleblowing	n	6	17	31	1	**55**	6	20	94	67	**187**	0	2	3	18	**23**	3	3	9	15	**30**
Code of Ethics	n	0	1	3	0	**4**	2	24	101	61	**188**	0	4	17	3	**24**	3	4	9	15	**31**
Antitrust	n	6	36	70	2	**114**	5	17	77	36	**135**	0	3	8	1	**12**	6	4	7	17	**34**
	UoM	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**
Anti-corruption	%	12.2%	13.3%	18.2%	1.1%	**12.9%**	1.5%	7.1%	10.7%	4.7%	**6.9%**	31.6%	11.0%	11.8%	1.8%	**9.1%**	42.9%	22.2%	25.0%	0.0%	**52.2%**
of which Whistleblowing	%	4.9%	3.4%	3.3%	0.2%	**2.7%**	1.9%	5.2%	7.8%	5.1%	**5.8%**	0.0%	1.7%	1.4%	10.8%	**4.5%**	42.9%	16.7%	20.5%	0.0%	**43.5%**
Code of Ethics	%	0.0%	0.2%	0.3%	0.0%	**0.2%**	0.6%	6.3%	8.4%	4.7%	**5.9%**	0.0%	3.4%	8.1%	1.8%	**4.7%**	42.9%	22.2%	20.5%	0.0%	**44.9%**
Antitrust	%	4.9%	7.2%	7.4%	0.5%	**5.7%**	1.5%	4.5%	6.4%	2.8%	**4.2%**	0.0%	2.5%	3.8%	0.6%	**2.3%**	85.7%	22.2%	15.9%	0.0%	**49.3%**

2023	UoM	ITALY					REST OF EUROPE					AMERICA					ASIA AND OCEANIA				
		Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total	Manager	Middle Manager	Specialized Worker	Other Worker	Total
Anti-corruption	n	39	199	496	9	**743**	50	192	601	142	**985**	6	56	86	14	**162**	5	10	45	-	**60**
of which Whistleblowing	n	33	169	439	8	**649**	50	186	583	138	**957**	6	54	82	13	**155**	5	10	44	-	**59**
Code of Ethics	n	36	191	488	8	**723**	50	208	648	145	**1.051**	5	59	89	15	**168**	5	10	48	-	**63**
Antitrust	n	1	22	90	3	**116**	5	25	110	24	**164**	13	59	83	23	**178**	8	10	56	-	**74**
	UoM	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**	**Manager**	**Middle Manager**	**Specialized Worker**	**Other Worker**	**Total**
Anti-corruption	%	33.3%	44.8%	49.7%	2.0%	**37.0%**	82.0%	75.3%	69.6%	36.5%	**62.8%**	30.0%	49.1%	45.3%	8.9%	**33.6%**	55.6%	66.7%	86.5%	0.0%	**78.9%**
of which Whistleblowing	%	28.2%	38.1%	44.0%	1.8%	**32.3%**	82.0%	72.9%	67.6%	35.5%	**61.0%**	30.0%	47.4%	43.2%	8.2%	**32.2%**	55.6%	66.7%	84.6%	0.0%	**77.6%**
Code of Ethics	%	30.8%	43.0%	48.9%	1.8%	**36.0%**	82.0%	81.6%	75.1%	37.3%	**67.0%**	25.0%	51.8%	46.8%	9.5%	**34.9%**	55.6%	66.7%	92.3%	0.0%	**82.9%**
Antitrust	%	0.9%	5.0%	9.0%	0.7%	**5.8%**	8.2%	9.8%	12.7%	6.2%	**10.5%**	65.0%	51.8%	43.7%	14.6%	**36.9%**	88.9%	66.7%	100%	0.0%	**97.4%**

CHAPTER 2

SOURCES OF THE OVERVIEW

i) Gender equality in the coffee sector (2018), International Coffee Organization – ICO.
ii) The Sustainable Development Goals Report 2025 (2025), United Nations (UN DESA).
iii) Millennial Survey, Winning over the next generation of leaders (2016), Deloitte.

EMPLOYEES AT 31ST DECEMBER BY TYPE OF CONTRACT (TEMPORARY/PERMANENT), GENDER AND GEOGRAPHICAL AREA IN THE THREE-YEAR PERIOD 2023-2025 (GRI 2-7)

2025	UoM	ITALY					REST OF EUROPE					AMERICA[1]					ASIA AND OCEANIA					TOTAL				
		Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Permanent	n	1,172	806	0	0	**1,978**	1,987	1,138	0	0	**3,125**	303	236	2	0	**541**	30	22	0	0	**52**	**3,492**	**2,202**	**2**	**0**	**5,696**
Temporary	n	21	20	0	0	**41**	60	60	0	0	**120**	1	1	0	0	**2**	3	2	0	0	**5**	**85**	**83**	**0**	**0**	**168**
Total	**n**	**1,193**	**826**	**0**	**0**	2,019	2,047	**1,198**	**0**	**0**	3,245	**304**	**237**	**2**	**0**	**543**	**33**	**24**	**0**	**0**	**57**	**3,577**	**2,285**	**2**	**0**	5,864

2024	UoM	ITALY					REST OF EUROPE					AMERICA[2]					ASIA AND OCEANIA					TOTAL				
		Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Permanent	n	1,186	787	0	0	**1,973**	1,948	1,143	0	0	**3,091**	290	222	0	2	**514**	40	26	0	0	**66**	**3,464**	**2,178**	**0**	**2**	**5,644**
Temporary	n	14	22	0	0	**36**	55	67	0	0	**122**	1	0	0	0	**1**	2	1	0	0	**3**	**72**	**90**	**0**	**0**	**162**
Total	**n**	**1,200**	**809**	**0**	**0**	2,009	2,003	**1,210**	**0**	**0**	3,214	**290**	**222**	**0**	**2**	**515**	**42**	**27**	**0**	**0**	**69**	**3,536**	**2,268**	**0**	**2**	5,806

2023	UoM	ITALY			REST OF EUROPE			AMERICA			ASIA AND OCEANIA			TOTAL		
		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	n	1,186	763	**1,949**	939	590	**1,529**	271	211	**482**	45	28	**73**	**2,441**	**1,592**	**4,033**
Temporary	n	19	39	**58**	13	26	**39**	-	-	**-**	2	1	**3**	**34**	**66**	**100**
Total	**n**	**1,205**	**802**	**2,007**	**952**	**616**	**1,568**	**271**	**211**	**482**	**47**	**29**	**76**	**2,475**	**1,658**	**4,133**

1) Data referring to America includes one male employee under permanent contract belonging to the LATAM region.
2) Data referring to America includes one male employee under permanent contract belonging to the LATAM region.

EMPLOYEES AT 31ST DECEMBER BY TYPE OF CONTRACT (FULL-TIME/PART-TIME), GENDER AND GEOGRAPHICAL AREA IN THE THREE-YEAR PERIOD 2023-2025 (GRI 2-7)

2025	UoM	ITALY					REST OF EUROPE					AMERICA[3]					ASIA AND OCEANIA					TOTAL				
		Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Full-time	n	1,185	800	0	0	**1,985**	2,007	1,074	0	0	**3,081**	303	234	2	0	**539**	33	21	0	0	**54**	**3,528**	**2,129**	**2**	**0**	**5,659**
Part-time	n	8	26	0	0	**34**	40	124	0	0	**164**	1	3	0	0	**4**	0	3	0	0	**3**	**49**	**156**	**0**	**0**	**205**
Total	**n**	**1,193**	**826**	**0**	**0**	**2,019**	**2,047**	**1,198**	**0**	**0**	**3,245**	**304**	**237**	**2**	**0**	**543**	**33**	**24**	**0**	**0**	**57**	**3,577**	**2,285**	**2**	**0**	**5,864**

2024	UoM	ITALY					REST OF EUROPE					AMERICA[4]					ASIA AND OCEANIA					TOTAL				
		Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Full-time	n	1,193	776	0	0	**1,969**	1,965	1,093	0	0	**3,058**	290	218	0	2	**510**	42	23	0	0	**65**	**3,490**	**2,110**	**0**	**2**	**5,602**
Part-time	n	7	33	0	0	**40**	38	117	0	0	**155**	1	4	0	0	**5**	0	4	0	0	**4**	**46**	**158**	**0**	**0**	**204**
Total	**n**	**1,200**	**809**	**0**	**0**	**2,009**	**2,003**	**1,210**	**0**	**0**	**3,213**	**291**	**222**	**0**	**2**	**515**	**42**	**27**	**0**	**0**	**69**	**3,536**	**2,268**	**0**	**2**	**5,806**

2023	UoM	ITALY			REST OF EUROPE			AMERICA			ASIA AND OCEANIA			TOTAL		
		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	n	1,198	778	**1,976**	928	545	**1,473**	268	206	**474**	47	24	**71**	**2,441**	**1,553**	**3,994**
Part-time	n	7	24	**31**	24	71	**95**	3	5	**8**	-	5	**5**	**34**	**105**	**139**
Total	**n**	**1,205**	**802**	**2,007**	**952**	**616**	**1,568**	**271**	**211**	**482**	**47**	**29**	**76**	**2,475**	**1,658**	**4,133**

3) Data referring to America includes one male employee under full-time contract belonging to the LATAM region.
4) Data referring to America includes one male employee under full-time contract belonging to the LATAM region.

NUMBER OF EMPLOYEES BY PROFESSIONAL CATEGORY, GENDER AND AGE AT 31ST DECEMBER IN THE THREE-YEAR PERIOD 2023-2025 (GRI 405-1) - UNIT OF MEASUREMENT: N

2025

	Men				Women				Other				Not disclosed				Total
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	
Senior Manager	8	201	124	**333**	9	95	52	**156**	0	0	0	**0**	0	0	0	**0**	**489**
Middle Manager	7	382	210	**599**	10	327	92	**429**	0	0	0	**0**	0	0	0	**0**	**1,028**
Specialized Worker	166	833	421	**1,420**	203	623	217	**1,043**	0	0	0	**0**	0	0	0	**0**	**2,463**
Other Worker	217	642	366	**1,225**	149	313	195	**657**	1	1	0	**2**	0	0	0	**0**	**1,884**
Total	**398**	**2,058**	**1,121**	**3,577**	**371**	**1,358**	**556**	**2,285**	**1**	**1**	**0**	**2**	**0**	**0**	**0**	**0**	**5,864**

2024

	Men				Women				Other				Not disclosed				Total
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	
Senior Manager	8	210	114	**332**	9	90	41	**140**	0	0	0	**0**	0	0	0	**0**	**472**
Middle Manager	14	387	196	**597**	12	328	78	**418**	0	0	0	**0**	0	0	0	**0**	**1,015**
Specialized Worker	187	782	404	**1,373**	222	595	216	**1,033**	0	0	0	**0**	0	0	0	**0**	**2,406**
Other Worker	216	654	364	**1,234**	153	331	193	**677**	0	0	0	**0**	1	1	0	**2**	**1,913**
Total	**425**	**2,033**	**1,078**	**3,536**	**396**	**1,344**	**528**	**2,268**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**2**	**5,806**

2023

	Men				Women				Total
	<30	30-50	>50	Total	<30	30-50	>50	Total	
Senior Manager	2	85	62	**149**	0	35	23	**58**	**207**
Middle Manager	13	331	131	**475**	19	272	62	**353**	**828**
Specialized Worker	151	666	367	**1,184**	198	528	193	**919**	**2,103**
Other Worker	61	408	198	**667**	60	150	118	**328**	**995**
Total	**227**	**1,490**	**758**	**2,475**	**277**	**985**	**396**	**1,658**	**4,133**

PERCENTAGE OF EMPLOYEES BY PROFESSIONAL CATEGORY, GENDER AND AGE AT 31ST DECEMBER IN THE THREE-YEAR PERIOD 2023-2025 (GRI 405-1) - UNIT OF MEASUREMENT: %

2025

	Men				Women				Other				Not disclosed				Total
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	
Senior Manager	1.6%	41.1%	25.4%	**68.1%**	1.8%	19.4%	10.6%	**31.9%**	0.0%	0.0%	0.0%	**0.0%**	0.0%	0.0%	0.0%	**0.0%**	**100.0%**
Middle Manager	0.7%	37.2%	20.4%	**58.3%**	1.0%	31.8%	8.9%	**41.7%**	0.0%	0.0%	0.0%	**0.0%**	0.0%	0.0%	0.0%	**0.0%**	**100.0%**
Specialized Worker	6.7%	33.8%	17.1%	**57.7%**	8.2%	25.3%	8.8%	**42.3%**	0.0%	0.0%	0.0%	**0.0%**	0.0%	0.0%	0.0%	**0.0%**	**100.0%**
Other Worker	11.5%	34.1%	19.4%	**65.0%**	7.9%	16.6%	10.4%	**34.9%**	0.1%	0.1%	0.0%	**0.1%**	0.0%	0.0%	0.0%	**0.0%**	**100.0%**
Total	**6.8%**	**35.1%**	**19.1%**	**61.0%**	**6.3%**	**23.2%**	**9.5%**	**39.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**100.0%**

2024

	Men				Women				Other				Not disclosed				Total
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	
Senior Manager	1.7%	44.5%	24.2%	**70.3%**	1.9%	19.1%	8.7%	**29.7%**	0.0%	0.0%	0.0%	**0.0%**	0.0%	0.0%	0.0%	**0.0%**	**100.0%**
Middle Manager	1.4%	38.1%	19.3%	**58.8%**	1.2%	32.3%	7.7%	**41.2%**	0.0%	0.0%	0.0%	**0.0%**	0.0%	0.0%	0.0%	**0.0%**	**100.0%**
Specialized Worker	7.8%	32.5%	16.8%	**57.1%**	9.2%	24.7%	9.0%	**42.9%**	0.0%	0.0%	0.0%	**0.0%**	0.0%	0.0%	0.0%	**0.0%**	**100.0%**
Other Worker	11.3%	34.2%	19.0%	**64.5%**	8.0%	17.3%	10.1%	**35.4%**	0.0%	0.0%	0.0%	**0.0%**	0.1%	0.1%	0.0%	**0.1%**	**100.0%**
Total	**7.3%**	**35.0%**	**18.6%**	**60.9%**	**6.8%**	**23.1%**	**9.1%**	**39.1%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.1%**	**100.0%**

2023

	Men				Women				Total
	<30	30-50	>50	Total	<30	30-50	>50	Total	
Senior Manager	1.0%	41.1%	30.0%	**72.0%**	0.0%	16.9%	11.1%	**28.0%**	**100.0%**
Middle Manager	1.6%	40.0%	15.8%	**57.4%**	2.3%	32.9%	7.5%	**42.6%**	**100.0%**
Specialized Worker	7.2%	31.7%	17.5%	**56.3%**	9.4%	25.1%	9.2%	**43.7%**	**100.0%**
Other Worker	6.1%	41.0%	19.9%	**67.0%**	6.0%	15.1%	11.9%	**33.0%**	**100.0%**
Total	**5.5%**	**36.1%**	**18.3%**	**59.9%**	**6.7%**	**23.8%**	**9.6%**	**40.1%**	**100.0%**

NUMBER OF HIRES AND TURNOVER BY GENDER AND GEOGRAPHICAL AREA IN THE THREE-YEAR PERIOD 2023-2025 (GRI 401-1)

2025	UoM	ITALY					REST OF EUROPE					AMERICA					ASIA AND OCEANIA					TOTAL				
		Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Hires	n	75	62	0	0	**137**	560	403	0	0	**963**	68	53	0	0	**121**	5	5	0	0	**10**	**708**	**523**	**0**	**0**	**1,231**
Turnover	n	81	46	0	0	**127**	520	426	0	0	**946**	55	38	0	0	**93**	14	6	0	0	**20**	**670**	**516**	**0**	**0**	**1,186**

2024	UoM	ITALY					REST OF EUROPE					AMERICA					ASIA AND OCEANIA					TOTAL				
		Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Hires	n	64	44	0	0	**108**	506	376	0	0	**882**	74	59	0	0	**133**	5	4	0	0	**9**	**649**	**483**	**0**	**0**	**1,132**
Turnover	n	67	37	0	0	**104**	514	366	0	0	**880**	49	38	0	0	**87**	11	8	0	0	**19**	**641**	**449**	**0**	**0**	**1,090**

2023	UoM	ITALY			REST OF EUROPE			AMERICA			ASIA AND OCEANIA			TOTAL		
		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Hires	n	90	91	**181**	201	165	**366**	69	57	**126**	15	16	**31**	**375**	**329**	**704**
Turnover	n	61	55	**116**	168	144	**312**	50	33	**83**	29	17	**46**	**308**	**249**	**557**

HIRING RATE AND TURNOVER RATE BY GENDER AND GEOGRAPHICAL AREA IN THE THREE-YEAR PERIOD 2023-2025 (GRI 401-1)

2025	UoM	ITALY					REST OF EUROPE					AMERICA					ASIA AND OCEANIA					TOTAL				
		Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Hiring rate	%	3.7%	3.1%	0.0%	0.0%	**6.8%**	17.3%	12.4%	0.0%	0.0%	**29.7%**	12.5%	9.8%	0.0%	0.0%	**22.3%**	8.8%	8.8%	0.0%	0.0%	**17.5%**	**12.1%**	**8.9%**	**0.0%**	**0.0%**	**21.0%**
Turnover rate	%	4.0%	2.3%	0.0%	0.0%	**6.3%**	16.0%	13.1%	0.0%	0.0%	**29.2%**	10.1%	7.0%	0.0%	0.0%	**17.2%**	24.6%	10.5%	0.0%	0.0%	**35.1%**	**11.4%**	**8.8%**	**0.0%**	**0.0%**	**20.2%**

2024	UoM	ITALY					REST OF EUROPE					AMERICA					ASIA AND OCEANIA					TOTAL				
		Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
Hiring rate	%	3.2%	2.2%	0.0%	0.0%	**5.4%**	15.7%	11.7%	0.0%	0.0%	**27.5%**	14.4%	11.5%	0.0%	0.0%	**25.9%**	7.2%	5.8%	0.0%	0.0%	**13.0%**	**11.2%**	**8.3%**	**0.0%**	**0.0%**	**19.5%**
Turnover rate	%	3.3%	1.8%	0.0%	0.0%	**5.2%**	16.0%	11.4%	0.0%	0.0%	**27.4%**	9.5%	7.4%	0.0%	0.0%	**16.9%**	15.9%	11.6%	0.0%	0.0%	**27.5%**	**11.0%**	**7.7%**	**0.0%**	**0.0%**	**18.8%**

2023	UoM	ITALY			REST OF EUROPE			AMERICA			ASIA AND OCEANIA			TOTAL		
		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Hiring rate	%	4.5%	4.5%	**9.0%**	12.8%	10.5%	**23.3%**	14.3%	11.8%	**26.1%**	19.7%	21.1%	**40.8%**	**9.1%**	**8.0%**	**17.0%**
Turnover rate	%	3.0%	2.7%	**5.8%**	10.7%	9.2%	**19.9%**	10.4%	6.9%	**17.2%**	38.2%	22.4%	**60.5%**	**7.5%**	**6.0%**	**13.5%**

NUMBER OF HIRES AND TURNOVER BY AGE AND GEOGRAPHICAL AREA IN THE THREE-YEAR PERIOD 2023-2025 (GRI 401-1)

2025	UoM	ITALY				REST OF EUROPE				AMERICA				ASIA AND OCEANIA				TOTAL			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Hires	n	48	77	12	**137**	481	397	85	**963**	44	68	9	**121**	2	4	4	**10**	**575**	**546**	**110**	**1,231**
Turnover	n	20	53	54	**127**	419	396	131	**956**	23	59	11	**93**	4	10	6	**20**	**466**	**518**	**202**	**1,186**

2024	UoM	ITALY				REST OF EUROPE				AMERICA				ASIA AND OCEANIA				TOTAL			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Hires	n	51	52	5	**108**	457	362	63	**882**	48	66	19	**133**	2	5	2	**9**	**558**	**485**	**89**	**1,132**
Turnover	n	26	44	34	**104**	390	372	118	**880**	26	43	18	**87**	0	14	5	**19**	**442**	**473**	**175**	**1,090**

2023	UoM	ITALY				REST OF EUROPE				AMERICA				ASIA AND OCEANIA				TOTAL			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Hires	n	88	86	7	**181**	140	189	37	**366**	44	69	13	**126**	5	22	4	**31**	**277**	**366**	**61**	**704**
Turnover	n	35	48	33	**116**	95	153	64	**312**	24	37	22	**83**	4	27	15	**46**	**158**	**265**	**134**	**557**

HIRING RATE AND TURNOVER RATE BY AGE AND GEOGRAPHICAL AREA IN THE THREE-YEAR PERIOD 2023-2025 (GRI 401-1)

2025	UoM	ITALY				REST OF EUROPE				AMERICA				ASIA AND OCEANIA				TOTAL			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Hiring rate	%	2.4%	3.8%	0.6%	**6.8%**	14.8%	12.2%	2.6%	**29.7%**	8.1%	12.5%	1.7%	**22.3%**	3.5%	7.0%	7.0%	**17.5%**	**9.8%**	**9.3%**	**1.9%**	**21.0%**
Turnover rate	%	1.0%	2.6%	2.7%	**6.3%**	12.9%	12.2%	4.0%	**29.2%**	4.2%	10.9%	2.0%	**17.2%**	7.0%	17.5%	10.5%	**35.1%**	**7.9%**	**8.8%**	**3.4%**	**20.2%**

2024	UoM	ITALY				REST OF EUROPE				AMERICA				ASIA AND OCEANIA				TOTAL			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Hiring rate	%	2.5%	2.6%	0.2%	**5.4%**	14.2%	11.3%	2.0%	**27.5%**	9.3%	12.8%	3.7%	**25.9%**	2.9%	7.2%	2.9%	**13.0%**	**9.6%**	**8.4%**	**1.5%**	**19.5%**
Turnover rate	%	1.3%	2.2%	1.7%	**5.2%**	12.1%	11.6%	3.7%	**27.4%**	5.1%	8.4%	3.5%	**16.9%**	0.0%	20.3%	7.2%	**27.5%**	**7.6%**	**8.1%**	**3.0%**	**18.8%**

2023	UoM	ITALY				REST OF EUROPE				AMERICA				ASIA AND OCEANIA				TOTAL			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Hiring rate	%	4.4%	4.3%	0.4%	**9.0%**	8.9%	12.1%	2.4%	**23.3%**	9.1%	14.3%	2.7%	**26.1%**	6.6%	29.0%	5.3%	**40.8%**	**6.7%**	**8.9%**	**1.5%**	**17.0%**
Turnover rate	%	1.7%	2.4%	1.6%	**5.8%**	6.1%	9.8%	4.1%	**19.9%**	5.0%	7.7%	4.6%	**17.2%**	5.3%	35.5%	19.7%	**60.5%**	**3.8%**	**6.4%**	**3.2%**	**13.5%**

CHAPTER 3

SOURCES OF THE OVERVIEW

i) Report “Global coffee market and recent price developments” (2025), FAO.
ii) Report “Smallholder Coffee in the Global Economy—A Framework to Explore Transformation Alternatives of Traditional Agroforestry for Greater Economic, Ecological, and Livelihood Viability” (2022), Frontiers in Sustainable Food Systems.



CHAPTER 4

SOURCES OF THE OVERVIEW

i) World Wildlife Fund, Report "How much forest have you eaten, used or worn today?" (2023).
ii) Millennial Survey, Winning over the next generation of leaders (2016), Deloitte.

EMISSIONS GENERATED BY LAVAZZA GROUP IN THE THREE-YEAR PERIOD 2023-2025 IN tCO_{2eq}

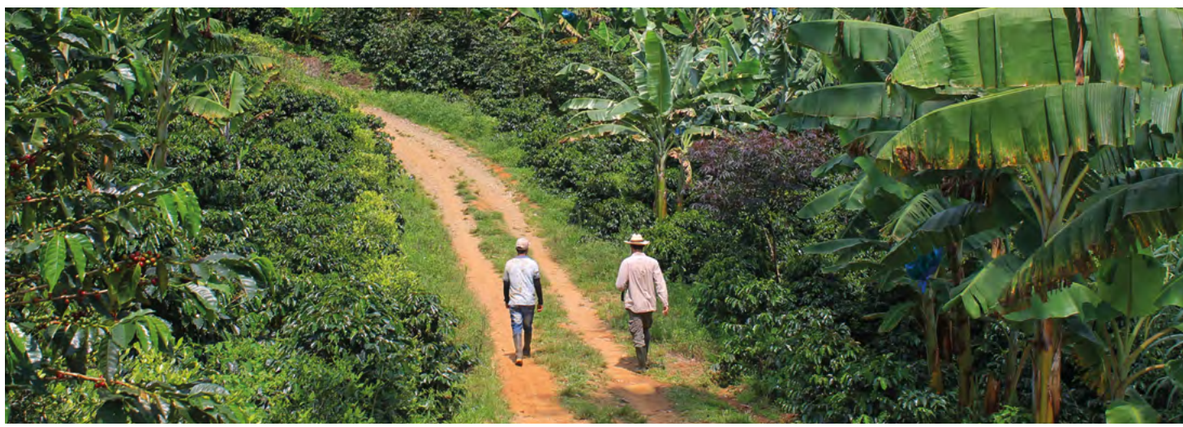
CONTROL BY LAVAZZA GROUP	SCOPE (GHG PROTOCOL)	GHG INVENTORY CATEGORY (ISO 14064-1)	ELEMENTS INCLUDED	2023	2024	2025
Direct emissions: emissions directly generated and controlled by the organisation, for which the Group has a high margin of action and direct control	**Scope 1**	**Category 1 (C1):** Direct GHG emissions and removals	• Thermal energy for heating and roasting process • Refrigerant gas emissions • CO_2 emissions for decaffeination process • Fuel for company vehicles	40,062	38,534	**38,925**
Indirect emissions from electricity: emissions indirectly generated from the use of energy, in relation to which the Group has a high margin of action and indirect control	**Scope 2** (Market Based)	**Category 2 (C2):** Indirect GHG emissions from imported energy (Market Based)	• Electrical energy • Infrastructure for thermal energy and fuels	21,887	24,188	**15,959**
	Scope 2 (Location Based)	**Category 2 (C2):** Indirect GHG emissions from imported energy (Location Based)		51,114	48,762	**42,451**
Emissions indirectly generated in the value chain: emissions indirectly generated by activities that take place along the value chain, both upstream and downstream of the business, for which the Group has limited room for action and indirect control	**Scope 3**	**Category 3 (C3):** Indirect GHG emissions from transport	• Inbound and outbound logistics • Employee business travel and commuting	122,149	123,943	**120,890**
		Category 4 (C4): Indirect GHG emissions associated with the products (goods and services) purchased and used by the organisation	• Green coffee • Food raw materials (other than coffee) • Packaging • Machines • Water consumption • Plant waste • Nitrogen as raw material • CO_2 as raw material • Refrigerants as raw material	2,174,277	1,585,213	**1,442,606**
		Category 5 (C5): Indirect GHG emissions associated with the use of products manufactured and sold by the organisation	• Use phase • End-of-life packaging • End-of-life coffee • End-of-life machines	454,131	373,136	**362,335**
		Category 6 (C6): Indirect GHG emissions from other sources	• Microsoft 365 Consumption • Azure Consumption	n.a.	60	**43**
Total Emissions (Market-Based)				**2,812,503**	**2,145,073**	**1,980,758**
Total Emissions (Location-Based)				**2,841,730**	**2,169,648**	**2,007,251**

MATERIALS USED BY WEIGHT IN THE THREE-YEAR PERIOD 2023-2025 (GRI 301-1)

		2025			
	UoM	Renewable	Non-renewable	Total	Percentage on total (%)
Plastic	t	72	9,653	**9,725**	34.3%
Paper	t	16,135	0	**16,135**	56.8%
Metals	t	0	2,533	**2,533**	8.9%
Total	**t**	**16,207**	**12,186**	**28,393**	**100.0%**

		2024			
	UoM	Renewable	Non-renewable	Total	Percentage on total (%)
Plastic	t	81	10,166	**10,247**	35.1%
Paper	t	16,158	-	**16,158**	55.5%
Metals	t	-	2,754	**2,754**	9.4%
Total	**t**	**16,239**	**12,920**	**29,159**	**100.0%**

		2023			
	UoM	Renewable	Non-renewable	Total	Percentage on total (%)
Plastic	t	-	11,272	**11,272**	37.6%
Paper	t	15,778	-	**15,778**	52.7%
Metals	t	-	2,901	**2,901**	9.7%
Total	**t**	**15,778**	**14,173**	**29,951**	**100.0%**



VOLUME OF WATER WITHDRAWAL BY SOURCE IN THE THREE-YEAR PERIOD 2023-2025 (GRI 303-3)

	UoM	2023	2024	2025
Third-party water[5] - Fresh Water	ML	189.9	244.3	181.1
Third-party water- Other Water	ML	-	0.0	0.0
Total third-party water	**ML**	**189.9**	**244.3**	**181.1**
Groundwater - Fresh water	ML	190.3	226.3	142.8
Groundwater - Other water	ML	-	0.0	0.0
Total groundwater	**ML**	**190.3**	**226.3**	**142.8**
Surface water - Fresh water	ML	-	0.0	0.0
Surface water - Other water	ML	1.1	0.8	0.8
Total surface water	**ML**	**1.1**	**0.8**	**0.8**
Total - Fresh water	**ML**	**380.2**	**470.5**	**323.9**
Total - Other waters	**ML**	**1.1**	**0.8**	**0.8**
Water withdrawal	**ML**	**381.2**	**471.3**	**324.7**

VOLUME OF WATER WITHDRAWAL BY DESTINATION IN THE THREE-YEAR PERIOD 2023-2025 (GRI 303-3)

	UoM	2023	2024	2025
Water withdrawn for civil purposes	ML	255.9	342.8	199.4
Water withdrawn for industrial purposes	ML	125.4	126.5	125.4
Water withdrawal	**ML**	**381.2**	**469.3**	**324.7**

VOLUME OF WATER DISCHARGE BY DESTINATION IN THE THREE-YEAR PERIOD 2023-2025 (GRI 303-4)

	UoM	2023	2024	2025
Third-party water - Urban sewage system	ML	66.2	114.6	52.9
Third-party water - Industrial sewage system	ML	49.3	55.6	51.1
Surface water	ML	187.8	224.3	142.1
Groundwater	ML	-	0.0	0.0
Seawater	ML	-	0.0	0.0
Water discharge	**ML**	**303.4**	**394.5**	**246.0**

5) Municipal water supply.

WATER BALANCE IN WATER-STRESSED AREAS IN THE THREE-YEAR PERIOD 2023-2025 (GRI 303-3 AND 303-4)

	UoM	2023	2024	2025
Water withdrawal	ML	75.6	71.6	74.7
	%	19.8%	15.2%	23.0%
Water discharge	ML	25.7	21.6	25.3
	%	8.5%	5.5%	10.3%
Water consumption	ML	49.9	49.9	49.4
		61.8%	65.0%	62.7%

CHAPTER 5

SOURCES OF THE OVERVIEW

i) The Sustainable Development Goals Report 2025 (2025), United Nations (UN DESA).
ii) Not in Education, Employment or Training.



METHODOLOGICAL NOTE

The Sustainability Report, audited by a third-party auditor, is the tool Lavazza uses to voluntarily disclose the Group's annual sustainability results to its stakeholders. This Report illustrates Lavazza Group's results with respect to the 10 principles of the United Nations Global Compact, endorsed by Lavazza, and to the four Sustainable Development Goals that Lavazza Group has identified as a priority for its business: Goal 5 – Gender Equality, Goal 8 – Decent Work and Economic Growth, Goal 12 – Responsible Consumption and Production, and Goal 13 – Climate Action.

The information provided in the Sustainability Report has been selected based on a careful analysis of the Group's external and internal context. By cross-referencing them with a study on the company's business models and with a stakeholder engagement process, the Group identified its main impacts on the environment, people and local communities (so-called impact materiality) and subsequently grouped them into material topics for reporting purposes, following the "in accordance with" approach of the GRI Standards, issued by the Global Reporting Initiative (GRI) in its version updated to 2021 and in the 2024 version for the topic of biodiversity. Reference should be made to Chapter 1.2 Governance for a description of the approach adopted to define impacts. It should be noted that, in the context of the Double Materiality under which the above-mentioned impact materiality analysis is conducted, the preliminary financial materiality analysis exercise does not affect the determination of the material topics of the 2025 Sustainability Report. Accordingly, the information in the paragraph "Financial materiality analysis" of the first chapter is not subject to the auditor's assurance.

Unless otherwise specified, the sustainability performance is presented over a three-year trend. This approach accounts for both the methodological changes that have occurred over the years and the progressive alignment with the Directors' Single Report on Operations of the Group. This alignment is part of the preliminary path undertaken by the Group to comply with the requirements of the Corporate Sustainability Reporting Directive (CSRD) to which Lavazza will be subject from FY2027. Also in 2025, Lavazza Group conducted a double materiality analysis exercise on a voluntary basis in accordance with the European Sustainability Reporting Standards (ESRS). This exercise, while representing a significant step forward for future regulatory compliance, has not been subject to third-party assurance.

The Group's Innovation, Sustainability & Institutional Relations Department coordinated the preparation of this Report for the period from 01/01/2025 to 31/12/2025, gathering contributions from the entire organisational structure of the Group's companies within the reporting scope.
The Sustainability Report has been approved by the Board of Directors on 29 April 2026. Lavazza has gradually extended the reporting scope of its Sustainability Report, aiming to provide accurate data and information on the Group's most relevant environmental and social impacts. The perimeter now includes the following companies consolidated using the line-by-line method:

- Luigi Lavazza S.p.A., parent company headquartered in Turin (data collected refers to the Headquarters, the Innovation Center, the Commercial Areas under its control and the Italian production plants in Turin — Settimo Torinese and 1895 —, Gattinara and Pozzilli, as well as Conficaf S.p.A. and E-Coffee Solutions S.r.l.);
- Carte Noire Sas, a Paris-based French commercial subsidiary, part of Lavazza Group since 2016;
- Carte Noire Operations Sas, a Lavérune-based French manufacturing subsidiary, part of Lavazza Group since 2016;
- Kicking Horse Coffee Co. Ltd, an Invermere-based Canadian manufacturing subsidiary, part of Lavazza Group since 2018;
- Lavazza Australia Pty Ltd, a Melbourne-based Australian commercial subsidiary, part of Lavazza Group since 2015, which includes its subsidiary Lavazza Australia OCS Pty Ltd;
- Lavazza Baltics SIA, a Riga-based Latvian commercial subsidiary, part of Lavazza Group since 2015;
- Lavazza Coffee UK Ltd, a London-based UK commercial subsidiary, part of Lavazza Group since 1990;
- Lavazza Denmark ApS, a Fredericia-based Danish commercial subsidiary, part of Lavazza Group since 2015;
- Lavazza do Brasil Ltda, a Rio de Janeiro-based Brazilian subsidiary, part of Lavazza Group since 2008;
- Lavazza France Sas, a Paris-based French commercial subsidiary, part of Lavazza Group since 1982;
- Lavazza Japan GK, a Tokyo-based Japanese commercial subsidiary, part of Lavazza Group since 2018;
- Lavazza Kaffee GmbH, a Vienna-based Austrian commercial subsidiary, part of Lavazza Group since 1988;
- Lavazza Netherlands B.V., an Amsterdam-based Dutch commercial subsidiary, part of Lavazza Group since 2007;
- Lavazza Professional France Sas, a Roissyen-France-based French commercial subsidiary, part of Lavazza Group since 2019;
- Lavazza Professional Germany GmbH, a Verden-based German commercial subsidiary, part of Lavazza Group since 2019, which includes its subsidiary Automaten Phönix GmbH;
- Lavazza North America Inc., a US commercial and manufacturing subsidiary founded in 2023 and including the West Chester plant (Pennsylvania), part of Lavazza Group since 2019, and a New York-based commercial site, part of Lavazza Group since 1989;
- Lavazza Professional UK Ltd, a British manufacturing subsidiary based in Basingstoke, part of the Group since 2019, which includes its subsidiary Stirlingshire Vending (Scotland) Ltd;
- Lavazza Professional UK Operating Services Ltd, a Swindon-based UK commercial subsidiary, part of Lavazza Group since 2020;
- Lavazza Spagna S.L., a Barcelona-based Spanish commercial subsidiary, part of Lavazza Group since 1998;
- Lavazza Sweden AB, a Stockholm-based Swedish commercial subsidiary, part of Lavazza Group since 2009;
- Luigi Lavazza Deutschland GmbH, a Frankfurt-based German commercial subsidiary, part of Lavazza Group since 1987;
- MaxiCoffee Group SaS, a Mios-based French commercial and manufacturing subsidiary, part of Lavazza Group since 2023;
- Nims S.p.A., a Padua-based Italian commercial subsidiary, part of Lavazza Group since 2017;
- LAVAZZA ARGENTINA SA and LAVAZZA CAPITAL S.r.l. were added to the reporting scope although they do not contribute to the impacts generated and the calculation of indicators.

It should be noted that, for the MaxiCoffee Group, all its controlled companies are within the perimeter, including the new ones acquired in 2025. In addition, in 2025, two foreign subsidiaries were not included within the reporting perimeter: Lavazza Trading Shenzhen Co LTD and Lavazza Maroc S.a.r.l., in order to maintain alignment with the scope of the 2025 Directors' Single Report on Operations, which consolidates them as subsidiaries at cost rather than using the full consolidation method. Furthermore, these subsidiaries do not have a significant impact on sustainability.

For the sixth consecutive year, the Group used a specific software for the data collection process, which is used both by the PMO (Program Management Office) unit in charge of drafting the Sustainability Report, and by the data owners of the several legal entities included in the reporting scope.

Each legal entity identifies one or more people responsible for providing the data required by the standard, in line with the relevant area of reference. The accuracy and reliability of the data provided are ensured through multiple layers of monitoring. All data provided by local owners is, in fact, analysed by their manager, and subsequently validated at the HQ level and by an independent third-party auditor. Data relating to the whole Group is then consolidated, audited, and validated for publication.

ECONOMIC DATA

With reference to the GRI 201-1 indicator relating to economic value generated, distributed and retained, the reporting perimeter refers to the one of the 2025 Directors' Single Report on Operations, whose companies are fully included in the 2025 Sustainability Report perimeter.

SOCIAL DATA

As of 2024, gender diversity reporting was expanded to include two additional categories beyond "men" and "women": "other" and "not reported". This addition ensures a more accurate overview and reflects the Group's commitment to greater inclusion and recognition of all gender identities within the organisation. There will therefore be a mismatch between the 2023 gender categories and those for 2024.
For the reporting of the indicator GRI 2-7, non-guaranteed-hours employees are construed as workers who are not employees and chiefly include sales agents, interns, and agency workers.
Concerning the GRI 403-9 indicator, workers who are not employees are all workers who are not direct Group employees but whose work and/or workplace is controlled by the organisation (e.g., contractors, sub-contractors, agency workers, interns, etc.).
With regard to the GRI 404-1 indicator, in the event of an intra-company transfer of employees, the employee's training hours are recognised only under the ultimate destination legal entity.
With respect to total remuneration data, it should be noted that the 2024 trend shows a non-uniform or non-physiological delta compared to the previous year, due to the integration of MaxiCoffee, which adopts a different business model and is still in its integration phase.

ENVIRONMENTAL DATA

Compared with 2024, when the collection of environmental data was brought forward to the final quarter of 2024, implying the estimate of the last quarter for all indicators and for all companies, in 2025 environmental data was collected for the whole year, without the need for estimates relating to the final quarter of the reporting year. The change in approach necessitated collecting actual data for the fourth quarter of 2024 and the subsequent recalculation of the year's emission impacts. This recalculation did not reveal any significant variations in the totals or a change in the orders of magnitude. The discrepancies found fall within the margin of uncertainty and are not likely to affect user decisions or trend analysis, nor do they change conclusions or trends.

With reference to environmental data, it should be noted that the total energy consumption of both production and commercial companies has been reported. For the year 2025, full-year primary consumption data was collected for companies with owned assets, whilst for subsidiaries with leased assets, estimates of energy and refrigerant gas consumption for the full year were calculated based on the square metres of office space. Warehouses and buildings that are not heated or air-conditioned are excluded from the scope of calculation, given the absence of thermal consumption and limited electricity consumption, which are not attributable to office operations. The consumption associated with the company car fleet of commercial subsidiaries operating in leased buildings, which was strongly correlated with the number of employees, was estimated using headcount as the driver, in line with the actual use of the vehicles. For the purposes of the scope, only company-owned cars or long-term rental cars are considered "company cars", including *benefit cars* and excluding, where possible, kilometers for personal use.

The consumption of refrigerant gases for commercial subsidiaries operating in leased buildings was estimated starting from the primary data found in the maintenance books of three company assets with a profile similar to commercial sites for office use: Innovation Center, Nims and the Turin Headquarters. The records are analysed annually to identify the main refrigerants in use and the quantities refilled. Based on these three cases, a three-year average emission factor, normalised per area (kg CO_2e/m^2), was calculated. This factor has been allocated to the remaining commercial subsidiaries according to their respective m^2.

Emissions data are calculated with SimaPro, an LCA software for environmental impact assessment.

The sources of the emission factors come from Ecoinvent version 3.10. Any specifications are duly indicated in the text and in the Annex.

In view of the gradual alignment with the publication timelines, synergistic with the Directors' Single Report on Operations of the Group, as required by the CSRD, the early approval and publication of the 2025 Sustainability Report were maintained to better prepare for the mandatory nature of the standard.

The companies Lavazza do Brasil Ltda, Lavazza Argentina S.A. and Lavazza Australia OCS Pty Ltd are excluded from the reporting of environmental data, as they do not have company assets such as offices or machines. MaxiCoffee Group SaS, together with its subsidiaries, was also excluded from the reporting of environmental data in 2025 and, consequently, from the overall inventory of emissions 2025. During the year, in fact, a process of in-depth analysis of the specificities of the Group's business model was launched, with a view to full integration and harmonisation of practices, with the aim of ensuring a uniform approach on a global scale.

GRI CONTENT INDEX

STATEMENT OF USE	Lavazza Group has presented a report in accordance with the GRI Standards for the period 01/01/2025 - 31/12/2025.
REPORTING PRINCIPLES	GRI 1: Foundation 2021

GRI STANDARD TITLE	INDICATOR	IN-TEXT REFERENCE	OMISSIONS AND NOTES
GRI 2: General information (2021)	2-1 Organisational details	1.1 Who we are, PP. 20-35 Methodological note, PP. 162-165	
	2-2 Entities included in the organization's sustainability reporting	Methodological note, PP. 162-165	
	2-3 Reporting period, frequency and contact point	Methodological note, PP. 162-165	
	2-4 Restatements of information	Methodological note, PP. 162-165 3.3 Occupational Health and Safety, PP. 96-98	
	2-5 External Assurance	Independent Auditors' Report, PP. 173-177	
	2-6 Activities, Value Chain and Other Business Relationships	The world of coffee, PP. 12-15 1.1 Who we are, P. PP. 20-35 3.1 Responsible supply chain, PP. 84-90	
	2-7 Employees	2.1 People at the center, PP. 60-63 Annex, PP. 146-161	
	2-8 Workers who are not employees	2.1 People at the center, PP. 60-63	
	2-9 Governance structure and composition	1.2 Governance, PP. 36-52	
	2-10 Nomination and selection of the highest governance body	1.2 Governance, PP. 36-52	
	2-11 Chair of the highest governance body	1.2 Governance, PP. 36-52	
	2-12 Role of the highest governance body in overseeing the management of impacts	1.2 Governance, PP. 36-52	
	2-13 Delegation of responsibility for managing impacts	1.2 Governance, PP. 36-52	
	2-14 Role of the highest governance body in sustainability reporting	1.2 Governance, PP. 36-52 Methodological note, PP. 162-165	
	2-15 Conflicts of interest	n.a.	Not applicable - This request for information is not applicable for Lavazza Group as it is a predominantly family-owned company.
	2-16 Communication of critical concerns	1.2 Governance, PP. 36-52	
	2-17 Collective knowledge of the highest governance body	1.2 Governance, PP. 36-52	
	2-18 Evaluation of the performance of the highest governance body	1.2 Governance, PP. 36-52	
	2-19 Remuneration policies	1.2 Governance, PP. 36-52	
	2-20 Process to determine remuneration	1.2 Governance, PP. 36-52	
	2-21 Annual total compensation ratio	n.a.	Information not reported due to confidentiality reasons. The Group is committed to investigating and reporting the indicator by the 2026 sustainability report.
	2-22 Statement on sustainable development strategy	1.1 Who we are, P. PP. 20-35 1.3 Sustainability strategy: "A Goal in Every Cup", PP. 54-55	
	2-23 Policy commitments	1.2 Governance, PP. 36-52 3.1 Responsible supply chain, PP. 84-90 3.3 Occupational Health and Safety, PP. 96-98 4.1 Climate and nature strategy, PP. 104-115	
	2-24 Embedding policy commitments	1.2 Governance, PP. 36-52 2.3 The professional and personal development and wellbeing of people, P. 72-78 3.1 Responsible supply chain, PP. 84-90 3.3 Occupational Health and Safety, PP. 96-98 4.1 Climate and nature strategy, PP. 104-115	
	2-25 Processes to remediate negative impacts	1.2 Governance, PP. 36-52	
	2-26 Mechanisms for seeking advice and raising concerns	1.2 Governance, PP. 36-52	
	2-27 Compliance with laws and regulations	1.2 Governance, PP. 36-52	
	2-28 Membership associations	1.2 Governance, PP. 36-52 UN GLOBAL COMPACT – COMMUNICATION ON PROGRESS, P. 172	
	2-29 Approach to stakeholder engagement	1.2 Governance, PP. 36-52	
	2-30 Collective bargaining agreements	2.1 People at the center, PP. 60-63	

GRI STANDARD TITLE	INDICATOR	IN-TEXT REFERENCE	OMISSIONS AND NOTES
GRI 3: Material Topics (2021)	3-1 Process to determine material topics	1.2 Governance, PP. 36-52	
	3-2 List of material topics	1.2 Governance, PP. 36-52	
	3-3 Management of material topics	1.2 Governance, PP. 36-52	
GRI 101: Biodiversity (2024)	101-1 Policies to halt and reverse biodiversity loss	4.3 Protecting biodiversity and combating deforestation PP. 128-131	
	101-4 Identification of biodiversity impacts	4.3 Protecting biodiversity and combating deforestation PP. 128-131	
Economic growth			
GRI 201: Economic performance (2016)	201-1 Direct economic value generated and distributed	3.2 Value cration, PP. 91-95	
	201-2 Financial implications and other risks and opportunities due to climate change	1.2 Governance, PP. 36-52	
Group's People			
GRI 205: Anti-corruption (2016)	205-2 Communication and training about anti-corruption policies and procedures	1.2 Governance, PP. 36-52 Annex, PP. 146-161	
Economic growth			
GRI 207: Tax (2019)	207-1 Approach to tax	3.2 Value cration, PP. 91-95	
	207-2 Tax governance, control, and risk management	3.2 Value cration, PP. 91-95	
	207-3 Stakeholder engagement and management of concerns related to tax	3.2 Value cration, PP. 91-95	
Innovation and circular economy			
GRI 301: Materials (2016)	301-1 Materials used by weight or volume	4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	
	301-2 Recycled input materials used	4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	

GRI STANDARD TITLE	INDICATOR	IN-TEXT REFERENCE	OMISSIONS AND NOTES
Environmental sustainability and the fight against climate change			
GRI 302: Energy (2016)	302-1 Energy consumption within the organisation	4.2 The environmental impact management, PP. 117-127	
	302-3 Energy intensity	4.2 The environmental impact management, PP. 117-127	
	302-4 Reduction of energy consumption	4.2 The environmental impact management, PP. 117-127	
GRI 303: Water and effluents (2018)	303-1 Interactions with water as a shared resource	4.2 The environmental impact management, PP. 117-127	
	303-2 Management of water discharge-related impacts	4.2 The environmental impact management, PP. 117-127	
	303-3 Water withdrawal	4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	
	303-4 Water discharge	4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	
	303-5 Water consumption	4.2 4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	
GRI 305: Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	
	305-2 Energy indirect (Scope 2) GHG emissions	4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	
	305-3 Other indirect (Scope 3) GHG emissions	4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	
	305-4 GHG emission intensity	4.2 The environmental impact management, PP. 117-127 Annex, PP. 146-161	
Innovation and circular economy			
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	4.2 The environmental impact management, PP. 117-127	
	306-2 Management of significant waste-related impacts	4.2 The environmental impact management, PP. 117-127	
	306-3 Waste generated	4.2 The environmental impact management, PP. 117-127	
	306-4 Waste diverted from disposal	4.2 The environmental impact management, PP. 117-127	
	306-5 Waste directed to disposal	4.2 The environmental impact management, PP. 117-127	

GRI STANDARD TITLE	INDICATOR	IN-TEXT REFERENCE	OMISSIONS AND NOTES
Supply chain			
GRI 308: Supplier Environmental Assessment (2016)	308-2 Negative environmental impacts in the supply chain and actions taken	3.1 Responsible supply chain, PP. 84-90	
The people of the Group			
GRI 401: Employment (2016)	401-1 New employee hires and employee turnover	2.1 People at the center, PP. 60-63 Annex, PP. 146-161	
Health, safety and quality			
GRI 403: Occupational Health and Safety (2018)	403-1 Occupational health and safety management system	3.3 Occupational Health and Safety, PP. 96-98	
	403-2 Hazard identification, risk assessment, and incident investigation	3.3 Occupational Health and Safety, PP. 96-98	
	403-3 Occupational health services	3.3 Occupational Health and Safety, PP. 96-98	
	403-4 Worker participation, consultation, and communication on occupational health and safety	3.3 Occupational Health and Safety, PP. 96-98	
	403-5 Worker training on occupational health and safety	3.3 Occupational Health and Safety, PP. 96-98	
	403-6 Promotion of worker health	3.3 Occupational Health and Safety, PP. 96-98 2.3 The professional and personal development and wellbeing of people, P. 72-78	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.3 Occupational Health and Safety, PP. 96-98	
	403-8 Workers covered by an occupational health and safety management system	3.3 Occupational Health and Safety, PP. 96-98	
	403-9 Work-related injuries	3.3 Occupational Health and Safety, PP. 96-98	
Group's People			
GRI 404: Training and Education (2016)	404-1 Average hours of training per year per employee	2.3 The professional and personal development and wellbeing of people, PP. 72-78	
	404-3 Percentage of employees receiving regular performance and career development reviews	2.3 The professional and personal development and wellbeing of people, PP. 72-78	
GRI 405: Diversity and Equal Opportunity (2016)	405-1 Diversity of governance bodies and employees	1.2 Governance, PP. 36-52 2.1 People at the center, PP. 60-63 Annex, PP. 146-161	
	405-2 Ratio of basic salary and remuneration of women to men	2.2 Our path towards diversity, equity and inclusion, PP. 64-71	
GRI 406: Non-discrimination (2016)	406-1 Incidents of discrimination and corrective actions taken	1.2 Governance, PP. 36-52	
Supply chain, Relationship with local communities			
GRI 413: Local Communities (2016)	413-1 Operations with local community engagement, impact assessments, and development programs	3.1 Responsible supply chain, PP. 84-90 4.2 The environmental impact management, PP. 117-127 5. Our pledge for local communities, PP. 134-143	
GRI 414: Supplier Social Assessment (2016)	414-2 Negative social impacts in the supply chain and actions taken	3.1 Responsible supply chain, PP. 84-90	

INDEX OF NON-GRI INDICATORS

NON-GRI KPI TITLE	INDICATOR	REFERENCE IN TEXT	OMISSIONS AND NOTES
Sustainability Linked Loans 2021-2026	KPI 1 - Packaging Recyclability	4.2 The environmental impact management, PP. 117-127	
	KPI 2 – GHG Emissions	4.1 Climate and nature strategy, PP. 104-115	
Sustainability Linked Loans 2023-2028	KPI 1 - Packaging Recyclability	4.2 The environmental impact management, PP. 117-127	
	KPI 2 - Assessment of ESG performance	3.1 Responsible supply chain, PP. 84-90	

UN GLOBAL COMPACT – COMMUNICATION ON PROGRESS

COMMUNICATION ON PROGRESS

UN GLOBAL COMPACT

This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

The United Nations Global Compact is the world's largest voluntary corporate citizenship initiative, which requires participating companies to ad here to a number of principles that promote the integration of sustainability in business. It was established as a result of the wish to promote a sustainable global economy that respects human and labour rights, safeguards the environment and fights corruption. The idea was first put for ward in 1999 at the World Economic Forum in Davos by Kofi Annan, former Secretary-General of the United Nations. He invited world economic leaders to sign a "Global Compact" with the Unit ed Nations in order to work together to tackle the most critical aspects of globalisation. In July 2000, the United Nations Global Compact was launched. It requires the companies and organisations that adhered to it to share, sustain and apply, within their remittance, a set of fundamental, universal ly shared principles in the areas of human rights, labour, the environment and anti-corruption. Lavazza became a signatory to the ten principles in 2017, undertaking to renew its commitment on a yearly basis.

Human rights

PRINCIPLE 1
Businesses should support and respect the protection of internationally proclaimed human rights within their remittance.

PRINCIPLE 2
Businesses should make sure that they are not complicit in human rights abuses, not even indirectly.

Environment

PRINCIPLE 7
Businesses should support a precautionary approach to environmental challenges.

PRINCIPLE 8
Businesses should undertake initiatives to promote greater environmental responsibility.

PRINCIPLE 9
Businesses should encourage the development and diffusion of environmentally friendly technologies.

Labour

PRINCIPLE 3
Businesses should uphold the freedom of association of workers and the effective recognition of the right to collective bargaining.

PRINCIPLE 4
Businesses should uphold the elimination of all forms of forced and compulsory labour.

PRINCIPLE 5
Businesses should uphold the effective abolition of child labour.

PRINCIPLE 6
Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Anti-corruption

PRINCIPLE 10
Businesses should work against corruption in all its forms, including extortion and briber.

INDEPENDENT AUDITORS' REPORT

pwc

LUIGI LAVAZZA SPA

LIMITED ASSURANCE REPORT ON THE SUSTAINABILITY REPORT 2025

YEAR ENDED 31 DECEMBER 2025

Limited assurance report on the Sustainability Report 2025

To the Board of Directors of Luigi Lavazza SpA

We have undertaken a limited assurance engagement on the Sustainability Report of Lavazza for the year ended 31 December 2025. Lavazza identifies, only for Sustainability Report 2025 purposes, the aggregation of the companies indicated in the "Methodological Note" section of the Sustainability Report.

Responsibilities of the Directors for the Sustainability Report

The Directors of Luigi Lavazza SpA (the "Company") are responsible for the preparation of the Sustainability Report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative (the "GRI Standards"), as illustrated in the "Methodological Note" section of the Sustainability Report.

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

The Directors are also responsible for defining the sustainability performance targets of Lavazza, as well as for identifying its stakeholders and material topics to be reported on.

Our Independence and Quality Management

We are independent in accordance with the principles of ethics and independence set out in the Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code") issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

PricewaterhouseCoopers Business Services Srl

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Società soggetta all'attività di direzione e coordinamento della PricewaterhouseCoopers Italia Srl

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Our firm applies International Standard on Quality Management 1 (ISQM Italia 1), which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

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

Therefore, the procedures performed were less in extent than those performed in a reasonable assurance engagement conducted in accordance with ISAE 3000 Revised and, consequently, do not provide us with a sufficient level of assurance that we have become aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the Sustainability Report were based on our professional judgement and included inquiries, mainly of personnel of the Company responsible for the preparation of the information presented in the Sustainability Report, inspection of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

- analysis of the process of definition of the material topics reported in the Sustainability Report, with reference to the method applied in the analysis and understanding of Lavazza's environment, the identification and prioritisation of the actual and potential impacts, and the internal validation of the results of the process;
- comparison of the financial information reported in the "3.2 Value creation" section of the Sustainability Report with the information included in the Group's annual consolidated financial statements;

- understanding of the processes underlying the generation, collection and management of significant qualitative and quantitative information included in the Sustainability Report.

In detail, we held meetings and interviews with the management personnel of Luigi Lavazza SpA and we performed limited analyses of documentary evidence, to gather information about the processes and procedures for the collection, aggregation, processing and submission of non-financial data and information to the function responsible for the preparation of the Sustainability Report.

Moreover, for material information, considering the activities and characteristics of Lavazza:

- at a holding level:
  a. with reference to the qualitative information presented in the Sustainability Report, we carried out interviews and obtained supporting documentation to verify its consistency with available evidence;
  b. with reference to quantitative information, we performed both analytical procedures and limited tests to verify, on a sample basis, the accuracy of data aggregation.
- For the companies Luigi Lavazza SpA, Carte Noire Operations Sas, Kicking Horse Coffee Co. Ltd, Lavazza North America Inc, Lavazza Professional UK Ltd, MaxiCoffee Group Sas, Lavazza Professional UK Operating Services Ltd, Lavazza Professional Germany GmbH, Lavazza France Sas, which we selected on the basis of their activities and their contribution to performance indicators at a consolidated level, we met the persons in charge and obtained documentary evidence, on a sample basis, regarding the correct application of the procedures and calculation methods applied for the indicators.

Inherent limitations in the preparation of the Sustainability Report

The disclosure about Scope 3 emissions is subject to greater inherent limitations compared with Scope 1 and 2 emissions, because of the poor availability and relative accuracy of the information used to define both qualitative and quantitative information on Scope 3 emissions related to the value chain.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Sustainability Report of Lavazza for the year ended 31 December 2025 is not prepared, in all material respects, in accordance with the requirements of the GRI Standards as illustrated in the "Methodological Note" section of the Sustainability Report.

Turin, 7 May 2026

PricewaterhouseCoopers Business Services Srl

Signed by

Paolo Bersani
(Partner)

This report has been translated into the English language solely for the convenience of international readers. Accordingly, only the original text in Italian language is authoritative.

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