

Brewing Connections

Evoca Sustainability Performance Data 2025



EVOCA
GROUP



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2025 overview

Evoca is a world-leading producer of professional coffee machines and vending machines for out-of-home consumption, anchored in more than 90 years of coffee and vending heritage. Together, our broad portfolio offers a complete range of solutions to bring great coffee and vending products to our customers, serving consumers across hotels, restaurants, office buildings, public spaces and beyond.

Message from our CEO

As I take on the role of Chief Executive Officer, I do so with a strong sense of our heritage, continuity, and purpose. Evoca has built a solid and data-driven approach to sustainability, rooted in product quality, innovation, people centricity and client proximity. Brewing Connections maps how we see our heritage evolving: bringing people, clients, technology and sustainability closer together as well-connected parts of our ecosystem.

In 2025, we strengthened these connections in tangible ways. We integrated sustainability more deeply into product development, built capability across the organisation, and reinforced governance to support consistency, accountability and clear decision-making.

This is the trajectory we will continue to pursue. We will remain transparent, listen to our stakeholders, and adapt to emerging opportunities. I welcome your dialogue and feedback as we move forward together.



Norman Rafael,
CEO, Evoca Group

In 2025:

~€350m
net sales

with
10,000+
global customers served

across
135+
countries

through the dedication of our
1,400+
employees (FTE)

#1
Fully Automatic Coffee Player¹
in Italy, North America,
Latin America and Spain

and
#1
player in the European
Vending market¹

with
150,000
machines sold this year

Sustainability recognition



Sustainability is integral to our business and to providing innovative, best-in-class products for our customers. Our performance across third-party sustainability ratings and alignment with leading frameworks is testament to the strength of our approach.



1. Based on the European Vending Association Market Report.

Reporting approach

Brewing Connections: Sustainability Performance Data 2025 complements *Brewing Connections: Sustainability Highlights 2025*. While the Highlights provide a concise overview of Evoca's sustainability approach and progress, this document provides a more detailed view of the Group's sustainability performance, management practices, key performance indicators and progress against targets.

The document is intended for investors, customers and stakeholders seeking a structured and data-based understanding of how Evoca manages its material sustainability topics. These topics are assessed through a double materiality lens, considering both their relevance to Evoca's business model and long-term value creation, and their significance for stakeholders and the environment.

The document focuses on five main material areas: Product performance & circularity, People support and development, Energy efficiency & climate transition, Responsible sourcing, and Business ethics & governance. These areas are addressed through the four sustainability roadmap pillars: Product Stewardship & Design, People, Climate & Environment, and Governance.

The reporting period is from 1 January 2025 to 31 December 2025. Unless otherwise stated, the reporting scope is aligned with Evoca Group's financial consolidation perimeter and covers the activities fully consolidated for financial reporting purposes. Quantitative information is reported according to the methodologies indicated in the relevant sections and annexes.

This document has been prepared with reference to the GRI Standards. A GRI content index with indicative ESRS mapping references is included in the annex to support comparability and future alignment. The ESRS mapping does not constitute a full ESRS compliance statement or a CSRD sustainability statement. External assurance is not included in this publication.

Sustainability disclosures are supported by a broader set of publicly available policies, codes and frameworks. This document does not reproduce those documents in full. Instead, it summarises the relevant management approaches, performance indicators and governance processes that support their implementation. Together with the Sustainability Highlights and the sustainability webpage, this document forms part of the 2025 sustainability reporting suite under the Brewing Connections framework.

About Evoca

Evoca Group is a leading producer of professional coffee machines and vending machines for out-of-home consumption. With more than 90 years of coffee and vending heritage, Evoca serves customers across hotels, restaurants, offices, public spaces and other professional environments.

The Group's portfolio brings together a broad range of brands, technologies and product platforms, covering traditional and automatic coffee machines, vending machines for food and beverages, office coffee solutions, digital services and related support. Its main brands include Gaggia, Necta and Saeco, supported by a wider portfolio of regional and specialist brands.

In 2025, Evoca served more than 10,000 customers in over 135 countries through the work of more than 1,400 employees. The Group sold approximately 150,000 machines and generated around €350 million in net sales.

Evoca's business model is based on product quality, reliability, innovation and customer proximity. Research and development are central to this model, supporting continuous improvement in product performance, energy efficiency, digital functionality, repairability and lifecycle performance.

More information about Evoca Group is available at www.evocagroup.com.

Business model and value chain

The business model is based on designing, manufacturing and supporting professional coffee and vending machines that combine product quality, reliability, innovation and customer proximity. The Group creates value through a portfolio of brands, technologies and product platforms serving the out-of-home coffee and vending market.

Research and development are central to this model, with investment focused on improving in-cup quality, energy performance, digital functionality, reparability, durability and lifecycle performance. These elements support customer satisfaction, lower total cost of ownership and the long-term competitiveness of the Group's product portfolio.

The value chain extends from the sourcing of raw materials, components and services to product design, manufacturing, distribution, use, maintenance, spare parts, recovery and end-of-life management. This value chain perspective is essential to the sustainability approach, as it connects the Group's priorities with the stages where product performance, customer value, supplier practices, operational management and circularity can be most directly influenced.

This model reflects the logic of Brewing Connections: sustainability is not managed as a separate agenda, but as a set of connections between product design, people capabilities, customer value, value chain resilience and responsible governance. These connections are reflected in the four sustainability roadmap pillars: Product Stewardship & Design, People, Climate & Environment and Governance.

Value chain stage	Main activities	Main stakeholders	Sustainability relevance
Upstream – sourcing	Procurement of raw materials, components, packaging, logistics and services	Suppliers, logistics partners, people in the value chain	Supplier due diligence, responsible sourcing, conflict minerals, material efficiency, recycled content and supply chain resilience
Product design and R&D	Product development, engineering, testing, compliance and innovation	Customers, R&D teams, suppliers, regulators	Product safety, energy efficiency, product carbon footprint, reparability, circularity and regulatory readiness
Manufacturing	Assembly, quality control, testing, operational management and site-level EHS	Employees, contractors, local communities, regulators	Quality, occupational health and safety, energy use, emissions, waste, water and environmental management
Distribution and commercialisation	Sales, distribution, customer support, tenders and product information	Customers, distributors and investors	Customer transparency, product sustainability information, total cost of ownership and responsible communication
Use and maintenance	Product operation, service, spare parts, technical support and customer care	Customers, end users, service partners	Use-phase emissions, durability, reparability, lifecycle extension, customer operating costs and uptime
End-of-life	WEEE compliance, recovery, recycling and recovered components	Customers, service partners, waste management operators, compliance schemes	Circularity, resource outflows, material recovery, recovered spare parts and responsible disposal



Stakeholder engagement

The sustainability approach is informed by ongoing engagement with the stakeholders most relevant to the business model and value chain. Understanding stakeholder expectations helps identify material topics, manage risks and opportunities, and strengthen the connection between sustainability priorities, business performance and wider stakeholder outcomes.

Engagement takes place through regular business relationships, operational processes, customer dialogue, employee communication, supplier management, institutional relationships and external assessments. Stakeholder input is considered in the materiality process and in the development of the sustainability roadmap, helping ensure that priorities remain aligned with external expectations, regulatory developments and business needs.

Stakeholder group	How Evoca engages	Main topics of interest	How input is used / value generated
Customers and end users	Customer relationships, tenders, technical support, product information, trade fairs, training and business reviews	Product quality, reliability, energy efficiency, product carbon footprint, total cost of ownership, innovation and service, data protection and information security	Supports product development, lifecycle transparency, tender competitiveness, customer value and trusted digital interactions
Employees	Internal communication, training, engagement initiatives, surveys, performance reviews, employee representatives and health and safety processes	Health and safety, skills development, fair working conditions, inclusion, wellbeing, communication and career opportunities	Supports workforce planning, training priorities, engagement, wellbeing and retention
Suppliers and business partners	Supplier qualification, ESG due diligence platform, Supplier Code of Conduct, audits, corrective actions and procurement dialogue	Product quality, responsible sourcing, human rights, labour practices, environmental management, compliance and supply continuity	Strengthens responsible sourcing, supplier resilience, compliance and value chain risk management
Investors and shareholders	Sustainability reporting, ESG disclosures, financial communication, investor dialogue and data-based information	Governance, materiality, climate transition, product stewardship, human capital, supply chain due diligence and performance indicators	Supports transparency, comparability, access to capital and alignment with investor expectations on governance, resilience and risk management
Institutions, schools and universities	Partnerships, research projects, career days, site visits and educational initiatives	Innovation, skills development, employability, sustainable supply chains and local development	Supports knowledge exchange, skills development, innovation and community contribution
Local communities	Local initiatives, donations, volunteering, educational projects and community engagement	Local employment, social contribution, environmental management, education and community wellbeing	Supports local relationships, social contribution and licence to operate
Regulators and industry associations	Compliance processes, sector initiatives, regulatory monitoring and industry working groups	Product compliance, ecodesign, WEEE, reporting requirements, energy performance and responsible business conduct, information security and regulatory preparedness	Supports regulatory preparedness, product compliance, responsible data management and alignment with sector expectations

Business performance

Sustainability is connected to the way the Group creates and distributes value. Product quality, customer proximity, operational resilience, skilled people and responsible governance all contribute to long-term business performance.

Business performance (€m)	2022	2023	2024	2025
Direct value generated (net sales + financial income)	416.0	444.0	421.8	353.2
Value distributed (operating costs), including:	379.7	390.8	385.4	332.3
Suppliers, materials and services	255.7	255.7	238.2	195.4
Employee wages and benefits	86.1	93.3	85.3	81.3
Payments to providers of capital / financial costs	32.3	34.8	52.2	50.6
Payments to governments / taxes	5.6	7.1	9.6	5.1
Value retained	36.3	53.2	36.5	20.8

Sustainability approach

The sustainability approach is rooted in the connection between business performance and responsible long-term value creation. The Brewing Connections framework reflects this approach, connecting people, customers, technology, products and sustainability as interdependent parts of the same business ecosystem.

In 2025, the Group focused on strengthening the integration of sustainability into business processes, product development and decision-making. This included embedding sustainability criteria into product design, expanding lifecycle-based assessment tools, building internal capability through training and engagement, and reinforcing governance through the ESG Policy Framework and certified management systems.

The roadmap is structured around four pillars: Product Stewardship & Design, People, Climate & Environment and Governance. Each pillar is linked to material topics, management processes, performance indicators and targets, helping connect sustainability priorities with business performance, operational resilience and wider stakeholder outcomes.

Pillar	Strategic focus
Product Stewardship & Design	Integrating sustainability into product design, quality, lifecycle performance and circularity
People	Supporting skills, engagement, inclusion and responsible working conditions
Climate & Environment	Managing emissions, energy and environmental performance through measurable programmes
Governance	Maintaining trust through ethical conduct, responsible supply chain management and transparent governance

Evoca uses the United Nations Sustainable Development Goals as a reference framework to communicate how its sustainability priorities contribute to broader global objectives. The Group focuses on the SDGs most closely connected to its business model, value chain and material topics. Progress is communicated through the actions, targets and performance indicators presented across the four roadmap pillars and through Evoca’s annual United Nations Global Compact Communication on Progress.

SDG	Main roadmap connection	How Evoca contributes
SDG 3 – Good Health and Wellbeing	People	Health and safety management, wellbeing initiatives, work-related stress assessments and employee health-related support.
SDG 5 – Gender Equality	People	Gender equality management, DEI training, inclusive communication and equal opportunity in development and career progression.
SDG 7 – Affordable and Clean Energy	Climate & Environment	Renewable electricity, on-site renewable generation and energy efficiency initiatives.
SDG 8 – Decent Work and Economic Growth	People; Governance	Fair working conditions, living wage assessment, skills development, social dialogue, business ethics and responsible sourcing.
SDG 12 – Responsible Consumption and Production	Product Stewardship & Design; Climate & Environment; Governance	Circular design, responsible material selection, product compliance, reparability, recovered components, waste management and supplier ESG due diligence.
SDG 13 – Climate Action	Climate & Environment; Product Stewardship & Design	SBTi-validated decarbonisation pathway, Scope 1, 2 and 3 emissions monitoring, product carbon footprint and product energy performance.

The governance structure supporting the roadmap, including ESG oversight, risk controls and management systems, is described in the Governance section.

Materiality, value creation and stakeholder relevance

Evoca reviews its material sustainability topics regularly to ensure they remain aligned with stakeholder expectations, business priorities and the external context. A comprehensive materiality assessment was conducted in 2024 in line with the GRI Standards and with reference to the double materiality principles of the Corporate Sustainability Reporting Directive.

In 2025, the Group refined the assessment to strengthen the connection between sustainability priorities, business performance, risk exposure and long-term value creation. The results substantially confirmed the outcomes of previous materiality exercises, while providing a more focused view of the topics most relevant to Evoca’s business model, value chain and stakeholder expectations.

The materiality approach considers two complementary dimensions. The first looks at how sustainability topics may influence the Group’s competitiveness, resilience, cost structure, regulatory exposure, customer relationships and ability to execute its strategy. The second considers why these topics matter beyond Evoca’s direct operations and financial performance, including their relevance for customers, employees, suppliers, people in the value chain, communities and the environment.

This approach provides the basis for Evoca’s sustainability roadmap, which translates material topics into concrete actions, targets and metrics across four strategic pillars: Product Stewardship & Design, People, Climate & Environment and Governance. The roadmap helps Evoca identify opportunities, manage sustainability-related risks and track both business benefits and wider benefits for customers, employees, partners and the environment.

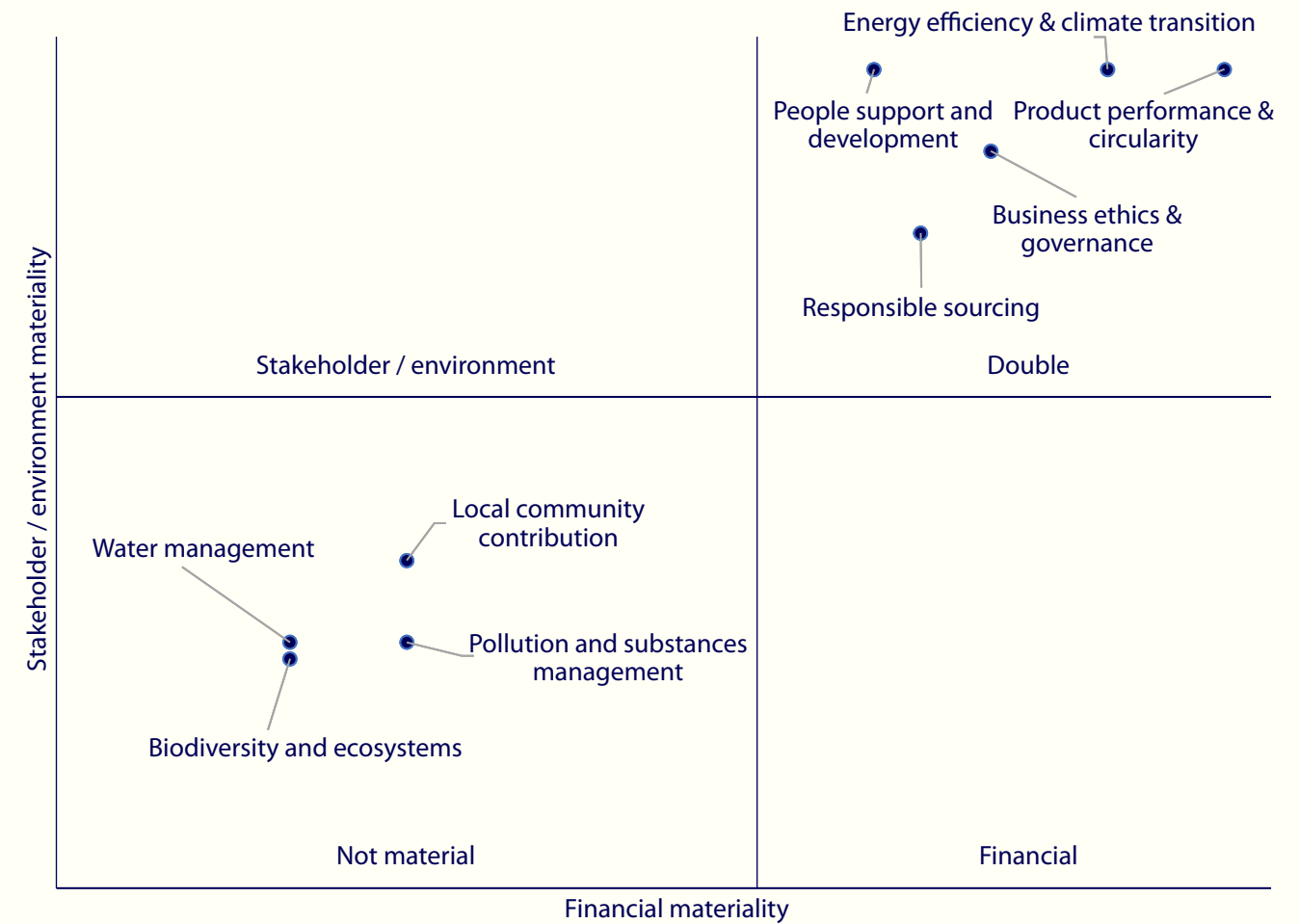
The assessment is informed by internal and external inputs, including senior management review, cross-functional expertise, customer requirements, investor dialogue, peer benchmarking, external ESG assessments and evolving regulatory developments. The Sustainability Committee and senior management review the outcomes to ensure alignment with Evoca’s strategic direction and roadmap.

Time horizons vary by topic. Operational and compliance-related topics are generally managed on a short- to medium-term basis, while product lifecycle, climate transition, circularity and responsible sourcing are also relevant over the medium to long term.

Materiality is not treated as a standalone reporting exercise. It helps Evoca connect sustainability priorities with business strategy, operational execution and long-term value creation. The ESG Policy Framework, supported by certified management systems, dedicated programmes and the targets and KPIs outlined in the Annex, provides a common reference for managing these topics consistently across functions and geographies. The governance and control processes supporting this approach are described in the Governance section.

Materiality matrix

The materiality matrix shows how Evoca’s sustainability topics are positioned according to their relevance for stakeholders and the environment, and their financial relevance for the business. It helps identify the topics requiring the greatest management attention and explains how materiality informs the sustainability roadmap and reporting focus.



Material topics are grouped into five core areas, consistent with the materiality and roadmap structure presented in *Brewing Connections: Sustainability Highlights 2025*. The following table connects each material topic with its key subtopics, main value chain location, business relevance, stakeholder and environmental relevance, roadmap response and key performance indicators.



Material topic	Key subtopics	Main value chain location	Business relevance	Stakeholder and environmental relevance	Roadmap response	Key KPIs
Product performance & circularity	Product quality and safety; product carbon footprint; energy performance; repairability; product compliance and substances management; materials; circularity; end-of-life.	Upstream; own operations; downstream	Product quality, safety, energy performance and lifecycle transparency are central to customer trust, tender competitiveness and revenue resilience. Circularity, repairability and lifecycle extension also support lower total cost of ownership and more service-oriented business opportunities.	Product design influences safety, reliability, energy use, durability, repairability, resource use and end-of-life recovery. Stronger product performance supports lower customer costs, reduced waste and an improved lifecycle footprint.	Product Stewardship & Design: quality management, product certification, eco-design, product carbon footprint based on life cycle assessment methodology, product sustainability specifications, repairability, recovered components and end-of-life initiatives.	<ul style="list-style-type: none"> - Product safety incidents - Product recalls - Revenue from more sustainable products - Product carbon footprint coverage - Product energy performance - Spare parts availability - Repairability index
People support and development	Training; sustainability capability building; performance management; fair working conditions; living wage; diversity and inclusion; wellbeing; occupational health and safety.	Own operations	The ability to innovate, industrialise products, serve customers and execute its roadmap depends on skilled, engaged and well-supported people across engineering, manufacturing, sales, service and support functions.	Training, fair working conditions, wellbeing, inclusion and safe workplaces support people's development, engagement and employability. Responsible employment practices contribute to employee wellbeing, career development and organisational resilience.	People: training programmes, Sales Academy, sustainability capability building, performance management, employee development initiatives, DEI training, wellbeing initiatives, responsible labour practices and occupational health and safety management.	<ul style="list-style-type: none"> - Average training hours per employee - Skills-related training coverage - Performance review coverage - Employee turnover rate - Gender equality indicators - Collective bargaining coverage - Living wage coverage - LTIFR
Energy efficiency & climate transition	Scope 1, 2 and 3 emissions; renewable energy; energy efficiency; product energy performance; product carbon footprint; climate-related exposure; supplier and material emissions.	Upstream; own operations; downstream	Energy and climate performance reduce exposure to energy costs, regulatory requirements and customer decarbonisation expectations. Product energy efficiency is also directly linked to Scope 3 emissions, customer operating costs and product competitiveness.	Evoca's climate relevance is mainly linked to value chain emissions, especially purchased goods and services and the use of sold products. Energy efficiency, renewable energy and product-level carbon management support emissions reduction and customer decarbonisation needs.	Climate & Environment: SBTi-validated decarbonisation pathway, Scope 1, 2 and 3 emissions monitoring, renewable electricity, on-site photovoltaic generation, energy efficiency initiatives, product carbon footprint methodology and product energy performance improvements.	<ul style="list-style-type: none"> - Scope 1, 2 and 3 emissions - Scope 3 Category 1 and Category 11 emissions - Renewable energy share - Energy consumption - Emission intensity - Progress against SBTi targets
Responsible sourcing	Supplier ESG due diligence; Supplier Code of Conduct; human rights in the value chain; conflict minerals; supplier assessments; corrective actions.	Upstream	Responsible sourcing supports supply continuity, supplier resilience, customer requirements and mitigation of reputational, operational and human rights risks across the value chain.	Supplier requirements and due diligence support better labour, human rights, health and safety, and environmental practices across the value chain.	Governance / Product Stewardship & Design: Supplier Code of Conduct, supplier ESG due diligence platform, supplier segmentation, CSR assessments, contractual ESG clauses, conflict minerals due diligence and supplier engagement on corrective actions or capacity building.	<ul style="list-style-type: none"> - Supplier spend covered by ESG screening - Targeted suppliers completing ESG review - Targeted suppliers signing Supplier Code of Conduct - Buyers completing sustainable procurement training - Suppliers engaged in corrective actions or capacity building - Targeted suppliers completing conflict minerals due diligence
Business ethics & governance	ESG governance; business ethics; anti-corruption; antitrust; whistleblowing; compliance; information security; data protection; management systems.	Own operations; upstream; downstream	Ethical conduct, ESG governance, compliance and information security support stakeholder trust, market access, access to capital, business continuity and protection from legal, reputational and operational risks.	Responsible business conduct, transparency, fair competition, anti-corruption controls, whistleblowing and data protection help maintain trust across Evoca's ecosystem and support responsible conduct, fair competition, data protection and compliance.	Governance: ESG Policy Framework, Code of Ethics, anti-bribery and anti-corruption programme, antitrust and fair competition controls, whistleblowing channels, compliance training, integrated management systems and information security controls.	<ul style="list-style-type: none"> - Confirmed incidents of corruption - Legal actions for anti-competitive behaviour - Non-compliance incidents - Customer privacy complaints - Whistleblowing reports and follow-up



Product Stewardship & Design

Product quality, safety and reliability

Product lifecycle performance and carbon footprint

Resource inflows and circular design

Spare parts, recovery and end-of-life





The product strategy is based on quality, reliability, innovation and lifecycle performance. As a manufacturer of professional coffee and vending machines, the Group’s most significant sustainability opportunities are linked to the way products are designed, manufactured, used, maintained and managed at end of life. Product quality, lifecycle performance and energy efficiency support customer trust, tender competitiveness and lower total cost of ownership.

In 2025, Evoca continued to integrate sustainability into product development and improvement processes, with a focus on product safety, energy efficiency, durability, reparability, lifecycle assessment, product carbon footprint and responsible material selection. This supports customer value, improves lifecycle performance and contributes to the Group’s Scope 3 emissions reduction pathway.

Environmental criteria are progressively integrated into product development, product specifications and design review processes. These criteria include material selection, recycled and bio-circular material opportunities, reduction of restricted substances where technically feasible, energy performance during product use, durability, reparability, spare parts availability, packaging considerations and end-of-life recovery. Product carbon footprint assessments, supplier material information, quality and compliance testing, and circularity initiatives such as Newlife inform product design decisions and improvement activities.

Evoca monitors evolving product compliance, energy performance, substance management, product-level sustainability information and future digital product passport requirements through its risk assessment, quality, compliance and product development activities. These topics are managed through the Quality Management System, product compliance processes, product carbon footprint methodology, circular design activities and the Product Quality and Sustainability Pass.

Product quality, safety and reliability

Product quality and safety are fundamental to Evoca’s customer value proposition. Product quality is managed through a structured Quality Management System certified according to ISO 9001 across operational sites. The system covers design, manufacturing, testing, product compliance and customer service, with product information and technical support available for installation and use.

The Quality Management System includes design reviews, qualification and compliance testing, production and final product controls, field performance monitoring, non-conformity management, structured audits, employee training and feedback from customers and service networks. Food safety requirements, including those related to materials and components in contact with food and beverages, are managed as part of product quality and compliance processes.

Product safety is embedded in design, testing, industrialisation and production activities as a core requirement of product development and regulatory compliance. Safety requirements are defined by applicable regulations and standards and supported by third-party product certifications in the main markets where the Group operates. Quality, R&D, Operations and Customer Experience contribute through design reviews, qualification and compliance testing, production controls, field feedback and continuous improvement. Each machine is accompanied by a Declaration of Conformity, signed by the CEO, listing the applicable regulations and standards with which the product complies.

The objective is to maintain zero incidents of product safety non-compliance and zero product recalls.

Regular training supports internal stakeholders in applying product and service safety requirements and understanding their roles within the Quality Management System, helping ensure consistent ownership of quality processes and product-related responsibilities across the organisation.

External stakeholders can submit complaints or requests related to defective products through local Technical Service teams, the Salesforce CRM platform and the Product Quality and Sustainability Pass available on machines, which includes a QR code connecting users directly with Evoca Technical Service. Complaints and service requests are tracked and managed through Salesforce, supporting registration, analysis, follow-up and resolution. Relevant inputs are used to inform product quality reviews, service actions and corrective or preventive measures.

Audit outcomes, non-conformities, customer feedback and performance indicators are managed through a Plan-Do-Check-Act approach, supporting continuous improvement.

2025 performance

	2025	Annual target
ISO 9001 certified operational sites	100%	-
Customer health and safety incidents	0	0
Product safety non-compliance incidents	0	0
Product recalls	0	0
Units recalled	0	0



Product lifecycle performance and carbon footprint

The product stewardship approach focuses on improving product lifecycle performance, with particular attention to energy efficiency, durability, repairability and product carbon footprint. These priorities support the progressive integration of measurable sustainability criteria into product specifications.

The use phase of products represents the largest share of the Group’s value chain emissions. Improving product energy performance is therefore central to both product development and the decarbonisation strategy. Investment in innovation and research and development supports lower energy consumption during product use, combining component efficiency, software-based energy management and design choices that reduce operating requirements. Product design decisions are assessed not only in terms of cost, functionality and quality, but also in relation to lifecycle performance, customer operating costs and emissions reduction.

Product carbon footprint assessments are conducted using a lifecycle methodology aligned with ISO 14067. The systematic approach used to calculate product carbon footprints has been third-party certified according to ISO 14067. In 2025, the Group expanded calculations to cover 88% of its product families and developed and validated a dedicated tool to support consistent, scalable and verifiable product-level results.

This work also improves customer transparency. The Product Quality and Sustainability Pass was introduced on selected new machines, providing access to product-level sustainability information, including carbon footprint and recyclability data where available. By linking machines to structured product information through a QR code, the Pass supports transparency on quality, service and sustainability information and provides a practical foundation for future digital product passport requirements.

The product carbon footprint calculator was also made available online to customers. The tool allows users to access product-level carbon footprint simulations and better understand

how performance may vary depending on use assumptions. It complements the Product Quality and Sustainability Pass by making lifecycle information more accessible and supporting more informed customer dialogue on product performance and carbon footprint.

Revenue from more sustainable products is monitored as a key indicator of the product transition. For this purpose, “more sustainable products” are defined as coffee machines resulting in a class equal to or better than A according to the European Vending Association Energy Measurement Protocol, and refrigerated vending machines resulting in a class equal to or better than C as published in the European Product Registry for Energy Labelling database. The Group has set a 2030 target for 75% of revenue to come from products meeting these specified sustainability criteria.

2025 performance

	2025	Annual target
Product carbon footprint coverage across product families	88%	80%
Revenue from more sustainable products	50%	75% by 2030

Resource inflows and circular design

Circularity starts from product design. Products are designed to be durable, repairable and suitable for effective recovery or recycling at end of life, while measurable sustainability criteria are progressively integrated into product specifications.

Responsible material selection is a priority. The main resource inflows associated with products include steel, plastics, electronic components, paper, wood, glass and packaging materials. These material categories are assessed in relation to product quality, technical requirements, recycled content opportunities, product carbon footprint, regulatory requirements and circularity potential. Changes in total material use over the reporting period are influenced by business volumes, product mix and machine configuration, as well

as by ongoing material efficiency and design optimisation activities.

The Group works to increase the availability and quality of material data, including information on recycled content, recycled steel, bio-circular plastics, supplier declarations and packaging recyclability. It is also involved in R&D activities supporting the use of recycled and bio-circular materials in production, with investment priorities focused on technical feasibility, quality and material availability.

The long-term ambition is to increase the share of recycled materials used in products. The Group has set targets to use at least 25% recycled materials in products by the end of 2026 and 30% by the end of 2030, subject to technical feasibility, material availability and product quality requirements.

Packaging is managed through Evoca’s Green Packaging Guidelines, which support the selection of materials designed to protect products while improving recyclability and material efficiency. The guidelines consider regulatory requirements, material suitability and environmental criteria. Where applicable, the Group also works to increase the use of responsibly sourced paper and recycled-content packaging materials.

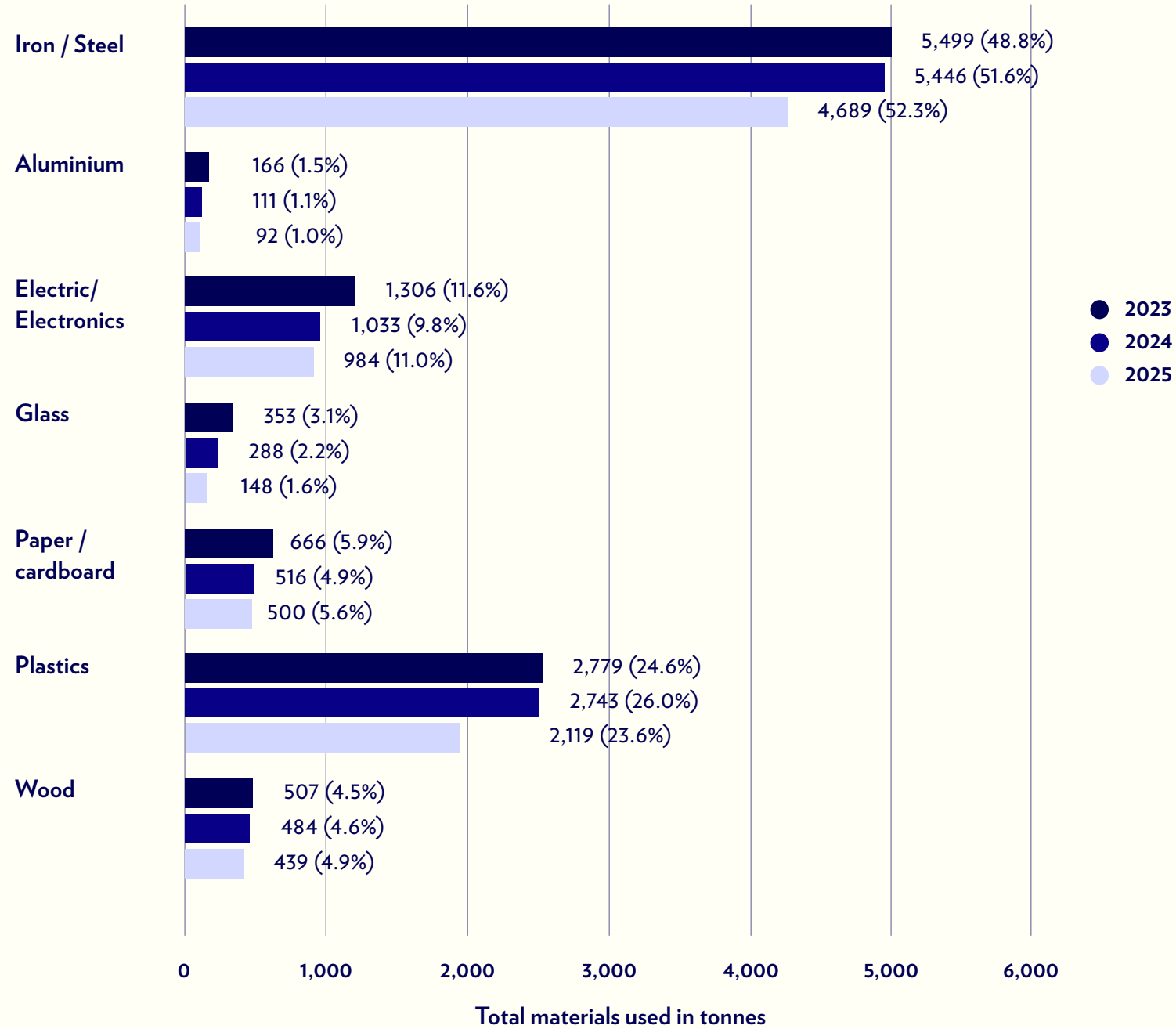
Material and substance management is addressed through both compliance and design choices. Exposure to regulated substances is assessed across the product portfolio through processes aligned with applicable regulations and product requirements, including REACH, SCIP notification requirements and food-contact regulations for materials and components intended to come into contact with food. Beyond regulatory compliance, the Group seeks to reduce the use of restricted substances and substances of concern where technically feasible, by considering alternative materials, supplier information and product design specifications. This supports product safety, regulatory readiness, recyclability and customer trust.

Product circularity is also monitored through internal measures, including the recycling potential rate. This rate represents the percentage by weight of components and materials that are potentially recyclable in relation to the product’s total weight. The measure supports product-level assessment and helps identify opportunities to improve material recovery at end of life.

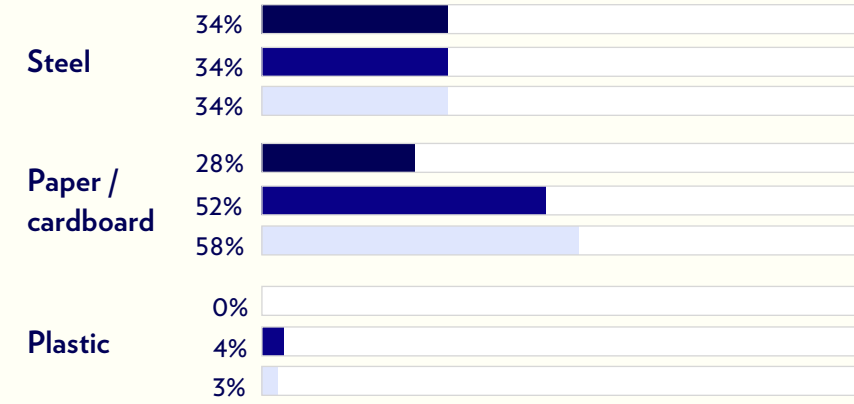
For minerals and materials associated with higher human rights or conflict exposure, specific due diligence processes are applied through supplier engagement and, where relevant, the Conflict Minerals Reporting Template.



Materials used in our products



Recycled input material used



2025 performance

	2022	2023	2024	2025
Recycled material content in products	-	18.2%	21.6%	21.9%
Product recycling potential rate, by weight ¹	88.1%	88.4%	89.0%	89.0%
Recyclable packaging for new machines	-	-	100%	100%
Packaging-to-product ratio (% by weight)	-	-	9.8%	10.6%
Worldwide net sales from products shipped in accordance with European RoHS legislation	100%	100%	100%	100%

¹ Internal measure calculated as the percentage by weight of components and materials that are potentially recyclable in relation to the product's total weight.



Spare parts, recovery and end-of-life

Spare parts availability is an important enabler of product life extension. Maintenance is supported through technical documentation, service network training and a structured spare parts offer designed to help customers keep machines in use for longer. Spare parts are available for a minimum of 10 years, supporting reparability, service continuity and longer product life.

Repairability is monitored through an internal assessment inspired by the methodology of France's Repairability Index. Although the French index does not currently apply to coffee or vending machines, the same logic is used to evaluate ease of repair across the product range. In 2025, 100% of the product range scored at least 8 out of 10 for ease of repair. More than 75% of components used in products were available as spare parts, supporting maintenance, reparability and lifecycle extension.

Repairability is also supported through training for engineers and technicians involved in machine maintenance. These activities help service networks optimise machine performance, carry out repairs effectively and use technical documentation correctly, supporting longer product life and customer value.

As part of this approach, the Group has developed Newlife, a spare parts offer based on second-hand re-certified components recovered from machines that have reached the end of their lifecycle.

Selected buy-back and take-back initiatives are also supported where operationally feasible, helping facilitate product recovery, component reuse and proper end-of-life management.

As a producer of electrical and electronic equipment, Evoca is subject to WEEE requirements in the relevant markets where it operates. The Group is registered with authorised compliance schemes across the relevant European countries, covering professional and household WEEE obligations according to the applicable product

category and local requirements. Recycling and treatment activities are managed through authorised WEEE compliance schemes and specialised operators in line with applicable requirements.

The environmental and economic benefits of recovered components will continue to be assessed as the Newlife offer develops. Together with the Product Quality and Sustainability Pass, these initiatives support a more transparent and service-oriented product lifecycle, from product information and maintenance to recovery and reuse.

2025 performance

	2025
Product range scoring ≥8/10 in reparability assessment	100%
Product components available as spare parts	>75%
Engineers and technicians trained on machine maintenance and repair	>400

Product Quality and Sustainability Pass

In 2025, Evoca started to introduce the Product Quality and Sustainability Pass on selected new machines as a practical way to connect product information, quality, service and sustainability data.

Through a QR code available on the machine, the Pass provides access to product-level information, including quality and service-related content, carbon footprint and recyclability data where available, and channels to submit requests directly to Evoca Technical Service. This supports customers and service networks with clearer information across the product lifecycle, from product use and maintenance to feedback management.

The Product Quality and Sustainability Pass represents an initial step towards a product passport approach. It strengthens customer transparency, supports product stewardship and provides a foundation for future digital product passport requirements.

Newlife: extending product life through re-certified components

Newlife is Evoca's spare parts offer based on selected second-hand components recovered from machines that have reached the end of their lifecycle. The initiative supports a more circular spare parts model by allowing components that still meet Evoca's quality requirements to be checked, maintained, tested and made available again as spare parts.

The offer currently covers selected components, including boilers, brewers, pumps, valves and electronic boards. Each component is assessed through procedures designed and validated by Evoca Quality, helping ensure attention to quality and reliability across the spare parts offer.

The initiative also creates a practical win-win by supporting spare parts availability and customer lifecycle value, while allowing Evoca to recover residual value from selected components and strengthen a more service-oriented circular business model.

People

People management approach

Workforce profile

Fair working conditions and responsible employment

People development and capability building

Inclusion, wellbeing and equal opportunity

Human rights

Occupational health and safety





The People pillar focuses on supporting employees and enabling their development. The ability to innovate, manufacture reliable products and serve customers across markets depends on skilled, engaged and well-supported people.

In 2025, the Group continued to invest in fair working conditions, skills development, sustainability capability building, performance management, inclusion, wellbeing and safe workplaces. These areas support employee development, engagement and employability, while contributing to operational execution, customer service, business continuity and long-term organisational resilience.

People-related risks and exposures are assessed as part of HR, health and safety and human rights due diligence processes. Key areas of attention include skills availability, engagement, workforce wellbeing, occupational health and safety, inclusion, fair working conditions and evolving expectations on human capital management. These topics are managed through training, performance management, social dialogue, living wage assessment, wellbeing initiatives, human rights due diligence and the ISO 45001-certified occupational health and safety management system.

The pillar is closely linked to the material topic People support and development, bringing together responsible employment practices, capability building, inclusion, wellbeing, human rights and occupational health and safety.

People management approach

Evoca manages people-related topics through policies, programmes, targets and performance indicators.

Topic	Management approach	2025 metrics / targets
Fair working conditions and responsible employment	Compliance with labour laws, collective agreements, working hours monitoring, living wage assessment, social dialogue and leave entitlement management	87.0% collective bargaining coverage; 100% direct employees paid in line with or above living wage
People development and capability building	Training, Sales Academy, sustainability capability building, performance reviews, feedback processes, internal mobility and role-specific skills development	13.7 average training hours; 55.8% employees receiving skills-related training; 48.8% performance review coverage; internal career advancements monitored
Inclusion, wellbeing and equal opportunity	DEI policy, UNI/PdR gender equality management system, Manifesto Espresso, parental leave, welfare initiatives, wellbeing support and gender pay gap monitoring	52.2% employees receiving DEI training; 0% gender pay gap target by 2030
Occupational health and safety	ISO 45001 management system, workplace risk assessments, ergonomic risk assessment, health and safety training, performance monitoring and improvement actions	75% ISO 45001 certified operational sites; 0 fatalities; employee LTIFR 8.2



Workforce profile

Evoca aims to provide a working environment where people are treated fairly, supported in their development and able to contribute to business priorities. This approach combines compliance with applicable labour regulations and collective agreements with programmes focused on engagement, capability building, inclusion, health and safety and wellbeing.

At the end of 2025, the Group had 1,450 employees. Most were based in Western Europe, reflecting the location of the main industrial and commercial operations. The workforce included both production and non-production roles, with technical, manufacturing, sales, service and support capabilities across the organisation. The Group does not employ people under non-guaranteed hours contracts.

Employees by gender¹

Total employees	Female	Male	Total
2023	725	855	1,580
2024	684	834	1,518
2025	647	803	1,450

Permanent employees	Female	Male	Total
2023	693	845	1,538
2024	679	822	1,501
2025	635	792	1,427

Temporary employees	Female	Male	Total
2023	32	10	42
2024	5	12	17
2025	12	11	23

Full time	Female	Male	Total
2023	605	846	1,451
2024	564	827	1,391
2025	544	793	1,337

Part time	Female	Male	Total
2023	120	9	129
2024	120	7	127
2025	103	10	113

Employees by region

	Western Europe	Central & Eastern Europe	Americas	Rest of the world
2023	1342	115	104	19
2024	1261	121	121	15
2025	1210	112	104	24

	Western Europe	Central & Eastern Europe	Americas	Rest of the world
2023	1327	88	104	19
2024	1256	113	121	11
2025	1199	110	104	14

	Western Europe	Central & Eastern Europe	Americas	Rest of the world
2023	15	27	0	0
2024	5	8	0	4
2025	11	2	0	10

	Western Europe	Central & Eastern Europe	Americas	Rest of the world
2023	1219	115	6	0
2024	1142	121	7	1
2025	1107	112	7	3

	Western Europe	Central & Eastern Europe	Americas	Rest of the world
2023	123	0	98	19
2024	119	0	114	14
2025	103	0	97	21

% employees in collective agreements

	Western Europe
2023	89%
2024	90%
2025	94%

	Central & Eastern Europe
2023	1%
2024	88%
2025	87%

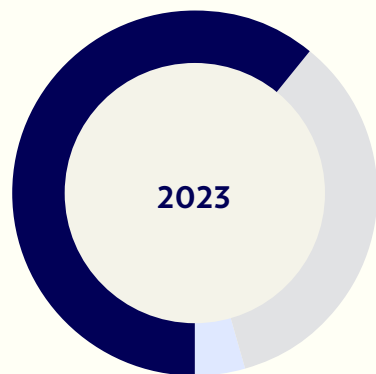
	Americas
2023	21%
2024	18%
2025	21%

	Rest of the world
2023	0%
2024	0%
2025	25%

	Overall average
2023	77%
2024	83%
2025	87%

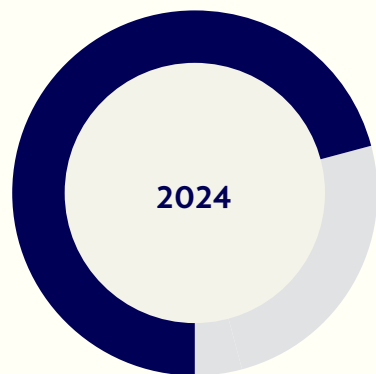
1. Employees self-disclosing their gender may choose "prefer not to say". No employees selected this option in 2023, 2024 or 2025.

Sub-contractors



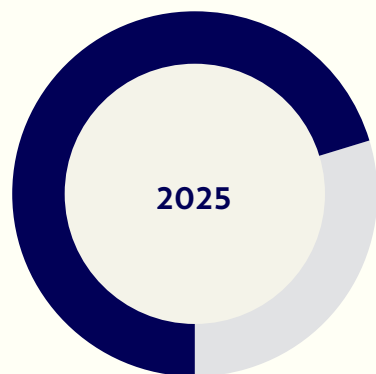
- Resources from temporary firm (14)
- Apprenticeship (0)
- Contractor (8)
- Intern / trainee (1)

Total: 23



- Resources from temporary firm (17)
- Apprenticeship (0)
- Contractor (6)
- Intern / trainee (0)

Total: 23



- Resources from temporary firm (19)
- Apprenticeship (0)
- Contractor (8)
- Intern / trainee (0)

Total: 27

New employee hire and employee turnover

2023	<30	30-50	>50	Female	Male	Total
New employees hired	35	50	16	46	55	101
New hire rate	-	-	-	6.3%	6.4%	6.4%
Turnover	12	64	62	45	93	138
Turnover rate	-	-	-	6.2%	10.9%	8.7%

2024	<30	30-50	>50	Female	Male	Total
New employees hired	9	51	12	30	42	72
New hire rate	-	-	-	4.4%	5.0%	4.7%
Turnover	18	83	54	64	91	155
Turnover rate	-	-	-	9.4%	10.9%	10.2%

2025	<30	30-50	>50	Female	Male	Total
New employees hired	30	69	29	37	88	125
New hire rate	-	-	-	5.7%	11.0%	8.6%
Turnover	25	87	72	74	110	184
Turnover rate	-	-	-	11.4%	13.7%	12.7%
Voluntary turnover rate	-	-	-	-	-	7.2%

Fair working conditions and responsible employment

Evoca promotes fair and responsible employment practices across its operations. The approach is guided by applicable labour laws, collective bargaining agreements, internal policies and internationally recognised principles on human rights and responsible employment.

Compensation and benefits are managed in line with local legal requirements and applicable collective agreements. A living wage assessment is conducted across the direct workforce and, in 2025, confirmed that 100% of direct employees were paid in line with or above the applicable living wage benchmark.

Working hours, overtime and leave entitlements are monitored through established HR processes. Employees are compensated for overtime in accordance with applicable regulations and contractual arrangements, and paid annual leave entitlements are managed through local HR systems with Group HR oversight.

Social dialogue is an important element of labour practices. The Group maintains regular engagement with employee representatives and social partners at local level on working conditions, organisational changes, health and safety and employee wellbeing. In 2025, 87.0% of employees were covered by collective bargaining agreements.

Diversity and remuneration indicators are also monitored to support fair and transparent employment practices. The Group has set a target to reach a 0% gender pay gap by 2030.

In Italy, employees are covered by a company-level supplementary agreement that includes variable incentive mechanisms linked to quality, efficiency, attendance-related indicators and company profitability. This supports alignment between employee participation, operational performance and company results.



People development and capability building

People development is a strategic priority for Evoca. The Group depends on skilled employees across engineering, manufacturing, sales, service and support functions. Training, performance management, feedback and internal development are therefore essential to sustain innovation, operational quality, customer service and business continuity.

In 2025, training and development programmes covered technical skills, health and safety, sustainability, diversity and inclusion, compliance, digital transition and role-specific capabilities. Learning methods included internal and external training, coaching initiatives and development opportunities designed to strengthen both technical and managerial skills. These programmes also support employees in adapting to evolving business, digital, industrial and climate-related requirements.

Leadership development forms part of the broader people development approach. Dedicated initiatives support managers and key roles in strengthening leadership capabilities, accountability, team management and alignment with business priorities.

Sustainability was integrated into internal training activities, including the Sales Academy and Introduction to Sustainability sessions across selected countries, helping employees and customer-facing teams respond to increasing expectations on product performance, product carbon footprint and sustainability information.

Feedback and communication channels were developed during the year. In addition to performance conversations and internal communication activities, CEO Coffee Chats were introduced as a direct dialogue channel between the Chief Executive Officer and employees. Virtual Town Halls also continued, allowing the CEO to meet non-production employees, share financial results and provide updates on ongoing projects and business priorities. Meetings with employee representatives supported consultation and exchange on working conditions, organisational updates and employee-related matters. These channels support listening, openness and closer connection between leadership, employees and representatives across the organisation.

Performance management and feedback processes support accountability, development and alignment with business priorities. Individual performance appraisals are conducted annually through structured digital platforms. The process includes management by objectives and agile conversations and covers different employee populations through dedicated tools, including Evolution and Per.Fe.C.To.

Per.Fe.C.To supports feedback and performance conversations for blue-collar employees, helping recognise contributions, strengthen dialogue with team leaders and identify opportunities for continuous improvement. These complement broader performance and career development processes across the Group.

Internal mobility is supported through job posting and development processes that help employees access opportunities aligned with their skills and career aspirations. Internal career advancements are monitored as an indicator of development opportunities and workforce mobility.

In 2025, 48.8% of employees received regular performance and career development reviews. Employee turnover is also monitored as an indicator of workforce stability and retention. The Group recorded a total employee turnover rate of 12.7% and a voluntary turnover rate of 7.2%.

2025 performance

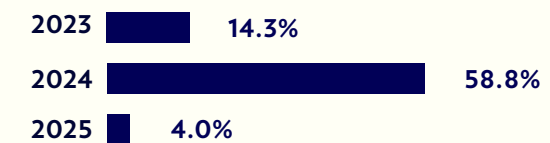
Average hours of training per year per employee

		Female	Male
Managers	2023	21.0	15.0
	2024	12.2	12.8
	2025	11.9	10.7
Production / non-production employees	2023	9.0	8.0
	2024	8.3	9.7
	2025	9.9	18.1

Percentage of employees receiving regular performance and career development reviews

	2023	2024	2025
Managers	80%	84%	41%
Production / non-production employees	40%	40%	50%

Internal career advancement



Inclusion, wellbeing and equal opportunity

Evoca is committed to promoting a respectful, inclusive and supportive workplace. Diversity and inclusion are managed through policies, training, awareness initiatives and local programmes designed to support equal treatment, respectful behaviours and employee wellbeing.

Gender equality remains a priority. The Group monitors gender representation, equal opportunity, career development and remuneration fairness as part of its long-term commitment to gender equality. Gender pay gap data are monitored internally and used to support management review and improvement actions. The Group's 2030 target is to reach a 0% gender pay gap.

This commitment is supported by structured initiatives, including the UNI/PdR gender equality management system certified for Evoca S.p.A., which provides a framework for monitoring gender equality performance, pay equity and equal opportunity in development and career progression. In 2025, inclusion efforts also continued through the Manifesto Espresso, developed in collaboration with Fondazione Libellula and an internal Evoca team to promote respectful and inclusive communication in the workplace. Training and awareness activities on diversity, equity and inclusion continued during the year.

Employee wellbeing is supported through welfare initiatives, flexible working arrangements where applicable, parental leave, health-related initiatives and local engagement activities. In Italy, employee support measures include flexible working and part-time arrangements, sport and health promotion initiatives, workplace stress management initiatives and family-related benefits.

Family-related benefits include support for expectant parents, additional company contributions to parental leave, childcare and nursery support, breastfeeding-related benefits and selected services helping employees manage work and family responsibilities. These measures support work-life balance, motivation and employability.

Psychological wellbeing is also addressed through local and targeted initiatives. Work-related stress assessments are carried out across operational sites in line with applicable legal requirements and are periodically reviewed within the ISO 45001-certified occupational health and safety management system. Additional initiatives, such as stress management training and psychological support in specific return-to-work situations, are implemented where relevant at local level.

2025 performance

Parental leave

Entitled to parental leave	2023	2024	2025
Male	252	345	296
Female	142	276	264
Total	394	621	560

Took parental leave	2023	2024	2025
Male	20	34	23
Female	46	34	36
Total	66	68	59

Temporary employees in parental leave	2023	2024	2025
Male	0	0	0
Female	1	4	0
Total	1	4	0

Employees that returned to work after parental leave ended	2023	2024	2025
Male	19	31	23
Female	45	28	29
Total	64	59	52

Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	2023	2024	2025
Male	16	30	18
Female	33	28	24
Total	49	58	42

Return to work rate	2023	2024	2025
Male	95.0%	91.2%	100.0%
Female	97.8%	82.4%	80.6%

Retention rate	2023	2024	2025
Male	84.2%	96.8%	78.3%
Female	73.3%	100.0%	82.8%

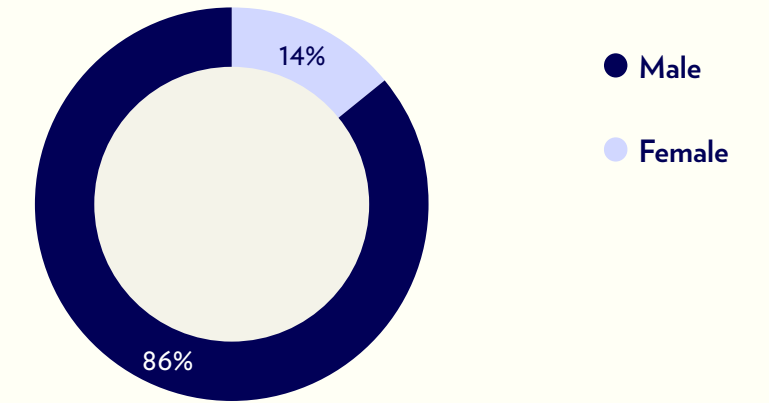
Percentage of employees receiving diversity and inclusion training	2023	2024	2025
	-	74.6%	52.2%



Diversity of governance body and employees

		Total	<30	30-50	>50	Female	Male
Board of directors	2023	10	0 (0.0%)	5 (50.0%)	5 (50.0%)	2 (20.0%)	8 (80.0%)
	2024	10	0 (0.0%)	5 (50.0%)	5 (50.0%)	2 (20.0%)	8 (80.0%)
	2025	10	0 (0.0%)	5 (50.0%)	5 (50.0%)	2 (20.0%)	8 (80.0%)
Management	2023	174	2 (1.1%)	96 (55.2%)	76 (43.7%)	26 (14.9%)	148 (85.1%)
	2024	194	1 (0.5%)	107 (55.2%)	86 (44.3%)	34 (17.5%)	160 (82.5%)
	2025	195	1 (0.5%)	106 (54.4%)	88 (45.1%)	33 (16.9%)	162 (83.1%)
Production / non-production employees	2023	1,406	91 (6.5%)	847 (60.2%)	468 (33.3%)	699 (49.7%)	707 (50.3%)
	2024	1,324	80 (6.0%)	731 (55.2%)	513 (38.7%)	650 (49.1%)	674 (50.9%)
	2025	1,255	65 (5.2%)	657 (52.4%)	533 (42.5%)	614 (48.9%)	641 (51.1%)

Gender distribution in STEM-related positions



2025 management profile by age and gender

	Total	<30	30-50	>50	Female	Male
Junior/Middle management	170	1 (0.6%)	96 (56.5%)	73 (42.9%)	30 (17.6%)	140 (82.4%)
Top management	25	0 (0.0%)	10 (40.0%)	15 (60.0%)	3 (12.0%)	22 (88.0%)
Management in revenue-generating functions	80	0 (0.0%)	42 (52.5%)	38 (47.5%)	11 (13.8%)	69 (86.3%)



Human rights

Evoca is committed to respecting internationally recognised human rights across its operations and value chain. The approach is guided by applicable laws, the principles of the United Nations Global Compact, the Code of Ethics, the Human Rights Policy, the Supplier Code of Conduct and other internal policies covering responsible employment, health and safety, diversity and inclusion, and ethical business conduct.

The Group has a company-wide human rights due diligence approach designed to identify, assess and manage potential human rights issues related to its activities, workforce, value chain and new business relationships. The process covers both own operations and supplier-related activities and is periodically reviewed through risk mapping, internal assessments, supplier due diligence, checks on new business relations, audit outcomes and stakeholder feedback.

In own operations, the main areas of attention include fair working conditions, non-discrimination, freedom of association, the right to collective bargaining, adequate wages, working hours, occupational health and safety and employee wellbeing.

In the value chain, the focus is on supplier-related topics, including forced labour, human trafficking, child labour, discrimination, working conditions, occupational health and safety, conflict minerals and respect for labour rights. Relevant groups include third-party employees, people in the value chain and, where applicable, children in relation to child labour prevention.

Clear expectations are defined through the Code of Ethics and Supplier Code of Conduct, including the prohibition of forced labour, human trafficking and child labour, respect for freedom of association and collective bargaining, equal treatment and non-discrimination, and protection of health and safety. These expectations are progressively integrated into supplier qualification, assessment, contractual requirements and monitoring activities.

Human rights risk mapping is reviewed periodically to reflect changes in operations, supplier exposure, regulatory expectations and external assessment criteria. Over the last three years, assessments have been conducted across own operations and the value chain, supporting a more structured approach to due diligence and follow-up actions.

Potential concerns can be raised through Evoca's whistleblowing channels, which are available to employees and external stakeholders, including suppliers. Reports are managed through defined procedures designed to support confidentiality and protection for reporters.

In 2025, the Group maintained its Sedex membership and completed SMETA audits at selected sites with positive outcomes. These audits support the review of labour practices, health and safety, business ethics and responsible employment conditions at site level.

2025 performance

	2025
Operational sites assessed for human rights risks	100%
Operational sites where human rights risks were identified	0%
Suppliers assessed for human rights risks	82.8%
Suppliers where human rights risks were identified	1.2%
Identified human rights risks for which mitigation actions taken	67%
SMETA audits at selected sites	Completed with positive outcomes
Number of whistleblowing reports related to discrimination or harassment	0
Number of cases of discrimination	0
Number of cases of child and forced labour	0

	2023	2024	2025	Annual target
Direct employees covered by living wage benchmarking analysis	-	100%	100%	100%
Direct employees paid below living wage	-	0%	0%	0%
Employees paid in line with living wage	-	100%	100%	100%

Occupational health and safety

Occupational health and safety is a core component of the People pillar. Health and safety are managed through certified management systems, workplace risk assessments, training, consultation processes, internal inspections, emergency preparedness and continuous improvement actions.

The occupational health and safety management system is certified according to ISO 45001 across 75% of operational sites. The system supports structured identification and management of workplace hazards, including equipment safety, operational activities, maintenance, ergonomics, contractor activities and exposure to substances used in production or service activities.

The management of substances is also supported by the ISO 14001-certified environmental management system, which covers processes for identifying, handling and monitoring substances used at operational sites. Where relevant, employees receive information and training on safe handling requirements, safety data sheets, protective equipment and applicable operating procedures.

Ergonomic and biomechanical risks are addressed through workplace risk assessments, with particular attention to production activities and roles involving repetitive movements or manual handling.

Work-related stress assessments are carried out across operational sites in line with applicable legal requirements and are periodically reviewed within the ISO 45001-certified management system. Wellbeing is also promoted through local and targeted initiatives, including stress management training and psychological support in specific return-to-work situations where relevant.

Emergency preparedness is managed through site-level plans and procedures designed to support prevention, response and business continuity. Internal inspections, equipment safety checks, audits, safety observations and performance reviews are used to monitor conditions, identify improvement actions and strengthen safe behaviours across sites.

Consultation and participation are part of the health and safety approach. Employees and their representatives are involved through local consultation mechanisms, safety meetings, training activities and channels to raise health and safety concerns. Reports and observations are reviewed through defined processes and used to inform corrective or preventive measures where required.

Health and safety requirements also apply to contractors and other people working on Evoca premises, in line with the ISO 45001-certified management system. Contractor management includes site access controls, coordination activities, safety rules, role-specific requirements, compliance with safety provisions included in contractual agreements and safety training where required. This supports a consistent approach to health and safety for people working at Evoca sites.

Periodic medical checks are provided in accordance with applicable legal requirements and are integrated into the ongoing monitoring activities covered by the ISO 45001-certified management system. In 2025, the Group recorded zero fatalities and an employee lost time injury frequency rate of 8.2. Performance is monitored through indicators, targets, audit outcomes, inspections, training and improvement actions, with continued focus on prevention, risk assessment, consultation and participation.

2025 performance

Occupational health and safety training

	2023	2024	2025
Average training hours on H&S	3.9	4.9	3.0
Percentage of employees covered by health care	64%	59%	59%

Occupational health and safety management system

	2023	2024	2025
Operating plants with employee health and safety risk assessment	67%	63%	88%
ISO 45001 certified operating plants	6/9	5/8	6/8
% operating plants under ISO 45001	67%	63%	75%
Number of people covered by ISO 45001	1066	995	1075
% of people covered by ISO 45001	82	81	93

Work-related ill health

	2023	2024	2025
Fatalities as a result of work-related ill health	0	0	0
Acknowledged work-related ill health	6	6	0
Number of people in operating plants	1300	1236	1128

**Work-related injuries**

Employees	2023	2024	2025
Fatalities as a result of work-related injuries	0	0	0
High consequence injuries (>6 months or permanent consequences)	0	1	0
Number of work-related accidents	15	8	14
Lost Time Injury Frequency Rate (LTIFR)	7.4	4.9	8.2
Lost Time Incident Rate (LTIR)	1.5	1.0	1.6
Contractors	2023	2024	2025
Fatalities as a result of work-related injuries	0	0	0
High consequence injuries (>6 months or permanent consequences)	0	0	0
Number of work-related accidents	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	0	0	0

Building sustainability capability across the organisation

In 2025, Evoca expanded its internal sustainability engagement activities to strengthen awareness, ownership and practical application across the organisation. Introduction to Sustainability sessions were rolled out across five countries, including Denmark, Germany, France, Spain and the UK, combining Group-level priorities with local dialogue on sustainability projects and opportunities.

Sustainability was also integrated into the Sales Academy, helping customer-facing teams build the knowledge needed to respond to growing customer expectations on product performance, carbon footprint, lifecycle information and decarbonisation. These activities support a shared sustainability culture and help connect Evoca's roadmap with day-to-day business execution.

Connecting people, universities and local innovation

In 2025, Evoca strengthened its connection with academic partners and local innovation ecosystems through initiatives focused on sustainability, entrepreneurship and skills development.

Through its participation in SDA Bocconi's SOSC Monitor, Evoca contributed to sustainability-related projects and delivered a lecture within the Master in Sustainability Management, sharing practical experience on sustainability integration and product-related measurement tools.

The Group also collaborated with the University of Bergamo through CREO LAB sustainability activities, where Evoca experts supported students in discussing and developing ideas for their final project work. In the same academic ecosystem, Evoca supported Start Cup Bergamo, the University of Bergamo's business plan competition for innovative, knowledge-based entrepreneurial projects, with employees and managers contributing as mentors.

These initiatives reflect the spirit of Brewing Connections: connecting employees, students, universities, business expertise and sustainability challenges. They support talent attraction, knowledge exchange and local engagement, while giving Evoca people the opportunity to contribute their skills beyond the organisation.



Climate & Environment

Climate strategy and emissions management

Climate transition plan and decarbonisation levers

Climate governance, risks and opportunities

Environmental management

Energy management

Waste and resource efficiency

Water and air pollution

Biodiversity

The Climate & Environment pillar focuses on greenhouse gas emissions, energy performance and environmental management across operations and the value chain. The Group's climate footprint is mainly linked to Scope 3 emissions, particularly purchased goods and services and the use of sold products. For this reason, climate transition is closely connected to product stewardship, energy efficiency, material choices and lifecycle performance.

In 2025, the Group continued to monitor Scope 1, 2 and 3 emissions in accordance with the GHG Protocol and advanced its decarbonisation pathway in line with its SBTi-validated commitments. Product-level carbon footprint capabilities were strengthened, renewable energy use increased and structured environmental management processes were maintained across operational sites.

Climate and environmental risks and opportunities are assessed through sustainability governance, materiality, risk review and environmental management processes. Areas of attention include energy costs, regulatory developments, physical climate-related risks, raw material availability, supplier emissions data and customer demand for products with stronger environmental performance.

The pillar is closely linked to the material topic Energy efficiency & climate transition, connecting emissions measurement, product energy performance, renewable energy, operational efficiency, supplier engagement and certified environmental management.

Climate strategy and emissions management

The climate strategy is based on measuring emissions, improving energy performance and addressing product-related emissions across the value chain. The Group has SBTi-validated near-term targets to reduce absolute Scope 1, 2 and 3 greenhouse gas emissions by 42% by 2030, from a 2022 base year.

Scope 3 emissions represent the largest share of the Group's total carbon footprint. Within Scope 3, the most relevant categories are purchased goods and services and the use of sold products. This makes product energy performance, material selection, supplier engagement and lifecycle design central to the decarbonisation pathway.

Greenhouse gas emissions are monitored through internal reporting processes and quarterly reviews, which are used to assess performance and inform product development, energy management and supplier engagement. In 2025, total Scope 1, 2 and 3 emissions were 258,717 tCO₂e, compared with 433,102 tCO₂e in the 2022 baseline year, corresponding to a 40% decrease.

The decrease compared with the baseline year was mainly linked to Scope 3 emissions, supported by product-related improvements and changes in business volumes. Scope 1 and 2 emissions are managed through energy efficiency initiatives, renewable electricity procurement and on-site renewable energy generation.



Climate transition plan and decarbonisation levers

The climate transition approach is based on reducing emissions across operations and the value chain. The Group's SBTi-validated near-term target covers Scope 1, Scope 2 and Scope 3 emissions, with particular focus on the use phase of sold products and purchased goods and services.

The decarbonisation pathway is supported by a set of operational, product-related and value chain levers.

Decarbonisation lever	2025 actions	Planned direction	Relevant scope
Renewable electricity	Continued use of purchased renewable electricity and self-consumed renewable electricity generated on site	Further increase renewable electricity where technically and economically feasible	Scope 2
Energy efficiency in operations	Site-level energy monitoring and efficiency initiatives across operational sites	Continue efficiency improvements and identify further reduction opportunities	Scope 1 and 2
Product energy performance	Expanded product carbon footprint coverage and revenue monitoring from more sustainable products	Further integrate energy performance and lifecycle criteria into product development and customer-facing information	Scope 3 Category 11
Product carbon footprint methodology	Product carbon footprint tool developed and validated; systematic approach third-party certified according to ISO 14067	Increase scalability, consistency and use of product-level carbon information across product families	Scope 3 Category 11
Materials and supplier engagement	Supplier ESG due diligence platform, material data collection and responsible sourcing initiatives	Improve availability of primary supplier data, recycled content information and material-related emissions data	Scope 3 Category 1
Circularity and lifecycle extension	WEEE compliance, repairability, spare parts availability, Newlife recovered components and selected take-back initiatives	Strengthen circular product lifecycle solutions, recovered components and end-of-life data	Scope 3 Category 1 and Category 11

This approach reflects the connection between climate strategy and product stewardship. Since most of Evoca's climate footprint sits in the value chain, product design, material choices, supplier engagement and customer use-phase performance are central to the Group's decarbonisation pathway.

Climate governance, risks and opportunities

Climate-related matters are managed through the sustainability governance structure and integrated into materiality, risk review and business planning processes. The Sustainability Committee, chaired by the Chief Sustainability Officer, supports coordination across the relevant functions, with Finance and other functions involved where relevant.

The review considers physical and transition-related risks and opportunities, including raw material availability and cost, operational continuity, energy costs, regulatory developments, supplier emissions data and evolving customer demand for products with stronger environmental performance. These topics are addressed through cross-functional dialogue, environmental management, product development, supplier engagement and sustainability reporting processes.

Risk responses include measures linked to operations, products and the value chain, such as energy efficiency, renewable electricity, on-site generation, product energy performance, product carbon footprint assessments, supplier engagement and site-level environmental management. Physical climate-related considerations are managed through local risk reviews, site maintenance, business continuity planning and operational controls where relevant.

The 2025 emissions profile confirms the central role of value chain levers. Scope 3 represented approximately 99.3% of total reported emissions, with around 80% coming from the use of sold products. Product energy performance and lifecycle design are therefore central to the decarbonisation pathway.

Main opportunities are linked to improved product energy efficiency, lower total cost of ownership for customers, product-level carbon transparency, renewable energy and more resource-efficient product design. CDP results in 2025, including A- Climate and A Supplier Engagement scores, support external transparency on climate governance, emissions management and supplier engagement.

GHG emissions (tCO₂e)

	2022 (baseline)	2023	2024	2025	reduction from baseline	Annual target
Scope 1	2,038	1,962	1,643	1,588	-22%	1,717
Scope 2 (market-based)	431	400	241	271	-37%	363
Scope 2 (location-based)	1,576	1,382	1,128	981	-38%	-
Scope 3 - total	430,633	380,420	308,778	256,858	-40%	362,808
Scope 3.1 - Purchased Goods and Services	75,360	61,666	60,529	50,166	-33%	-
Scope 3.11 - Use of sold products	355,273	318,754	248,249	206,692	-42%	-
TOTAL	433,102	382,782	310,661	258,717	-40%	-

Emissions intensity (tCO₂e /€m)

	2022	2023	2024	2025	change from 2022 baseline (%)
Scope 1	4.9	4.5	3.9	4.5	-8%
Scope 2 (market-based)	1.0	0.9	0.6	0.8	-26%
Scope 3 - total	1,036.2	863.2	734.5	729.3	-30%
Scope 3.1 - Purchased Goods and Services	181.3	139.9	144.0	142.4	-21%
Scope 3.11 - Use of sold products	854.8	723.3	590.5	586.9	-31%
TOTAL	1,042.1	868.6	739.0	734.6	-30%



Environmental management

Environmental performance is managed through certified management systems, operational controls, site-level assessments, reviews, inspections and monitoring processes. The Group's environmental approach covers energy use, greenhouse gas emissions, waste, water, air emissions and compliance with applicable regulations.

ISO 14001 certification supports consistent environmental management across operational sites and provides a structured basis for identifying environmental aspects, defining controls, monitoring performance and promoting continuous improvement. Environmental training is provided to relevant employees according to role and site needs, including waste reduction, water management, renewable energy and operational environmental practices.

Site-level reviews, inspections and monitoring activities are used to assess performance, identify improvement opportunities and support compliance with applicable requirements. This approach supports environmental oversight and continuous improvement across the operational footprint.

2025 performance

	2023	2024	2025
Operational sites assessed for specific environmental risks	67%	63%	88%
Operational sites with ISO 14001 certification	67%	75%	75%
Environmental violations	0	0	0
Fines or penalties related to environmental violations	0	0	0
Air pollution non-conformities	0	0	0
Employees trained on specific environmental issues, non-production	-	50.2%	28.4%

Energy management

Energy management is central to reducing operational emissions and improving cost efficiency. The Group monitors energy consumption across its sites and implements initiatives focused on renewable electricity, on-site generation and energy efficiency.

In 2025, total energy consumption was 10,137 MWh. Renewable energy consumption reached approximately 4,150 MWh, representing 40.9% of total energy consumption. This included purchased renewable electricity and self-consumed electricity generated from on-site renewable systems.

During the year, the Group completed the energy initiatives planned for 2025 and continued to assess further measures across operational sites. Site-level initiatives include renewable electricity procurement, on-site photovoltaic generation and energy efficiency measures such as lighting upgrades, equipment efficiency improvements and more detailed energy monitoring where relevant.

These actions support the Scope 1 and 2 emissions reduction pathway and help reduce exposure to energy price volatility.

2025 performance

Energy consumption within the organisation

Energy types	2022	2023	2024	2025
Heating from natural gas (non-renewable)	5,656	4,792	5,145	4,949
Heating from fuel oil (non-renewable)	222	208	264	159
Heating from LPG (non-renewable)	164	157	116	96
Heating from propane (non-renewable)	350	376	0	0
Electricity (renewable)	5,135	4,421	4,082	4,096
Electricity (non-renewable)	1,501	1,383	813	693
Self-generated renewable electricity (renewable)	-	-	-	54
Purchased heat	-	-	-	90
Total energy consumption	13,029	11,337	10,421	10,137
Renewable energy share (%)	39.4%	39.0%	39.2%	40.9%
Energy intensity (MWh/€m net sales)	31.3	25.7	24.8	28.8
Net sales (€m)	415.6	440.7	420.4	352.2

Waste and resource efficiency

The waste management approach follows the waste hierarchy, prioritising prevention, reuse, recycling and recovery before disposal. Waste is mainly generated from manufacturing activities, packaging, metals, paper and cardboard, obsolete equipment and operational materials.

Waste performance is managed through site-level processes, supplier and waste contractor management, operational monitoring and environmental management systems. Waste data and waste streams are reviewed to identify opportunities to improve material efficiency, recycling and recovery. Site-level improvement actions focus on waste prevention, recycling, recovery and the reduction of landfill disposal where relevant.

Waste reduction is also supported through process optimisation, quality improvement, material efficiency and innovation activities aimed at reducing scrap, rework and avoidable waste in operations.

Packaging waste management is supported through participation in authorised compliance schemes, helping ensure proper handling and recovery of packaging waste in line with applicable requirements. These activities are connected to the broader focus on circularity, material efficiency and product lifecycle management.

2025 performance

Waste generated

	2023	2024	2025
Metals	1,372	1,343	1,103
Paper and carton	432	373	300
Retired equipment	178	118	71
Mixed packaging	161	125	113
Wood packaging	154	142	179
Municipal waste	59	41	159
Liquid waste	549	362	369
Other	67	69	8
Total	2,972	2,573	2,302

Waste by type and destination

		2023	2024	2025
Hazardous waste	Recycled/reused	9.0	12.5	10.7
	Sent to incineration with energy recovery	1.1	0.6	0.2
	Sent to landfill	8.2	14.6	7.6
Total		18.3	27.7	18.5
Non-hazardous waste	Recycled/reused	2324.7	2166.6	1882.2
	Sent to incineration with energy recovery	48.4	1.3	2.6
	Sent to landfill	579.9	377.1	398.7
Total		2,953.0	2,545.0	2,283.5
Hazardous waste ratio		0.6%	1.1%	0.8%
Waste diverted from landfill		80.2%	84.8%	82.3%

Water and air pollution

Water is not currently among the Group's most material environmental topics, as operations require limited water use. Water is mainly used for sanitation, hygiene, canteens and selected production-related activities, including product testing.

Water withdrawal and discharge are monitored, and sites are expected to use water responsibly. Water recycling and reuse are currently limited within operational processes.

Air pollutant emissions are managed through environmental controls, site-level monitoring and compliance processes, supporting regulatory compliance and consistent environmental management across operational sites.

2025 performance

Water

	2023	2024	2025
Water withdrawal	20,154.0	15,202.0	13,458.6
Water discharge	N/A	362.1	352.1
Total net fresh water consumption	-	14,839.9	13,106.5

Employees trained on waste reduction (non production)	27.5%
Employees trained on water management (non production)	27.5%
Air pollution non-conformities	0



Biodiversity

Biodiversity is not currently assessed as a material topic for the Group. Manufacturing sites are mainly located in industrial areas, and operations do not directly depend on natural habitats, protected areas or biodiversity-sensitive land.

An initial biodiversity screening has been carried out for own operations, considering site locations, manufacturing activities and potential interactions with adjacent areas, including through land use, water, waste, air emissions and environmental compliance matters.

Based on this review, no material biodiversity-related risks have been identified to date for own operations. Potential site-level considerations are managed through environmental compliance, local assessments and ISO 14001 environmental management systems, while biodiversity-related expectations continue to be monitored as regulatory and stakeholder requirements evolve.

Site-level biodiversity-related actions have also been identified for manufacturing sites, using no net loss as a guiding principle where relevant.

From emissions measurement to product-level carbon transparency

In 2025, Evoca strengthened the connection between climate strategy, product stewardship and customer transparency by further developing its product carbon footprint methodology and calculation tool. The tool is aligned with ISO 14067 and supports consistent product-level carbon footprint calculations across Evoca's product portfolio.

The systematic approach used to calculate product carbon footprints has been third-party certified according to ISO 14067. This strengthens the reliability and comparability of product-level carbon information and supports Evoca's management of Scope 3 emissions, particularly Category 11, use of sold products.

The online carbon footprint calculator provides customers with access to product-level simulations and clearer information on lifecycle performance. This helps connect Evoca's decarbonisation pathway with customer needs, product energy performance and more transparent decision-making across the value chain.

Energy performance as customer value

Product energy performance is one of the clearest links between climate transition and customer value. Because the use of sold products represents the largest share of Evoca's reported emissions, reducing electricity consumption during the use phase supports both decarbonisation and lower operating costs for customers.

Energy efficiency is integrated into product development through component selection, software-based energy management, standby functions and design choices that reduce operating requirements. These improvements support lower total cost of ownership over the product lifecycle and help customers meet their own climate and efficiency objectives.

This connection between product performance, customer economics and emissions reduction is central to Evoca's decarbonisation pathway and reinforces the role of Product Stewardship & Design as a driver of long-term value.



Governance

Governance structure and ESG oversight

Policies and management systems supporting ESG governance

Risk management

Business ethics and compliance

Information security and data protection

Responsible supply chain management

Conflict minerals

Transparency, reporting and recognition

External sustainability assessments



The Governance pillar is based on responsible decision-making, ethical conduct, compliance, risk management and transparent accountability. These elements support business continuity, stakeholder trust, access to capital and the ability to operate across markets with consistent standards.

In 2025, the Group continued to develop its governance model through certified management systems, business ethics programmes, responsible supply chain management, information security controls and the ESG Policy Framework. The main sustainability-related policies and codes are publicly available on the Evoca website, supporting transparency and access to the principles that guide conduct and management practices.

The pillar is closely linked to the material topic Business ethics & governance and also supports the management of Responsible sourcing across the value chain.

Governance-related risks and exposures are assessed through governance, compliance, risk review, supplier due diligence and information security processes. Areas of attention include business ethics, anti-corruption, sanctions and export control, information security, data protection, responsible sourcing, conflict minerals and supply chain resilience.

This approach provides clear oversight, consistent processes and defined ownership of key risks and controls across functions and geographies.

Composition of the Board of Directors

	Male	Female
Executive	2	2
Non-executive	5	0
Independent	1	0

Governance structure and ESG oversight

The governance model provides senior-level oversight of sustainability-related matters. The Board of Directors has ultimate oversight of the Group's strategic direction and governance framework. The Chief Executive Officer, who is a member of the Board of Directors, holds responsibility for ESG matters and ensures that sustainability priorities are aligned with business objectives, risk management and operational execution.

The Chief Sustainability Officer reports directly to the CEO and chairs the Sustainability Committee. This structure supports direct escalation of sustainability-related priorities, risks and performance matters, while enabling coordination across the functions responsible for implementation.

The Sustainability Committee supports the CEO and senior management in defining, coordinating and monitoring sustainability priorities. The Committee brings together the key functions involved in managing sustainability-related priorities, risks and opportunities, including Sustainability, HR, EHS, Procurement, Customer Experience, R&D, Legal, Marketing and ICT. Within Customer Experience, Quality and Technical Service provide relevant input on product performance, customer feedback and service-related topics. Other functions are involved where relevant, depending on the topic and information required.

The Sustainability Committee provides regular updates to the CEO and reports to the Board of Directors at least once a year. Board reporting covers progress against the sustainability roadmap, material ESG risks and opportunities, key performance indicators, regulatory developments and external sustainability assessments.

Board reporting also covers climate-related priorities, emissions performance and progress against the decarbonisation pathway where relevant.

In 2025, the ESG Policy Framework was reinforced as the reference structure for sustainability-related policies, codes, procedures and management systems.

Policies and management systems supporting ESG governance

In 2025, the Group reinforced the ESG Policy Framework as the main overarching policy for sustainability-related governance, commitments, responsibilities and management systems. The framework supports consistent governance across the Group and helps connect policy commitments with operational responsibilities, certified management systems and sustainability disclosures.

The Group’s ESG governance is supported by a set of policies, codes, procedures and management systems covering the main areas of responsible business conduct and sustainability management. The main sustainability-related policies and codes are publicly available on the Evoca website.

Area	Main policies, codes and procedures
Overall ESG governance	ESG Policy Framework
Business ethics and compliance	Code of Ethics; Anti-Bribery and Anti-Corruption Policy; Antitrust and Fair Competition Policy; Anti-Money Laundering Policy; Anti-Tax Evasion Policy; Sanctions and Export Control procedures; Whistleblowing Policy
Human rights and people	Human Rights Policy; Diversity, Equity and Inclusion Policy; labour practices and occupational health and safety procedures
Supply chain and responsible sourcing	Supplier Code of Conduct; Sustainable Procurement Policy; Conflict Minerals Policy; supplier due diligence procedures
Environment and climate	Environmental Policy, embedded in the ESG Policy Framework; environmental management procedures; energy, waste, water and substances management procedures
Information security and data protection	Information Security Policy, embedded in the ESG Policy Framework; data protection procedures; information security management procedures
Product quality and compliance	Quality Policy, embedded in the ESG Policy Framework; product compliance procedures; product safety, conformity and technical documentation processes

Certified and structured management systems support the implementation of these commitments by defining responsibilities, processes, monitoring activities and continuous improvement mechanisms across key sustainability-related areas.

Management system	2025 status
ISO 9001 quality management	100% of operational sites certified
ISO 14001 environmental management	75% of operational sites certified
ISO 45001 occupational health and safety	75% of operational sites certified
UNI/PdR gender equality management system	Certified for Evoca S.p.A.
ISO 27001 information security	Certification planned for Q4 2026

Risk management

Sustainability-related risks are managed through the governance model, Board and senior management oversight, operational responsibilities, management systems and internal review processes. Risk ownership is assigned to the relevant functions and business owners, supported by Group policies, procedures, training, internal controls and escalation mechanisms.

Risk-based thinking is embedded in management systems covering quality, environment, occupational health and safety, information security and gender equality. These systems require teams to identify, assess and address factors that may affect business objectives, compliance, operational continuity and sustainability performance.

Company-specific risk exposure is reviewed on a regular basis, considering both likelihood and potential magnitude. Review processes are informed by operational performance, management system reviews, non-conformities, customer feedback, supplier assessments, regulatory developments and management review activities.

Sustainability-related risks include regulatory developments, climate-related risks, product compliance, information security, supply chain resilience, customer requirements, human capital trends and evolving stakeholder expectations. Relevant topics are monitored through materiality updates, management system reviews, cross-functional dialogue and sustainability governance processes, supporting timely escalation and integration into the Group’s roadmap where appropriate.

The Group promotes risk awareness through focused training, clear responsibilities and the integration of risk criteria into business processes, including product development. Quality, safety, compliance, energy performance, lifecycle considerations and customer requirements are considered as part of product design and improvement processes.

This approach supports the management of material sustainability topics identified through the materiality process and connects risk management with business resilience, responsible decision-making and long-term value creation.

Business ethics and compliance

Ethical conduct is central to the governance model and to the trust the Group builds with customers, employees, suppliers, partners and institutions. The Group applies a zero-tolerance approach to bribery, corruption, anti-competitive behaviour, fraud and other forms of misconduct.

Expectations are defined through the Code of Ethics and dedicated policies and procedures covering anti-bribery and anti-corruption, antitrust and fair competition, anti-money laundering, anti-tax evasion, sanctions and export control.

The business ethics programme combines policies, training, third-party due diligence, corruption risk assessments, monitoring, control reviews and reporting channels. Measures designed to deter non-compliance and reduce exposure to unethical conduct include defined approval flows, segregation of duties, due diligence on relevant third parties, internal controls, escalation processes and disciplinary measures where applicable.

In Italy, the compliance framework is also supported by Model 231, which defines protocols for sensitive processes and is overseen by an independent Supervisory Body. In 2025, a corruption risk assessment was carried out for Evoca S.p.A., supporting the review of relevant controls and compliance processes.

Anti-corruption due diligence is applied to relevant third parties, while controls designed to prevent bribery and corruption are reviewed through internal monitoring and control activities.

The Group provides training on ethics and compliance topics to relevant employees and governance bodies, including anti-bribery and corruption, conflicts of interest, antitrust, data protection and whistleblowing.

Whistleblowing channels are available to employees and external stakeholders, including suppliers. Reports are managed through defined procedures designed to support confidentiality, personal data protection and protection against retaliation.

2025 performance

	2025	
Confirmed incidents of corruption	0	
Legal actions for anti-competitive behaviour, antitrust or monopoly practices	0	
Significant instances of non-compliance with laws and regulations	0	
Substantiated customer privacy complaints including leaks or loss of customer data	0	
Environmental violations	0	
Fines or penalties related to environmental violations	0	
Confirmed cases of conflicts of interest	0	
Confirmed cases of money laundering or insider trading	0	
Fines related to corruption and bribery cases	0	
Convictions related to corruption and bribery	0	
	2024	2025
Training		
Percentage of employees trained on business ethics & code of conduct	45.1%	49.9%
Percentage of employees trained on conflict of interest (non-production)	80.7%	91.1%
Percentage of employees trained on fraud (non-production)	0.0%	96.8%
Percentage of employees trained on money laundering (non-production)	79.4%	92.3%
Percentage of employees trained on anti-competitive practices: bribery and corruption (non-production)	80.5%	93.4%
Percentage of employees trained on antitrust (non-production)	79.4%	9.1%
Percentage of employees trained on data security (non-production)	80.9%	94.7%
Percentage of employees trained on whistleblowing	45.1%	4.8%

Information security and data protection

Information security and data protection are important to business continuity, customer trust and responsible governance. These topics are managed through an Information Security Management System aligned with ISO 27001 principles and supported by policies, risk assessments, access controls, monitoring, internal reviews and incident response procedures. ISO 27001 certification is planned for Q4 2026.

The Information Security Policy defines responsibilities and principles for protecting the confidentiality, integrity and availability of information systems and data. In 2025, information security risks were assessed across operations as part of the information security management process and preparation for ISO 27001 certification. Technical and organisational controls, backup and recovery mechanisms, and internal reviews of IT infrastructure and information security processes support business continuity.

As products and services increasingly include digital and connectivity features, information security controls also support data flows linked to connected machines, digital services and customer-facing platforms. Controls cover access management, data protection, system monitoring, secure configuration, backup and recovery, and incident response processes, supporting service continuity and customer trust.

Information security also forms part of third-party management. Due diligence is applied to relevant third parties where information security, data protection or system access

considerations are material to the relationship, helping ensure that external providers meet appropriate security and confidentiality requirements.

Data protection practices are designed to comply with applicable data protection laws, including the EU General Data Protection Regulation. Transparency, data minimisation, privacy by design and lawful processing principles are applied, with responsibilities assigned within relevant functions and supported by employee training and awareness activities on information security and data protection.

2025 performance

	2025
Substantiated customer privacy complaints	0
Customer data leaks, thefts or losses	0
Non-production employees trained on data security	94.7%

Responsible supply chain management

The responsible supply chain approach is based on clear supplier expectations, due diligence, monitoring and engagement. Suppliers are expected to comply with applicable laws and to meet requirements related to ethics, human rights, labour practices, health and safety, environmental protection, anti-corruption, climate responsibility and responsible sourcing.

These expectations are formalised through the Supplier Code of Conduct and contractual clauses covering environmental, labour and human rights requirements. Supplier sustainability assessments are managed through IntegrityNext, Evoca's dedicated supplier ESG platform. The platform combines country and industry exposure with supplier questionnaire responses covering ESG topics such as human rights and labour, conflict minerals, data protection, health and safety, supply chain responsibility, anti-bribery and anti-corruption, and environmental protection. These inputs are combined to produce an overall ESG rating, supporting supplier prioritisation, monitoring and follow-up.

IntegrityNext also supports continuous dialogue with suppliers. Suppliers can update their information, acknowledge the Supplier Code of Conduct, complete assessments, access training resources and use support channels available through the platform. Where improvement areas are identified, suppliers are engaged through procurement dialogue, corrective actions or capacity-building activities, depending on the nature of the issue and the supplier relationship.

Supplier follow-up is risk-based and may include documentation review, engagement actions, improvement plans or supplier audits where appropriate. Supplier audits are conducted within

the broader supplier management framework and may support the review of ESG-related topics when relevant to the supplier relationship.

The supplier ESG programme also supports engagement on climate-related topics. As purchased goods and services represent one of the Group's most relevant Scope 3 categories, supplier dialogue increasingly focuses on material data, recycled content, energy and emissions information, and opportunities to improve the quality of primary data. Where relevant, suppliers are encouraged to adopt more structured approaches to greenhouse gas emissions measurement and reduction, supporting the broader climate transition pathway.

Implementation of the supplier ESG programme is coordinated by Sustainability in collaboration with Procurement, with oversight provided by the Sustainability Committee. ESG criteria are integrated into supplier qualification, assessment, monitoring and vendor rating processes, alongside quality, reliability, cost and supply continuity considerations. These procedures are reviewed for consistency with the Supplier Code of Conduct and the Group's environmental, labour, human rights and business ethics requirements. Stronger ESG performance contributes positively to supplier evaluation and may support supplier selection decisions. Suppliers requiring improvement are engaged through follow-up actions, improvement plans and procurement dialogue. Continued lack of progress or collaboration may lead to escalation and review of the supplier relationship in line with procurement processes.

Responsible supply chain management supports responsible sourcing, human rights due diligence, supply continuity and alignment with customer requirements and stakeholder expectations. In 2025, supplier due diligence activities covered a significant share of supplier spend, targeted suppliers completed the required CSR assessment and buyers and procurement personnel completed sustainable procurement training.



Supplier due diligence process

Due diligence step	Evoca approach
Define expectations	Supplier Code of Conduct and contractual clauses covering environmental, labour and human rights requirements
Identify and prioritise suppliers	Supplier segmentation based on eligibility, targeting criteria, risk and relevance
Assess suppliers	IntegrityNext platform combining country and industry exposure with supplier questionnaire responses
Engage and improve	Supplier engagement, corrective actions, capacity building and procurement dialogue where gaps are identified
Monitor performance	ESG spend coverage, ESG assessment completion, supplier code of conduct acknowledgement and conflict minerals due diligence
Provide channels for concerns	Evoca whistleblowing channels available to employees and external stakeholders, including suppliers

2025 performance

	2024	2025	Annual target
Eligible suppliers	421	372	-
Eligible suppliers assessed	73.4%	79.3%	100%
Targeted suppliers completing ESG assessment	100.0%	100.0%	100%
Suppliers with contracts including environmental, labour and human rights clauses	100.0%	100.0%	100%
Targeted suppliers signing the Supplier Code of Conduct	37.2%	83.6%	80%
Assessed suppliers prioritised for ESG follow-up	-	33	-
Suppliers engaged in capability building or corrective actions	-	7	-
Supplier spend assessed for ESG	64.7%	87.7%	58%
Buyers and procurement personnel completing sustainable procurement training	100%	100%	100%
Suppliers in scope for conflict minerals due diligence	-	111	-
Suppliers assessed for conflict minerals	51%	63.9%	-

Conflict minerals

Responsible sourcing is particularly relevant for minerals and materials used in products. The Conflict Minerals Policy defines the Group's commitment to responsible sourcing and supports due diligence on minerals associated with higher human rights and conflict exposure.

Conflict minerals due diligence is managed within the responsible sourcing programme by Sustainability and Procurement, with oversight from the Sustainability Committee and support from the supplier ESG platform. The process focuses on relevant suppliers and purchasing categories where conflict minerals may be present because of their function in components, electronic boards or other product applications.

The Responsible Minerals Initiative Conflict Minerals Reporting Template is used to collect information from relevant suppliers, including declarations on conflict minerals, country of origin information where available, and information on smelters and refiners reported in the supply chain. Submitted templates are reviewed to check completeness, consistency and alignment with responsible sourcing expectations.

Where information is missing, incomplete or requires clarification, suppliers are engaged through follow-up requests and procurement dialogue. They may be asked to provide updated templates, improve the quality of their disclosures or strengthen their own due diligence processes. Where suppliers do not respond after repeated follow-up attempts, or where collaboration remains insufficient, the matter may be escalated and the supplier relationship reviewed in line with procurement processes.

The process also supports supplier awareness of conflict minerals requirements and related human rights considerations. While the Group does not directly audit mines, traders, smelters or refiners, the CMRT process provides a structured basis to improve supply chain transparency and support responsible sourcing decisions.

In 2025, 63.9% of suppliers in scope for conflict minerals due diligence were assessed through the CMRT-based review process.

Transparency, reporting and recognition

Transparency is an important part of the governance approach. Sustainability reporting is designed to provide stakeholders with clear information on material topics, management approaches, performance indicators and progress against targets.

Sustainability information is published through complementary disclosure channels, each designed to serve a specific purpose and level of detail.

Disclosure channel	Main purpose	Main content
Brewing Connections: Sustainability Highlights 2025	Concise and accessible overview of the Group's sustainability approach and progress	Strategy, key highlights, roadmap priorities, material topics, selected performance indicators and examples in practice
Brewing Connections: Sustainability Performance Data 2025	Technical and data-based disclosure for investors, customers and other stakeholders	Management approaches, KPI tables, targets, progress, reporting boundaries, GRI Content Index and indicative ESRS mapping references
Sustainability webpage	Public access point for sustainability-related documents and policies	Sustainability reports, policies, codes, rating updates and other public disclosures
United Nations Global Compact Communication on Progress	Annual disclosure on progress against the UN Global Compact principles	Governance, human rights, labour, environment and anti-corruption disclosures
CDP Climate disclosure	Climate-related disclosure and external assessment	Climate strategy, emissions performance, governance, risk management, targets and CDP Climate score
CDP Supplier Engagement disclosure	Supplier engagement and climate-related value chain disclosure	Supplier engagement practices, Scope 3 management and CDP Supplier Engagement score

Internal reporting processes support the quality, traceability and consistency of sustainability information. Data are collected from designated data owners and local sites and reviewed by the relevant functions before publication. Review activities include consistency checks, year-on-year comparisons and, where relevant, reconciliation with financial or operational data.

The 2023 and 2024 Sustainability Reports were subject to external assurance. External assurance is not included for the 2025 sustainability reporting suite; however, the current process builds on reporting flows and controls previously reviewed as part of assurance activities. Internal documentation, data ownership and review processes will continue to be improved as sustainability reporting requirements become more structured.

External sustainability assessments

External sustainability assessments and disclosure platforms are used to benchmark performance, respond to stakeholder expectations and identify areas for continuous improvement. Ratings, scores and recognitions reflect the methodology, scope and assessment period applied by each provider.

Assessment / rating	2025 result
EcoVadis	Platinum medal; 86/100
CDP Climate	A-; Leadership level
CDP Supplier Engagement	A; Supplier Engagement Leader
Sustainalytics ESG Risk Rating	Low Risk; top 1% in sub-industry
ISS ESG	Prime status
S&P Global CSA	Top 10% in sector

These assessments provide external stakeholders with additional reference points on sustainability performance, governance, climate management, responsible sourcing and disclosure quality. They are also used internally to support continuous improvement in policies, processes, data quality and performance management.



Strengthening supplier due diligence through IntegrityNext

In 2025, Evoca continued to strengthen responsible supply chain management through IntegrityNext, its dedicated supplier ESG due diligence platform. The platform supports a structured process to define supplier expectations, segment and prioritise suppliers, collect sustainability information and monitor follow-up activities.

Through IntegrityNext, suppliers can acknowledge the Supplier Code of Conduct, complete ESG assessments, update their information, access training resources and use support channels. The process combines country and industry exposure with supplier questionnaire responses covering topics such as human rights and labour, health and safety, environmental protection, anti-bribery and anti-corruption, data protection, supply chain responsibility and conflict minerals.

IntegrityNext also supports related responsible sourcing processes, including conflict minerals due diligence and engagement with suppliers where additional information, improvement actions or capacity building are required. Together with contractual ESG clauses and whistleblowing channels available to suppliers, this approach helps connect governance, procurement and responsible sourcing across the value chain.

Protecting trust through data security awareness

As business processes, customer interactions and product-related services become increasingly digital, data security awareness is an important part of responsible governance. In 2025, Evoca continued to train non-production employees on data security, helping them recognise their role in protecting information systems, personal data and business information.

This supports trusted digital interactions with customers and partners, contributes to operational resilience and helps reduce exposure to legal, reputational and operational risks. The initiative complements information security controls and reinforces the connection between governance, employee behaviour and stakeholder trust.

In 2025, 94.7% of non-production employees were trained on data security. The Group recorded zero substantiated customer privacy complaints and zero customer data leaks, thefts or losses.



Annex

Reporting boundaries and methodology

GRI content index and indicative ESRS mapping



Reporting boundaries and methodology

This section provides additional information on the reporting boundaries, methodological approach and Group perimeter applied to Brewing Connections: Sustainability Performance Data 2025.

Unless otherwise stated, the reporting scope is aligned with Evoca Group's financial consolidation perimeter and covers the entities fully consolidated for financial reporting purposes. Selected indicators may have a different reporting perimeter, depending on data availability, operational relevance, local systems or the methodology applied. Where relevant, specific boundaries, assumptions or exclusions are indicated in the related section or KPI notes.

Quantitative information is reported according to the methodologies indicated in the relevant sections and, where applicable, in the notes accompanying the KPI tables. Environmental, social, governance and product-related data may therefore refer to different operating scopes, such as Group entities, operational sites, production plants, employees, product families, supplier categories or targeted supplier populations, depending on the indicator.

This document has been prepared with reference to the GRI Standards. A GRI content index with indicative ESRS mapping references is included in the Annex to support comparability and future alignment. The ESRS mapping does not constitute a full ESRS compliance statement or a CSRD sustainability statement.

External assurance is not included for the 2025 sustainability reporting suite.

Sustainability disclosures are published annually.

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Group companies included in the consolidated financial statement¹

The following companies are included in Evoca Group's consolidated financial statement and form the reference perimeter for the 2025 Sustainability Performance Data, unless otherwise stated.

EVOCA S.p.A. - registered office in Valbrembo, 24030 (BG), Via Roma, 24 Italy

EVOCA NORDIC ApS – registered office in Odense, Denmark (wholly owned)

EVOCA UK Ltd – registered office in Kingswinford, Great Britain, (wholly owned) which includes Wittenborg UK Ltd – registered office in Kingswinford, Great Britain (wholly owned)

EVOCA Austria GmbH – registered office in Wien, Austria (wholly owned)

EVOCA Germany GmbH – registered office in Rastatt, Germany (wholly owned)

EVOCA France Sas - registered office in Le Mesnil Amelot, France (wholly owned)

Fridge France Sas– registered office in Le Mesnil Amelot, France (wholly owned)

EVOCA Iberia SL – registered office in Coslada, Madrid Spain (wholly owned)

EVOCA Sudamerica SA – registered office in Buenos Aires, Argentina (wholly owned)

EVOCA Poland Sp. z o.o. – registered office in Warsaw, Poland (wholly owned)

EVOCA Brazil Comercio de Equipamentos LTDA – registered office in Sao Paulo, Brazil (wholly owned)

EVOCA Belgium SA – registered office in Drogenbos, Belgium (wholly owned)

EVOCA Australia Pty Ltd – registered office in North Sydney, Australia (wholly owned)

EVOCA Singapore PTE Ltd. – registered office in Singapore (wholly owned)

EVOCA RUS LLC – registered office in Moscow, Russia (wholly owned)

EVOCA MANUFACTURING ROMANIA SRL – registered office in Municipiul Cluj-Napoca, Romania (wholly owned)

SaGaPRO Portugal LDA. - registered office in Trofa, Portugal (wholly owned)

EVOCA North America Ventures Inc. - registered office in Quebec, Canada (wholly owned)

EVOCA Corp. - registered office in Newark, USA (wholly owned)

QUALITY ESPRESSO SA – registered office in Barcelona, Spain (wholly owned)

QUALITY ESPRESSO USA INC. - registered office in Miami, Florida USA (wholly owned)

EVOCA TRADING (SHANGHAI) CO., LTD. - registered office in Shanghai, China (wholly owned)

EVOCA NETHERLAND B.V. – registered office in Gorinchem, The Netherlands (wholly owned) incorporated on 17 February 2025

EVOCA SWITZERLAND GmbH – registered office in St. Gallen, Switzerland (wholly owned) incorporated on 3 June 2025

1. Companies not included in this list are either liquidated (Ducale Macchine da Caffè Srl– registered office in Parma, Italy (wholly owned) and EVOGE (DONGGUAN) MANUFACTURING CO. LTD – registered office in Dongguan City (P.R.C.) (owned 79%)) or entities that are negligible in terms of both revenue contribution and relevance to environmental and people-related aspects (EVOGE LIMITED – registered office in Hong Kong (owned 79%)).



GRI content index with indicative ESRS mapping

Statement of use: Evoca has reported the information cited in the GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.

GRI used: GRI 1: Foundation 2021

This GRI content index is provided to support transparency and comparability. Brewing Connections: Sustainability Performance Data 2025 has been prepared with reference to the GRI Standards. The indicative ESRS references included in this table are intended to support future alignment and do not constitute an ESRS compliance statement or a CSRD sustainability statement.

GRI 2: General disclosures

GRI disclosure	GRI response	Indicative ESRS mapping
2-1 Organisational details	Reporting approach (page 4) About Evoca (page 4) Reporting boundaries and methodology (page 41)	ESRS 2 BP-1
2-2 Entities included in the organisation's sustainability reporting	Reporting boundaries and methodology (page 41)	ESRS 2 BP-1
2-3 Reporting period, frequency and contact point	Reporting approach (page 4) Reporting boundaries and methodology (page 41)	ESRS 2 BP-1
2-5 External assurance	Reporting approach (page 4) Reporting boundaries and methodology (page 41)	ESRS 2 BP-2
2-6 Activities, value chain and other business relationships	About Evoca (page 4) Business model and value chain (page 5) Responsible supply chain management (pages 36-37)	ESRS 2 SBM-1
2-7 Employees	Workforce profile (page 17)	ESRS S1-6
2-8 Workers who are not employees	Workforce profile (page 17) New employee hires and employee turnover (page 18)	ESRS S1-7
2-9 Governance structure and composition	Governance structure and ESG oversight (page 33)	ESRS 2 GOV-1
2-12 Role of the highest governance body in overseeing the management of impacts	Governance structure and ESG oversight (page 33) Materiality, value creation and stakeholder relevance (page 8)	ESRS 2 GOV-1; ESRS 2 GOV-2



GRI 2: General disclosures

GRI disclosure	GRI response	Indicative ESRS mapping
2-13 Delegation of responsibility for managing impacts	Governance structure and ESG oversight (page 33) Policies and management systems supporting ESG governance (page 34)	ESRS 2 GOV-1; ESRS 2 GOV-2
2-14 Role of the highest governance body in sustainability reporting	Governance structure and ESG oversight (page 33)	ESRS 2 GOV-5
2-22 Statement on sustainable development strategy	Message from our CEO (page 3) Sustainability approach (page 7)	ESRS 2 SBM-1
2-23 Policy commitments	Policies and management systems supporting ESG governance (page 34) Business ethics and compliance (page 35) Human rights (page 22) Responsible supply chain management (pages 36-37)	ESRS 2 MDR-P; ESRS G1-1; ESRS S1-1; ESRS S2-1
2-24 Embedding policy commitments	Policies and management systems supporting ESG governance (page 34) Risk management (page 34) Business ethics and compliance (page 35) Responsible supply chain management (pages 36-37)	ESRS 2 MDR-P; ESRS 2 MDR-A
2-25 Processes to remediate negative impacts	Business ethics and compliance (page 35) Human rights (page 22) Responsible supply chain management (pages 36-37) Conflict minerals (page 37) Product quality, safety and reliability (page 11)	ESRS 2 MDR-A; ESRS G1-1
2-26 Mechanisms for seeking advice and raising concerns	Business ethics and compliance (page 35) Human rights (page 22) Responsible supply chain management (pages 36-37) Product quality, safety and reliability (page 11)	ESRS G1-1
2-27 Compliance with laws and regulations	Business ethics and compliance (page 35) Environmental management (page 29) Product quality, safety and reliability (page 11)	ESRS 2 GOV-4; ESRS G1
2-29 Approach to stakeholder engagement	Stakeholder engagement (page 6) Materiality, value creation and stakeholder relevance (page 8)	ESRS 2 SBM-2
2-30 Collective bargaining agreements	Workforce profile (page 17) Fair working conditions and responsible employment (page 18)	ESRS S1-8

**GRI 3: Material topics**

GRI disclosure	GRI response	Indicative ESRS mapping
GRI 3: Material topics		
3-1 Process to determine material topics	Materiality, value creation and stakeholder relevance (page 8) Materiality matrix (page 8)	ESRS 2 IRO-1
3-2 List of material topics	Materiality matrix (page 8) 2025 material topics table (page 9)	ESRS 2 SBM-3
3-3 Management of material topics	2025 material topics table (page 9) Product quality, safety and reliability (page 11) Product lifecycle performance and carbon footprint (page 12) People management approach (page 16) Climate strategy and emissions management (page 26) Policies and management systems supporting ESG governance (page 34) Responsible supply chain management (pages 36-37)	ESRS 2 MDR-P; ESRS 2 MDR-A; ESRS 2 MDR-M; ESRS 2 MDR-T
GRI 201: Economic performance		
201-1 Direct economic value generated and distributed	Business performance (page 7)	ESRS 2 SBM-1
GRI 205: Anti-corruption		
205-2 Communication and training about anti-corruption policies and procedures	Business ethics and compliance (page 35)	ESRS G1-1; ESRS G1-3
205-3 Confirmed incidents of corruption and actions taken	Business ethics and compliance (page 35)	ESRS G1-4
GRI 206: Anti-competitive behaviour		
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Business ethics and compliance (page 35)	ESRS G1-4
GRI 301: Materials		
301-1 Materials used by weight or volume	Resource inflows and circular design (page 12) Materials used in our products (page 13)	ESRS E5-4
301-2 Recycled input materials used	Resource inflows and circular design (page 12) Recycled input material used (page 13)	ESRS E5-4

**GRI 3: Material topics**

GRI disclosure	GRI response	Indicative ESRS mapping
GRI 302: Energy		
302-1 Energy consumption within the organisation	Energy management (page 29)	ESRS E1-5
302-3 Energy intensity	Energy management (page 29)	ESRS E1-5
GRI 303: Water and effluents		
303-3 Water withdrawal	Water and air pollution (page 30)	ESRS E3-4
303-4 Water discharge	Water and air pollution (page 30)	ESRS E3-4
303-5 Water consumption	Water and air pollution (page 30)	ESRS E3-4
GRI 305: Emissions		
305-1 Direct Scope 1 GHG emissions	Climate strategy and emissions management (page 26) GHG emissions (page 28)	ESRS E1-6
305-2 Energy indirect Scope 2 GHG emissions	Climate strategy and emissions management (page 26) GHG emissions (page 28)	ESRS E1-6
305-3 Other indirect Scope 3 GHG emissions	Climate strategy and emissions management (page 26) GHG emissions (page 28)	ESRS E1-6
305-4 GHG emissions intensity	Emissions intensity (page 28)	ESRS E1-6
305-5 Reduction of GHG emissions	Climate strategy and emissions management (page 26) Climate transition plan and decarbonisation levers (page 27) GHG emissions (page 28)	ESRS E1-4; ESRS E1-6

**GRI 3: Material topics**

GRI disclosure	GRI response	Indicative ESRS mapping
GRI 306: Waste		
306-1 Waste generation and significant waste-related impacts	Waste and resource efficiency (page 30)	ESRS E5-5
306-2 Management of significant waste-related impacts	Waste and resource efficiency (page 30)	ESRS E5-2; ESRS E5-5
306-3 Waste generated	Waste generated (page 30)	ESRS E5-5
306-4 Waste diverted from disposal	Waste by type and destination (page 30)	ESRS E5-5
306-5 Waste directed to disposal	Waste by type and destination (page 30)	ESRS E5-5
GRI 401: Employment		
401-1 New employee hires and employee turnover	New employee hires and employee turnover (page 18)	ESRS S1-6
401-3 Parental leave	Inclusion, wellbeing and equal opportunity (page 20)	ESRS S1-15
GRI 403: Occupational health and safety		
403-1 Occupational health and safety management system	Occupational health and safety (page 23)	ESRS S1-14
403-2 Hazard identification, risk assessment and incident investigation	Occupational health and safety (page 23)	ESRS S1-14
403-3 Occupational health services	Occupational health and safety (page 23)	ESRS S1-14
403-4 Worker participation, consultation and communication on occupational health and safety	Occupational health and safety (page 23)	ESRS S1-14
403-5 Worker training on occupational health and safety	Occupational health and safety (page 23)	ESRS S1-14
403-6 Promotion of worker health	Inclusion, wellbeing and equal opportunity (page 20) Occupational health and safety (page 23)	ESRS S1-14
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational health and safety (page 23)	ESRS S1-14

**GRI 3: Material topics**

GRI disclosure	GRI response	Indicative ESRS mapping
403-8 Workers covered by an occupational health and safety management system	Occupational health and safety management system (page 23)	ESRS S1-14
403-9 Work-related injuries	Work-related injuries (page 24)	ESRS S1-14
403-10 Work-related ill health	Work-related ill health (page 23)	ESRS S1-14
GRI 404: Training and education		
404-1 Average hours of training per year per employee	People development and capability building (page 19)	ESRS S1-13
404-2 Programmes for upgrading employee skills and transition assistance programmes	People development and capability building (page 19)	ESRS S1-13
404-3 Percentage of employees receiving regular performance and career development reviews	People development and capability building (page 19)	ESRS S1-13
GRI 405: Diversity and equal opportunity		
405-1 Diversity of governance bodies and employees	Inclusion, wellbeing and equal opportunity (page 20) Diversity of governance body and employees (page 21) 2025 management profile by age and gender (page 21)	ESRS S1-9
GRI 406: Non-discrimination		
406-1 Incidents of discrimination and corrective actions taken	Human rights (page 22)	ESRS S1-17
GRI 412: Human rights assessment		
412-1 Operations that have been subject to human rights reviews or impact assessments	Human rights (page 22)	ESRS S1-1; ESRS S2-1
GRI 416: Customer health and safety		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product quality, safety and reliability (page 11)	ESRS S4-4
GRI 418: Customer privacy		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information security and data protection (page 36)	ESRS S4-3; ESRS G1

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