


ESG

REPORT 2025

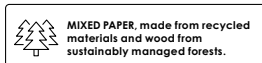
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Cover



Inside pages



ESG

REPORT *2025*

FOREWORD



Françoise RAOUL-DUVAL & Mathieu PARFAIT
CEO - CSR DIRECTOR

WHAT BRINGS US TOGETHER

In today's complex and noisy times, it is easy to feel anxious when watching the news, reflecting on the state of the planet, or seeing so many people around the world in difficult situations. We also see the exponential curves of everything being produced, sometimes wasted, overstepping the physical boundaries of a finite world, creating unprecedented risks for societies and businesses alike.

The situation is well known, climate change and biodiversity loss effects will intensify, requiring new adaptation and resilience skills. In parallel, the need to return within the planetary boundaries and the social foundation of Kate Raworth's Donut Economy remain paramount, as every step reduces long-term risks.

Once this reality is acknowledged, what remains? Two essentials.

First, confident knowledge that cooperation and mutual aid are among humanity's strongest instincts.

We are stronger and more resilient when connected through strong bonds. At DIAM, we experience this daily within our teams, sharing a lot between sites and countries and functions, with increased cooperation, and increasingly with partners (clients, suppliers, retailers..), whether co-developing products as a service, robust and modular systems, circular solutions for point-of-sale displays or working on timber sourcing that helps regenerate ecosystems.

Together with our clients, and within today's economic constraints, we focus on doing right with our DIAM's 3,300 colleagues and communities; doing our part in shaping a more resilient and sustainable Retail industry.

Second, a steady determination to act.

In this perspective, DIAM is proud of its achievements, detailed in this 2025 ESG report, and of the renewed CSR leadership recognition by its clients and third parties (CDP climate A and Ecovadis Platinum). One of the most visible achievements has been reducing our total greenhouse gas emissions by 46% on all scopes vs 2019 despite a 30% sales increase, keeping us ahead of our SBTi-approved trajectory. But some of the less visible actions, like all the social actions, or supporting the "Rencontres de l'Economie Régénérative" (see p. 15) aiming to trigger a net positive economy may ultimately have an even deeper positive effect.

Deep change is underway. Let's continue shaping it together, with clarity and positive ambition.

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B U S I N E S S M O D E L



WE ARE DIAM

*A global and local partner to brands at the point of sale, providing Retail & Merchandising & high-end Packaging solutions for the Beauty & Luxury sectors. Our unique worldwide presence, with **3,367 people** across **21 countries**, **34 locations**, and **26 nationalities**, enables us to serve clients wherever they operate, and to optimize their retail deployments.*

WE PROVIDE END-TO-END SOLUTIONS, FROM CONSULTING TO RECYCLING

We support our clients through 8 complementary areas of expertise, offering a comprehensive service range designed to enhance performance and create the perfect match between brands and consumers.

WE LEAD WITH POSITIVE IMPACT

Driven by high social and ethical standards, we are relentless in our efforts to reduce our carbon footprint and limit climate change, on our sites and in our products. Our decarbonization pathway, approved by the Science-Based Targets initiative (SBTi), ensures we are fully aligned with the ambitious targets of our clients.

WE EMBRACE CHANGE, TOGETHER

We are driving an inspiring transformation by expanding our services, to help our clients achieve both their business and sustainability goals.

Short term (2030), our ambitious climate and environmental targets push us to provide the brands with the best solutions and innovations. To go beyond 2030, the entire Retail industry will need to change to a cooperative and co-competitive approach. At our modest level, we are already initiating or supporting game changes at industry level, like the implementation of sectorial standards, a high value-added circular economy service offer and initiating business model change pilots, step-stones for the next phase of impact change.

Supporting
our clients with
complementary
expertises for
a comprehensive
and complete
service offering.

34
entities
across the world
in 21 countries

3,367
employees

29
factories

26
nationalities

34
sites (including
offices)

*North
America*

NEW YORK (USA)
MIAMI (USA)

*South
America*

MEXICO (Mexico)
CURITIBA (Brazil)

Europe

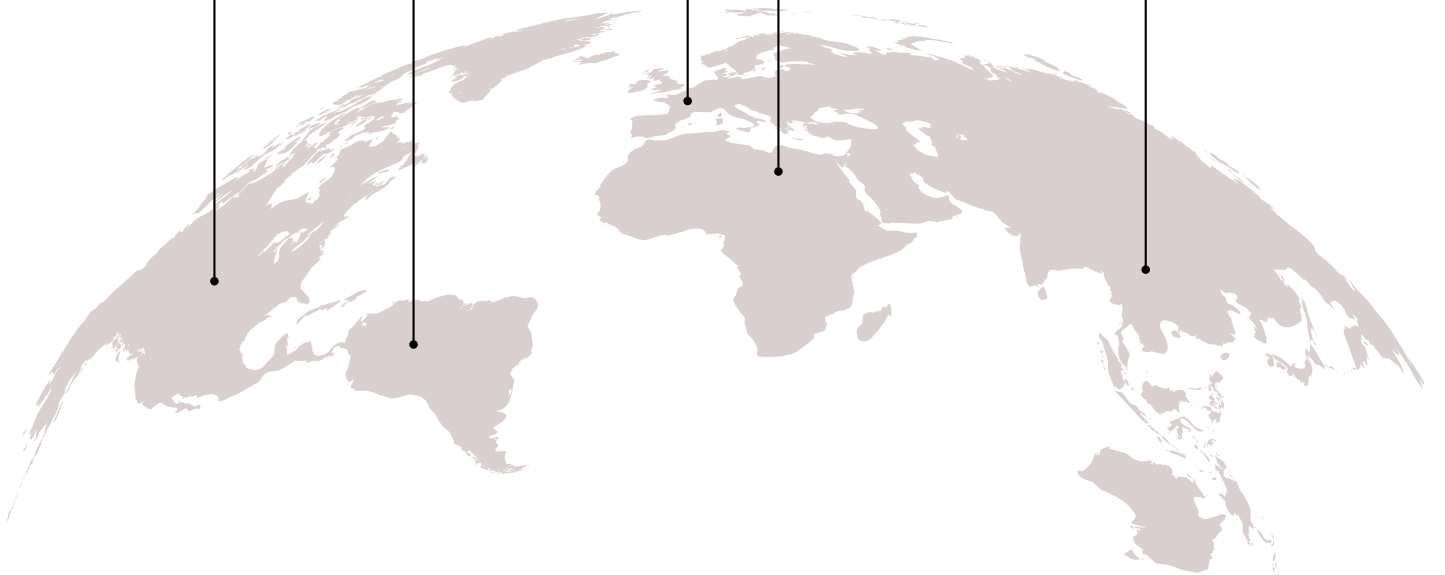
LOUGHBOROUGH (United Kingdom)
LES MUREAUX (France)
GARGENVILLE (France)
LEVALLOIS-PERRET (France)
SAINT-OUEN-L'AUMÔNE (France)
GRIGNY (France)
LURCY-LÉVIS (France)
VIRIEU-LE-GRAND (France)
YZEURE (France)
LANNEMEZAN (France)
PORTO (Portugal)
BALUGÃES (Portugal)
FRANKFURT (Germany)
WROCLAW (Poland)
GENEVA (Switzerland)
MILAN (Italy)
ISTANBUL (Turkey)

*APAC
(Asia pacific)*

MUMBAI (India)
PUNE (India)
BANGKOK (Thailand)
SINGAPORE (Singapore)
KUNSHAN (China)
SHANGHAI (China)
NANTONG (China)
HONG KONG (China)
TOKYO (Japan)
MELBOURNE (Australia)

*Africa
& middle east*

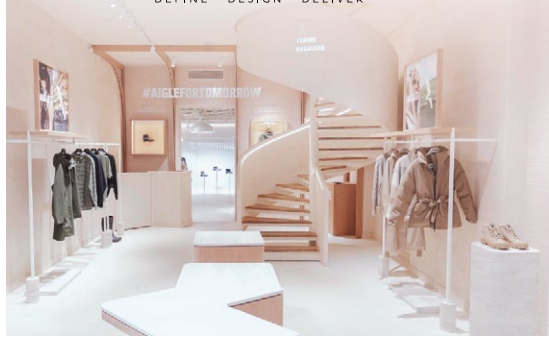
SOUSSE (Tunisia)
DUBAI (UAE)



MERCHANDISING



RETAIL CONSULTING



SHOPFITTING



LUXURY PACKAGING



DIGITAL SOLUTIONS



DIGITAL PRINTING



IN STORE SERVICES



CIRCULAR ECONOMY & RECYCLING



2025 OVERVIEW

*The key highlight of 2025 is **an important improvement in the recognition of DIAM's achievements, for which we are very honored.***



CONTINUED RECOGNITION OF CSR PERFORMANCE FOR THE GROUP IN 2025

DIAM maintains and improves its Ecovadis Platinum medal for the second time and remains on the prestigious CDP A list for its actions and results on climate change!

NEW ACQUISITIONS WELCOMED AT DIAM

This year, DIAM welcomed two new Companies and sites :

MOEVUS


ROGER TRUAN
GENÈVE

Certified



Corporation

B CORP CERTIFICATION

In 2025, our Retail3D agency was certified B Corp! This is a major step for them and for the Group, reflecting the core of Retail3D business, supporting our clients in their change and commitments!

See more on page 31.



DIAM 1ST SUSTAINABLE WEEK

For the very first time, DIAM has organized its own sustainable week in September 2025, taking place in every DIAM site around the world !

See more page 66.

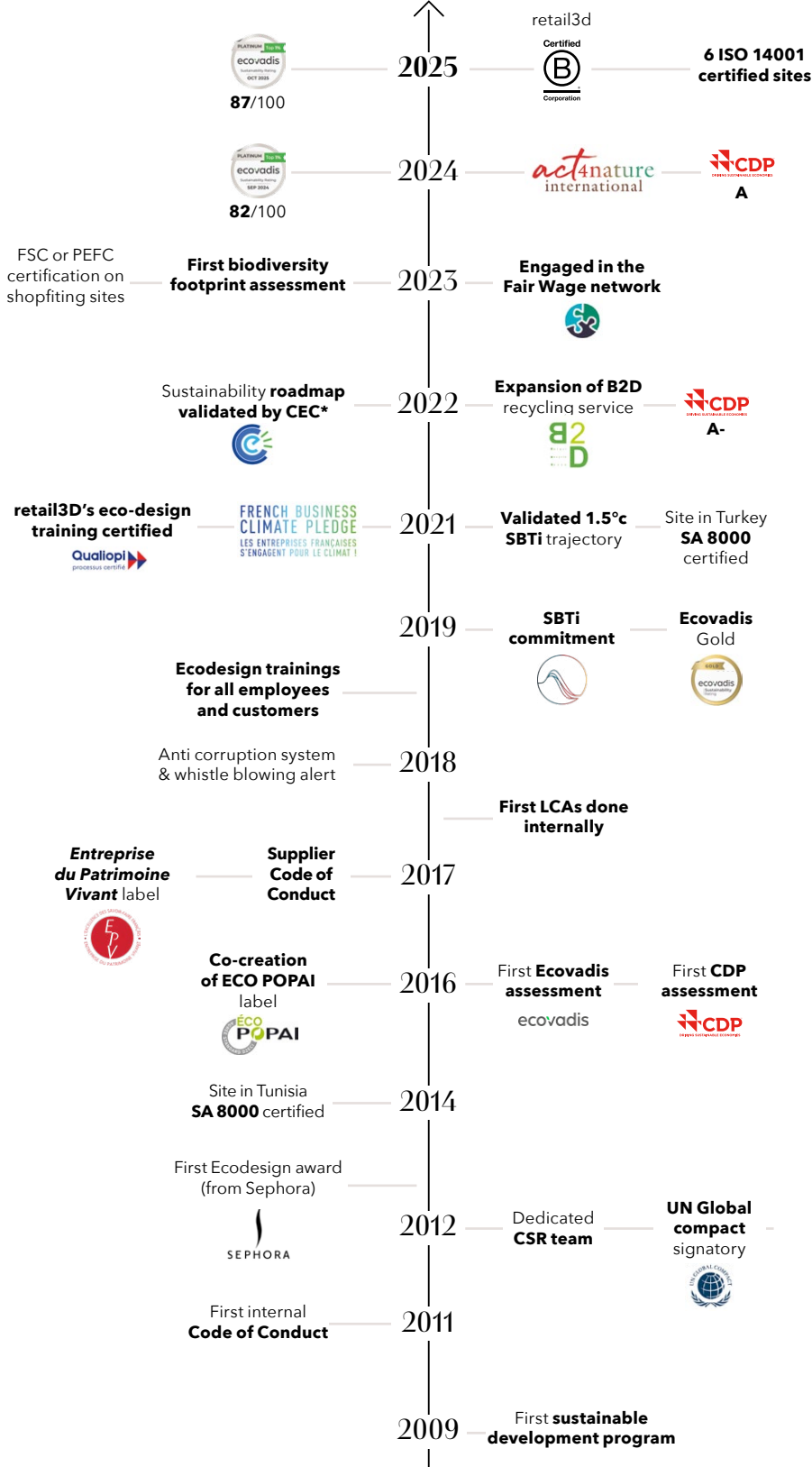
DIAM SUPPORTING THE REGENERATIVE ECONOMY GATHERING IN LYON

In November 2025 in Lyon, DIAM served as a patron of the Rencontres de l'Économie Régénérative, a gathering dedicated to accelerating the transition toward economic models that restore rather than deplete natural and human systems. The event organized by Much and iDée, brought together more than 1,200 participants, including companies, experts such as Pascal Bonnifet and Arthur Keller, local stakeholders, and citizens, united by the ambition to demonstrate that regenerative approaches are not theoretical concepts but emerging, scalable practices.

By supporting this initiative, DIAM gained valuable insights and networking opportunities while reaffirming its commitment to regenerative economic models that integrate natural and human capital into decision-making. Over two days of workshops and discussions, the event highlighted practical pathways for rethinking value creation and accelerating the broader shift toward regeneration.

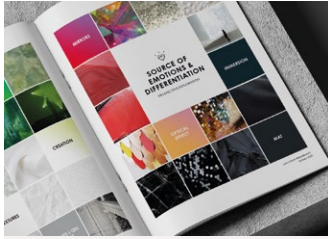


DIAM has been accelerating its sustainability policies and actions for the last 16 years, with proven results.



OUR SUSTAINABLE ROADMAP

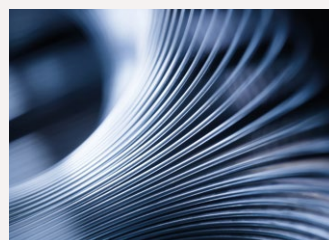
Priority	KPI's	2023	2024	2025	Target (Year target)
ENVIRONMENT					
Climate	% CO2eq. reduction vs 2019 on scopes 1+2 <i>By 2030, we will have reduced our scope 1 +2 by 46% to meet our SBTi commitments.</i>	-33%	-39%	-38%	-46% (2030)
	% CO2eq. reduction vs 2019 on RM & use <i>By 2030, we will have reduced our scope 3 - use of products and raw materials - by 46% to meet our SBTi commitments.</i>	-36%	-47%	-45%	-46% (2030)
	Total carbon footprint reduction vs 2019	-37%	-45%	-46%	-46% (2030)
	Renewable energy <i>By 2030, 70% of the total energy (electricity, gas) used by our sites will come from renewable sources.</i>	63%	66%	66%	70% (2030)
	Renewable electricity <i>By 2030, 95% of the electricity used by our sites will come from renewable sources.</i>	94%	97%	97%	95% (2030)
Water	Water intensity <i>DIAM has a low water usage as we have no process water. Nevertheless, we aim to improve our water intensity (m3 consumed / sales) by -2m3/M€ each year from 2019.</i>	0.137	0.122	0.116	<0.140 (2030)
Circular economy	Recycled plastic purchased <i>By 2030, 80% of the plastic used in our manufacturing processes will be recycled plastic.</i>	52%	59%	62%	80% (2030)
	Waste material collected from client <i>By 2030, DIAM has the ambition to collect 25% of materials from client through its B2D activity.</i>	17%	19%	18%	25% (2030)
Wood resources	Certified timber <i>By 2025, 100% of our wood purchases will be certified to ensure sustainable sourcing that does not contribute to deforestation, and benefits to local populations.*</i>	52%	71%	83%	100% (2025)
Biodiversity	Create an e-learning on biodiversity for our teams <i>By 2025, we want to develop an e-learning course on biodiversity to raise awareness among all our employees. The course will be rolled out in 2026.</i>	NA	NA	100%	100% (2025)
	Targeted audience who attended the webinar <i>By 2025, we want the DIAM CSR team, which specializes in biodiversity, through the MEDEF MOOC*</i>	NA	67%	100%	100% (2025)
SOCIAL					
Career & Training	Average training hours per employee <i>(Training hours/FTE)</i>	13.4	15	14.4	14h (Every year)
	Unique people trained	89%	89%	95%	100% (Every year)
	Employees with formal representative	84%	84%	93%	100% (Every year)
Health & Safety	Frequency rate	3.8	4	3.4	<5 (Every year)
	Severity rate	0.06	0.08	0.08	<0.15 (Every year)
Inclusion	Social inclusion	9%	11%	11%	>8.5% (Every year)
	Gender parity (% of Women)	47%	46%	46%	40/60% (Every year)
GOVERNANCE					
Ethics & Sustainable sourcing	Suppliers with signed code of conduct	81%	92%	96%	100% (Every year)
	Suppliers audited	46%	65%	83%	80% (Every year)
	Turnover from suppliers with moderate risk	NA	NA	67%	90% (2030)



THE INNOVATION INTERVIEW



Guillaume DUBOIS
GROUP INNOVATION COORDINATOR
& PRESTIGE EUROPE TECHNICAL DIRECTOR



What is the link between innovation and sustainability at DIAM?

Sustainability is a fantastic driver of innovation, and innovation enables to achieve our sustainability targets! DIAM has given itself chosen sustainability constraints, often shared with our clients, that push us to find new, innovative solutions that enable to deliver the same products and services, or better, with an ever-lower impact, at the right cost. It helps us reduce material use, lower energy consumption, particularly in lighting elements, improve recyclability, and limit impact across the entire project lifecycle and for all environmental impact aspects.

As an example, we are now able to provide more appealing lighting designs, with three to four times less electricity consumption than in 2019.

Nearly all DIAM clients have, like us, committed to ambitious sustainability targets, by having the same targets and using innovation to achieve them, we provide solutions to our clients, and gain a stronger market positioning.

How do you embed innovation into the DIAM company culture?

The ambition to put "Innovation in everything we do" reflects our belief that lasting transformation comes from shared intelligence and individual engagement. We encourage curiosity, critical thinking, and experimentation and the right to make mistakes is part of the process.

To make innovation part of everyday life, we combine a clear framework with spaces for freedom. Training programs, collaborative workshops, and best-practice sharing help build a common culture and a shared language around innovation and sustainability. Initiatives such as DIAM Kickstarter, an internal innovation competition in which voluntary teams propose new, sustainable business ventures, create dedicated moments to step back, test ideas, and explore new approaches beyond short-term constraints. DIAM Kickstarter is also a way to invest, financing initiatives linked to our own anticipation and creativity, not only linked to client's demands.



What role does DIAM Kickstarter play?

DIAM Kickstarter acts as a real catalyst. All employees can participate, and local rounds at Business Units levels enable high visibility of all teams. It enables employees to turn ideas into concrete projects directly connected to the Group's business and CSR challenges. By giving space for longer-term thinking and accelerating the journey from idea to prototype, the program makes innovation tangible and measurable. It also strengthens collaboration across teams and countries. Some of the key innovations done by DIAM in the last few years have been triggered by DIAM's Kickstarter, like B2D (circular economy and recycling offers for clients), and 3ELight, a novel low-consumption lighting approach. Creativity is about developing new things. Innovation is about doing new things - that is also the spirit of DIAM kickstarter, very much in our DNA.

How have recent innovations transformed collaboration with clients and project sustainability?

Digital tools, particularly virtual mockups, have significantly changed how we work with our clients. They enable earlier validation of concepts while reducing the need for physical prototypes, material use, energy consumption, and transportation. At the same time, process optimization and the use of 3D printing have improved agility, encouraged more local production, and strengthened resource efficiency. These developments show that operational performance and impact reduction can go hand in hand.



RISKS & OPPORTUNITIES

MATERIALITY ANALYSIS

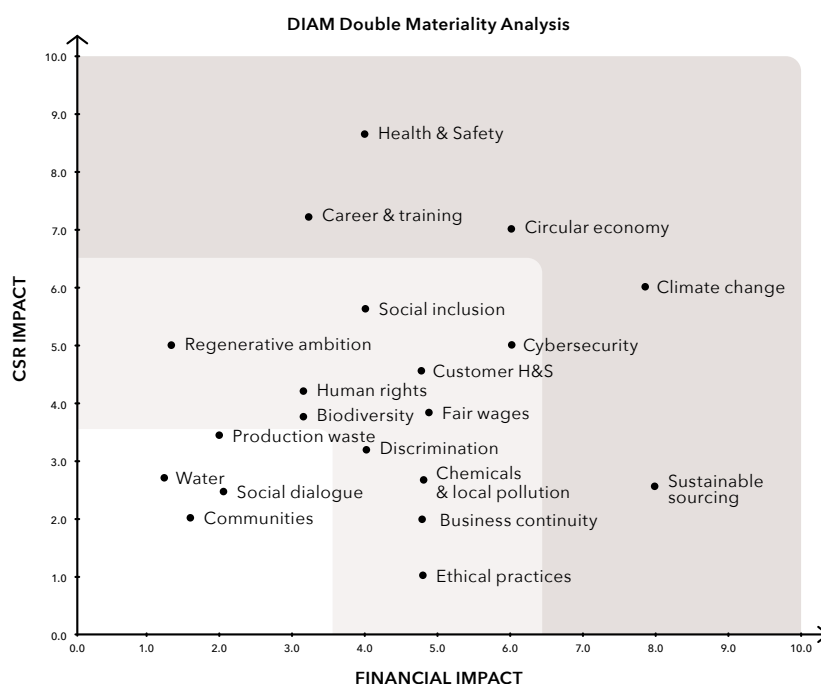
In 2024–2025, DIAM conducted its double materiality analysis to clarify its key sustainability issues and prepare for CSRD reporting. The work was led by the CSR and Finance teams, with strong involvement from Human Resources, Sustainable Purchasing, and Sales. External perspectives were incorporated through a benchmark of POSM market players’ sustainability reports and insights from ongoing discussions led by Sales and Purchasing teams.

All topics were assessed in line with the double materiality principles set out in Annex II (AR16) of ESRS 1. DIAM first mapped its full value chain to understand where impacts occur, then carried out an impact materiality assessment based on severity, scope, and likelihood, alongside a financial materiality analysis evaluating risks and opportunities.

This combined assessment identified 20 key topics, of which 5 were classified as material:

- Climate Change
- Circular Economy
- Career & Training
- Health & Safety
- Sustainable Sourcing

These topics are considered material due to their sustainability impacts (inside-out) and/or financial effects (outside-in). Non-material topics remain addressed within DIAM’s strategy and disclosures, with a proportionate level of reporting in line with CSRD requirements.



IMPACTS, RISKS AND OPPORTUNITIES (IROS)

The list below presents the 5 significant topics (impacts, risks and opportunities) as they emerge from DIAM's double materiality analysis.

Challenges for DIAM	Impacts	Risks	Opportunities
CLIMATE CHANGE			
<p>Reducing CO2 emissions in line with the 1.5°C trajectory</p> <p>Sourcing and producing decarbonized whenever possible</p> <p>Prevent physical risks and transition</p>	<p>Energy consumption</p> <p>GHG emissions contributing to climate warming</p>	<p>Extreme weather events exposure</p> <p>Materials availability and cost changes</p> <p>Carbon Pricing increase</p>	<p>SBTi compliant solutions to clients</p> <p>Competitive position -Market gain linked to CSR leadership</p> <p>Energy cost reduction vs competition</p> <p>Eco-design compliant products and consulting</p>
CIRCULAR ECONOMY			
<p>Reducing virgin material usage</p> <p>Recyclability of our products</p> <p>Develop a circular economy service</p> <p>Value chain resilience and access to resources</p>	<p>Production of goods with a 3-6 year lifetime</p> <p>Use of raw materials (plastics, metal, wood, electronics, chemicals)</p>	<p>Regulation (obligation to use certain materials)</p> <p>Resources depletion</p> <p>Resource availability</p> <p>Linear economy (waste increasing regulation & market pushback)</p>	<p>New business: B2D recycling service</p> <p>Use recycled material captured by B2D</p> <p>Gain trust with clients from transparency & services</p> <p>Develop recyclable products and decrease raw material usage through eco-design</p>
CAREER & TRAINING			
<p>Respect local regulations</p> <p>Develop and maintain internal skills, motivation/retention and attractiveness</p>	<p>Personal development of employees</p> <p>New career opportunities</p>	<p>Loss of specific skills</p>	<p>Hiring and retention advantage vs competition linked to CSR leadership</p>
HEALTH & SAFETY			
<p>To provide appropriate health & safety conditions</p> <p>To control enforcement through policies, and audits</p> <p>Compliance with local and global regulations</p> <p>Reduce risk exposure</p>	<p>Work accident & professional illnesses</p> <p>Safe working conditions</p>	<p>Loss of productivity</p> <p>Absenteeism</p>	<p>Increasing activity linked to a safe and healthy workplace</p>
SUSTAINABLE SOURCING			
<p>Ensure working with suppliers that comply with local regulations, DIAM and client's requirements on E,S,G</p>	<p>DIAM's choice of suppliers and subsequent payments conveys a power to check social compliance and develop it</p>	<p>Controversy on non-compliant supplier</p> <p>Non-compliant working conditions in value chain</p>	<p>Recognition of DIAM as a low-risk supplier by client</p> <p>Opportunities to develop resilient and sustainable supply</p>

PART

1



GENERAL DISCLOSURE

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**1.3 CONTINUOUS IMPROVEMENT ON OUR STANDARDS
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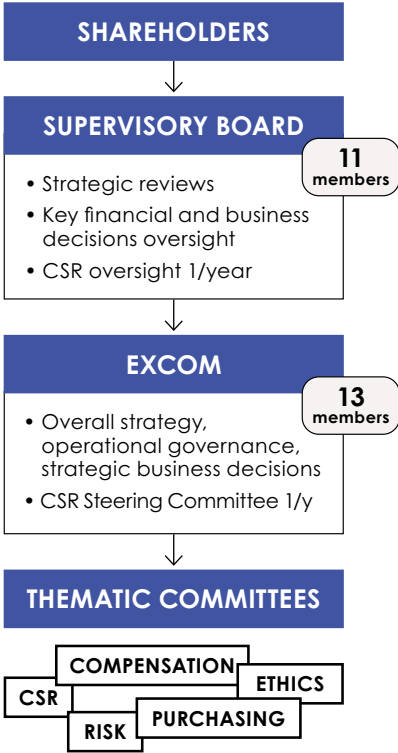
1.1 GROUP GOVERNANCE

At DIAM, we recognize that achieving our progress goals requires a robust governance framework that ensures transparency, integrity, open communication, accountability, and effective decision-making. As a mid-sized company, DIAM is now at a stage where it needs a rigorous governance system, while maintaining the decentralized culture that promotes flexibility, fast decision-making, and close proximity to clients. This balance allows us to efficiently serve our clients, while also upholding strong Group-wide processes, particularly in areas such as CSR and risk management.

Ardian is the majority shareholder of DIAM Group. 145 manager-shareholders (partners) who are key to the success of DIAM, are highly involved and committed as they own a significant part of our shares and voting rights. Those partners are a key asset to lead the company's development and actions, focused on clients and on regional growth, portfolio expansion, service innovation, and leadership in CSR, including evolving our business models to meet new challenges.

The governance is a dual boards structure with an Executive Committee (ExCom) taking the operational decisions and a Supervisory Board with the majority shareholders representatives as well as two independent board members. The Supervisory Board approves the Group's overall strategy, business plans, and major acquisitions or financial decisions based on proposals made by the CEO. The ExCom, chaired by the DIAM CEO, includes DIAM senior business unit leaders, HR, and Finance. It leads to the Group's overall strategy, setting ambitions for each business unit and overseeing critical areas such as CSR, HR, and business performance. Regional and Business Units management committees play an important role in our governance structure, as well as the factories management committees, given the high degree of decentralization of DIAM group, largely supporting our reactivity and agility.

The CSR Director regularly reports to both the Supervisory Board and ExCom, ensuring alignment on our CSR objectives and progress. HR and CSR policies are strongly endorsed by the ExCom and implemented locally to ensure consistent advancement across all Group entities.



COMPENSATION COMMITTEE

This committee meets once a year to address all topics linked to the Top 25 managers' compensation and- benefits, as well as to possible decisions linked to salaries in general. The permanent participants are the CEO, the HR Director, and a Shareholder Representative.

Thanks to that committee and DIAM ExCom approach, the HR director always makes sure, also through annual appraisal systems, that all management objectives (and related bonuses) include key objectives related to Human Resources (team development) and CSR (Science-Based Targets, for instance), with a midterm view, and not only financial objectives.

RISK COMMITTEE

The permanent participants are the CFO, the CEO, and a shareholder representative. It meets 3 times a year. The risks analyzed are as follows:

- Accounting, tax risks, and internal controls, with an intervention by the statutory auditor on the results of the annual audit
- Anti-corruption risks and compliance actions
- IT risks, analysis of IT, and cyber risks.
- CSR risk, including environmental-related and social-related risks.

The Risk Committee reports to the supervisory board on these four kinds of risks. DIAM's governance framework integrates a structured risk management process addressing strategic, operational and material ESG risks, including duty of vigilance and climate-related risks.

DIAM's Risk Committee also reviews CSR matters annually, focusing on internal CSR audits and macro-risks. The results of these audits, particularly regarding safety and CSR progress, are further analyzed and reviewed by the CSR Committee. The CSR Director presents an annual progress report to the Board of Directors, and the CEO provides quarterly updates on CSR, HR, and safety before discussing financial matters. These meetings ensure that all governing bodies are continuously informed on CSR progress, with a special focus on climate change metrics at least once a year.

ETHICS COMMITTEE

DIAM's Ethics Committee is a body composed of the HR Director and the CFO; it is linked to the Risks Committee and reporting to the Board. The Ethics Committee meets whenever whistleblowing alerts are received, and formally once a year to prepare an update to the Risk Committee and the Supervisory Board. Its purpose is:

- Developing and updating the Code of Ethics which aims to provide a framework to all employees concerning the conduct of business (in an ethical and responsible manner), in compliance with regulations and the Global Compact to which DIAM has adhered since 2012.
- Ensuring the proper functioning of the whistleblowing system and reviewing of the alerts and drawing lessons and actions from it.

SUSTAINABLE PURCHASING COMMITTEE

DIAM has a Sustainable Purchasing Committee to steer and enforce its Sustainable Purchasing Policy. It is composed of Business Unit Purchasing Managers led by DIAM Group's sustainable purchasing manager and meets at least twice a year. It is responsible for defining the Sustainable Purchasing Policy, in agreement with all Regions and Business Units, assessing the various initiatives, monitoring its deployment and effectiveness through relevant KPI.

This Committee reports once a year to the CSR Steering Committee which validates the Policy, its consistency with the Group's CSR objectives, and its effectiveness. The Sustainable Purchasing coordinator is also the Purchasing Director of two Business Units and regularly reports to ExCom about the progress of the purchasing practice, including in its sustainable purchasing and risks management aspects. Over the years, DIAM has enforced a comprehensive sustainable sourcing and supplier risk management system which includes a supplier risk assessment that enables DIAM to monitor the assessed risk level of the supplier's portfolio. This risk assessment and the actions taken to mitigate it are regularly communicated to DIAM CEO and formally discussed with ExCom at least once a year. We work closely with our clients and suppliers, sometimes using the same audit grids, to reinforce our common supply chain, both for relevant compliance and for improved performance.

1.2 CSR GOVERNANCE AT DIAM

At DIAM, we have established a strong and structured governance framework for Corporate Social Responsibility (CSR) that ensures our commitment to sustainable development and responsible business practices. Our CSR governance is integrated into the overall business strategy, with clear ambitions and guidelines shared across all Group entities. Each Business Unit (BU) aligns its roadmap with the Group's CSR ambitions, are a source of ideas and have their own role to play, in compliance with global sustainability goals, including the Science-Based Targets initiative (SBTi) and the Paris Agreement on climate change. This alignment ensures that we meet our environmental commitments, particularly on climate change and biodiversity, and contribute to sustainable development at every level.

CSR GOVERNANCE BODIES AND COMMITTEES

The core of DIAM's CSR governance is the CSR Steering Committee, which meets twice a year, including once during an Executive Committee (ExCom) meeting. This committee is composed of the CEO, CFO, HR Director, Sustainable Purchasing Coordinator, and the CSR Director. It is responsible for overseeing and adjusting DIAM's CSR strategy, ensuring the successful implementation of short- and long-term targets. The CSR Steering Committee evaluates key operational areas, such as safety, social audits (safety, environment, social), social and environmental impacts, and the progress of ongoing actions, ensuring we meet our CSR targets and make any necessary corrective actions. The agenda for these meetings is built in close collaboration between the CEO and the CSR Director to address key topics, including client and supplier relationships, regulatory impacts, risks, and opportunities (IROs) linked to the environment, such as climate change, biodiversity, water, and pollution, as well as social aspects like employee safety and representation.

There is also an annual CSR committee reporting to the Board once a year, composed of the CEO, the CSR Director and a representative of a minority shareholder.

ESG REPORTING AND MONITORING

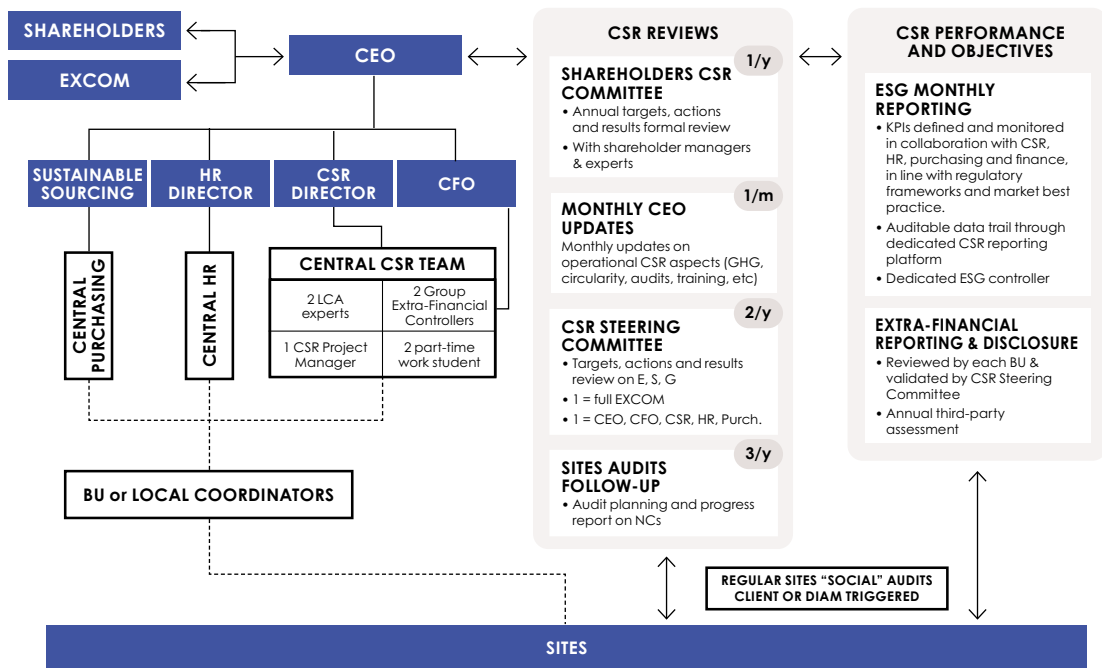
DIAM's governance structure ensures that CSR-related elements are monitored and managed with precision and transparency. Our ESG reporting system is robust, with monthly and yearly reports provided by all Group entities through a dedicated online platform. These reports are controlled by a dedicated extra-financial data controller who reports to the CFO and has a dotted line to the CSR Director. The KPIs tracked and disclosed in this report are developed in close collaboration between the CSR team and relevant departments, including HR, purchasing, finance, and business units. These KPIs are regularly updated to align with evolving standards, such as compliance with the CSRD and are mapped to the Global Reporting Initiative (GRI) standards, which is referenced in this report.

DEDICATED CSR TEAM AND RESOURCES

DIAM's CSR strategy is driven by a specialized team led by the Group CSR Director, who reports directly to DIAM's CEO and oversees the development and implementation of our CSR commitments and actions. This team consists of two life-cycle assessment experts and one CSR project manager dedicated to CSR policy implementation. In addition, the finance team has 2 CSR data controllers who are part of the CSR team and reports to both the CFO and the CSR Director. Various Business Units have a CSR coordinator. Operational CSR work like eco-design and sustainable purchasing are done directly by the operational teams (design, projects, purchasing, etc). In total, DIAM has at least 8 full-time employees dedicated to CSR, with very significant additional part-time resources in various Business Units.

CSR INTEGRATION INTO PERFORMANCE MANAGEMENT

At DIAM, CSR objectives are integrated into the performance management process of all managers. Each manager is expected to include at least one CSR-related target in their yearly targets and appraisal discussions. These CSR targets have a direct impact on their variable bonuses, accounting for approximately 20% of their overall bonus. Depending on the role, these CSR indicators can be either qualitative or quantitative, with most targets linked to DIAM's global CSR objectives.



1.3 CONTINUOUS IMPROVEMENT ON OUR STANDARDS

To ensure effective implementation of our strategy and policies, DIAM applies a continuous improvement approach through a comprehensive management system spanning all aspects of our business, including CSR. This system follows a structured cycle: setting clear targets (e.g., science-based targets for CSR), allocating resources, training teams, implementing actions, measuring progress, and refining objectives.

DIAM's CSR performance is regularly evaluated by third parties at both global and local levels. We actively engage with client and investor assessments, using their feedback to enhance our practices. Since 2022, an independent third party has assured our CSR disclosures, reinforcing transparency, and accountability. The statutory auditor has provided limited assurance on a selection of ESG information.

At the local level, certifications help maintain high standards in areas such as safety, social responsibility, and environmental management. DIAM sites hold various certifications adapted to their specific requirements including SA 8000, FSC® and PEFC chain-of-custody, ISO 9001, 45001 and 14001, Living Wage, Great Place To Work and B Corp. Rather than enforcing a one-size-fits-all certification policy, we empower site managers to assess the relevance of certifications based on their specific needs. To ensure compliance and continuous improvement, DIAM conducts regular audits based on an internal audit grid, covering management systems, health and safety, and environmental performance. Social aspects are evaluated through third-party audits and internal monitoring systems.

Our commitment to progress is reinforced by a comprehensive reporting system, with monthly and annual data consolidation on a dedicated platform. We define clear ambitions, targets, and KPIs across key ESG areas, ensuring transparency and data traceability. Since 2023, DIAM's finance team includes an extra-financial controller fully dedicated to ESG reporting and oversight.

To align with best practices, this report follows Global Reporting Initiative (GRI) standards, ensuring our governance and sustainability reporting meet the highest international benchmarks.

PART

2



OUR SOCIAL RESPONSIBILITY

**2.1 WORKFORCE
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**2.2 SUSTAINABLE PURCHASING
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**2.3 AFFECTED COMMUNITIES
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**2.4 CONSUMERS AND END-USERS
PAGE 44**

2.1 WORKFORCE

POLICY

At DIAM, our social policy stands on 5 pillars:

#1 *Protect* #2 *Listen* #3 *Include*
 #4 *Develop* #5 *Connect*

These terms encapsulate the efforts invested to create a safe, welcoming, and healthy environment with opportunities for all DIAM employees. We lead multiples initiatives to encourage safety measures and progress, social dialogue, gender equality, diversity and fight against discrimination, and social inclusion. DIAM employees and teams are DIAM first asset to correctly serve our clients, create value and meet our goals. We want to make a positive contribution to the working lives of our employees so that they feel recognized for their work, valued as individuals, and committed to working with us as a team.

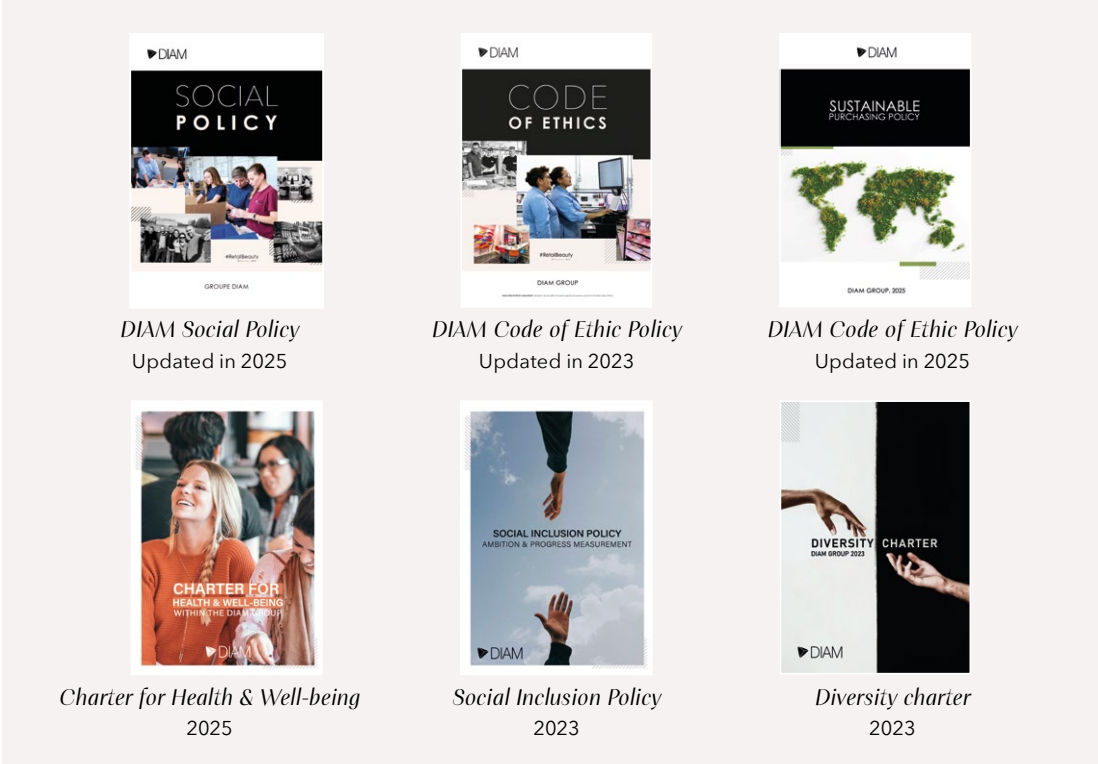
DIAM is committed to developing a safe and healthy working environment by paying attention to employees’ working conditions. To achieve this, the group has a formalized policy regarding labor practices and human rights aligned with the Universal Declaration of Human Rights, the International Labour Organization, and the United Nations Convention against Corruption.

Through our policies, we ensure that we respect human rights, promote decent work and fight corruption by strengthening through our commitments the fight against child labor, forced labor and discrimination.

We are as well committed to:

- Protecting health and safety at work,
- Permitting freedom of association and the right to collective negotiations,
- Favorizing fair wages,
- Complying with international regulations on working time.

All these commitments are compiled in key documents:





**RETAIL3D IS NOW
B CORP™ CERTIFIED!**

A word from the teams:

At retail3D, we have always believed that design can positively transform commerce and society. Our “eco-designing retail” approach guides us every day in designing beautiful, useful, and environmentally friendly brand spaces.

Today, we have reached a major milestone: retail3D is now B Corp™ certified, joining the global community of companies that use business as a force for good.

For our passionate teams, this certification is a promise: to continue reducing our impact, rethinking the rules of retail, and supporting our customers and partners in finding ever more virtuous and desirable solutions.



**ABOUT THE
B CORP MOVEMENT**

B Corp is the most demanding and internationally recognized certification for companies demonstrating high social, HR and environmental performance, accountability, and transparency.

Certified B Corps are evaluated by the non-profit organization B Lab on five dimensions:

- **Governance** - from shareholder primacy to stakeholder accountability; purpose must be embedded in the company’s legal framework.
- **Workers** - ensuring a safe, fair, and empowering workplace.
- **Community** - creating positive social impact beyond company boundaries.
- **Environment** - managing and reducing impacts within planetary limits.
- **Customers** - delivering products and services that generate genuine benefit.

TARGETS

Pillar	Action	Objectives
Protect	<i>Ensure the safety of the teams</i>	Frequency rate below 5
		Severity rate below 0.15
Health	<i>Preserve the health of employees</i>	80% of sites implementing health initiatives for employees
Listen	<i>Encourage social dialogue</i>	All sites with more than 30 employees must have a representative body for staff
		90% of sites provide employees with the opportunity to respond to a satisfaction survey
Include	<i>Ensure parity</i>	Keep / Achieve a balance of 40% /60% between women and men in the workforce
	<i>Promote the hiring of individuals facing difficulties in entering the job market</i>	Have at least 8% of staff in a situation of social inclusion
	<i>Have a positive impact on communities</i>	One community action per site per year
Develop	<i>Develop the skills of teams</i>	Ensure that 100% of employees receive at least one training session per year
		Provide a minimum of 14 hours of training per person per year
	<i>Evaluate teams to help them grow</i>	100% of sites conduct at least one People Review per year
		100% of annual appraisals completed
Connect	<i>Promote the hiring of young people and develop their skills</i>	Integrate at least 2.5% of interns and apprentices per year
	<i>Share expertise</i>	Hold 6 webinars per year
	<i>Create connections between teams</i>	40% of our employees use our corporate social network (Yammer / Viva Engage)

ACTIONS AND RESOURCES

#1 TO "PROTECT"

PREVENTING SAFETY RISK

We closely monitor the various risk events at each site and carry out regular internal safety audits for each site to ensure that the premises comply with the defined standards. All sites are asked to make every effort to aim for zero accidents. Pragmatically, one of the key results indicator we follow is the loss-time accidents frequency rate (FR1) target below 5, which is the value below which a work environment is relatively mature on H&S. A Health & Safety Policy clarifying the roles and responsibilities of each actor has been formalized and updated regularly for years and translated and showcased in each DIAM site. Its proper implementation is being checked through regular internal audits.

Safety culture and results are a combination of efforts by management and employees, safety "routines" and continuous progress, multiple repetition and audits and communication around safety. As an example of communication and training regarding safety, DIAM organizes "safety days" every year, during which each factory and office workforce get a safety tuition & awareness program adapted to the situation of the site. We remain attentive to safety day in day out. Safety is a continuous fight; efforts can never be lifted.

As the health of our employees is an important matter, our contribution sometimes goes beyond local government protective measures. Over the years we have developed different forms of action to protect the health of our employees (prevention, taking in charge consultations on our sites, ...).

Client audits are also essential to us, as they help reinforce key messages and provide valuable feedback, thereby contributing to continuous improvement across all sites, both in terms of safety and social and environmental issues, which naturally receive special attention given DIAM's strong customer-centric culture.

#2 TO LISTEN

SOCIAL DIALOGUE

As a decentralised global group, DIAM promotes autonomy and accountability at the local level. A constructive and transparent social dialogue with freely elected employee representatives is essential to ensuring our social practices align with our values and standards. We aim to have staff representatives elected at all sites with more than 30 employees.

Social dialogue is maintained through regular meetings between management and employee representatives. These meetings result in documented outcomes, which are shared with employees via clear and accessible communication channels, including noticeboards and posters.

In many of our subsidiaries, collective agreements are signed with employee representatives to formalise commitments on key working conditions, such as remuneration, working hours, and workplace environment.

EMPLOYEES SURVEY

The Group encourages its subsidiaries to conduct an employee satisfaction survey every two years to gather insights into our teams' perceptions, needs, and expectations. These surveys allow us to assess the social climate within the organization and track its evolution over time.

We have structured these surveys around key themes that serve as the foundation for implementing our improvement initiatives, notably:

- Well-being
- Communication
- Culture (CSR, teamwork, safety, innovation...)
- Management
- Professional development

As a result of these recurring surveys, several of our sites have been awarded the "Great Place to Work" certification, which reflects our commitment to creating positive and fulfilling work environments for all.

ALERT SYSTEM CHANNELS

We have implemented an alert system accessible both internally to employees and externally to any third party, allowing them to report any situation, act, or practice deemed inconsistent with our ethical policy. This system ensures the anonymity of whistleblowers.

In addition, DIAM has appointed harassment officers at several of our sites to help prevent harassment and serve as a communication channel and point of contact for employees, particularly across our locations in France.

As part of our anti-corruption and ethical code training, employees are made aware of how to identify, prevent, and appropriately respond to at-risk situations in accordance with our ethical guidelines. Specific training programs on the prevention of sexual harassment have also been deployed across several sites, including in the United Kingdom and India.

DECENT WAGES

We recognize that supporting our employees goes beyond simply offering employment: it means ensuring fair and equitable compensation. We are fully committed to going above and beyond legal minimums wherever these fall short of what is considered a fair and decent standard of living.

Since 2022, we have conducted an annual, in-depth living wage study covering 100% of our sites and employees. This initiative reflects our commitment to ensuring that all employees receive compensation that allows them to meet their basic needs and live with dignity.

To date, four of our sites have received third-party certification validating a fair-wage approach:

- Fair Wage Network for DIAM India and DIAM Poland
- SA 8000 Certification for DIAM Turkey
- B Corp certification for Retail3D

#3 TO "INCLUDE"

The spirit of teamwork and mutual aid that prevails internally is fueled by our differences. Since 2009, we have been pursuing a policy of social inclusion to help disadvantaged groups through employment. This program not only helps disadvantaged people, but is also a great source of learning, pride and openness for all our employees. Many types of disadvantages are considered, and we always strive to keep a pragmatic approach to it. Pragmatism also means working with local issues which may be different for each of our factories instead of trying to force a global "one type of beneficiaries" approach. We encourage each factory to evaluate the local social need and work on it. Inclusion also means paying attention to diversity and the fight against all forms of discrimination. As far as gender is concerned, we aim for a healthy 40/60 (or 60/40) parity in our workforce and management teams.

DIVERSITY AND EQUAL CHANCES

DIAM fully embraces the importance and benefits of having diverse points of view and cultures for a thriving culture and recognizes its responsibility in promoting equal and fair chances and opportunities for all.

In this perspective, we have implemented a diversity charter that underscores four key points:

- Promoting the inclusion and integration of people with disabilities.
- Advancing gender equality in the workplace.
- Fight against all forms of discrimination.
- Facilitating the integration of individuals who have experienced accidents or are living in unique circumstances.

DIAM workforce is globally in a healthy 40/60-60/40 ratio between women and men which we intend to keep. Since 2017, we have also introduced the possibility for employees to declare themselves as gender neutral / non-binary.

GENDER BALANCE AT MANAGEMENT LEVEL

Achieving gender balance across all levels of the hierarchy is a key priority. DIAM actively promotes equal treatment of all employees, regardless of gender, through its ethics training, recruitment procedures, and diversity charter.

Thanks to these initiatives, we have observed a steady increase in the representation of women, particularly in managerial and executive roles across our subsidiaries, year after year. These figures have remained stable over the past two years (see Table 4).

SOCIAL INCLUSION

DIAM has a long-standing commitment to going the extra mile to promote social inclusion for individuals facing various forms of disadvantage.

We believe it is essential to support local communities and encourage access to employment or return-to-work opportunities for those who are furthest from the labor market. In line with this, we have developed a comprehensive Social Inclusion Program with the following objectives:

- Promoting the hiring and training of individuals who are far removed from employment
- Supporting the professional integration of people with disabilities
- Helping employees with chronic illnesses stay in the workforce
- Facilitating the inclusion of individuals experiencing exile or displacement
- Encouraging intergenerational knowledge transfer by hiring senior workers
- Supporting caregivers and single parents
- Adapting workplaces to accommodate individuals considered vulnerable
- Promoting local employment in disadvantaged areas

This program is developed in our social inclusion book available and accessible to every site. We also aim to make an indirect contribution by working with partners whose business models integrate social inclusion or by choosing suppliers who are sensitive to inclusive practices.

FOCUS: HEALTH STARTS WITH YOU!

In 2025, we launched an awareness campaign across our 34 entities to promote Health and Wellbeing. The campaign aimed to prevent through actions to maintain each employee Physical Health, Mental Health and Social Health in the workplace as well as the personal sphere.

- By identifying and reducing the risk of accidents and disease development.
- By taking concrete actions to energize and get our employees moving.
- By providing an environment that supports psychological well-being and helping employees manage stress.
- By fostering dialogue and mutual respect while building lasting relationships

The infographic consists of three panels, each with a title and key statistics:

- SALT & SUGAR: THE POWER DUO TO MASTER**
 - How can you reduce the salt you consume?
 - Avoid processed and packaged foods.
 - Avoid loading food during meals.
 - Use alternatives for seasoning (herbs, spices, lemon, garlic, potassium, etc.).
 - Read nutrition labels carefully when buying food.
 - The recommended dose for salt: **2 grams max per day for an adult!**
 - According to the WHO, effective sodium reduction policies could save approximately 7 million lives worldwide by 2030.
 - Using salt substitutes can lead to a 14% reduction in the risk of having a stroke.
 - Substitutes that help us stay healthy: Potassium chloride (KCl), Natural herbs and spices, Lemon juice or vinegar, Traditional yeasts, Seaweed (nori, wakame, dulse).
- STAYING ACTIVE EVERYDAY**
 - Small actions, big impact!
 - Did you know?
 - 7h 26min** that's the average time spent sitting each day. What if we moved more!
 - 4,000 to 5,000 steps per day** are enough to significantly reduce health risks.
 - 20 min of daily activity** reduce cardiovascular risks and stress.
 - The official guidelines:
 - 30 minutes of moderate activity, 5 times a week.** (e.g., walking, gardening, housework...)
 - Or 25 min of high-intensity activity 3 times a week.** (e.g., fast walking, biking, jogging...)
 - Why is it important to stay active?
 - It protects your heart, regulates your weight and blood sugar.
 - Boosts concentration & productivity.
 - Reduces stress and anxiety, while boosting balance.
 - Reduces pain and increased mobility.
- STRESS MANAGEMENT**
 - Managing stress also means taking care of yourself!
 - Did you know?
 - 40%** 40% less stress when we express our emotions.
 - 3 minutes** 3 minutes of breathing are enough to calm stress (Heart conference technique).
 - +30%** In the risk of cardiovascular diseases in case of chronic stress.
 - The effects of stress on the body...
 - Immune system:** Weakened defenses, more frequent infections, increased inflammation.
 - Lungs:** Hypertension, coughing, asthma attacks.
 - Heart:** High blood pressure, accelerated heart rate, myocardial infarction.
 - Stomach:** Cramps, reflux, digestive disorders, and weight fluctuations.
 - Reproductive system:** Hormonal imbalances, decreased libido, and reduced fertility.
 - Skin:** Acne, eczema, psoriasis.

#4 TO "DEVELOP"

TRAINING

We focus on training and career development that are integral components of the "Develop" pillar within DIAM's social policy. Particular attention is given to safety, ethics & compliance, and eco-design training topics.

We have in mind the professional and personal development of DIAM teams. It is a win-win situation: we invest in training to deploy and transmit our expertise, but also to maintain the employability of our employees.

TRAINING NEEDS ASSESSMENT

Each site assesses the training needs of its employees through two key channels:

- Annual Performance Reviews
- People Reviews

It enables us to gather all managers' requests and employee aspirations for skills enhancement.

We are committed to making training accessible to all, ensuring that every employee has the opportunity to participate actively in their career development.

SAFETY TRAINING

Safety is our top priority. Protecting the health and physical well-being of our employees starts with prevention and on-the-ground training.

To strengthen our global safety culture, we dedicate significant time and resources to building awareness and promoting best practices, ensuring that our operations take place under the safest possible conditions.

DIAM LEARNING PLATFORM

DIAM has developed its own global e-learning platform: DIAM Learning, accessible to all our sites worldwide. Its goal is to foster continuous learning among employees by offering a broad range of training programs covering:

- Group commitments (culture, values, ethics, and sustainability)
- Cybersecurity
- Management and leadership
- Professional efficiency
- Business-specific knowledge

ATELIER DES SAVOIRS PRUGENT - CRAFTSMANSHIP TRAINING

We recognize the exceptional value of craftsmanship skills within some of our subsidiaries. As these skills become increasingly rare, they pose a real risk for many companies.

At DIAM, we are committed to preserving and passing on this know-how through the creation of our internal training center gathering over 200 expertises in 9 departments with full free access from our library: Atelier des Savoirs.



This initiative supports the sustainability and authenticity of our artisanal trades by consolidating and sharing our traditional skills.

MANAGEMENT & LEADERSHIP TRAINING

We support the development of our managers and team leaders, particularly during their onboarding and role transitions. Our leadership training aims to build managerial capabilities, promote accountability, and align teams with DIAM's values and strategic vision.

ONBOARDING PROGRAMS

We have implemented structured onboarding programs to help new hires quickly connect with the core foundations of the Group. These programs introduce newcomers to our company culture and values and the Group's structure and their local site's operations.

The onboarding journey combines mandatory e-learning modules with on-site activities, designed to foster a sense of belonging from day one.

CAREER MANAGEMENT

The well-being of our employees and their professional development are paramount to us. We recognize that fostering a supportive work environment and facilitating career growth requires open and regular communication between managers and employees. Building upon this understanding, we transitioned from conducting annual appraisals reserved for a targeted population to a campaign open to 100% of our teams.

In addition, DIAM career management and talent development is conducted through yearly «People Reviews» carried out at site levels to discuss the alignment of the workforce talent with the entity's mid-term strategy, the general organization of teams and the action plans

#5 TO "CONNECT"

DIAM has a hands-on culture made of direct interactions among managers, but in a decentralized organization it is important to pay specific attention to connecting individuals and teams and use the best potential of the Group's best practices. DIAM has set a fluid internal communication (chat and sharing).

INTERNAL INNOVATION

Innovation and the entrepreneurial spirit are at the heart of our values, which is why DIAM enables all employees to share their ideas and turn them into a company project. With "DIAM Kickstarter", a world-wide internal innovation contest, we've realized that innovation comes from a diversity of ideas, and who better to imagine tomorrow's solutions than our employees. We regularly explore new possibilities and turn them into opportunities for projects, businesses or new operating models.

WEBINARS

Our employees are our greatest asset, and each of them possesses knowledge, skills and expertise that must cross borders in a decentralized business model. At DIAM, we want everyone to contribute their knowledge to our collective intelligence, which is why we organize information and knowledge-sharing webinars several times a year, to create links and circulate best practices.

In 2025, we organized webinars focusing on our Sustainable Purchasing with a focus in February on our CSR Questionnaire and in December 2025 a focus on Due Diligence.

INTERNAL (CORPORATE) SOCIAL NETWORK

We've set up a corporate network to keep you in touch with news from all our sites. All over the world, our employees share their success stories and social, environmental and business advances. It enables us to strengthen our proximity and our corporate culture.

METRICS AND TARGETS

WORKFORCE

FIGURE 1 : WORLDWIDE DISTRIBUTION OF DIAM EMPLOYEES IN 2025*

*DIAM employees average on 2025 from CSR platform based on 3 367 employees

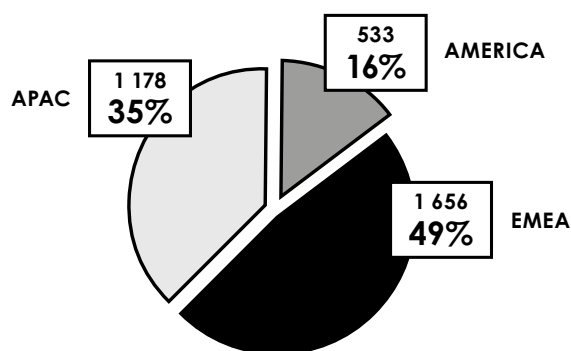


TABLE 1 : WORKFORCE TRENDS AT DIAM OVER THE LAST THREE YEARS

Indicator	Definition	Unit	2023	2024	2025	Var° 24-25
Men	Number of MEN (all)	FTE	1623	1758	1823	+4%
Women	Number of WOMEN (all)	FTE	1421	1498	1544	+3%
Others	Number of OTHER (all)	FTE	0	0	0	-
Total workforce	Number of DIAM workforce	FTE	3045	3256	3367	+3%
Number of employees on permanent contracts	Number of DIAM workforce with long-term contract (CDI)	FTE	2853	3114	3182	+2%
	Of which men	FTE	N/A	1694	1 738	+3%
	Of which women	FTE	N/A	1420	1 444	+2%
	Of which others	FTE	N/A	0	0	-
Number of employees on fixed-term contracts	Number of DIAM workforce with short-term contract (CDD, apprenticeship, internship)	FTE	192	143	185	+29%
	Of which men	FTE	N/A	65	86	+32%
	Of which women	FTE	N/A	78	99	+27%
	Of which others	FTE	N/A	0	0	-
Number of agency employees	Number of DIAM workforce with short-term contract (CDD, apprenticeship, internship)	FTE	733	755	731	-3%
	Of which men	FTE	N/A	457	421	-8%
	Of which women	FTE	N/A	298	310	+4%
	Of which others	FTE	N/A	0	0	-

DIAM employed workforce has increased by 3% in 2025 vs 2024. This growth is in line with the Group's sales growth. To better manage its business in a context of high fluctuations in activity, part of DIAM's workforce is composed of interim workers. In 2025, an average of 18% of the full-time workforce equivalent were interim workers. This amount varied during the year.

HEALTH & SAFETY AT WORK

TABLE 2: HEALTH & SAFETY RELATED INDICATORS

Indicator	Unit	Target	2023	2024	2025	Var° 24-25
Frequency rate ¹	Index	≤5	3.8	4.0	3.4	-15%
Severity rate ²	Index	≤0.15	0.06	0,08	0,08	-
Operational sites for which an employee health & safety risk assessment has been conducted in the last 2 years	%	100%	75%	100%	100%	-
Average hours of safety training per year per employee	Number	N/A	7.3	8.1	8.8	+8%

1: (total number of lost time injury events) x 1,000,000 / total hours worked

2: (number of days lost due to injuries) x 1,000 / total hours worked

*We now consider a validity period of 3 years instead of 2 for audits, in line with market practice. We have revised our historical indicators accordingly.

DIAM remains better than (below) the target of 5 in loss-time accidents frequency rate (FR1). Thanks to our safety prevention measures, we had four fewer accidents than in 2024. As our work hours have increased in line with sales growth, the index improved. The severity rate remains on target too and is stable compared to 2024.

SOCIAL DIALOGUE

TABLE 3: SOCIAL DIALOGUE-RELATED INDICATORS

Indicator	Unit	2023	2024	2025	Var° 24-25
Sites with employee representatives	%	78%	79%	88%	+11pts
DIAM employees covered by formally elected employee representatives	%	84%	84%	93%	+9pts
DIAM employees covered by a collective internal agreement on working conditions	%	64%	63%	62%	-1%
Operational sites that have been subject to human rights reviews or human rights impact assessments in the last 3 years	%	48%	47%	49%	+2pts
Operational sites that have been subject to human rights reviews or human rights impact assessments in the last 3 years	%	73%	76%	92%	+7pts
Certified sites linked to social & safety purpose (ISO 45001, SA 8000)	Number	4	5	5	-
	%	15%	19%	19%	-
SA8000 certified sites	Number	1	1	1	-

*We now consider a validity period of 3 years instead of 2 for audits, in line with market practice. We have revised our historical indicators accordingly.

There is one site that is SA 8000 certified in 2025, with others pursuing a certification or re-certification. The share of sites with employee representatives and social reviews continues to increase.

WOMEN AT MANAGEMENT BOARD

TABLE 4: WOMEN AT MANAGEMENT BOARD-RELATED INDICATORS

Indicator	Unit	2023	2024	2025	Var° 24-25
Gender balance	%	47%	46%	46%	-
% of women at management position by entities	%	39%	44%	44%	-
% of women at executive committee	%	31%	31%	33%	+2pts

The share of women in factories management positions ("by entity") is stable at a site level in '25 vs '24 and improved vs 2023. It is since 2024 within our 40/60-60/40 target: almost one manager in two is a woman. At Group Executive Committee level, 4 members are women, including DIAM CEO.

SOCIAL INCLUSION

TABLE 5: SOCIAL INCLUSION-RELATED INDICATORS

Indicator	Definition	Unit	2023	2024	2025	Var° 24-25
Share of disadvantaged people	FTE of people considered in social inclusion, divided by DIAM & temporary employee FTE	%	9%	11%	11%	-
Of which disabled persons	FTE DIAM employees with disabilities divided by DIAM FTE	%	2%	2%	2%	-

DIAM has a long-standing tradition of doing a little more to promote social inclusion of people that have various sorts of disadvantages. We aim to have the equivalent of 8% of DIAM workforce from a social inclusion background. As of 2026, as this target has been achieved consistently for the last years, this target will be increased.

TRAINING

TABLE 6: TRAINING-RELATED INDICATORS

Indicator	Definition	Unit	Annual target	2023	2024	2025	Var° 24-25
Training hours per employee	Average hours of training done by DIAM employees	Number	14	13.4	15.0	14.4	-4%
Unique people trained	Share of employees who received at least one training	%	100%	89%	89%	95%	+6pts

We continued in 2025 to exceed our target of offering an average of 14 hours of training per employee. The share of trained employees increased vs 2024, getting even closer to our ideal of having all employee to receive at least one training each year. This rise is a great news as it means that training is available to nearly everyone at DIAM.

CAREER MANAGEMENT

TABLE 7: CARRER MANAGEMENT-RELATED INDICATORS

Indicator	Definition	Unit	2023	2024	2025	Var° 23-24
People review done	-	%	79%	82%	91%	+9pts
Career evaluation of targeted employees	% of targeted employees who had a career evaluation	%	70%	80%	82%	+2pts

The well-being of our employees and their professional development are paramount to us. We recognize that fostering a supportive work environment and facilitating career growth requires open and regular communication between managers and employees. DIAM conducts annual appraisal campaigns in which each employee gets to have a detailed career appraisal discussion with their manager. In 2025, 82% of our employees had such a discussion, improving vs previous year, demonstrating our commitment to fostering open communication where every employee’s voice is valued and heard.

2.2 SUSTAINABLE PURCHASING

SUSTAINABLE PURCHASING POLICY

At DIAM, sustainable purchasing means purchasing the right products from the right suppliers, in a responsible and transparent manner. Given the complexity of global supply chains, the need for transparency, risk assessment and mitigation are key aspects of sustainable purchasing approach.

Environmental impact analyses demonstrate that a significant part of DIAM footprint, positive and negative, occurs in our supply chain. Traceability, transparency on environmental impacts of our products throughout the supply chain, the ethical and socially compliant practices of our suppliers are a clear priority axis. Through our Sustainable Purchasing Policy, DIAM aims to ensure these requirements are respected by our suppliers to reduce the environment and health impact of purchased material & resources.

Going further, DIAM wishes to use its influence and purchasing power to drive positive changes. We actively mobilize our supply chain and expect its suppliers and subcontractors to share our values and principles, implement them in their operation to put them into practice and help us to find and enforce solutions for a better world.

We also encourage co-development with partners who share our values and ambitions. We strongly believe in this approach to innovate and then meet our evolving sustainability challenges.

SUPPLIER QUALIFICATION AND MANAGEMENT

DIAM qualifies its suppliers according to objective criteria such as the ability to deliver products on time in full, operational efficiency, financial stability, ability to innovate, and CSR criteria (related to social and environmental standards).

Through its Purchasing Policy, DIAM intends to make its supply-chain more sustainable and expects its partners and suppliers to aspire to the same standards (Ethics, Social, Safety & Environmental) in their business operation. A risk-based approach is applied to identify, assess and mitigate social and environmental risks associated. We wish to support our suppliers in their path to sustainability and co-create positive impact together.

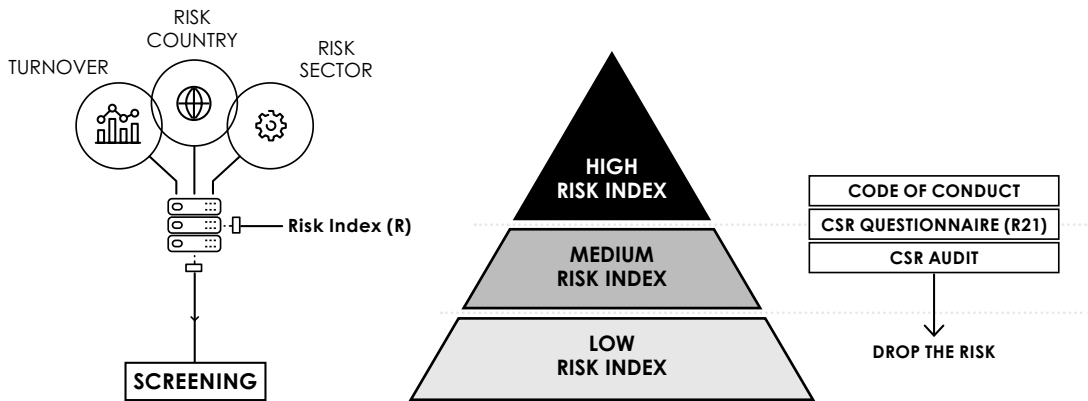
DIAM has implemented tools to hedge social and environmental supplier risk around the Supplier Risk Matrix, a pillar of our strategy to assess the risk of an individual supplier, as well as the whole portfolio. Once a theoretical risk score has been assigned to suppliers, prioritization is done depending on risk levels and appropriate mitigation actions are taken to decrease this estimated risk level.

To asset the theoretical risk, we consider their turnover, country of operations (by using the public data from the BSCI country risk listing) and the inherent risk of the activity sector. This assessment allows suppliers to be classified as “High Risk”, “Medium Risk” or “Low Risk”.

DIAM deploys tools to monitor this risk and engages indirectly with suppliers to decrease the risk.

ACTIONS AND RESOURCES

FIGURE 2 : SUPPLIERS' SCREENING AT DIAM



At DIAM, to ensure sustainability of the entire supply chain, we require our suppliers to match defined criteria covering all «social» aspects: ethics, safety, social, and environment. All suppliers above 5 K€ (targeted supplier) are required to sign and comply with DIAM Supplier's Code of Conduct to do business with DIAM and are evaluated through a comprehensive "social" risk assessment process which includes social, ethical, environmental and governance aspects. Suppliers with a significant level of turnover made with DIAM and ranked in the Top 10 suppliers of each plant are required to answer a dedicated CSR questionnaire. To further gather information about their Corporate Social Responsibility governance, improve our desk evaluation and identify areas of improvement with them.

In addition, all suppliers with significant turnover, established in a country or activity sector considered to be at risk, must undergo an Ethic audit at the supplier's factory.

This supplier mapping allows buyers to identify, analyze and rank strategic suppliers and/or suppliers in the most exposed categories. Based on this analysis, buyers can define and implement appropriate risk mitigation actions in coordination with suppliers.

2.2.1 SUPPLIER CODE OF CONDUCT

We share increasing expectations with our suppliers. We expect them to adhere to and comply with our suppliers' code of conduct, which is inspired by the UN Global Compact 10 Principles. This Supplier Code of Conduct includes:

- Compliance with the applicable social and environmental standards.
- Adoption of ethical business practices and transparency.
- Prohibition of forced labor and child labor.
- Provision of a safe and fair work environment for employees.
- Implementation of safety and risk prevention measures.
- Respect of the environment and alignment with an eco-design approach.

Acceptance of the Supplier Code of Conduct includes a contract stipulating that any violation of its principles may result in an immediate termination of the contract. Beyond compliance with the principles, we strive to encourage our suppliers to become partners in the promotion of eco-design and to find innovative solutions to limit the environmental impact of their business.

Suppliers across the world have signed the DIAM Code of Conduct and undertake to comply with all the rules set out in the group's sustainable purchasing.

2.2.2. CSR SUPPLIER ASSESSMENT

The CSR Supplier assessment is a short and simple-to-answer questionnaire developed by DIAM purchasing and CSR teams aimed at evaluating the sustainability actions and results of suppliers / potential suppliers. The questionnaire is managed through an online platform dedicated to CSR questionnaires and reporting. All suppliers with a turnover above 100 K€ and within the Top 10 of each plant are scoped.

Every two years, this CSR questionnaire is renewed for production suppliers. To avoid unnecessary administrative burden, DIAM accepts valid Ecovadis evaluations.

2.2.3. AUDIT POLICY

DIAM launched a social on-site audit when the supplier still presents a given level of risk, as explained above. DIAM audits are carried out by certified and independent third parties following social audit referential based on international standard (i.e. SA 8000). Audits cover social, ethics and non-discrimination, local and international work regulations, governance, health and safety, and environmental aspects.

To avoid unnecessary on-site audits, DIAM accepts social audits performed by recognized third-party auditors under specific conditions.

2.2.4. WARNING MECHANISM

DIAM has implemented a warning mechanism related to ethical, social, or environmental issues. This mechanism enables employees, suppliers and third parties to report and denounce ethical, Human Rights or environmental violations in a secure and confidential manner. Witnesses can directly report via the following link: <https://report.whistleb.com/fr/diam>.

2.2.5. TRAINING OF PURCHASING TEAM

DIAM Sustainable Purchasing Coordinator, with the support of BU purchasing Directors, organizes regular (quarterly) steering committees with local buyers, including training, review of objectives and support for Purchasing Policy implementation.

METRICS AND TARGETS

2.2.5.1 ENVIRONMENTAL & SOCIAL RISK EVALUATION OF OUR SUPPLIERS

TABLE 8: SUPPLIERS RELATED INDICATORS

Indicator	Unit	2023	2024	2025	Var° 24-25
Buyers across all locations who received training on sustainable procurement over the past two years	%	70%	80%	80%	-
Turnover from supplier who signed the code of conduct*	%	80%	91%	95%	+4pts
Turnover from targeted supplier who signed the code of conduct	%	81%	92%	96%	+4pts
Suppliers which have gone through a CSR risk analysis	Number	2111	2440	2408	-1%
Targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements*	%	81%	92%	96%	+4pts
Targeted suppliers that have gone through a CSR assessment (in turnover) (e.g. questionnaire)	%	43%	75%	72%	-3pts
Suppliers audited	%	46%	65%	83%	+18pts
Turnover from suppliers with moderate risk	%	N/A	N/A	67%	N/A

*% of suppliers targeted who signed the DIAM Supplier Code Of Conduct (in turnover)

2.3 AFFECTED COMMUNITIES

The impact, risks and opportunities associated with affected communities are not considered material by DIAM. The nature of the Group's activities is such that we have no indication that they might affect significantly people or groups living or working in the areas surrounding these operations, be they child, local or indigenous populations. DIAM Group aims to always respect local laws and to minimize potential negative impact to local communities and to contribute to local socio-economic development in all the areas in which it operates. DIAM's approach is to capitalize on local know-how and skills to serve niche markets, to participate in the local community life and be ready to engage in constructive dialogue whenever affected communities might want to.

ACTIONS WITH LOCAL COMMUNITIES

DIAM recognizes the importance of inclusion and cooperation within our local communities, around each of our factories and offices. Numerous actions are led to this on our different sites. As an example, in the DIAM Brazil unit, located near lower income communities, we try to work as much as possible with the local families with a large share of jobs coming from these communities, and regularly organize activities to share quality time with them. Similar actions are conducted in many sites, like in DIAM Mexico, and in DIAM Les Mureaux, a place where unemployment rate is more than double the French average.

To develop an example among many others, since the beginning of the Ukraine war early 2022, DIAM Poland makes its best to incorporate refugees in its teams. We currently have many employees coming from Ukraine and who cannot go back there; over 40 of them have official refugee status.

Every year, numerous social initiatives emerge from our sites with the intention of positively impacting their environment, whether it is social or environmental. From initiatives related to cancer awareness campaigns like «Pink October» and «Movember», to raising awareness about Legionnaires' disease and changing the way we look at handicap. Beyond raising awareness among our teams, numerous acts of solidarity towards those in need were developed in 2025:

- Collecting warm clothing for people in need.
- Visiting elderly People in nursing home in China.
- Preparing meals to be distributed homeless population in needs in the United States.
- Donation drive in support of Les Restos du Cœur in France.

Sharing is a strong value within DIAM, whether it is by providing comfort and supplies or by creating valuable moments. Beyond the boundaries of our activities, our teams flourish when creating connections with people and spending time on causes that matter. In 2025, on average, each of our sites devoted 13 hours to causes dear to them:

- In France, we donated to hospitals for therapeutic use
- In Portugal, we made a donation to the fire department

We are grateful for the commitment of our teams around the world to help and care for others, as well as their willingness to leave a positive impact.

CHILD LABOUR, SLAVERY, AND HUMAN TRAFFICKING

DIAM prohibits any form of forced or compulsory labor. Our policy is based on the SA8000 standard and our adhesion to the United Nations Global Compact. Our commitments on this matter are explicitly stated in DIAM's "Code of Conduct" signed by every employee, regarding compliance with international fundamental labor standards and the prohibition of the use of forced labor and child labor in all operations.

As per OIT regulation, DIAM strictly prohibits child labor (no employee below 16 years). In light of the audits conducted within the entities of the DIAM group, no occurrence of child labor has ever been observed. Of course, we acknowledge minors above 16 years of age can work in certain special cases, particularly work-study apprenticeships, and internships, but only in stringent compliance with all the regulatory provisions.

Specifically, regarding to child labor prohibition, DIAM China, DIAM India, and other DIAM entities also located in countries with alleged child labor risks, inspects and cross-references to verify the validity of at least two types of official ID. There is a reliable ID verification system to control the workers' access into the facility, such as finger

printing or ID card with owner's photograph to prevent under-age workers entering the facility by using another person's ID. Finally, training materials/records on the policy for workers are available to all workers.

Some countries have been identified by experts as more at risk on ethical issues. In such countries, DIAM has taken specific commitments and actions.

For example, in China, DIAM explicitly forbids personnel to pay 'deposits' to the company upon commencing employment, or to withhold any part of any personnel's salary, benefits, property, or documents to force such personnel to continue working for the company and, of course, we are not engaged in or support human trafficking. Additionally, DIAM ensures that no employment fees or costs are borne in whole or in part by workers. In all DIAM sites, personnel clearly have the right to leave the workplace premises after completing the standard workday and are free to terminate their employment provided, they give reasonable notice to the company.

FOCUS - SA 8000 TRAINING

Our Group has decided to train several of our sites on the SA8000 approach. SA8000 is one of the world's leading social certification standards, designed to promote safe working conditions, fair treatment of employees, and respect for fundamental human rights throughout the workplace.

By implementing SA8000 training, we aim to strengthen our internal capabilities, ensure consistent social performance across our locations, and embed responsible labor practices into our daily operations.

The training modules cover key areas of the SA8000 framework, including:

- **Child Labour Prevention**
- **Forced or Compulsory Labour Prevention**
- **Health and Safety in the Workplace**
- **Freedom of Association and the Right to Collective Bargaining**
- **Non-Discrimination**
- **Fair Disciplinary Practices**
- **Working Hours Compliance**
- **Fair Remuneration**
- **Management Systems for Social Performance**

2.4 CONSUMERS AND END-USERS

DIAM Group is a "business to business" (B2B) company with limited direct contact with end customers. DIAM has no data on end-users (shoppers) whatsoever and so has no need for customers' data safekeeping. DIAM Group's impact on consumers is therefore considered to be non-material.

The products we design and install for brands interact with the public daily, making safety a top priority. Our engineers and project managers are well-versed in market-specific technical regulations. We also auto-certify electrical components to meet European and US UL standards. Additionally, we conduct robust testing to ensure product safety and minimize risks to shoppers.

We are committed to meeting brands' growing expectations regarding organic compound emissions (COV) from our furniture, particularly in response to fire safety regulations requiring fire retardants. DIAM continues to expand its knowledge in chemical release and safety standards.

As part of our business and the delivery of products to our customers, we ensure compliance with local regulations, client requirements, as well as use our professional know-how to satisfy the safety needs of our products in the stores. We have set factory-level rules to comply with products' particle and formaldehyde emission standards, and we constantly monitor the best materials on the market.

We engage with clients (Brands and Retailers) through regular business reviews to exchange feedback on our performance. Our Digital Solutions unit, CONEX, creates AI-powered displays that collect anonymous demographic data based on shopper behaviours. However, we do not have any specific shopper data, so there is no potential issue regarding people's personal data security.

PART

3



OUR ENVIRONMENTAL RESPONSIBILITY

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**3.4 BIODIVERSITY & ECOSYSTEMS
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3.1 CLIMATE CHANGE

STRATEGY

DIAM Group recognizes its responsibility in addressing the global climate challenges in terms of mitigation (limiting climate change) and adaptation to climate change.

1.5°C ALIGNMENT (SBTi):

As part of our commitment to mitigating climate change, we are fully aligned with the objectives of the Paris Agreement on climate change (COP21). In line with these commitments, we have adopted a Science-Based Target (SBT) strategy, which was officially validated in January 2021 by the Science-Based Targets initiative, positioning DIAM among the first 400 companies globally to set targets in line with a 1.5°C trajectory. We have a clear transition plan to 2030, our primary environmental target is to reduce greenhouse gas (GHG) emissions by 46% by 2030, in scope 1 and 2 (direct emissions and energy consumption) and as well in scope 3 (total scope 3 reduction, but with a SBT commitment on emissions from purchased goods & services, and the use of sold products).

MATERIALITY, BUSINESS IMPACT AND INTEGRATION INTO DIAM'S GOVERNANCE AND STRATEGY:

Climate change is material for DIAM, as recognized by our double-materiality analysis. DIAM's science-based targets are at the core of our strategy, and every aspect of DIAM's operations and governance are aligned with achieving these goals. We have established a comprehensive roadmap, which includes a set of actions that address both GHG emission reduction and adaptation to climate risks. These efforts are central to our environmental performance and the achievement of our climate targets. A clear CSR governance including climate aspects is in place, including monthly discussions between the head of CSR and the CEO, bi-annual CSR steering committees (one of which is done with the full Executive Committee of DIAM), a yearly CSR steering committee with DIAM's majority shareholder and a yearly update to the supervisory board. CSR governance is further detailed in the governance section of this report.

RISKS AND OPPORTUNITIES:

As the effects of climate change become increasingly visible, DIAM is strengthening the integration of related risks and adaptation needs into its strategy. This assessment draws on climate models, actual event observations, and strategic foresight.

We have identified physical risks to our sites and operations that could pose a material threat to the Group. They are detailed in the adaptation part below. We have also assessed transition risks and opportunities linked to regulatory, market, and client shifts. Transition risks relate mainly to a potential decline in demand for certain raw materials, such as plastics. Conversely, we see opportunities in evolving client expectations and markets, where DIAM is well-positioned to lead, thanks to our existing efforts and commitments in sustainability and circularity.

ADAPTATION

ADAPTATION POLICY

In parallel to mitigation efforts, DIAM is increasingly addressing the risks associated with climate change. These risks include transition risks and opportunities, and physical risks. Transition risks and opportunities are addressed through DIAM's business strategy of sustainability leadership. Physical risks include both acute events, such as extreme weather events, and chronic elements, such as long-term changes in temperature and water availability, and their potential physical impacts on our operations.

To better understand the physical risks linked to climate change for DIAM and how we could prepare for them, we have carried out in 2025 a comprehensive assessment based on a bespoke third-party analysis using DIAM's sites geolocation coordinates and a worse case (RCP 8.5) climate scenario modeling projection

at year 2050, and cross-referenced the highlighted risks with the specific sensitivity of DIAM's sites setup and processes to each physical risk. This gave us a clear view of the most prominent risks for DIAM and of the priorities and actions to enforce to increase DIAM's resilience to these risks. The most prominent risks appear to be extreme heat, changing air temperatures, floods, and tropical cyclones. Each site now has a clear risk map on which to start building its adaptation measures.

DIAM's factories, typically small to medium-sized with around 100 employees, are strategically distributed across locations to ensure local-to-local shipping and service, which has the co-benefit of enabling other regional factories to support production for a factory that might have been affected by a material event. As example, we have implemented contingency plans to transfer production between our sites in the UK, which is prone to flooding, and Poland in the event of a flooding event. While we recognize that not all climate-related events can be predicted or planned for, this view helps us to continue strengthening our adaptation strategies and improving our resilience and minimizing disruption to our operations.

Further measures will have to be taken in the coming years and DIAM's physical risks analysis will support the prioritization of these adaptation measures.

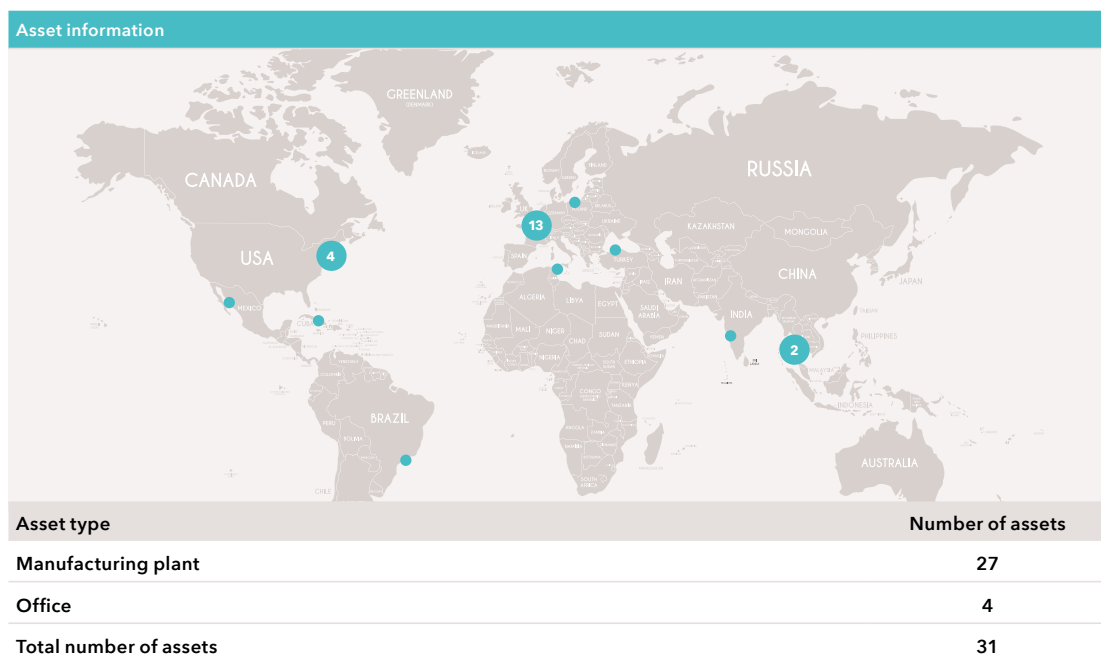
CLIMATE ADAPTATION ACTION PLAN

DIAM integrates both physical climate risks and transition-related market shifts into its adaptation strategy to ensure resilience and long-term sustainability.

PHYSICAL RISKS

Climate change is driving more frequent and intense extreme weather events such as droughts, floods, and heatwaves, as highlighted by the IPCC. The severity of their impact depends on location, operational criticality, and site preparedness.

DIAM has assessed its exposure using a high-emissions scenario (SSP5 - RCP8.5) for 2050 with the supporting climate analysis done by a bespoke independent third-party providing a reliable gross risk evaluation to which we applied sensitivity and management control level filters to establish a net risk evaluation, using numeric scales quantification at each stage of the analysis, as per commonly used methodologies. The third-party analysis based on the GPS coordinates of all DIAM Group sites considers 17 key physical acute events and chronic risks, including temperature-related, wind-related, water-related and solid mass-related. The events sensitivity analysis aimed at capturing the specific vulnerability of given sites to specific types of events depending on their layout and types of processing activities. The management control aimed at including the organizational aspects of risk management, assessing the level of risk preparedness for given types of events.



Climate physical risks

Timeframe: 2050 - Scenario: SSP5-8.5



Here are the climate perils analyzed based on the EU-taxonomy:

	Temperature-related	Wind-related	Water-related	Solid mass-related
Chronic	Changing air temperature	Changing wind patterns	Changing precipitation patterns	Soil Erosion
			Water stress	
			Sea level rise	
Acute	Extreme heat	Tropical cyclone	Drought	Landslide
	Extreme cold	Storm	Extreme precipitation	Earthquake
	Wildfire		Flood	Subsidence

The overall result of this complex analysis gives DIAM a list of high priority sites and types of risks on which to act to enhance DIAM's resilience. At the top of the list we find industrial sites located near the tropical zones with temperature-related chronic and acute risks, as for example with extreme heat and changing air temperatures impacting DIAM India (Pune) and Prugent America (Miami), as well as in our Chinese sites. The tropical cyclones risk is also present. The flooding risk is especially important at Prugent America (Miami) and DIAM UK (Loughborough).

To enhance resilience, DIAM continues refining its risk analysis in a constant dialogue between its sites and the central team. Business continuity is enhanced through backup capabilities and a group-wide continuity plan that allows production shifts between sites, such as from the UK to Poland or India and Thailand. Local adaptation actions are starting to take effect, like installing flood-separation zones in the UK factory.

Upstream supply resilience is also monitored, though more complex to quantify. DIAM prioritizes diversified and local sourcing whenever feasible and maintains strong supplier relationships. A supplier risk matrix for ESG risks, outlined in the sustainable purchasing section, supports this strategy.

TRANSITION & MARKET RISKS

DIAM is also adapting to evolving regulatory and market expectations driven by climate change. Its strong expertise in eco-design, life-cycle analysis, and circular economy supports both compliance and competitiveness. A dedicated cross-functional team, including Finance (CSRD), Purchasing (EUDR, CBAM), and Operations, tracks regulatory trends and integrates requirements proactively, turning them into a strategic advantage.

CLIMATE-RELATED OPPORTUNITIES

DIAM's leadership in sustainable display solutions positions the company to benefit from growing brand and retailer demand for circular, low-impact offerings. Key opportunities include:

- Increased demand and market share for sustainable materials and suppliers
- Eco-design training and consulting for retail fixtures
- Expansion of take-back and circular economy services

MITIGATION

TRANSITION PLAN

DIAM has been calculating its full carbon footprint every year since 2019. We do so to ensure that we work on the relevant items with good levers, and to monitor our progress vs our SBTs. Here is a simplified view of DIAM's carbon footprint and of the action levers enforced.

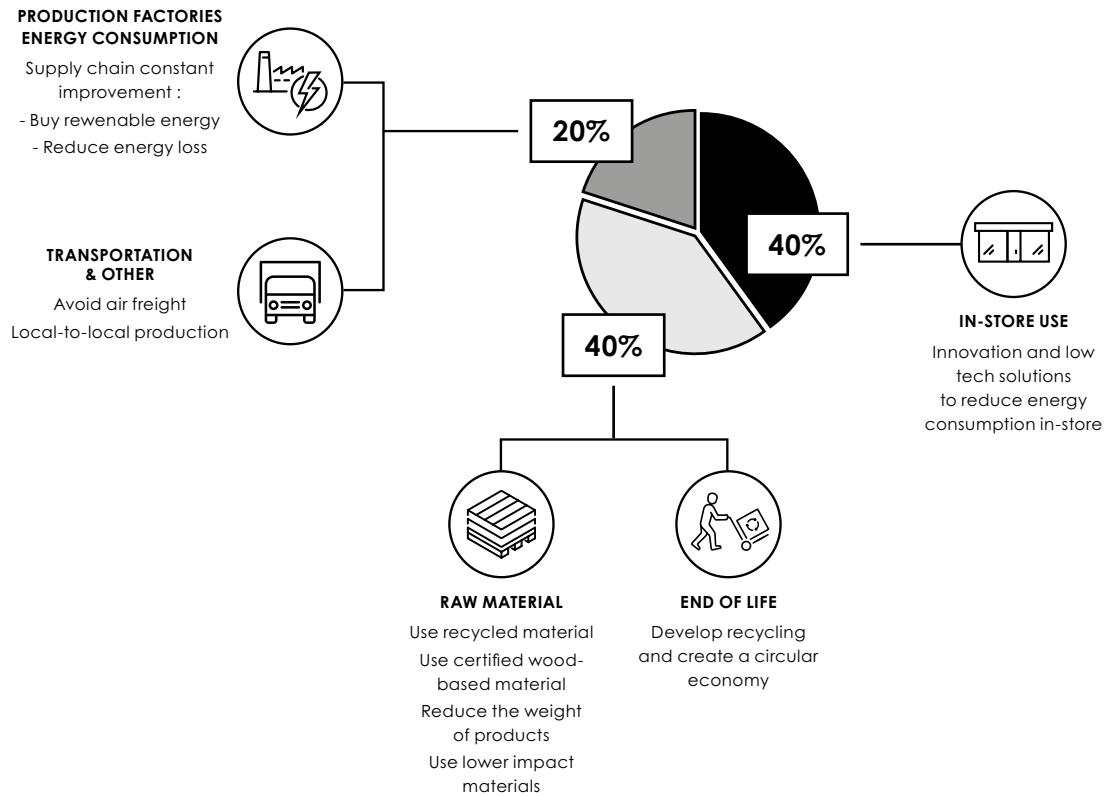


FIGURE 3 : SIMPLIFIED VIEW OF DIAM'S BASELINE CARBON FOOTPRINT

By 2030, DIAM aims to reduce its Scope 1 and 2 emissions by at least 46% compared to the 2019 baseline. This will be achieved by reducing energy consumption and shifting to low-carbon energy sources across all facilities, while ensuring the resilience of our systems against disruptions.

In parallel, our Scope 3 science-based target commits to a 46% reduction in emissions from raw materials and the use phase of products sold (2019-2030). This requires robust life-cycle impact measurement, eco-design practices, the selection of low-impact materials, and the integration of energy-efficient lighting systems into our products. Detailed actions are presented in later sections of this report.

To support the transition, relevant CAPEX investments are tracked, enabling the CSR and Finance teams to model projected emissions and align budgets with the 2030 trajectory. Each Business Unit (BU) is responsible for identifying and implementing decarbonization measures within their scope, with performance incentives cascading from BU General Managers to operational teams.

Energy consumption is monitored monthly and annually, with results reviewed and the SBTi-aligned emissions trajectory updated yearly. Our GHG inventory is externally audited, ensuring transparency and reliability.

While DIAM does not currently apply an internal carbon price, the organization maintains a clear understanding of the investment and operational changes required to meet its climate targets. Continuous progress is driven by collaboration across internal teams, suppliers, and clients to reduce emissions throughout the value chain.

ACTING ON DIRECT EMISSIONS (SCOPES 1 AND 2)

Direct emissions are those that the company must manage on its own, as it is solely responsible for them. DIAM clearly understands where they come from and is working to reduce them in line with the Paris Agreement on climate change. The strategy is simple: optimize / reduce direct energy consumption in buildings, process and own vehicle fleet, and choose low-carbon energy sources.

Scope 1 & 2 emissions represent 3% of our carbon footprint in the "Market based" analysis and 8% in the "Location based" analysis. The "Market based" analysis accounts for purchased renewable electricity, while "Location based" uses the average emissions of the country. We have a 2030 target to reach at least 70% of total direct energy consumption sourced from renewable sources. It was 66% in 2025, same as in 2024.

TARGETS

Decrease CO₂e emissions related to scopes 1&2 at least 46% between 2019 and 2030.

Reaching at least 95% of renewable electricity usage by 2030 and improving energy efficiency.

Reaching at least 70% renewable energy usage by 2030

EFFICIENT BUILDINGS AND PROCESSES:

For several years, DIAM has focused on energy efficiency. We regularly assess energy consumption through third-party energy audits, which have been crucial in identifying areas for improvement and guiding investment decisions. Some of our managers have been trained in energy efficiency, and actions are being gradually rolled out at our sites. These actions include improving building and process insulation, replacing inefficient equipment, and managing energy in high-consumption systems (like compressed air or air extraction) by aligning them with main processes. We are also focusing on behavior change and basic building energy management (smart thermostats, turning off lights when not in use).

We are investing in energy-efficient technologies, such as solar panels, LED lighting refurbishing, and advanced energy management systems, which reduce our overall energy consumption and emissions.

USING LOW-CARBON ENERGY:

Natural gas is used in several of our factories, to heat buildings and paint booths. We are improving the energy efficiency of these heating processes and gradually switching away from gas to electric heat pumps whenever possible. At plastic injection sites, we are gradually switching from hydraulic to electric injection presses, which use significantly less energy and automatically enter standby mode.

Diesel and petrol are used in the trucks used to transport and install our products in stores. We are gradually switching to electric vehicles, when possible, i.e. on short-haul errands. Employee car fleets are limited and are reported in scope 3 as they are leased; they are also gradually switched to electric.

DIAM started to purchase renewable electricity in 2018; since then, renewables consistently cover over 95% of DIAM's direct electricity consumption, consistent with our target to get over 95% renewable electricity consumption by 2030. Most come in the form of carefully chosen Renewable Energy Certificates (RECs), but DIAM is also expanding its renewable energy production capacity, with solar panels installed in a growing number of sites, 7 in 2025 out of 26 industrial sites.

ACTING ON SCOPE 3

#1. DIAM IMPACT EVALUATION, AND OUR INDUSTRY PARTNERSHIPS TO ASSESS AND REPORT PRODUCTS IMPACT

Eco design and collaboration with clients and suppliers are essential for reducing Scope 3 emissions. The key is understanding where the environmental impact occurs and engaging teams, clients, and suppliers to reduce it. 80% of the impact is determined during the CONCEPT & DESIGN phase, while the remaining 20% can be adjusted later during SOURCING, PRODUCTION, and INSTALLATION.

#2. MEASUREMENT TOOL: LIFE CYCLE ANALYSIS (LCA)

Guessing environmental impact can lead to focusing on the wrong priorities and even increase the overall impact due to unintended transfers of impact. Life Cycle Analysis (LCA) helps us scientifically assess environmental impact. DIAM has built strong internal LCA expertise, and our LCA methodology has been evaluated and validated by a respected consultancy. In 2022, we played a key role in a project led by Shop!, the Point-of-Sale association, to align LCA methodologies across the industry, ensuring that all players use the same approach, and since 2023, we partner with Eviden, a software company launching a SaaS reporting and LCA offer dedicated to point-of-sale displays, to ensure that their methodology was also aligned with the standard used by "Shop!" and by DIAM. The measurements have been systematized for some of our clients using this new platform.

DIAM LCAs consider the full product life cycle and all types of environmental impact.



Given the challenge of interpreting 16 different environmental impact indicators, DIAM decided in 2019 to use a «single impact score» that combines all 16 indicators of the PEF method. This simplification is also used by Shopskor! and Eviden's EcodesignCloud. This score simplifies decision-making by normalizing and weighing the impacts. The results are normalized to the average global environmental impact of one person per year, with indicators weighted based on expert-identified priorities while ensuring the robustness of the data.



In 2025, DIAM continued to update its LCA tool and to train its teams to LCA and eco-design.

DIAM's calculation methodology is following the EU's Product Environmental Footprint (PEF) method, the leading LCA methodology.

DIAM uses the EF 3.0 impact assessment method and Ecoinvent 3.8 with the PEF circular footprint formulae.

From experience, we know today that most of the impact of our products comes from raw materials and in-store use (electricity consumed by products). Transport is significant -with regards to the impact of the product- if, and only if, it involves air travel: truck and boat transport are far preferable.

CASE STUDY - ECO-DESIGN IN PRACTICE

BUSINESS CASE - CLIENT GONDOLA & MODULES

In the selective retail environment, gondolas are considered “permanent” expressions of a brand’s identity, designed to last typically about four to five years and their environmental impact can be sizeable in a store.

At DIAM, every new gondola generation is conceived, in close partnership with the brand, as a balance between design excellence, technical performance, and responsibility, with a clear ambition: to reduce environmental impact over the full life-cycle without compromising brand expression or perceived quality.



LIFE CYCLE ASSESSMENT: MASTERING IMPACT THROUGH KNOWLEDGE

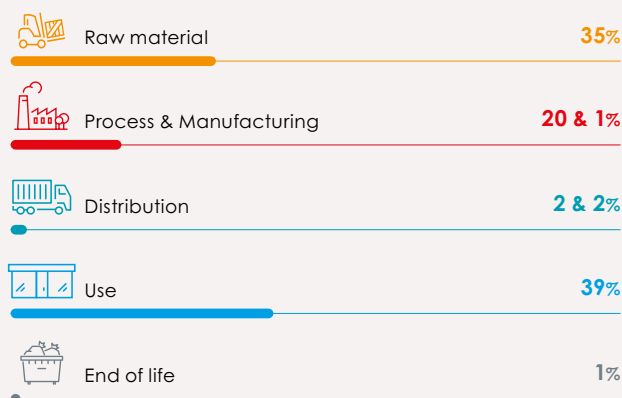
Ecodesign at DIAM is grounded in our internalized Life Cycle Assessment (LCA) expertise. LCA is a recognized scientific methodology that evaluates the environmental impact of a product across its entire life cycle, from raw material extraction and manufacturing, to transport, instore use, and end of life.

This approach provides a scientific understanding of where impact truly lies. In the demanding luxury sector, LCA enables fast decision-making based on facts, not assumptions.

For the showcased Huda gondola and its modules, the LCA of the previous version revealed two decisive impact drivers:

- The use phase, representing close to 40% of total environmental impact, mainly linked to lighting energy consumption in stores.
- The raw materials, driven by the weight and nature of the materials used.

AGGREGATED SCORE PER LIFE CYCLE PHASE - Previous Gondola x1



ECODESIGN ACTIONS ALIGNED WITH LUXURY STANDARDS

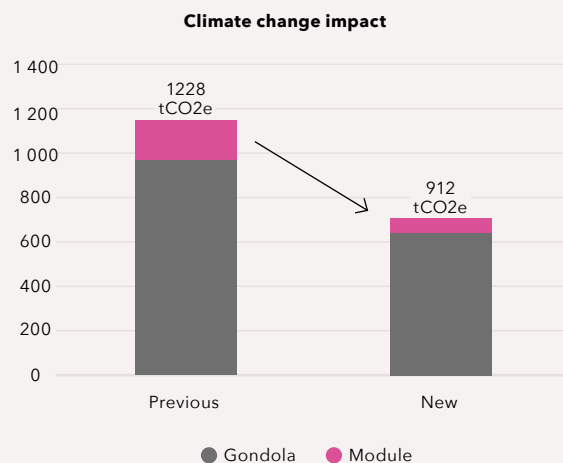
These insights guided the eco-design redevelopment of the gondola. DIAM teams implemented targeted and measurable eco-design actions, fully aligned with the aesthetic and functional standards of luxury retail:



- 33% reduction in energy consumption, enabled by the DIAM E-Light innovation, while integrating more illuminated elements and preserving visual comfort, elegance, and product enhancement.
- 40% reduction in module weight, achieved through design optimization and engineering refinement, lowering material use without affecting structural integrity or perceived quality.
- 90% recycled plastic usage while maintaining premium finishes and durability.
- Packaging optimization, reducing volumes and materials with no impact on protection or logistics quality.

Life-cycle analysis is a powerful tool to “see” the environmental impact, but the saving ideas and know-how comes from the project management teams.

MEASURED IMPACT AND TANGIBLE RESULTS



The improved version of the gondola and its regularly updated modules demonstrate an overall environmental impact reduction of 25% over a five-year lifetime.

At the scale of the full deployment for this client, this represents:

- Over 20 tons of raw materials avoided,
- Circa 300 tons of CO²e emissions avoided, equivalent to 275 roundtrip flights between Paris and New York.



Eco-design, when driven by rigorous analysis and design excellence, can deliver meaningful impact at scale!

#3. RAW MATERIALS

Raw materials and end-of-life account for approximately 40% of DIAM's carbon footprint, and a similar share of our biodiversity impact. Along with the use phase of our products, they represent the core focus of our Scope 3 Science-Based Target.

The improvement levers are well identified: reducing the quantity of raw materials used, improving material efficiency, selecting lower-impact materials, and enabling reuse and recycling. One key commitment is DIAM's target to reach 80% recycled plastics use by 2030, a major lever in reducing the footprint associated with raw materials.

We also design for dismantling and recyclability and offer a circular economy service (B2D) that enables Brands and Retailers to return and recycle their fixtures. This service supports the circular sourcing of raw materials and contributes directly to our value chain decarbonization efforts.

Finally, our eco-design practices are continuously evolving, supported by growing internal expertise and validated through life-cycle assessments (LCA) and regular GHG emission reviews.

#4. PRODUCT USE

The main environmental impact and source of GHG emissions during the use phase of our products stems from the electricity consumed by point-of-sale (POS) displays, particularly lighting and digital screens. Alongside raw material sourcing, it represents one of DIAM's most significant climate impact areas and is therefore included in our Science-Based Targets.

To address this, DIAM has developed strong expertise in energy-efficient lighting. Our approach covers best-in-class component sourcing, advanced LED design (pitch, casing, optics), and optimized in-store rendering. We collaborate closely with brands and retailers to identify tailored solutions that reduce energy use without compromising visibility or brand appeal.

This integrated approach positions us to meet our targets for emissions from product use, even as we support growing client demands and increasingly complex lighting expectations.

#5. TRANSPORTATION

Upstream transportation emissions (from raw materials to DIAM factories) are accounted for within our raw materials footprint. Downstream transportation, delivery of finished products to clients, typically represents a small share of our total GHG emissions. However, its impact becomes significant when air freight is used, as it generates up to 100 times more emissions than sea or road transport.

In 2019, air freight represented 14% of our transported ton-kilometers; by 2025, this figure dropped to 6%, explaining most of our downstream transport emission reductions. Despite representing a small share of total shipments, air freight still accounts for over 95% of downstream transport-related CO₂ emissions. DIAM aims to reduce air freight volumes by at least 30% by 2030 compared to 2019.

Many client brands now enforce strict "no air freight" policies for POS deliveries, a welcome development that also requires us to adapt project lead times and planning.

In parallel, DIAM continues to optimize ground and sea transportation through improved volume efficiency, optimized logistics routes, the use of best-in-class fleets, and transitioning to electric vehicles where feasible.

#6. END-OF-LIFE AND CIRCULAR ECONOMY

DIAM has a zero-landfill policy. The end-of-life and circular economy is a material contributor to our GHG emissions and is closely linked to our upstream raw materials emissions. Our goal is to use 80% recycled plastics by 2030, significantly reducing virgin material demand.

To support this ambition, DIAM offers a take-back and recycling service to brands and retailers, known as "B2D." This service includes value-added manual dismantling of displays, allowing us to maximize the recycling rate. A portion of the recovered materials is reintroduced into our production process through closed-loop recycling, while the remainder is managed by certified third-party recyclers. In 2024, DIAM collected over 1700 tons of material from clients.

METRICS AND TARGETS

OUR OVERALL CARBON FOOTPRINT

Total DIAM's 2025 GHG emissions are down -46% vs our 2019 baseline. On the perimeter committed with the Science-Based Target initiative, we are at -38% vs the 2019 baseline on direct emissions (scopes 1&2) and at -45% on raw materials and use of products sold. This is of course great news and the consequences of great efforts being made throughout the company. But our targets cannot be considered as "achieved": we can see that the rate of decrease is not as fast as in the initial years, as most of the low-hanging fruits have already been collected. We remain therefore very cautious and focused on actions, as we expect further growth until 2030 and the further decoupling between growing sales and an absolute decrease in carbon footprint is a difficult task to accomplish.

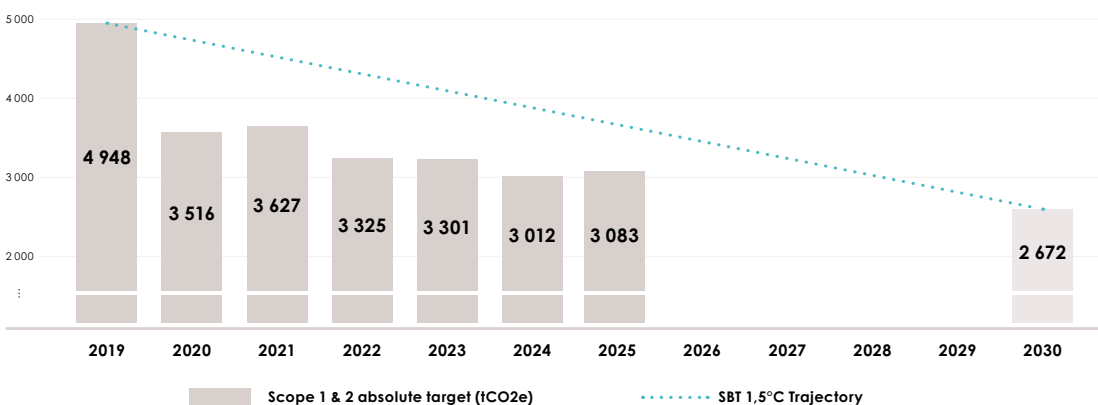
Comparing 2025 to 2024, **direct** energy consumption has a slight increase (+1%) and we see a 2% increase in CO² (scopes 1&2) linked to an increase in petrol used by our installation services, and a slight increase in natural gas used in our factories in spite of the gains made by some of the factories, especially linked to important investments in thermal insulation and energy switch from fuel to electricity at our Yzeure factory.

On **indirect emissions** (raw-material and use phase of scope 3), we have achieved 80% of our 2030 target of using 80% recycled plastics in production (62% R-Plastic used, +3 points vs 2024). We also continued to make improvements on the "products use" phase, offering better -more energy efficient- lighting system to clients that have a growing consciousness of the detrimental impact of inefficient lighting in stores. This resulted in a decrease in overall power installed in 2025 vs 2024, but a slight increase in CO₂ emissions accounted due to a change in the destination markets, with more of the power installed in countries with a more carbonated electricity mix. Overall in our scope 3 science-based target perimeter of raw materials and use of products sold, this resulted in a 4,5% increase in CO₂ emissions vs 2024. Total indirect (Scope 3) emissions have decreased by 2% between 2024 and 2025, resulting in an overall reduction in total emissions of -46% vs 2019 baseline.

TABLE 9: EVOLUTION OF DIAM'S GHGS EMISSIONS (MARKET-BASED)

Indicator	Unit	2019 (SBT Baseline)	2023	2024	2025	% Var 2019 - 2025	% Var 2024 - 2025
Scope 1	Tons of CO ₂ eq	3 432	2 739	2 767	2 806	-18%	+1%
Scope 2 (market based)	Tons of CO ₂ eq	1 516	563	245	276	-82%	+13%
Scope 1 +2 (market based)	Tons of CO ₂ eq	4 948	3 301	3 012	3 083	-38%	+2%
Scope 3 (SBT committed part)	Tons of CO ₂ eq	135 700	87 520	72 254	75 697	-44%	+4,8%
Scope 3	Tons of CO ₂ eq	196 331	123 888	108 496	106 359	-46%	-2%
Total carbon footprint	Tons of CO ₂ eq	201 279	127 189	111 508	109 442	-46%	-2%

SCOPES 1 & 2 SBTi COMMITTED PERIMETER



SCOPE 3 SBTi COMMITTED PERIMETER (RAW MATERIALS & USE OF PRODUCTS SOLD)

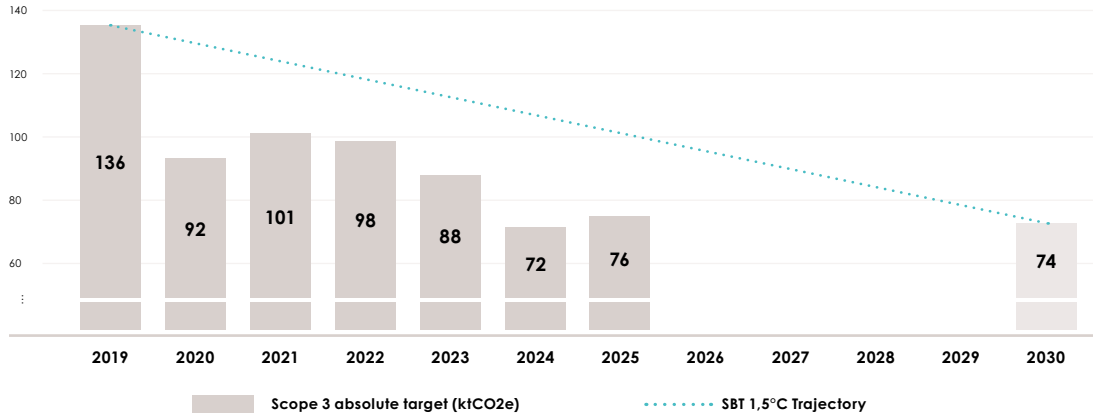


TABLE 10: CARBON INTENSITY

Indicator	Unit	2019	2023	2024	2025
Scope 1+2 market based	tCO2 eq.	4 948	3 301	3 012	3 083
Scope 1+2 Intensity	gCO2 eq. / €	14.4	8.2	7.0	6.8
<i>Delta vs 2019</i>	%	-	-43%	-52%	-53%
Total scope 1+2 market based +3	ktCO2 eq.	201	127	112	109
Total intensity	gCO2 eq. / €	585	316	258	243
<i>Intensity Delta vs 2019</i>	%	-	-47%	-57%	-59%

DIAM TOTAL GHG EMISSIONS, MARKET BASED AND INTENSITY

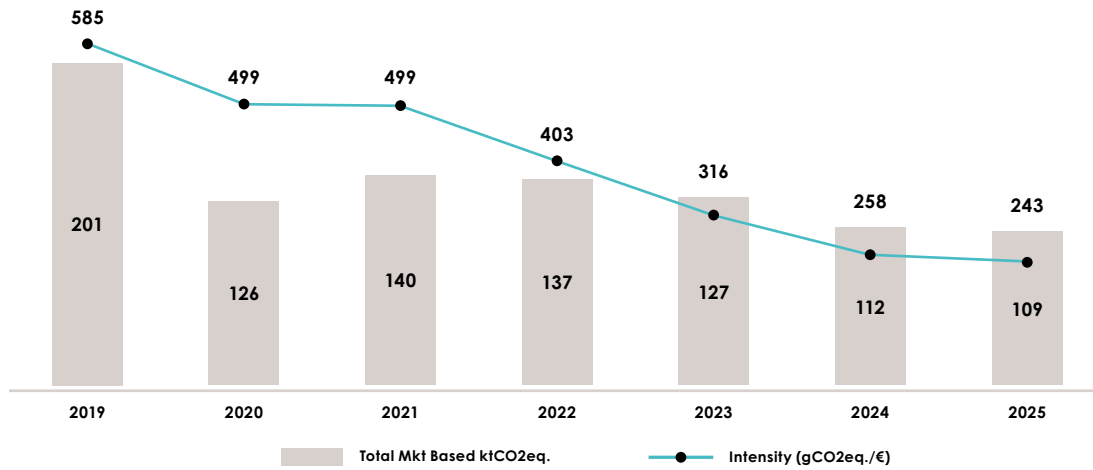


TABLE 10: ENERGY RELATED INDICATORS

Indicator	Unit	2019 (SBT Baseline)	2023	2024	2025	% Var 2019 - 2025	% Var 2024 - 2025
Total energy consumption	MWh	38 638	32 496	32 525	32 896	-15%	+1%
Of which total renewable energy consumed	%	51%	63%	66%	66%	+15pts	-
Total gas consumption	MWh	9 117	7 082	6 318	6 017	-34%	-5%
Total electricity consumption	MWh	22 724	21 936	21 520	21 637	-5%	+1%
Of which total renewable electricity consumed	%	87%	94%	97%	97%	+10pts	-
Of which renewable electricity produced	MWh	280	770	881	1 506	+438%	+71%
Of which auto consumed	MWh	0	535	529	1 320	-	+150%
	%	0%	2.4%	2.5%	6.1%	-	+3.6pts

DIAM has targeted to use at least 95% renewable electricity by the end of the decade. This target has been achieved in 2024 and 2025. We maintain this yearly target.

To achieve our direct emissions targets, we need to be energy efficient and use low-carbon energy, including primarily electrification. Total direct energy consumption slightly increased in '25 vs '24 (+1%), -15% vs the 2019 baseline. Renewable energy share is stable vs 2024, at 66%. DIAM's target to reach 70% of renewable energy consumption by 2030 remains active. Gas consumption decreased vs. 2024 in various factories thanks to various energy saving, insulation, and electrification measures – for instance in DIAM UK and DIAM Yzeure – but it has increased in other due to colder external temperatures and changes in painting products mixes. DIAM's production and auto-consumption of renewable electricity on-site through solar panels has increased significantly respectively by +71% and +150% in 2025 vs 2024, with DIAM Display China now having a large amount of solar panels accounting for the increase. There are now 7 sites with solar panels.

3.2 POLLUTION

IMPACTS, RISKS AND OPPORTUNITIES RELATED TO POLLUTION

The impact, risks and opportunities associated with pollution are not considered material by DIAM. The dual materiality analysis has shown that pollution issues have an important but not significant impact on DIAM's value chain.

DIAM's activities are divided between offices and production. The risk of pollution linked to offices is relatively low, as this concerns staff who simply occupy offices. Production-related risks concern waste production and the use of chemicals. The waste generated is production waste, resulting from offcuts or residues of purchased raw materials transformation. A wide range of measures are implemented to limit and control chemical risks at all our production sites.

POLLUTION POLICY

DIAM understands the importance of reducing the environmental impact of its activities throughout its sites and value chain. The Group's Environmental Policy (2025), shared by all sites and employees, explains DIAM's expectations in terms of pollution and waste management. This policy applies to all DIAM sites.

Pollution management is specific to each DIAM site, as DIAM Group activities and associated risks differ from one site to another. However, DIAM Group calls for compliance with various criteria and targeted regulations, with the development of policies in line with the European Union's "zero pollution action plan"

for 2050. The main challenges identified for the DIAM Group are to comply with regulatory frameworks, prevent all forms of air, water and soil pollution, and safely use all substances of concern.

Within this framework, we have developed and are progressively rolling-out our own streamlined Environmental Impact Assessment (EIA) tool, inspired from the ISO 14001 norm, to ensure ease of use and efficiency for all our teams worldwide. Its purpose is to evaluate the potential environmental impacts of key site activities, considering both the sensitivity of the surrounding environment and the vulnerability of the context. The tool also enables to refine our view of the physical risks linked to climate change, considering the specific sensitivity and management control levels of the sites.

Various priority aspects have emerged and are worked upon: emergency situations, chemical product management, aspiration for indoor air quality, air extraction filtration, and waste monitoring. The requirements of our policy are verified regularly by third party auditors and our internal audit program to verify and enhance compliance with a particular focus on identifying pollution risks and the associated control measures.

Regarding waste, each DIAM site tracks the nature and quantity of waste produced monthly on a reporting platform enabling consolidation and monitoring at Group level. The Group supports the sites in their monitoring and helps them to analyze areas for improvement. Internal audits can also be carried out to check and monitor the progress made.

Some sites are ISO 14001 certified, and we are using these standards to roll out best practices on other sites.

TARGETS

Continuing decreasing chemicals and replacing them with safer ones

Continuous training of teams for safe handling and storage

Eco-design and low-chemical content materials use

Increase housekeeping and clean walks to ensure containment

ACTION AND RESOURCES

- Different DIAM sites have different uses of chemicals and pragmatically adapt their policy to their usages and risks, in accordance with local and Group regulations.
- We act with the aim of being fully compliant with regulatory and our client's requests.
- We strive to limit the use of hazardous substances and find alternatives that are less harmful to health and the environment, thanks to our in-house buyers who are vigilant about these issues.
- We monitor incoming substances to our sites through a chemical acceptance procedure. Through this procedure, purchasing checks that chemicals identified as banned are not entering our plants' manufacturing processes, and we do not use controversial substances such as CMR 1A & 1B or SVHCs.
- Means are made available to prevent and control risks: compulsory storage of chemical products in retention tanks, chemical risk training for teams, etc.
- All waste, including hazardous waste, is handled through approved vendors in line with regulations.
- Each of our sites is requested to have a procedure for managing incidents and emergency situations (such as spills into the natural environment or fires). We centrally monitor the regularity of these exercises.
- We are in the process of deploying our own environmental impact assessments tool to evaluate and control the potential impacts of our sites on the environment.

METRICS

DIAM does not seek Environment Management System (EMS) certifications per se, but we do request all our industrial sites to have a management system, policies, actions, and improvement results with regards to the environment. In 2025, 2 new DIAM sites get ISO14001 certified, in France and Tunisia.

TABLE 11: CERTIFIED SITES-RELATED INDICATORS

Indicator	Unit	2023	2024	2025	% Var 2024 - 2025
DIAM sites which are certified by ISO14001, EMAS or other environmental management standard*	Number	4	4	6	+2 sites
	%	15%	15%	22%	+7pts

* Measured on targeted sites, eg. production sites

3.3 WATER

IMPACTS, RISKS AND OPPORTUNITIES RELATED TO WATER

The impact, risks and opportunities associated with water resources are not considered material by DIAM. The dual materiality analysis has shown that water resource issues do not have a significant impact on DIAM's sites and value chain, as its main activities do not depend directly on intensive water consumption. DIAM has very limited process of water usage.

Despite low consumption volumes in view of our production processes and no withdrawals, we have identified most of our sites as being in or near areas that may become high-water stress areas in the coming years according to the most likely climate scenarios (Source: Aqueduct database). We therefore recognize the importance of preserving water resources and are committed to working efficiently with this resource on all our sites, adopting sustainable management practices.

WATER POLICY

DIAM recognizes the critical importance of minimizing the environmental impact of its activities across the value chain. The Group's Environmental Policy (updated in 2025), shared with all sites and employees, clearly outlines DIAM's expectations regarding water management. This policy applies to all DIAM locations worldwide.

Several DIAM sites are in regions projected to experience increasing water stress. In response, DIAM is progressively strengthening its commitments to responsible water management and resilience, focusing both on reducing water consumption and adapting to local constraints.

Fortunately, our water footprint is relatively low compared to other industrial sectors, as most of our consumption stems from office sanitary use rather than from industrial processes. However, this does not exempt us from the need to actively reduce water intake, especially at sites located in high-risk areas.

As part of our efforts, DIAM participated in the CDP Water Security questionnaire in 2021 (for the 2020 reporting year) and received a "B" grade. This result is an encouragement, while also highlighting that DIAM is a low water user compared to water-intensive industries.

TARGETS

*Reducing consumption
by -2m³/M€ sold/year
until 2030*

*Enhance water employee awareness,
and best-practice sharing
across priority sites.*

ACTION AND RESOURCES

#1 - EVALUATING WATER RISK ACROSS DIAM SITES

Recognizing that water stress varies significantly between river basins, DIAM tailors its water strategy to local conditions. To anticipate future risks, we conducted a water stress projection, updated again for FY 2025, for each of our sites through 2050 using the RCP 7.0 “business-as-usual” climate scenario.

While DIAM is a relatively low water consumer, our annual usage is equivalent to that of a French village of 1000 people, this analysis highlighted potential future vulnerabilities. It prompted us to consider additional water-saving measures to mitigate risk.

Using the Aqueduct tool developed by the World Resources Institute, we assessed current and projected water stress levels for all DIAM sites. We focused on two main parameters:

- Actual site-level water consumption (m³/year), with projections to 2030
- Water stress levels (scale from 1 to 5), current and projected

By multiplying these factors, we created a Water Scarcity Index to identify high-priority sites.

Findings show that fewer than 10 sites account for 80% of DIAM’s global water scarcity index, due to both their consumption levels and their location in water-stressed regions. This insight is now guiding our targeted action plans and resource allocation.

#2 - REDUCTION OF WATER CONSUMPTION THROUGH MONITORING AND EMPLOYEE INFORMATION

We conduct monitoring of water consumption through monthly and yearly reporting, to identify deviations that could pinpoint potential leaks. This regular monitoring means we can easily suggest ways of preserving the resource with the sites concerned by discussing any water-related practices they may have directly with them. For DIAM, water consumption is defined as the total volume of water drawn from all sources for any use, mainly for sanitary purposes.

All DIAM employees have signed the DIAM Code of conduct where they commit to limiting their environmental impact (including reduction of water consumption). Water awareness sessions with employees have been done in Tunisia and India, two high water stress areas.

#3 - REDUCTION OF WATER CONSUMPTION THROUGH INNOVATIVE EQUIPMENT

We are trying to limit sanitation water through upgrading to water-efficient toilets when changing them. As we use very small amounts of process water, we do it usually in closed loop reuse, like in Nevacril’s paint-booth water-wall air cleaning system and at DIAM Yzeure where the water-cooling circuit for hydraulic presses has been in close circuit since 2019. It is our intention to continue the efforts to convert to more water-efficient machines. Several of our sites collect rainwater. For example, since 2022, DIAM Brazil has been meeting 100% of its sanitary water needs using this resource.

#4 - STEPS TO DETECT AND ELIMINATE ANY GROUNDWATER CONTAMINATION

DIAM requires each of its industrial sites to comply with regulations regarding groundwater contamination. Our sites are regularly audited by clients and third parties, and we also have an internal audit system which includes waste-water compliance items. For instance, the presence of adequate retention systems for all potential liquid pollutants and the presence and capability to use chemical spillage kits are regular audited items. Each industrial site must be audited at least every two years by third parties or internal audit. Simplified internal audits are regularly organized to check the potential risks for safety and the environment and could detect spillages and act on them rapidly.

Additionally, to reduce pollutants rejected into water, DIAM seeks technical and operational solutions to develop the use of alternative practices such as water-based solvents. Prugent DIAM Europe has developed know-how to replace various solvent-based paints with water-based paints. In 2021 DIAM India installed a Sewage treatment Plant (STP) in its factory, allowing to treat over 3700 cubic meter per year of sanitary wastewater. STP provides environmental protection, water recycling, waterborne disease prevention, resource conservation, and potential energy generation.

METRICS AND TARGETS

TABLE 12: WATER RELATED INDICATORS

Indicator	Unit	2023	2024	2025	% Var 2024 - 2025
Water consumed	Cubic meter	55 179	52 826	52 274	-1%
Water intensity	m3/M€ Sales	137	122	116	-5%
	m3/FTE*	15	13	13	-3%

3.4 BIODIVERSITY & ECOSYSTEMS

IMPACTS, RISKS AND OPPORTUNITIES RELATED TO BIODIVERSITY & ECOSYSTEMS

The impact, risks and opportunities associated with biodiversity and ecosystems are not considered material by DIAM. The dual materiality analysis has shown that biodiversity and ecosystems issues do not have a significant impact on DIAM's value chain. Nevertheless, DIAM acknowledges that biodiversity loss is crucial globally and has decided to start doing its part by taking commitments towards biodiversity and getting them validated by act4nature international.

An analysis of our dependence on ecosystem services has revealed that many of our activities are dependent on them. We are also aware that our sites contribute or have contributed to the artificialization of soils, use natural resources in their processes, and consume water in certain water-stressed areas. Thus, despite its non-significant but important materiality, DIAM is committed to biodiversity through recognized organizations, has set up a biodiversity policy and is deploying actions at all its sites.

BIODIVERSITY POLICY

DIAM understands that human livelihood depends on biodiversity. As humans currently live and contribute to the human caused, faster than ever, 6th massive extinction, DIAM group is taking its initial steps towards identifying ways to preserve biodiversity and ensuring its capacity to thrive. In 2022, DIAM conducted its first evaluation of its biodiversity footprint with methods available then.

Our understanding of DIAM's biodiversity impact and dependencies will continue to evolve with time, and we work with specialists to support us and target specific subjects that are material to our business. To date, our efforts have focused on integrating biodiversity into our purchasing, as well as on setting up specific actions at our sites to encourage local biodiversity and raise awareness among our employees and stakeholders. The forest is also our most direct link to the living world in our value chain, notably with our shopfitting activities where we use wood and wood derivatives. Forests represent one of the major CO2 sinks and an essential natural habitat for biodiversity, and we want to act in its favor, with responsible purchasing practices and regenerative projects that we are currently exploring.

DIAM's biodiversity commitments have been officially validated by "act4nature international" in May 2024. Our commitments support our biodiversity ambitions, which we have defined into four main axes. <https://www.act4nature.com/wp-content/uploads/2024/05/DIAM-VA-2024.pdf>

TARGETS

To measure, evaluate, improve	To eco design our products	To develop employee knowledge on biodiversity	To contribute to the regeneration of nature
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- **To measure, evaluate, improve:** as biodiversity impact evaluations methodologies continue to get more mature, we aim to review our biodiversity footprint by 2027 with an updated methodology.
- **To eco-design our products:** based on scientific facts (LCAs) that include the biodiversity impact factors, we are working to use less material, less impacting material, and enable a circular economy. We adopt responsible purchasing practices, using certified wood and recycled plastic for our activities. Research and innovation teams keep abreast of innovative and sustainable materials.
- **To develop employee knowledge on biodiversity:** because people are more likely to act in favor of something they know, we decided to develop biodiversity awareness inside the Group, to foster grassroots' actions and initiatives. In 2025, we internally developed an e-learning about biodiversity that will be distributed to teams starting in 2026.
- **To contribute to the regeneration of nature:** our broad idea is to contribute to nature's regeneration through our business, and especially through our wood panel purchases. On the site side, the objective is to support and promote local biodiversity through sustainable land management and protection.

TARGETS

Commitment	Deadline
Identify production sites with potential impact on biodiversity	2024
Training the DIAM CSR team which specializes in biodiversity through the MEDEF MOOC*	2024
Create an e-learning on biodiversity for our teams	2025
Purchase and use 100% of certified timber and timber-based products	2025
Ask at least 50% of our sites to implement on-site actions in favor of biodiversity	2026
Review our biodiversity footprint	2027
Carry out steps 1) Evaluate and 2) Interpret and Prioritize from SBTN	2027
Commit to SBTN	2030
Recover at least 10% of the volumes we put on the market to integrate them into the B2D service.	2030
Promote biodiversity in the areas from which DIAM sources its wood products: either through direct contributions to projects promoting biodiversity, or ideally, by purchasing our panels from working forests that are exemplary for biodiversity (e.g. FSC® ecosystem services or others).	2030
This objective remains very difficult to quantify today, but it is nevertheless one of our ambitions through a pilot project on the PRUGENT Lannemezan site.	

* MOOC developed by the LPO in partnership with the Mouvement des entreprises de France and the financial support of the French Office for Biodiversity «Entreprises & Biodiversité: passer à l'action!»: <https://mooc.formation.lpo.fr/enrol/synopsis/index.php?id=4>

ACTIONS AND RESOURCES

#1. DIAM GROUP BIODIVERSITY FOOTPRINT

DIAM Group biodiversity footprint has been analyzed on the entire value chain. This assessment was done on an LCA-based methodology and uses biodiversity factors from the "Impact World +" database that have been validated by third-party experts. The unit used is PDF.km².year. The biodiversity footprint evaluation model is aligned with the carbon footprint model in terms of input and impact categories, except for: (1) a new impact category of land use not covered in carbon footprint evaluations and calculated separately using biodiversity factors for land occupation; (2) the fact that we report the "location-based" scope 2 impact on biodiversity instead of "market-based", as this is the preferred method in biodiversity footprint evaluations as biodiversity is a highly location-specific and regionalized issue. DIAM is in the process of updating its biodiversity footprint in 2026.

#2. BETTER UNDERSTAND OUR DEPENDENCIES ON BIODIVERSITY

To better understand our dependencies on the ecosystem services provided by nature, we used a dependency and impact analysis tool - version 1.1. developed by the World Resource Institute, the Meri-

dian Institute and the World Business Council for Sustainable Development. We have identified several dependencies on ecosystem services, particularly about raw materials and regulatory services, which may represent a financial risk for our business. The study reveals a high dependency on five key elements: pollination, wood and wood fiber, freshwater, climate regulation, and water regulation. We also identified four elements with moderate dependency. We are still refining our analysis and writing a roadmap tailored to the challenges we have identified. We have found that for all the raw materials on which we depend, there are specific, structured, and well-advanced objectives that have already been defined. As for the elements on which we are moderately dependent, we continue to monitor them closely. This analysis highlights the maturity of our approach and the way in which our actions are part of a clear action plan.

#3. The impact of DIAM sites on biodiversity

In addition to our dependencies on ecosystem services, we have carried out an analysis of the potential physical impact of our sites on biodiversity. To do this, we cross-referenced several databases to identify biodiversity hotspots, protected areas or areas of high ecological interest (rivers, wetlands, forests, etc.) close to our sites, which we weighed against the risk associated with the type of site located and the control measures in place. For DIAM, it is important to consider the risk associated with the proximity of its sites to natural sites, and proximity may also be seen as an opportunity to contribute to their preservation. We are working on each of our sites, and the sites that emerge from this study deserve specific and deeper work. An additional study will be conducted in 2026 on the impact of DIAM's value chain on biodiversity, considering DIAM's upstream activities.

#4. DIAM 1st SUSTAINABLE WEEK

For the very first time, DIAM has organized its own sustainable week in September 2025, taking place in every DIAM site around the world!

- **Green walks** mobilized our teams at several sites to clean up the areas around the sites. To name a few, DIAM France collected 64kg of waste, 3kg at Retail 3D and 3 large trash bags at Prugent Europe.
- On the **World Clean-Up Day**, we offered some tips for effective digital cleaning: sorting emails, deleting obsolete documents and thinking about recycling old electronic equipment. This was an opportunity for our IT teams to review best practices and share key figures on the environmental impact of our servers and IT practices.
- A **CSR webinar** was proposed to all employees covering various topics: key CSR data and results, available tools made by the CSR teams, as well as the presentation of the biodiversity challenge.
- **Biodiversity challenge**: As part of our commitment to act4nature international, we organized an internal challenge to implement actions promoting biodiversity: installing birdhouses, planting local trees and hedges, practicing sustainable mowing, creating urban vegetable gardens, restoring green spaces, etc... All our sites got involved according to their local issues, and the results of the internal challenge were shared during this sustainability week.

BIODIVERSITY CHALLENGE FOCUS

This year was marked by our strengthened commitment to biodiversity. As part of our engagement with act4nature international, we encouraged our sites to implement concrete actions to protect it. To date, 23 out of 29 sites have already launched initiatives such as creating vegetable gardens, re-greening areas, installing beehives or insect hotels, and restoring natural habitats, etc.



DIAM Poland, Poland



DIAM Display China



CREATING A GREEN & FRIENDLY AREA

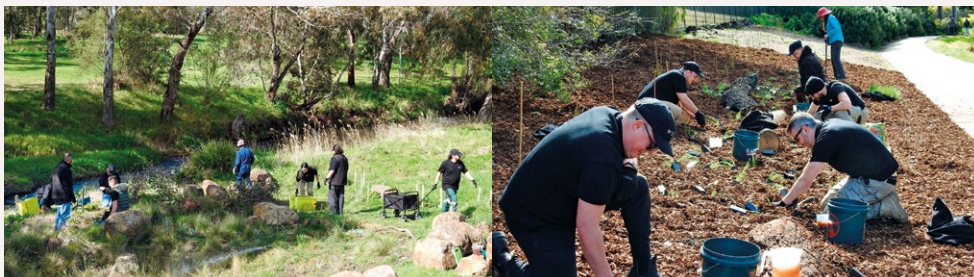


DIAM UK, England

DIAM UK launched a project to green its site, including the installation of beehives and insect hotels. This initiative aims to enhance green spaces and create habitats that support pollinators and local wildlife. This project is important for biodiversity as it supports pollinators, which are vital for plant reproduction, and provides new habitats for local wildlife, thereby enriching the site's ecosystem.



RESTORING THE NATURAL LANDSCAPE



DIAM Australia, Australia

DIAM Australia teams worked together to restore their surrounding landscape. Working with a local environmental group, the Australian teams were successful in tasks such as weeding, restoring wetlands, and planting over 600 native wildflowers. These actions are vital for biodiversity as they restore natural habitats, support local species and pollinators, and strengthen ecosystem resilience.

METRICS AND TARGETS

BIODIVERSITY FOOTPRINT

Our 2021 biodiversity footprint was about 48,4 PDF.km².yr (Potentially disappeared Fraction of species over x km² for 1 year = surface of a luxuriant forest transformed into a parking lot (0 biodiversity) in 1 year). The findings of this evaluation show raw materials purchases and use of products in the stores as being the main two contributors, accounting for almost 80% of the total biodiversity footprint. These results are very similar to the orders of magnitude of our carbon footprint. In contrast, land use makes up only a negligible part of the total biodiversity impact, but we have decided to carry out actions at our sites despite this, as this helps us to act in favor of local biodiversity and to raise awareness among our employees and stakeholders.

ACT4NATURE INTERNATIONAL COMMITMENTS

Our commitment in 2024 to act4nature international has enabled us to set up a biodiversity roadmap with progressive objectives each year. In 2025, we created an e-learning on biodiversity that will be launched in 2026 and increased our certified wood rate across the whole Group.

TABLE 14: 13 INDICATORS IN LINE WITH ACT4NATURE INTERNATIONAL COMMITMENTS FOR 2025

Commitment	Indicator	Value
Create an e-learning on biodiversity for our teams	% of DIAM employees who attended the e-learning	Launched in December 2025 - Coverage rate reported to 2026
Purchase and use 100% of certified timber and timber-based products	% of certified wood purchased	83%

3.5 RESOURCES & CIRCULAR ECONOMY

IMPACTS, RISKS AND OPPORTUNITIES RELATED TO RESOURCES & CIRCULAR ECONOMY

The impact, risks and opportunities associated with resources & circular economy are considered material by DIAM. The dual materiality analysis has shown that resources and circular economy issues have a significant impact on DIAM's value chain. The risks associated with resource depletion and resource availability are significant for DIAM, particularly for wood and its vulnerability to climate change, metals due to their ecological impact during extraction and their scarcity, and plastic due to the depletion of the resource needed to manufacture it, namely oil.

We could face major resource problems if we continue with a linear economy. However, DIAM has been implementing circular economy solutions for several years, with B2D, and is also working to reduce the environmental impact of our products through eco-design, considering the end of life of our products from the design stage and their reuse. All of this presents great opportunities and allows us to develop privileged relationships with our customers based on transparency and service.

GOVERNANCE

"At DIAM, we put "sustainability" at the heart of our business: in our products and services. And we do so with a scientific mind to focus on the important items. Key factors in our industry are raw materials, the electric usage of our products in store, and production processes. Our Sustainable Purchasing Policy is making sure that these specifications are respected by our suppliers to reduce the environment and health impact of purchased material & resources."

DIAM Sustainable Purchasing Policy, 2025

Resource management and circular economy are strategic focus of DIAM's governance fully developed in part "I. Governance". Its management is closely linked to the Purchasing and CSR departments. Resource management and circular economy are integrated into the Group's Sustainable Purchasing Policy and Group's Environmental Policy. DIAM is committed to reducing the use of critical or non-renewable resources, as detailed below, through innovative solutions and eco-design.

Circular economy is also an integral part of DIAM's business model. A grassroots initiative won our Kickstarter challenge and is since a fully integrated entity called B2D. It is in charge of the collection, reuse, and recycling of visual merchandising products and furniture units.

POLICY

To reduce its environmental impact, DIAM Group focuses on identifying and mitigating its main sources of emissions. Raw material purchases represent over a third of our total footprint and, together with the use phase of our products, form a central part of our Scope 3 reduction strategy.

To minimize our environmental footprint, we have implemented a comprehensive strategy based on five key pillars:

- Eco-design
- Waste reduction
- Resource-efficient sourcing
- Component reuse and repair
- Circular economy initiatives

The key lever is to use fewer and better materials, minimizing environmental impact without compromising on functionality, durability, or aesthetics. Recycled raw materials are essential in this effort, as they drastically reduce the impact per kilogram of material used.

ACTIONS AND RESOURCES

ECO-DESIGN AND LIFE-CYCLE THINKING

DIAM integrates measured environmental impacts into its product development process to drive eco-design. We have built robust in-house expertise in Life-Cycle Analysis (LCA), applying methodologies aligned with the Product Environmental Footprint (PEF) framework. Our proprietary LCA model is tailored to our product portfolio, and internal teams are trained to use it effectively.

This science-based approach helps us identify key levers for improvement, such as reducing material weight, selecting lower-impact alternatives, and enhancing recyclability, while maintaining product performance. For example, we use Life Cycle Assessment to increase our knowledge on innovative solutions for products or packaging, but also on production and finishing processes.

Our expertise extends beyond internal application: DIAM plays an active role in shaping sector-wide eco-design standards. We have contributed significantly to the development of a common methodology for the retail display industry, notably by sharing our own tools and leading collaborative workgroups.

In parallel, we continue to strengthen internal capacity through training or guides to inform designers to of material impacts and are accelerating innovation on dismantling and recyclability to further embed circularity across our product lines.

RAW MATERIALS AND CARBON IMPACT

#1 PLASTICS

Plastic remains a central material in point-of-sales (POS) displays, and it accounts for about 40% of the emissions related to our raw materials in 2025, vs 2/3rd in 2019. In addition to going light-weight and using low-impact materials, one of the most effective ways to reduce this impact is by replacing virgin plastic with recycled alternatives.

 **Our ambition is to use 80% recycled plastic by 2030.**

Achieving this goal will require overcoming some key barriers, particularly the limited availability of high-quality recycled plastic in the market. To support this transition, we've developed a circular economy program that collects used POS materials from stores, processes them, and reintegrates them into new production. This initiative, called B2D, represents a closed-loop solution that aligns both our environmental goals and the needs of our brand partners.

#2 TIMBER-BASED MATERIALS

#2.1. Sustainable purchasing policy - Timber & timber-based products

Wood-based materials are the most direct link DIAM has with the biosphere. These materials are used in both our shopfitting solutions and our packaging activities. Ensuring that our purchases do not contribute to deforestation is a critical priority. Last, we are aligning our approach with the European Union Deforestation Regulation (EUDR).

 **We aim to source 100% of our timber-based products from certified sustainable origins by 2025.**

#2.2. Certified wood purchasing: addressing gaps in the supply chain

Forest plot identification proves to be challenging for the MDF and plywood mills: they seem to struggle to enforce the EUDR requirements, which has a cascading effect on our capacity to comply. We nevertheless have engaged all our related suppliers and are ready to comply with the EUDR requirements when they are applicable. As for the certifications, in some instances we face disruptions in the certification chain of custody: while the primary processors may be certified, the distributors we work with are not. This breaks the formal chain of custody. At our level, we are getting as ready as possible, and we engage with distributors to:

- Encourage and support certification
- Promote awareness of sustainable sourcing requirements
- Improve traceability across the entire value chain.

#2.3. Beyond compliance: supporting biodiversity

In addition to securing responsible sourcing, we are working to deepen our understanding of how our material sourcing can positively contribute to forest health and biodiversity. This effort began in 2022 and will continue as part of a broader strategy to align our procurement practices with nature-positive outcomes.

CIRCULAR ECONOMY

#3 END-OF-LIFE MANAGEMENT AND RECYCLING SERVICES

End-of-life emissions represent approximately 4% of DIAM's total greenhouse gas emissions. While this is a relatively small portion, managing end-of-life effectively plays a key role in the broader environmental equation, for instance by helping to reduce the raw materials' footprint.

We take a pragmatic view of the waste hierarchy: while incineration with energy recovery may reduce landfill, which we refuse, our focus remains on reuse and recycling wherever possible. Importantly, effective recycling at the end of life often depends on how well a product was designed for dismantling; another reason why eco-design is critical. We have agreed with some of our clients to add recycling instruction stamps on their products, to better identify and recycle them.

DIAM continues to build on more than 15 years of experience with take-back programs. Today, our B2D service allows us to close the loop, not only collecting used units but providing guidance and infrastructure to ensure high-value recycling.

 **Our goal is to make this service available in every country where DIAM has industrial operations, ultimately helping to create a more circular industry-wide system for POS display lifecycle management.**

CIRCULAR ECONOMY AT DIAM IN PRACTICE:

B2D



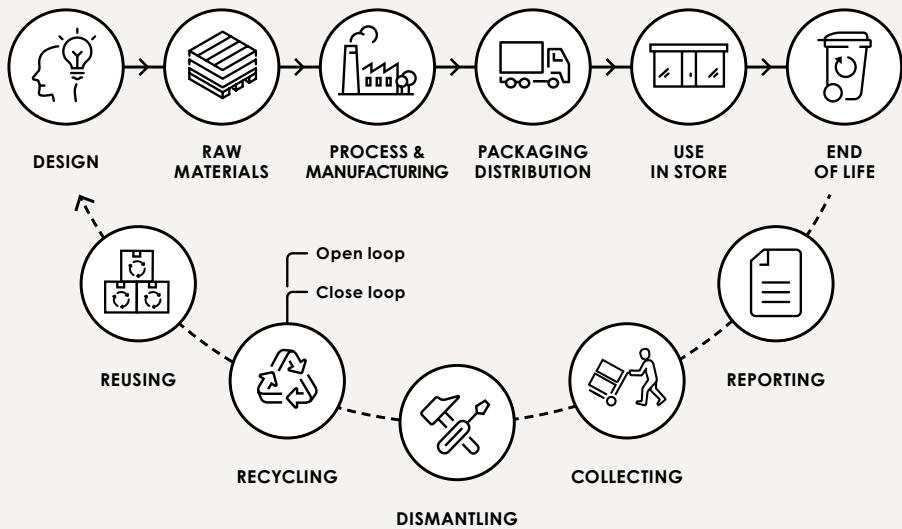
Making circularity a reality, adapted to each location. The need for VM-specific recycling solutions:

Brands placing products on the market are increasingly expected to take responsibility for what happens to visual merchandising once campaigns end. Yet most displays, even when eco-designed, are used for a limited time and then discarded, with very low reuse and recycling rates.

Visual merchandising elements are typically multi-material and branded, combining plastics, metals, wood, and electronics. They are deployed across thousands of stores in small quantities and are therefore difficult to collect and process through traditional waste operators.

To address this issue, DIAM launched B2D in 2021, a program designed to collect, dismantle and recover materials from end-of-life displays.

Because DIAM designs and manufactures visual merchandising elements, it is well placed to recycle them. Displays are manually dismantled, allowing materials to be separated properly and maximizing the share of parts that can be reused or recycled. In some cases, plastics used in displays can even be recycled into new visual merchandising elements, enabling closed-loop recycling.





Global idea, local models:

Logistics are a major cost driver in recycling operations. A single logistic model cannot work everywhere: regulation, market size, retail structures, and logistics networks differ significantly from one country to another. For this reason, B2D relies on locally adapted operational models:



UNITED STATES: SCALING CIRCULARITY ACROSS A VAST TERRITORY

In the United States, where stores are spread across a very large territory, the program relies primarily on parcel-based returns. End-of-life displays are shipped back through postal logistics networks, allowing large volumes to be centralized and processed efficiently. Today, more than 23,000 packages are returned each year, enabling large-scale recycling of POS materials.



UNITED KINGDOM: A FULLY MANAGED REVERSE LOGISTICS MODEL

In the United Kingdom, the smaller geographical scale allows DIAM to manage the entire reverse logistics chain, from store collection to dismantling and material treatment. This integrated approach simplifies installation and recycling operations for brands by integrating them smoothly.



MAINLAND EUROPE: A HYBRID MODEL LEVERAGING RETAIL LOGISTICS

In mainland Europe, B2D operates through a hybrid system. Some collections are done by B2D directly in stores, while other flows rely on existing return logistics organized by retailers. By integrating recycling into these existing flows, the model reduces transportation impacts and improves economic viability. In France, partnerships are made with brands and returns are either done by Fieldflex, DIAM's installation entity, or centralized by retailers and then sorted and sold back to DIAM. In Eastern Europe, our Poland facility is playing a central role in supporting key German and Central-European accounts, with significant volumes processed in close collaboration with clients. DIAM Poland has already recovered and dismantled over 5 000 wall units for one major client, achieving a recycling rate of 89% and enabling over 8 tons of CO₂ savings. We are also developing circularity in shopfitting with our "Back to Prugent" initiatives, notably from Portugal, and including some interesting «reuse» scenario with local associations.



What are the next steps for circularity in visual merchandizing?

Additional countries of B2D operations include Brazil, Mexico, Poland and Germany, China and Thailand, Australia... Across the world, DIAM is implementing circularity solutions with its brands and distribution partners. The flexible logistics approach of B2D has enabled over 15% of the tonnage of products put on the market by DIAM in 2025 to be treated for reuse and recycling with very high valuation rates.

Further progress will depend on integrating circular thinking earlier in projects and strengthening coordination between brands, retailers, producers, and recyclers. Anticipating end-of-life management from the design stage will make recycling easier to implement and more economically viable.

Through B2D, DIAM supports brands in building practical circular solutions for visual merchandising, adapted to real logistics and real retail environments.

FOCUS ON ACRYLIC RECYCLING

Why some VM materials are difficult to recycle?

Some materials widely used in visual merchandising are difficult to recycle through conventional waste streams. A typical plastics example is PMMA (acrylic), valued in luxury displays for its transparency, color quality and resistance to perfume and scratches. PMMA represents a small share of the plastics market and has limited recycling infrastructure, particularly for dark colors such as black that are frequently used in premium merchandising. Manual dismantling and specialized recycling partners are therefore often required to ensure these materials are properly recovered.



#4 PACKAGING AND DISMANTLING FOR RECOVERY

Alongside our focus on products, we are also rethinking packaging. Where possible, we design packaging that can be dismantled and sorted easily, avoiding mixed-material combinations that hinder recyclability. Instructional materials are provided to support responsible disposal practices.

We know that there can be no effective recycling without proper dismantling, and we continue to challenge ourselves to design products that can be separated into clean material streams. This effort supports our broader goals of reducing reliance on virgin materials and increasing recycled content in our manufacturing processes.

Our factories are looking for more environmentally friendly packaging to protect our products by avoiding unnecessary packaging or choosing less impacting materials. For instance, some sites use recycled plastics for foams and films or replace plastic packaging by paper or cardboard.

#5 LOOKING AHEAD

DIAM's circular economy strategy is still evolving, and economics are difficult, but our direction is clear. We are committed to reducing raw material use, increasing the use of certified and recycled inputs, designing for longer use, reuse and recycling at end-of-life, and helping our clients do the same. Our ambition is to embed circularity into every stage of our product lifecycle, from the first sketch to the last day of use.

METRICS AND TARGETS

Timber

In 2025, 100% of our 16 factories using a large volume of timber materials were FSC® and/or PEFC chain-of-custody certified, 84% of our wood (panels) purchases were certified, and 82% of our cardboard purchases were certified. Overall, 83% of our timber materials purchases were certified (vs 71% in 2024). We missed the target to reach 100% certified purchases by 2025 for two main reasons: it is difficult in some countries to source certified wood with the limited quantities that we order. The minimum order quantities can be over our volumes. In addition, some factories had misunderstood the requirement to purchase certified cardboard and focused only on wood. This has been corrected and we keep aiming for 100%.

Plastic

In 2025, DIAM used 62% recycled plastics in production. We aim for 80% by 2030, and are in advance with our intermediary target.

Waste

In 2025, DIAM generated 3 967 tons of common industrial waste from production, a 12% decrease compared with 2024 despite an increase in raw materials purchases. This may be linked to a change in mix of projects types and better industrialization practices, generating less waste per unit produced. A slight decrease in the share of production waste sent to recycling may be the result of end-of-year cutoff changes as the waste collection process usually happens once in a while.

Circular economy

In 2025, B2D activity collected 1754 tons of materials, most of it being plastic elements. This remains relatively stable compared to 2024.

TABLE 14: MATERIAL-RELATED INDICATORS

CERTIFIED WOOD					
Indicator	Unit	2023	2024	2025	% Var 2024 vs. 2025
Certified wood	%	41%	60%	84%	+24pts
Certified cardboard and paper	%	63%	79%	82%	+3pts
Total certified purchases	%	52%	71%	83%	+12pts
Relevant DIAM sites with a timber CoC certification (FSC®/PEFC certification) *	Number	13	15	16	+1 site
	%	81%	94%	100%	+6pts
PLASTIC					
Indicator	Unit	2023	2024	2025	% Var 2024 vs. 2025
Recycled plastic purchased	%	52%	59%	62%	+3pts
WASTE					
Indicator	Unit	2023	2024	2025	% Var 2024 vs. 2025
Total waste generated	Tons	3 892	4 497	3 967	-12%
Of which sent to treatment**	Tons	2 305	2 778	2 342	-16%
Waste recycling rate	%	59%	62%	59%	-3pts
Hazardous waste	Tons	195	250	210	-16%
CIRCULAR ECONOMY - B2D					
Indicator	Unit	2023	2024	2025	% Var 2024 vs. 2025
Countries with an industrial site where a circular economy chain has been developed	%	60%	60%	60%	-
Volume collected from client	Tons	1 827	1 747	1 754	-

*% measured on relevant industrial sites that process a material amount of wood (16 factories in 2025). The historical figures have been reviewed to correct a mistake done in previous years (% calculated on wrong amount of factories).

**Waste that benefits from reusing, recycling, composting or other recovery operation.

PART

4



BUSINESS CONDUCT

**4.1 BUSINESS CONDUCT POLICIES
AND CORPORATE CULTURE
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**4.3 METRICS AND TARGETS
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4.1 BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE

DIAM is committed in the development of a responsible and sustainable business, respectful of all rules and regulations including the International Labor Office (ILO) and the Global Compact Ten Guiding Principles applying to human rights, labor, the environment and the fight against corruption. DIAM has made concrete ethical commitments, shared by our management team and applicable to all DIAM employees, which we have structured as follows:

<i>Zero tolerance against corruption and unethical behaviors</i>	<i>A safe workplace for our employees</i>	<i>A responsible business model for customers and communities</i>
<i>A sustainable business model for the environment</i>	<i>Fair and sustainable business relationships with our partners</i>	<i>Protection of the Group's assets</i>

DIAM's business conduct policy includes the following policies: Code of Conduct, Supplier Code of Conduct, Anti-Corruption and Bribery Policy, Donations and Sponsorship Policy, Sustainable Purchasing Policy, Whistleblowing Policy, Information Security Policy and Cyber Security Policy. Each of these policies is sponsored by a DIAM C-level Director and ultimately by DIAM's CEO and EXCOM.

4.2 ACTIONS AND RESOURCES

ETHICAL RISK ASSESSMENT

Ethical risks, including those related to corruption and bribery, are integrated into DIAM's overall risk management process and reviewed annually by the Group Risk Committee (see Governance section). The evaluation combines bottom-up operational insights with structured top-down analysis and third-party assessments. It is primarily led by DIAM's Human Resources Director (HRD) and Chief Financial Officer (CFO), who oversee the identification, documentation, and mitigation of relevant risks.

Targeted corruption and bribery risk assessments are conducted periodically by independent third parties, focusing on sensitive functions and geographies. When high-risk areas are identified, dedicated action plans are implemented to strengthen controls and mitigate exposure.

EMPLOYEE CONDUCT AND ETHICS TRAINING

At DIAM, ethical conduct is embedded into daily operations through clear expectations and continuous training. All employees are required to adhere to DIAM's Code of Conduct, which outlines our principles and rules regarding integrity, respect, and professional behaviour. This document is formally integrated into employment contracts, and disciplinary measures may be taken in cases of non-compliance.

To support implementation, DIAM launched a group-wide ethics training program in 2023. This includes an e-learning module available in all entities, covering the Code of Conduct and our broader Ethics Policy. The training is based on international frameworks such as the UN Global Compact and the French "Sapin II" anti-corruption law, and covers:

- Anti-corruption and bribery
- Conflicts of interest
- Human rights and employee responsibilities
- Gifts and hospitality
- Whistleblowing channels and procedures

For employees without digital access, in-person training sessions were organized on-site to ensure inclusive reach. This dual approach ensures that all employees, regardless of role or location, are equipped to recognize ethical risks and act responsibly.

MANAGEMENT OF RELATIONSHIP WITH SUPPLIERS

At DIAM, managing supplier relationships is a key component of our sustainability approach, as further detailed in the Sustainable Purchasing section of this ESG report. We aim to build long-term, trust-based partnerships with suppliers to drive mutual progress on environmental and social issues, while ensuring alignment with the UN Global Compact's Ten Principles and managing supply chain risks from ethical, environmental, and sourcing perspectives.

We engage with suppliers who share our values and are committed to responsible practices. Through our Supplier Code of Conduct and Sustainable Purchasing Policy, we promote shared responsibility on key topics such as human rights, fair working conditions, and environmental protection. These expectations are embedded in our supplier's evaluation and engagement processes.

Believing in collaboration over compliance alone, we regularly work with suppliers to co-develop sustainable solutions, whether through circular design, low-impact materials, or process innovation. This spirit of partnership enhances both supply chain resilience and our collective contribution to sustainability.

Our commitments include:

- Respecting the rules of fair competition and opposing anti-competitive practices;
- Fostering close and collaborative relationships with suppliers to drive innovation, particularly in circular economy and decarbonization;
- Embedding responsible procurement practices to ensure that suppliers and partners uphold DIAM's core ethical and sustainability values.

PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

DIAM maintains a zero-tolerance policy toward corruption and unethical behaviour, as set out in our Code of Conduct and Code of Ethics. Our approach is based on building a strong ethical culture grounded in shared values and clear standards of conduct.

We are committed to full compliance with applicable laws and to acting with integrity in all business dealings. This includes the prohibition of facilitation payments, influence peddling, and any breach of probity. Particular attention is given to potentially sensitive transactions, such as those involving public officials or third-party intermediaries.

We also implement clear procedures to prevent and manage conflicts of interest, ensuring transparent decision-making. A secure, confidential whistleblowing hotline is available to all employees and external stakeholders to report concerns or potential breaches.

To ensure the effectiveness of our anti-corruption measures:

- External auditors conduct specific tests on bribery-related risks.
- Finance and HR departments jointly monitor policy adherence.
- A compliance monitoring system is in place to detect red flags and reinforce policy implementation.

SENSITIVE TRANSACTIONS AND CHARITY-RELATED ACTIONS

Since 2018, DIAM has implemented a Charity and Donations Policy to ensure clear governance of philanthropic actions carried out in the Group's name. As with any initiative involving the use of DIAM's brand or resources, it is essential to maintain proper oversight while preserving the Group's decentralized spirit and local initiative.

To this end, DIAM has defined validation rules based on the purpose and financial scope of proposed charity actions. These are subject to an internal control process involving the Group's CFO, HR Director, and CSR Director, who review and approve initiatives to ensure alignment with DIAM's values and compliance standards.

WHISTLEBLOWING PLATFORM AND PROTECTION OF WHISTLEBLOWERS

An alert procedure (Whistleblowing) that respects the protection of whistleblowers against retaliation (according to the EU directive 2019/1937) is implemented and available to all employees, visitors, and external stakeholders to report any issue regarding Ethical, Human Rights or Environmental violations, including corruption and bribery. Witnesses can directly report via the following link: <https://report.whistleb.com/fr/diam>.

This whistleblowing procedure is related to the French Sapin II law and must be showcased in every DIAM site and is also available on DIAM website. DIAM Internal audits make sure it is the case. In addition to the open whistle-blowing system, employees usually have access to confidential complaints and suggestions boxes in DIAM sites.

The handling of complaints received through the whistleblowing system is monitored internally by appointed top-level managers.

INFORMATION SECURITY

DIAM may have sensitive client information like technical drawings, client names, dates of launch, etc. We have no personal end-user information. In addition to the anti-corruption system, the IT department has set up a Group IT Charter and several initiatives for information security and cyber security. For obvious vigilance reasons, we do not detail those numerous initiatives in this document; they can be made available upon request to our key partners.

The IT Group department and IT procedures are structured and regularly questioned to make sure information security is efficient. Since May 2021, all IT partners must sign an NDA with special chapters about Cyber risk and confidentiality. Every year, DIAM also undergoes the Cybervadis assessment and complies with the standards required by this evaluation to ensure robust information security.

The security of information regarding end-of-life products is relevant as DIAM collects displays that have brands names on them and need to be treated to preserve the brand's image. We are committed to anonymizing the client's waste managed by DIAM and to be able to provide a certificate of destruction issued by DIAM or by the partner in charge of the destruction or recycling.

4.3 METRICS AND TARGETS

TABLE 16: ETHICS RELATED INDICATORS

Indicator	Unit	2023	2024	2025	Var° 24-25
Operational sites with a valid audit assessment	%	85%	100%	100%	-
Operational sites with a valid "social" risk assessment	%	N/A	76%	76%	-
Targeted workforce trained on specific ethical issues	%	65%	81%	82%	+1pt
Employees who received at least one training on Ethics	Number	1 989	2 625	2 750	+5%
Whistleblowing alerts received during the year	Number	4	0	2	+2
Complaints incurred during the year regarding harassment	Number	0	0	0	-
Confirmed information security incidents	Number	0	0	0	-
Confirmed incidents of corruption or bribery	Number	0	0	0	-

*This kpi currently accounts for the average across all sites. If we consider only the social audits conducted at our sites in "high-risk" countries, the coverage is 100%. The kpi will be updated next year, to better reflect the actual risk coverage.

Number of employees who received training on ethics and percentage of total workforce trained on ethical issues consider all trainings done in 2024 and 2025 as we consider a 2-years validity of the training.

Ethical audits are considered valid for 3 years. "Social" audits carried out by clients, third parties and DIAM include safety, management system, ethics / social / labor, and environmental aspects. They are often based on the SA 8000 standard or the SMETA 4 Pilars. Not all DIAM internal audits include the social aspects as they tend to focus primarily on safety, but some do. The 2025 perimeter for audits does not include MOEVUS and ROGER TRUAN, as they were acquired during the year.

A P P E N D I X

ESG REPORT MANAGEMENT APPROACH

This ESG report has been prepared in anticipation of the forthcoming requirements under the EU Corporate Sustainability Reporting Directive (CSRD), in accordance with Article L. 233-28-4 of the French Commercial Code. The sustainability information is prepared using the European Sustainability Reporting Standards (ESRS) adopted by the European Commission as reference, and also references the Global Reporting Initiative (GRI) Standards. *Concerning the ESRS E3, DIAM has used its own definition of water withdrawals and water consumption (p.62).

The report is prepared on a consolidated basis and covers all DIAM activities within the financial consolidation scope. The ESG reporting perimeter for 2025 remained unchanged vs 2024. In June 2025, DIAM acquired two companies in the fine packaging business, Maison Moevus and Roger Truan. As per DIAM's policy, these entities are being smoothly integrated in management and will integrate the ESG reporting perimeter at the end of 2026.

GRI CROSS-REFERENCE TABLE WITH DIAM REPORTING

DIAM Group has reported in accordance with the GRI Standards for the period [01.01.2025] – [31.12.2025]. The top management has reviewed and approved the reported information, including the organization's material ESG topics, under Disclosure 2-14 in GRI 2: General Disclosures 2021. A GRI content index is available below.







Number	GRI Standards	Sections	Pages
GRI-101	Foundation	Part.1 - General Disclosure	p. 23
GRI-102	General Disclosures	Part.1 - General Disclosure	p. 23
GRI-103	Management Approach	ESG Report Management Approach	p. 23
GRI-202	Market presence	Business Model	p.12
GRI-204	Procurement Practices	2.2 Sustainable purchasing	p. 40
GRI-205	Anti-corruption	4. Business Conduct policies and Corporate Culture	p. 77
GRI-206	Anti-competitive Behavior	4. Business Conduct policies and Corporate Culture	p. 77
GRI-301	Materials	3.5 Resources and circular economy	p. 68
GRI-302	Energy	3.1 Climate change	p. 52
GRI-303	Water and Effluents	3.3 Water	p. 61
GRI-304	Biodiversity	3.4 Biodiversity & ecosystems	p.63
GRI-305	Emissions	3.1 Climate change	p.48
GRI-306	Waste	3.5 Resources and circular economy	p. 69
GRI-307	Environmental Compliance	3.2 Pollution	p. 60
GRI-308	Supplier Environmental Assessment	2.2 Sustainable purchasing	p. 40
GRI-401	Employment	2.1 Workforce	p. 30
GRI-402	Labor/Management relation	2.1 Workforce #2.To Listen	p. 32
GRI-403	Occupational Health & Safety	2.1 Workforce #1.To Protect	p. 32
GRI-404	Training and Education	2.1 Workforce #4.To Develop	p. 35
GRI-405	Diversity and Equal Opportunity	2.1 Workforce #3.To Include	p. 33
GRI-406	Non-discrimination	2.1 Workforce #3. To Include	p. 33
GRI-407	Freedom of Association and Collective Bargaining	2.1 Workforce #2.To Listen	p. 32
GRI-408	Child labor	2.3 Affected communities	p. 43
GRI-409	Forced or Compulsory Labor	2.3 Affected communities	p. 43
GRI-410	Security Practices	4. Business Conduct policies and Corporate Culture - Information security	p. 78
GRI-413	Local communities	2.3 Affected communities	p. 43
GRI-414	Supplier Social Assessment	2.2 Sustainable purchasing	p. 40
GRI-416	Customer Health and Safety	2.4 Consumers and end-users	p. 44
GRI-418	Customer Privacy	4. Business Conduct policies and Corporate Culture - Information security	p. 78

CSRD ESRs CROSS-REFERENCE TABLE WITH DIAM REPORTING

This ESG report has been prepared in anticipation of the forthcoming requirements under the EU Corporate Sustainability Reporting Directive (CSRD), in accordance with Article L. 233-28-4 of the French Commercial Code. Below is a cross-reference table to align our ESRs disclosure requirements with the organization of our sustainability report.

ESRS TOPICS	ESRS SUBTOPICS	Disclosure Requirements	Reference on the report	Pages
GENERAL DISCLOSURE	ESRS 2 - Basis for Preparation	ESRS 2 - BP1 - General basis for preparation of Sustainability Report	ESG REPORT MANAGEMENT APPROACH	p. 81
	ESRS 2 - Governance	ESRS 2 - GOV1 - The role of the administrative, management and supervisory bodies ESRS 2 - GOV2 - Information provided to and sustainability matters addressed by the management and supervisory bodies ESRS 2 - GOV3 - Integration of sustainability-related performance in incentive schemes ESRS 2 - GOV4 - Statement on sustainability due diligence ESRS 2 - GOV5 - Risk management and internal controls over sustainability reporting	PART.1 - GENERAL DISCLOSURE 1.1 Group Governance 1.2 CSR related governance 1.3 Continuous Improvement on our standards	p. 23
	ESRS 2 - Market position, Strategy and Business Model	ESRS 2 - SBM1 - Market position, strategy, business model(s) and value chain ESRS 2 - SBM2 - Interests and views of stakeholders ESRS 2 - SBM3 - Material impacts, risks and opportunities	BUSINESS MODEL	p. 9
	ESRS 2 - Impact Risk & Opportunities Management	ESRS 2 - IRO1 - Description of the processes to identify and assess material impacts, risks and opportunities ESRS 2 - IRO2 - Disclosure Requirements in ESRs covered	MATERIALITY ANALYSIS	p. 20
ENVIRONNEMENT	ESRS E1 - Climate change	ESRS E1 - 1 Transition plan for climate change mitigation ESRS E1 - 2 Policies related to climate change mitigation and adaptation ESRS E1 - 3 Actions and resources in relation to climate change policies ESRS E1 - 4 Targets related to climate change mitigation and adaptation ESRS E1 - 5 Energy consumption and mix ESRS E1 - 6 Gross Scopes 1, 2, 3 and Total GHG emissions	3.1 Climate Change	p. 48
	ESRS E2 - Pollution	ESRS E2 - 1 Policies related to pollution	3.2 Pollution	p. 59
	ESRS E3 - Water and Marine resources*	ESRS E3 - 1 Policies related to water and marine resources	3.3 Water	p. 61
	ESRS E4 - Biodiversity	ESRS E4 - 2 Policies related to biodiversity and ecosystems	3.4 Biodiversity & Ecosystem	p. 63
	ESRS E5 - Resource use and circular economy	ESRS E5 - 1 Policies related to resource use and circular economy ESRS E5 - 2 Actions and resources related to resource use and circular economy ESRS E5 - 3 Targets related to resource use and circular economy ESRS E5 - 4 Resource inflows ESRS E5 - 5 Resource outflows	3.5 Resources and circular economy	p. 67
SOCIAL	ESRS S1 - Own workforce	ESRS S1 - 1 Policies related to own workforce ESRS S1 - 2 Processes for engaging with own workers and employee representatives ESRS S1 - 3 Processes to remediate negative impacts ESRS S1 - 4 Taking action on material impacts on own workforce ESRS S1 - 5 Targets related to managing material impacts ESRS S1 - 8 Collective bargaining coverage and social dialogue ESRS S1 - 9 Diversity indicators ESRS S1 - 11 Social protection ESRS S1 - 12 Persons with disabilities ESRS S1 - 13 Training and skills development ESRS S1 - 14 Health and safety ESRS S1 - 17 Incidents, complaints and severe human rights impacts and incidents	2.1 Workforce	p. 30
	ESRS S2 - Workers in the value chain	ESRS S2 - 1 Policies related to value chains workers ESRS S2 - 2 Processes for engaging with value chain workers about impacts ESRS S2 - 3 Processes to remediate impacts and channels for value chain workers	2.2 Workers in the value chain	p. 40
	ESRS S3 - Affected communities	ESRS S3 - 1 Policies related to affected communities	2.3 Affected communities	p. 43
GOVERNANCE	ESRS G1 - Business conduct	ESRS G1 - 1 Corporate culture and business conduct policies ESRS G1 - 2 Management of relationships with suppliers ESRS G1 - 3 Prevention and detection of corruption or bribery ESRS G1 - 4 Confirmed incidents of corruption or bribery	4.1 Business conduct policies and corporate culture	p. 76

SDG'S CROSS-REFERENCE TABLE WITH DIAM REPORTING

ESRS TOPICS	SDG's	Goals	Section title	Page number
SOCIAL		Achieving gender equality and empowering all women and girls	2.1.5. DIVERSITY AND EQUAL CHANCES	p. 33
		Promoting sustained, shared and sustainable economic growth, full and productive employment and decent work for all	2.1.3 HEALTH & SAFETY AT WORK	p. 30
		Reducing inequalities within and between countries	2.1.5 DIVERSITY AND EQUAL CHANCES	p. 33
ENVIRONMENT		Guaranteeing access for all to reliable, sustainable and modern energy services at an affordable cost	3.1 CLIMATE CHANGE	p. 52
		Establishing sustainable consumption and production patterns	3.5. RESOURCES AND CIRCULAR ECONOMY	p. 67
		Take urgent action to combat climate change and its repercussions	3.1 CLIMATE CHANGE	p. 48



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