

EATALLY



The Italian Art of Living

SUSTAINABILITY
REPORT

EATALLY

2025

E A T A L Y

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REPORT
2025

EATALY S.p.A.

Sustainability Report
Ed. II - September 2026

*Front cover image:
Wall mural conceived, designed, and produced for the
Eataly West Palm Beach store, Florida, by artist Tristan Eaton*



WEST PALM BEACH, FLORIDA

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LETTER TO OUR STAKEHOLDERS



For Eataly, 2025 was a year of growth in scale, reach and, above all, responsibility. As our Group expanded into new markets and formats, we remained anchored in the conviction that has guided us since our foundation: that a company can grow while creating value for the people, the territories, and the culture from which it draws its identity.

Food, to us, is culture, dialogue, exchange: a mosaic of knowledge that composes Italy's most authentic culinary tradition.

Across our tables, bridges are built between people, stories are shared, traditions intertwine, and new recipes emerge that speak many languages. This is the spirit Eataly has carried around the world for almost twenty years, and 2025 proved its value: Italian cuisine became a UNESCO Intangible Cultural Heritage of Humanity, a candidacy we were proud to support alongside other Italian institutions, through hosting cultural and educational initiatives in our stores around the world.

Eataly operates as an international platform uniting retail, dining, and education in order to progress towards its mission: bringing the quality of Italian products and our gastronomic culture to the world. Our model depends on relationships: with the producers who entrust us with the fruit of their labor, with the partners and institutions who share our vision, and with the customers who seek authenticity in what they eat.

In an increasingly complex global environment, our role is twofold. We must guarantee consumers quality, transparency and traceability, while offering producers, often small, local, family-run businesses, a reliable channel to access international markets.

In 2025, we honored this role both through strengthening our partnership with the Italian Trade Agency (ITA) and growing our presence beyond stores alone, such as on board the new MSC World America and at the Expo 2025 Osaka.

At the same time, we began new chapters in our growth story.

We opened 14 new stores, including the first Eataly Caffè locations in New York, and expanded into global travel retail. We welcomed hundreds of new colleagues, bringing our team to more than 6,000 Eatalians worldwide.

Going beyond the walls of the store, every new Eataly opening became a cultural and social presence within the community that hosts it. Our progress in sustainability matched this expansion, guided by the three pillars of our sustainability strategy: authenticity and innovation, environmental commitment, and social impact.

With Eataly alla Radice, the first certified supply chain project for our Eataly ICONS products, we worked

from the ground up. Starting in the fields, we guarantee quality, traceability, and transparency all the way to the consumer, extending our standards throughout the supply chain.

On the environmental front, we measured the Group's complete carbon footprint: not only the direct emissions of our operations and purchased energy, both of which declined during the year, but also the emissions generated along our entire value chain. We now see our entire climate impact and can work towards setting science-based reduction targets in the year ahead.

We also increased the share of renewable energy powering our stores worldwide and intensified our fight against food waste through charitable donations, consumer partnerships, and circular economy projects.

More importantly, we invested in people. Women represent nearly half of our global workforce, across in-store and corporate positions. We opened our doors to those seeking a new beginning, welcoming those with diverse abilities as well as refugees and asylum seekers, through dedicated inclusion programs developed with international partners.

In addition, we continued to invest in the training and professional growth of our team, through training and development programs that enable access to international career opportunities within our global network.

Looking ahead, our ambition embraces both breadth and depth: continuing to bring the Eataly experience to new places and audiences, while deepening our roots through more resilient supply chains, responsible sourcing, and stronger communities. For us, growth has meaning only if it endures, and if the traditions we come from are not merely preserved but strengthened by it.

To all of you who share this journey with us: thank you.

The story we are writing together has only just begun.

*The Eatalians**



*At Eataly, we refer to our employees worldwide, across corporate offices and stores, as "Eatalians": a community of people who embody and advance our values every day.



FLATIRON, NEW YORK

SUSTAINABILITY REPORT 2025

1.

WHO WE ARE, TODAY

EATALY



BEIRUT, LEBANON

The first Eataly store opened in 2007 in a former vermouth factory in Turin, with an idea that went well beyond just a place to buy Italian food. The vision was to create a market, a school, a table to gather around, and a place to **Eat, Shop and Learn**, all under one roof. Behind this format lay a deeper meaning: the promise that **food could carry history, culture, and the stories** of the people producing it.

From the start, Eataly's goal was to put small-scale Italian producers on stage and showcase to the world how Italy's extraordinary **biodiversity and agricultural heritage** can come together.

Almost twenty years later, the same idea has traveled far from Turin. Eataly now operates across multiple continents, and, **in 2025, we continued to access new locations and audiences**, carrying the same commitment to **authentic Italian food culture** everywhere we went. Nevertheless, growing on such a scale changes what it means to stay true to this spirit. Our relationship with any single producer has become a network of supply chains, farmers, families, and practices, and keeping our promise requires **quality and responsibility** to scale together.

This current Sustainability Report marks a new chapter in our story, where we share how we proceed to integrate sustainability into our promise and business model.

OUR STORES¹

● DIRECT STORES

○ FRANCHISEE STORES

CANADA

SHOP & RESTAURANT EXPERIENCE²

- Toronto - Yorkville
- Toronto - Sherway Gardens
- Toronto - Don Mills
- Toronto - Eaton Centre

USA

SHOP & RESTAURANT EXPERIENCE

- Boston
- Chicago
- Los Angeles
- San Jose
- New York - Downtown
- New York - Flatiron
- New York - Soho
- New Jersey - Short Hills
- Dallas
- Miami - Aventura
- Miami - West Palm Beach
- Philadelphia - King of Prussia

- Las Vegas
- New York – JFK T4
- New York – JFK T5
- New York – JFK T8

EATALY CAFFÈ

- New York - Rockefeller Center
- New York - Hudson Yards
- New York - Lexington

CORPORATE OFFICE

- New York

ITALY

SHOP & RESTAURANT EXPERIENCE

- Torino - Lingotto
- Torino - Lagrange
- Pinerolo
- Bologna
- Cuneo - Monticello
- Firenze
- Genova
- Milano Smeraldo
- Piacenza
- Roma - Ostiense
- Roma - Termini
- Trieste
- Dorno Highway A7
- Fiumicino Airport T1
- Orio Al Serio Airport
- Serravalle Designer Outlet
- Secchia Ovest Highway A1
- Milano Linate Airport
- Turin Caselle Airport

PASTA PRODUCTION SITE

- Gragnano - Afeltra

WAREHOUSE

- Cuneo - Monticello
- Cuneo - Bra (Pollenzo)

CORPORATE OFFICE

- Milano

CARIBBEAN REGION



¹ In this paragraph we represent our current geographical presence at the time of publication (July 2026)

² These categories refer to Eataly's business model "Eat, Shop and Learn"

FRANCE

SHOP & RESTAURANT EXPERIENCE

- Paris
- Paris – Orly Airport T4

SWEDEN

SHOP & RESTAURANT EXPERIENCE

- Stockholm

NETHERLANDS

SHOP & RESTAURANT EXPERIENCE

- Amsterdam Schiphol

GERMANY

SHOP & RESTAURANT EXPERIENCE

- Munich
- Dresden

UNITED KINGDOM

SHOP & RESTAURANT EXPERIENCE

- London

TURKEY

SHOP & RESTAURANT EXPERIENCE

- Istanbul

SAUDI ARABIA

SHOP & RESTAURANT EXPERIENCE

- Riyadh
- Jeddah

LEBANON

SHOP & RESTAURANT EXPERIENCE

- Beirut

KUWAIT

SHOP & RESTAURANT EXPERIENCE

- Kuwait City

BAHRAIN

SHOP & RESTAURANT EXPERIENCE

- Marassi Al Bahrain

UAE

SHOP & RESTAURANT EXPERIENCE

- Abu Dhabi
- Dubai - Dubai Festival City
- Dubai Hills
- Dubai Mall
- Dubai - At The Beach

QATAR

SHOP & RESTAURANT EXPERIENCE

- Doha - Doha Festival City
- Doha - Place Vendome Qatar

JAPAN

SHOP & RESTAURANT EXPERIENCE

- Tokyo - Harajuku
- Tokyo - Marunouchi
- Tokyo - Nihonbashi
- Tokyo - Ginza
- Shonan
- Osaka Expo 2025 - Italy Pavilion

SOUTH KOREA

SHOP & RESTAURANT EXPERIENCE

- Pangyo
- Seoul
- Seoul - Jungdong
- Seoul - Gangnam

BUSINESS AND COMPANY DATA OVERVIEW*

over
€900 million
REVENUES**

67
STORES

6,169
EMPLOYEES

14
NEW EATALY
STORE OPENINGS
11 stores, 3 Eataly Caffè

over
€70 million
INVESTED
into new store openings
and renovations

more than
1.3 million
EATALY ICONS
PRODUCTS SOLD

125
NEW EATALY ICONS
PRODUCTS LAUNCHED

1
PASTA PRODUCTION SITE
Premiato Pastificio Afeltra,
in Gragnano - Naples

3
NEW EATALY
CAFFÈ OPENINGS

*From 2025 Eataly financial statement
** Including franchisee revenues



over
600
SMALL SCALE PRODUCERS
preserving local knowledge and traditions

1,784
ACTIVE SUPPLIERS
across EMEA and North America enrolled
in our Sustainability Risk Assessment

1,528
CERTIFIED PRODUCTS
as ORGANIC (1,033), DOP (207),
IGP (176), DOCG (52), DOC (32), IGT (28)

-31%
SCOPE 1 GHG EMISSIONS
(vs. 2024)

-21%
SCOPE 2 GHG EMISSIONS
(vs. 2024)

56%
electricity consumption from
RENEWABLE SOURCES

more than
€968,000
worth of PRODUCTS DONATED
to charity partners and food banks
(at cost value)

+30%
WOMEN IN MANAGEMENT ROLES
(vs. 2024)

+36%
TRAINING HOURS
(vs. 2024)

4
EATALY ALLA RADICE
products launched

2
NEW MERCATO SOLIDALE
charity markets, bringing 15+ non-profit
organizations into Eataly spaces



EATALIANS WORKING AT THE MARASSI STORE, BAHRAIN

WE ARE EATALIANS

In 2025, the Group's workforce reached 6,169 people globally, marking a 16% increase compared to 2024, mainly driven by new openings in North America. This growth reflects the Group's commitment to **investing in human capital** and strengthening the brand's international presence, helping to build **bridges between local communities and Italian culture**.



NORTH AMERICA	6,169		EUROPE
	PEOPLE GLOBALLY		
	+16%		
	vs. 2024		
4,240		1,929	
2,313 		1,055 	
1,927 		874 	

EAT, SHOP, LEARN: OUR UNIQUE BUSINESS MODEL

Each Eataly store represents more than a place to shop — it is an invitation to experience Italian culture at its fullest. Here, **every product tells a story**: generations of producers, local areas, artisan families focused on quality. These are stories that customers can perceive through **hands-on learning experiences**, **immersive retail**, and **restaurant activities**. We believe that knowing where your food comes from changes the way you enjoy it. Our experience is built around three complementary elements:

EAT

We curate and prepare the very **best Italian food**, crafting dishes that honor tradition, history and exceptional ingredients.

SHOP

We offer thousands of the **finest Italian products**, from beloved everyday staples to hard-to-find specialties, each selected for its quality and story.

LEARN

Through cooking classes at La Scuola, wine tastings, producer events and in-store cultural experiences, we invite people to explore **Italian food culture** and develop a genuine, lasting love for what they eat.



RIYADH, SAUDI ARABIA



MILAN LINATE AIRPORT, ITALY

EATALY ICONS

For us, growth has never been just about opening new stores or entering new markets. It is about evolving the way we tell our story, by finding new ways to bring the Eataly experience closer to people, starting from what we choose to place on our shelves.

Eataly ICONS was born from this idea.

Launched in 2023, the Eataly ICONS line brings together products across a wide range of categories, guided by a clear principle: **selecting the highest-quality raw ingredients and transforming them into a final product using methods rooted in Italian tradition.** The project began with a focused selection — 11 pasta shapes and a small range of holiday specialties — and has grown steadily since then, with several products and categories added regularly to the Eataly ICONS portfolio. In 2025, we launched **6 new food categories** and **125 new Eataly ICONS products** on the market, with sales for the year amounting to more than **1,300,000 units**, and **119% growth** compared to 2024.

Behind every Eataly ICONS product there is a shared way of working. Our teams collaborate closely with producers to develop each product according to three guiding principles: **research, selection, and co-creation.** This is a deliberate, often slower process, but one that ensures **consistency** and **quality** across the entire range.

Today, Eataly ICONS are present ubiquitously across Eataly's operations: in flagship stores, Eataly Caffè locations, and travel retail environments. As Eataly continues to grow, the Eataly ICONS range will expand in parallel, with new launches planned for 2026 onwards.

EATALY ICONS

As of July 2026, the Eataly ICONS line spans **19 food categories** with **232 unique products**.

18

PASTAS

Made from 100% Italian wheat and shaped using bronze dies, our pastas feature a porous surface effective for holding sauces.

6

RICE & RISOTTOS

Sourced from the historic Piedmont-Lombardy rice belt, our Carnaroli rice is stone-milled to protect grain integrity.

4

EXTRA VIRGIN OLIVE OILS

The selection includes three IGP-certified extra virgin olive oils from Sicily, Tuscany, and Puglia, each with guaranteed authenticity, traceability, and strict production standards.

6

TRUFFLE PRODUCTS

Our truffle specialties include infused olive oils and creamy sauces, crafted to bring authentic, earthy depth to any dish.

9

CANDIES

Our newest gummy candies and fruit gelées are made entirely from plant-based ingredients, offering a vegan and gluten-free treat.

5

SANDWICHES

Five different sandwich offerings prepared fresh daily, from classic to vegetarian, smoked salmon, and chicken club.

13

COFFEES

Sourced from high-altitude plantations in Central and South America and Ethiopia, where the Arabica beans develop their distinctive sweetness.

48

CHOCOLATE PRODUCTS, PICK & MIX

The assortment includes pralines, snacks, and chocolate-covered fruit in both milk and extra-dark varieties.

6

SPREADS

Our hazelnut, hazelnut-cocoa, and pistachio spreads use a higher-than-average nut content for a richer flavour profile.

13

FRUIT JUICES

Thirteen cold-pressed, unpasteurized juices which retain the natural taste and nutrients of premium, carefully selected Italian fruit.

8

SOFT DRINKS

New sparkling soft drinks made by blending natural spring water with Italian fruit for a refreshing non-alcoholic alternative.

4

FUNCTIONAL WATERS

Four formulations pair taste with specific blends of vitamins, minerals, and nutrients.

15

SAUCES

Our sauces are crafted with 100% Italian tomatoes or tomato pulp to complement our pasta range.

4

BALSAMIC VINEGAR

The Balsamic Vinegar of Modena IGP comes in Intense and Delicate versions, distinguished by composition and ageing.

16

PRESERVED VEGETABLES

Made without additives or preservatives, they rely on traditional processing methods that protect each ingredient's natural attributes.

4

BEERS

Brewed with Italian grains and hops, our beers range from a light Bionda to an aromatic IPA.

48

HOLIDAY PRODUCTS

32 Christmas offerings include panettone, pandoro, and premium chocolates in festive packaging while 14 Easter offerings include colomba cakes and chocolates.

5

GIFT BOXES

selections of our finest products with decorative packaging designed for gift-giving.

A SELECTION OF OUR ICONS FOR EVERY OCCASION

The Eatalian Pantry brings together some of the most iconic products in the Eataly ICONS range, spanning everyday staples and traditional specialties. Across different categories, the selection reflects Eataly's approach to Italian food culture: starting with familiar products and working with producers to develop recipes and formats that combine quality, consistency, and a strong sense of identity.



At the heart of the range is **Pasta Eataly**, made with 100% Italian durum wheat semolina and water, using bronze-drawing and slow-drying processes. The assortment includes a variety of shapes, each suited to different recipes and ways of serving, and is complemented by ICONS sauces developed to pair with the different formats. Together, pasta and sauces represent one of the most established expressions of Italian cuisine and one of the core categories within the ICONS range.



Eataly ICONS Coffee brings the same approach to one of Italy's most recognizable daily rituals. The range includes four blends, developed with distinct aromatic profiles and available in capsules, ground coffee for moka and filter, and whole beans. From 100% Arabica blends with a balanced sweetness to more intense Arabica and Robusta combinations, as well as a decaffeinated option, the selection is designed to meet a range of different tastes and preparation methods. Eataly ICONS Coffee is at the heart of Eataly Caffè, a space where coffee becomes part of the Eataly experience through a direct link between product, preparation, and consumption.



The ICONS range also extends into **soft drinks**, developed to accompany different occasions, from everyday meals to aperitivo. A coordinated selection and packaging system bring together different flavors while creating a recognizable identity across the category. The products are also integrated into Eataly's stores and food-service environments, connecting the retail range with the in-store consumption experience.



Holiday products have since joined the Eataly ICONS selection, with specialities that accompany the moments of gathering and sharing that define the festive season. **Panettone, pandoro, colomba, Easter eggs, Valentine's chocolates, torrone and marrons glacés** are developed with traditional flavours and a contemporary Eataly identity. Thanks to its seasonal range, Eataly further strengthens the role of ICONS as an expression of Italian culture: an ongoing pursuit that brings together quality, national identity and attention to detail. This makes the festive season an opportunity to showcase the diversity of Italy's craftsmanship heritage across international markets.

Together, these products represent some of the **most distinctive expressions of Eataly ICONS**, bringing the same attention to product development and Italian culinary tradition across both everyday categories and seasonal occasions.

PRESERVING TRADITION AND EXCELLENCE: PREMIATO PASTIFICIO AFELTRA

Eataly’s commitment to Italian food culture goes beyond selecting the best producers. For our most iconic product, pasta, we make it ourselves, at the source of the tradition it represents. Eataly is now the owner of **Premiato Pastificio Afeltra**, located in Gragnano³ (Naples), the globally recognized “City of Pasta,” where **unique climatic conditions** and **centuries of know-how** have shaped a distinctive production tradition.

Founded in 1848, Afeltra is among the oldest pasta factories in the area, and it still operates in its **original, ancient manufacturing** site in “Via Roma,” the historic street of pasta makers, preserving continuity of production and connection to local heritage. In fact, Cavalier Olimpio Afeltra, a member of the Afeltra family, is linked with the launch and popularity of **maccheroni pasta**, a format that has become internationally recognized as THE Italian pasta.

Afeltra pasta is produced following the “Pasta di Gragnano IGP” specification, using only two ingredients: 100% Italian durum wheat semolina, sourced from central and southern Italy, selected for grain size and protein quality, and **pure spring water** from the Lattari Mountains that has low calcium levels to ensure a stable dough. The production process combines **tradition and innovation**: custom-designed bronze dies ensure a rough, porous pasta surface ideal for holding sauce properly, while slow drying at low temperatures (2-3 days below 50 °C) maintains the organoleptic and nutritional qualities of the semolina. Behind every batch there is a team of 16 people, **highly skilled pasta makers** carrying with them **traditions and craftsmanship** passed down generations.

³ *Premiato Pastificio Afeltra production site is in the Gragnano municipality, close to Lattari mountains. While the site is not in a protected natural area, it is located near the Special Area of Conservation (SAC) IT8030008 called “Dorsale dei Monti Lattari”, part of Natura 2000 Network and near the Monti Lattari Regional Park.*

100%

ITALIAN DURUM WHEAT

in every line, with a dedicated organic and wholegrain organic range

4

PRODUCT LINES

Classica (100% Italian wheat)

BIO (100% organic Italian Wheat)

Biologica Integrale (100% organic wholegrain Italian wheat)

“Cavaliere Olimpio Afeltra” (dedicated to special and traditional formats)

16

HIGHLY SKILLED EMPLOYEES

44% with 10+ years of experience at Afeltra

64%

electricity consumption from
RENEWABLE SOURCES

SPAGHETTI IN THE MAKING - AFELTRA, GRAGNANO, NAPLES



Quality is also ensured through a rigorous system of more than **15 independently certified checks along the entire supply chain**, from the incoming wheat to the finished products. Afeltra's approach intentionally prioritizes time, replicating **historic drying methods** within controlled environments to offer a pasta that remains elastic, consistent, and perfectly "al dente."

Through Eataly's international retail network, Afeltra pasta reaches consumers across Europe, North America, the Middle East, and Asia. This global presence plays a key role in promoting the quality and cultural heritage of Pasta di Gragnano IGP, allowing a wider audience to experience authentic Italian pasta made according to traditional methods, while reinforcing Eataly's mission to disseminate **excellence and culture** around the world.



PACKETS OF PASTA IN THE HANDS OF AN AFELTRA EMPLOYEE IN GRAGNANO, NAPLES

EXPANDING THE EATALY EXPERIENCE

Eataly's growth keeps building on the same foundation, but the experience itself keeps taking new shapes. The core pillars of the business model (**Eat, Shop, Learn**) still define who we are, but we keep finding new formats to bring that identity to life, in line with our vision. We are sharing **Italian food culture and tradition** with the same passion with a new audience with different needs, but with the same **desire for quality and authenticity**.

TRAVEL RETAIL

To better serve customers on the move, over the past few years we have developed a dedicated **travel retail format** for transportation hubs such as airports and train stations. Unlike our larger flagship stores, these locations are designed to provide a streamlined shopping and dining experience, with a focused range of **products and services suited to travelers' needs**. While adapted to the fast-paced nature of transit environments, they remain fully aligned with Eataly's commitment to delivering **authentic Italian food, outstanding quality, and a genuine brand experience**.

ITALY

- 2016 Secchia Ovest highway A1
(*Eataly for Autogrill*)
- 2022 Roma Fiumicino Terminal 1
- 2023 Roma Termini
- 2023 Aeroporto Orio al Serio Bergamo
- 2024 Dorno highway A7
(*Eataly for Autogrill*)
- 2026 Milan Linate Airport
- 2026 Turin Airport

GERMANY

- 2025 Dresden

NETHERLANDS

- 2025 Amsterdam Schiphol

FRANCE

- 2025 Paris-Orly Airport
Terminal 4

USA

- 2026 New York JFK Airport –
Terminals 4-5-8



AMSTERDAM SCHIPHOL AIRPORT, THE NETHERLANDS



JFK AIRPORT TERMINAL 8, NEW YORK

EATALY TAKES FLIGHT: REDEFINING AIRPORT DINING

With the entry of Eataly into travel retail, we aim to transform airports from simple transit points into **spaces where passengers can experience Italian gastronomy and culture**. This expansion has become a key component of our growth strategy, with the engagement of millions of travelers through major transportation hubs. In 2022, we opened our first location at **Rome Fiumicino Airport**, a space of over **2,000 square meters** dedicated to showcasing authentic Italian food and culture.

The following year, Eataly strengthened its presence in the travel retail sector with a new store at **Milan Bergamo Airport** (Orio al Serio), one of Italy's busiest airports. In 2024, the launch of **Terrazza Eataly** at **Roma Fiumicino Airport** marked the **first open-air Eataly concept** within an Italian airport, offering travellers a unique environment where **seasonal cuisine, premium products, and hospitality** come together.

The expansion continued in 2025 with the opening of **Eataly Collection** at **Milan Linate Airport**, developed in partnership with Avolta, a global leader in the sector. Created specifically for the travel retail channel, the Eataly Collection concept integrates retail and food & beverage services, offering a **curated selection of Eataly products** and **Made in Italy specialties** to travellers on the move.

Finally, in December 2025, Eataly opened in **Paris-Orly Terminal 4** as well as in multiple terminals at **New York JFK Airport** and at **Turin Airport**, early 2026. Each opening has served as an opportunity to develop formats tailored to the needs of modern travel.

DISCOVER THE ONLY EATALY AT SEA WITH MSC WORLD AMERICA



Eataly continues its collaboration with MSC Cruises on board the cruise line's newest flagship, **MSC World America**, the only ship at sea featuring an Eataly restaurant. The partnership, launched in 2024, symbolizes MSC Cruises' broader commitment to delivering a **diverse and high-quality gastronomic offering** across its fleet.



MSC World America, which entered service in April 2025, operates its inaugural season sailing from Port Miami to the Caribbean, providing guests with a wide range of dining experiences that combine international variety with European culinary excellence. Within this context, we contribute through a **dedicated onboard restaurant** that forms part of the ship's wider culinary ecosystem, designed to cater to multiple tastes and dining occasions.



MSC WORLD AMERICA CRUISE SHIP



The on board Eataly venue offers an authentic Italian dining experience featuring the **icons of Italian gastronomy**, alongside a selection of dishes created exclusively for the cruise setting. A key focus is placed on quality and culinary artistry, with freshly-made **pasta prepared on-site** and **ingredients carefully sourced from Italian suppliers**, reinforcing the brand's commitment to tradition and authenticity even in a maritime environment.

More than a dining venue, Eataly at sea functions as a cultural expression of Italian food heritage. The restaurant's design combines selected materials, warm tones, and soft lighting to create an informal yet refined atmosphere, while the **open kitchen allows guests to observe preparation processes in real time**, exemplifying transparency and culinary expertise.

Through this ongoing partnership, at Eataly we want to further strengthen our role as **ambassador for Italian cuisine worldwide**, extending our presence into the travel sector and supporting innovative formats for the promotion of food culture in international contexts.



MSC WORLD AMERICA CRUISE SHIP



OUR EATALIANS WITH SERENA AUTIERI, GODMOTHER OF THE ITALIAN PAVILION,
AT THE 2025 OSAKA EXPO IN JAPAN

2025 OSAKA: EATALY BRINGS ITALIAN FOOD EXCELLENCE TO THE ITALY PAVILION

Expo 2025 Osaka was a major World Expo held on the Yumeshima Island in Japan, from April 13 to October 13. Bringing together **over 160 countries and international organizations** under the theme “**Designing Future Society for Our Lives**”, the event served as a global platform to showcase **innovation, sustainability, and cultural exchange**.

During the Expo, Eataly managed the **Italy Pavilion Restaurant**, located on the rooftop overlooking the Pavilion’s Italian garden. Designed by Mario Cucinella and inspired by the “**Art Regenerates Life**” theme, the Italy Pavilion showcased Italy’s achievements in technology, scientific research, art, design, craftsmanship, music, and live performance. Eataly’s Pavilion Restaurant reinforced this vision by promoting Italian food culture as an expression of sustainability, innovation, biodiversity, and regional identity. Since its opening, the restaurant has welcomed visitors from around the world, serving not only as a dining destination but also as a **platform to promote Italian culture, sustainability, and regional excellence**.

Eataly also developed a program closely aligned with the Italy Pavilion’s weekly rotation of the **18 participating Italian regions**. As each region took center stage, Eataly highlighted its **cultural and territorial identity** through **dedicated menus, regional specialties, educational activities, and storytelling initiatives**. Visitors were invited to discover the diversity of Italy’s culinary traditions while exploring themes related to healthy eating, biodiversity, sustainability, quality raw materials, and local production systems. Through these activities, we showcased the richness of Italy’s regional heritage and strengthened the connection between food, culture, and territory.

Following the conclusion of the event, the kitchen equipment and furniture used at the Italy Pavilion Restaurant were reused within Japan, supporting a circular approach to resource management. In addition, **wheat flour imported from Italy** for pizza production was **donated to the non-profit organization Japan Harvest**. The donated flour has since been used to support community canteens serving underprivileged children, and home cooking classes at local high schools, creating a **tangible social legacy beyond the Expo**.

A NEW FORMAT, THE SAME MISSION

Eataly continued to diversify its **retail innovation strategy** in 2025 through the rollout of **Eataly Caffè**, a new format inspired by the Italian café tradition and designed to bring the **Eataly experience into everyday life**. Developed for high-traffic urban locations, transportation hubs, and other dynamic environments, the Eataly Caffè concept combines accessibility and speed without compromising Eataly's core values of Italian food culture.

The year 2025 marked the successful **launch of three Eataly Caffè locations** in **New York City**. The first opened at **Rockefeller Center** in May, one of the city's most iconic destinations. Shortly afterwards, a second location debuted at **Hudson Yards**, featuring an expanded offer that includes a dedicated wine bar and aperitivo experience. The expansion continued in December with the opening of a third outpost on **Lexington Avenue**, bringing the format to Manhattan's Upper East Side and further strengthening Eataly's presence in North America.

More than simply a new store format, Eataly Caffè represents an important expansion of Eataly's market presence. By combining **high-quality products, efficient service, and contemporary spaces**, the concept complements traditional Eataly stores with a **flexible model tailored to modern consumption habits**. At the same time, it preserves the company's commitment to **authenticity, culture, and tradition**, ensuring that each customer experience reflects the standards that define the Eataly brand.



ROCKEFELLER CENTER, NEW YORK



HUDSON YARDS, NEW YORK

AN ALL-DAY ITALIAN FOOD EXPERIENCE

Eataly Caffè offers a curated selection of Italian specialties, including espresso, pastries, gelato, *pizza alla pala*, panini, tramezzini, salads, pasta dishes, and convenient grab-and-go options. Designed to serve customers throughout the day, the format is relevant across **breakfast**, **lunch**, **afternoon coffee**, and **aperitivo** occasions.

By concentrating on a **concise** and **recognizable** selection of Italian products, Eataly Caffè delivers a more immediate and accessible version of the Eataly experience. This enables **fast** and **efficient service** while maintaining a clear connection with the **quality**, **food culture** and **Italian identity** at the heart of the Eataly brand.

A DIGITAL, CONNECTED CUSTOMER EXPERIENCE

In the United States, the **Eataly Caffè App** provides additional convenience by enabling customers to order ahead, arrange pickup, track orders in real time, and access loyalty rewards. Together, the app, loyalty program, in-store exclusives, and ICONS retail offer support a **seamless customer experience** across café visits and at-home consumption.

These elements strengthen Eataly Caffè's role as a daily destination for Italian food and coffee culture, while building an ongoing relationship with customers through **convenience**, **service**, and a **connected retail experience**.

FROM THE CAFFÈ TO HOME

The coffee menu exclusively offers Eataly ICONS products, reflecting one of the most recognizable rituals of Italian culture through a range designed for different **preparation methods, taste preferences, and consumption occasions**. The assortment includes coffee, capsules, moka-ground coffee, filter-ground coffee and whole beans, allowing customers to select the format best suited to their habits at home.

The range comprises four **blends with distinct sensory profiles**: from the balanced sweetness of the 100% Arabica blend to the more intense and full-bodied notes of Arabica and Robusta combinations, as well as a decaffeinated option. Each blend is characterized by its own intensity, body, and aromatic profile. Eataly's **signature 100% Arabica coffee** blend is sourced from selected origins and high-altitude regions in Central and South America, as well as Ethiopia, and is expertly roasted in Italy to deliver an authentic expression of Italian coffee culture. The filter-ground version combines citrus and floral notes with hints of chocolate, hazelnut, and honey.

Eataly Caffè creates a direct connection between in-store consumption and at-home enjoyment. Customers can experience the Eataly ICONS coffee range in the Caffè before choosing the blend and format best suited to their preferences. At the Lexington Avenue location, a curated retail selection of Eataly's exclusive ICONS products further supports this journey from tasting to take-home purchase.



ROCKEFELLER CENTER, NEW YORK



A SELECTION OF FOOD AND COFFEE PRODUCTS IN THE
ROCKEFELLER CENTER, NEW YORK

QUALITY AND RESPONSIBILITY AT EATALY CAFFÈ

Eataly Caffè embodies the brand's commitment to **quality**, **sustainability** and **responsible resource management** throughout its operations. Sustainability is embedded into the customer experience through a dedicated range of **compostable packaging**, developed specifically for the format and aligned with Eataly Caffè's visual identity.

From cups and cutlery to serving materials, each element has been designed to support circular-economy principles, including the use of **certified compostable materials** and **responsibly sourced paper products**. In parallel, Eataly Caffè contributes to the company's broader **food-waste reduction strategy** through partnerships with organizations such as **OneLove Community Fridge** and **Too Good To Go**, helping to redistribute surplus food, extend its value and reduce environmental impact within local communities.

CORPORATE AND SUSTAINABILITY GOVERNANCE

A robust governance framework, combined with the integration of sustainability into our strategic objectives, enables us to align the interests and priorities of our diverse range of stakeholders.

We adopt a governance model aimed at ensuring a **clear balance in decision-making processes** across corporate bodies, while promoting transparency and the responsible management of our operations and the information we generate. This structure is fully compliant with both national and international regulations and comprises the **Shareholders' Meeting**, the **Board of Directors**, the **Board of Statutory Auditors**, and, in accordance with Italian law, the **Supervisory Body**.

Since 2023, our governance has been further reinforced by the entry of Investindustrial, one of Europe's leading independent investment groups, into the Shareholders' Meeting. This body is responsible for appointing the members of the aforementioned boards, with the exception of the Supervisory Body, which is appointed by the Board of Directors.

The **Board of Directors**, comprising nine members, is fundamental in steering the Company, overseeing and approving the strategic direction, ensuring a responsible approach to risk-taking, and generating sustainable value for both investors and the wider community. It is also entrusted with approving the annual financial statements and the strategic plan.



MARASSI, BAHRAIN



JFK AIRPORT TERMINAL 8, NEW YORK

The **Board of Statutory Body** oversees the company's compliance with applicable laws, regulations, and statutory requirements, ensuring sound management practices and effective organizational and operational structures. It consists of three standing members and two alternates.

The **Supervisory Board** (Organismo di Vigilanza) is a key element in implementing the Italian Organizational and Management model, which was adopted in 2019 in accordance with Italian Legislative Decree 231/01. This model (informally named "Model 231") supports the company in identifying areas where operational activities may present legal risks, including risks of potential offenses. It also outlines the procedures, monitoring processes, and measures to prevent misconduct. It includes an internal reporting mechanism.

The Supervisory Board, with three external members, controls the correct application of the Model 231. Due to its independence, it manages the whistleblowing channel, introduced in 2023 to allow employees and stakeholders to anonymously report any unethical or potentially harmful behavior.

SUSTAINABILITY GOVERNANCE AND POLICIES

In 2025, Eataly was named among the Top 100 ESG Excellence companies in the Governance category at the fifth edition of the Sustainability Award, an initiative created by Kon Group and organized together with ELITE and Azimut Italia, with scientific support from ALTIS Advisory, a spin-off of Università Cattolica del Sacro Cuore and Politecnico di Milano.

The recognition reflects a broader trajectory: the progressive integration of ESG principles into the Group's governance model, decision-making processes, and operational practices.

Moreover, over the past year, Eataly further strengthened its governance framework by developing and approving a set of policies that formalize the values and commitments the Group has long upheld.

These policies reflect Eataly's belief that doing business responsibly means putting principles into practice - not just as aspirations, but as concrete, shared guidelines that inform decisions at every level of the organization. By translating its culture and values into structured frameworks, Eataly reaffirms its **commitment to transparency, accountability, and responsible growth**, ensuring that the way it operates is as meaningful as the food and experiences it offers.

The policies developed during the year and approved at the beginning of 2026 are as follows:

CODE OF ETHICS

Defines the **ethical principles** and **core values** upon which Eataly's corporate culture is founded, centered on promoting authentic Italian food culture worldwide with integrity, sustainability, and respect for biodiversity.

This includes a **commitment to ethical business practices** such as transparency, honesty, fairness, human rights protection, and anti-corruption, while ensuring high standards of product quality, safety, and traceability, fostering strong relationships based on trust with suppliers and customers, and prioritizing employee well-being and equal opportunities. To enforce these principles, Eataly applies rigorous compliance systems, training, and accountability measures.

SUSTAINABILITY POLICY

Formalizes and articulates **company values and commitments across the social and environmental areas**, and promotes the founding principles of our business and sustainability strategy, as well as day-to-day operations.

HUMAN RIGHTS POLICY

Stating our unwavering **commitment to uphold and promote the dignity, freedom, and well-being of every person** connected to our ecosystem. This includes opposition to child and forced labor, discrimination, harassment, and abuse in the workplace, as well as promoting freedom of association and collective dialogue, fair pay and benefits, work-life balance, diversity and inclusion, and privacy and data protection.

GENDER EQUALITY POLICY

Reflects our **commitment to equal opportunities** in line with UNI/PdR 125:2022 guidelines and encompasses multiple initiatives to enforce gender equality measures, such as transparent, merit-based recruitment processes free from discrimination, performance-driven career growth and promotions, inclusive training to reduce gender bias, equal pay to eliminate gender pay gaps, zero tolerance for harassment, and parenthood and caregiving support through flexible policies and healthy work-life balance options.

SUPPLIER CODE OF CONDUCT

Sets the **minimum requirements for all suppliers of goods and services** regarding human rights and fair labor practices, health, safety and working conditions, food safety and quality, legal and business integrity, environmental protection and sustainability, and respect for local communities and the preservation of Indigenous peoples.

CORPORATE PHILANTHROPY & COMMUNITY SUPPORT POLICY

Outlines how Eataly manages its **charitable giving and community support**, aligning with its mission to promote sustainable food, Italian culture, and social responsibility. It focuses on five key areas: food education, food insecurity and waste reduction, environmental conservation, workforce development (especially for disadvantaged groups), and the promotion of Italian heritage.

ANTI-CORRUPTION POLICY

Sets out a clear **framework for preventing corruption**, outlining the **standards and behaviors** everyone is expected to follow to comply with applicable anti-corruption laws. It highlights areas that may be more exposed to corruption risks, explains which behaviors are not allowed, and provides guidance on how to prevent them. It also describes the consequences of violations and the channels available for reporting any concerns.

WHISTLEBLOWING POLICY

Provides a **clear and confidential mechanism** for employees, suppliers, and other stakeholders to **report suspected violations of laws, regulations, or company policies without fear of retaliation**. It outlines the channels available for raising concerns, the protections afforded to reporters, the procedures for investigating reports, and the corrective actions that may be taken. All of this occurs in compliance with applicable whistleblower protection legislation.

ENVIRONMENTAL POLICY

Outlines our **commitment to reducing the environmental impact of our operations** by promoting responsible resource use, waste reduction, energy efficiency, and the protection of ecosystems and biodiversity. It aims to **establish the best management practices aimed at reducing greenhouse gas (GHG) emissions**, fostering circular economy principles across our supply chain, and ensuring compliance with applicable environmental laws and regulations.

HEALTH AND SAFETY POLICY

Defines our commitment to **providing a safe and healthy working environment** for all employees, contractors, and, more generally, all individuals working on our premises or affected by our operations. It also establishes **standards for hazard identification, risk assessment, and incident prevention**, promoting a culture of safety awareness through training and continuous improvement, and ensuring compliance with applicable occupational health and safety regulations.

ARTIFICIAL INTELLIGENCE POLICY

Defines our principles and rules for the **responsible and ethical use of artificial intelligence technologies** across Eataly's operations. It addresses transparency, confidentiality, data privacy, intellectual property, and human oversight in AI-driven processes, sets out guidelines for assessing and mitigating risks associated with AI deployment, and ensures governance and compliance with applicable regulations on the use of artificial intelligence systems.



SAN JOSE, CALIFORNIA

SUSTAINABILITY REPORT 2025

2.

OUR SUSTAINABILITY STRATEGY

EATALY

OUR PILLARS

Eataly’s approach to sustainability reflects a deep-rooted belief that **food can be a driver of positive change** for people, communities, and the environment, as well as combined with a commitment to responsible growth.

Formalized in 2024 through a cross-functional process, Eataly’s **Sustainability Strategy** translates this vision into a shared framework embedded across the organization. It is integrated into the “**Eat, Shop, and Learn**” model, and guides everyday actions to promote **conscious consumption, support producers, and reduce environmental impacts along the entire value chain.**



Aligned with the **UN Global Compact** and the **Sustainable Development Goals** (SDGs), the strategy also leverages partnerships and a multi-stakeholder approach to **scale impact**. Through this ecosystem, Eataly contributes to the transition towards more **sustainable, resilient, and inclusive food systems worldwide.**

Our **Sustainability Strategy** is structured around three core pillars that define priorities, objectives, and actions, providing a clear path for initiatives and **measurable** outcomes.

AUTHENTICITY AND INNOVATION

Preserving the **excellence of Italian tradition** and local products, while encouraging **innovation**.

ENVIRONMENTAL COMMITMENT

Reducing environmental impacts across the entire value chain.

SOCIAL IMPACT

Investing in **people** and contributing to the **development of local communities**.

As Eataly expanded globally, it became necessary to reinforce the strategy within a global context, and for this reason, in 2024 we joined the **UN Global Compact (UNGC)** and aligned our action plan with the **Sustainable Development Goals**. UNGC Partnerships support us with the effective strategy implementation, co-creation, and collaboration of a multi-stakeholder eco-system.



PILLARS	MATERIAL TOPICS	OBJECTIVES	SDGs	
			Direct impact	Influence through the value chain
AUTHENTICITY AND INNOVATION	Product Diversity, Innovation and Transparency	- Be recognized as the largest purveyor of high-quality Italian and local products in any of our given markets, preserving tradition while fostering innovation - Strive for excellence and transparency in everything we do		-
	Quality and Food Safety	Build a best-in-class Food Safety, Quality, & Sustainability Assurance Program by strengthening oversight, certifications, audits and training standards	 	-
	Responsible Sourcing and Sustainable Supply Chain	- Ensure that the products we provide respect and support local communities, human rights, and the environment across our supply chain - Ensure high animal welfare standard	-	        
ENVIRONMENTAL COMMITMENT	Biodiversity and Regenerative Agriculture	Support regenerative agriculture, biodiversity, and nature-positive initiatives along our supply chain		-
	Decarbonization and Energy Efficiency	- Measure, reduce, and compensate the carbon footprint of our organization and value chain - Reduce energy consumption in our stores, restaurants, warehouses, and offices; increase energy-efficiency; and switch from fossil fuels to renewable alternatives	 	-
	Tackling Food Waste	- Set up a food waste management system to reduce food waste in our stores and restaurants - Create new partnerships with charities to repurpose surplus food	 	 
SOCIAL IMPACT	Integrated Packaging and Waste Reduction Initiatives	- Minimize the use of single-use plastics and promote recyclable, biodegradable, and reusable packaging options to reduce the environmental impact - Collaboration with partners to disseminate internal guidelines and implement new recycling initiatives		
	Health and Safety	Provide a safe and healthy working environment		-
	Inclusion and Belonging	- Support a workplace that incorporates a variety of perspectives, backgrounds, and expertise - Commit to zero-tolerance for acts of discrimination and harassment		-
	Training and Professional Development	Invest in employees to enhance skills and empower individuals within the company		
	Support for Local Communities and Philanthropy	Act as a responsible and engaged member of the local community, with a shared-value approach	-	 

OUR SUSTAINABILITY ACHIEVEMENTS

2015

SLOW FOOD GARDENS IN AFRICA
launched to promote sustainable agriculture, local food culture and traditional products

2017

SEMINIAMO LA BIODIVERSITÀ
launched a regeneration program to ensure the survival of seed varieties most at risk of extinction

TOWARDS ZERO WASTE
introduced a program aimed towards reducing our internal waste

2019

WELCOME. WORKING FOR REFUGEE INTEGRATION
awarded for the first time by UNHCR for our commitment to create work opportunities for refugees

2024

UN GLOBAL COMPACT
signed the commitment letter and joined the multi-stakeholder global framework

GENDER EQUALITY CERTIFICATION
achieved major milestone confirming Eataly's progress on promoting women in the workplace

MERCATO SOLIDALE
hosted an initiative to foster collaboration with key non-profit organizations to promote social inclusion and personal development

FOOD FORWARD
launched a series of public events in partnership with LifeGate dedicated to food sector innovation

ADOTTA UNA GUGLIA
supported the ongoing restoration of the Duomo of Milan

2016

BEE THE FUTURE
launched a new project that promotes plant biodiversity by restoring bee habitats, encouraging the pollinators to support vegetative growth on former agricultural land

2018

SALVIAMO I PRATI STABILI E I PASCOLI
developed a project with Slow Food to convert fields to biodiversity oases

2022

EATALY ALLA RADICE
launched the first 4 pasta shapes that ensure transparency and traceability along the entire supply chain

SCOPE 3 EMISSIONS CALCULATION
measured for the first time Eataly's emissions related to upstream and downstream activities

SUPPLIER ENGAGEMENT INITIATIVES
established improved tools and on-site verifications to assess environmental and social risks

TACKLING FOOD WASTE
setup of several internal initiatives to decrease food waste in stores and restaurants

TOP 100 ESG EXCELLENCE AWARD
received recognition for Eataly's commitment to ESG integration into governance, decision-making and operations

2025



FLATIRON, NEW YORK

SUSTAINABILITY REPORT 2025

3.

AUTHENTICITY & INNOVATION

EATALY

HIGHLIGHTS 2025

over

600

SMALL-SCALE PRODUCERS

1,784

ACTIVE SUPPLIERS

across EMEA and North America enrolled in our Sustainability Risk Assessment

4

EATALY ALLA RADICE
products launched

over

90%

OF ALL PURCHASED CHICKEN

met ECC-approved breeds, environmental enrichment,
and air quality standards

BEIRUT, LEBANON

PRODUCT DIVERSITY, TRANSPARENCY AND CERTIFIED QUALITY

Authenticity at Eataly is reflected by a balanced combination of **food tradition, local expertise, and diversity**, a principle that shapes our everyday choices, from supplier selection to menu development. Many of our specialists come from families of artisans, butchers, cheesemakers, bakers, and fishermen, where knowledge is passed down generations and combined with new technical skills. Their experience and perspective help **define the standards we apply when selecting the products** offered across our stores and restaurants.

Transparency means that customers know exactly **what they're buying and where it comes from**. For this reason, we promote an assortment that enables customers to make informed choices through **recognized standards for quality, origin, and production methods**.

In 2025, across our markets we offered:

207

Products with DOP⁴ certification, ensuring that the geographic origin is certified for using traditional production methods;

84

Wines with DOC and DOCG⁵ classifications, respectively, which guarantee the production quality and provenance of Italian grapes;

176

Products with IGP⁶ certification, which protects the link between products and their territories of origin;

1,033

Products with Organic⁷ certification, which promotes farming practices with limited use of synthetic chemicals.

⁴ DOP in Italy (Denominazione d'Origine Protetta). ⁵ Denominazione d'Origine Controllata e Garantita in Italy.
⁶ IGP and IGT in Italy (Indicazione Geografica Protetta e Tipica). ⁷ In Italy it is Certificazione Biologica.



OUR ARTISANAL, HANDMADE BREAD MADE USING ORGANIC FLOUR AND NATURALLY-LEAVENED SOURDOUGH STARTER

Alongside officially recognized certifications, Eataly also promotes products that embody strong **cultural, territorial, and artisanal identities**. This includes **Slow Food Presidia**, which involve small local communities using traditional production methods that preserve biodiversity and local knowledge.



In supporting these producers, we help safeguard Italy's gastronomic heritage while providing small-scale businesses with **access to domestic and international markets**, without compromising the artisanal nature of their production.

The same commitment to **quality, biodiversity, and transparency** is embodied in the bread produced across Eataly's bakeries, where all bread is organic. Bread holds a special place in Italian food culture and represents a key element of our food offering. Following our commitment to the **Slow Bread Manifesto**, promoted by **Slow Food Italia** and **Slow Grains** in 2024, Eataly further strengthened this approach with the introduction of *Il Pane Eataly*, a bread crafted daily in our in-store bakeries using organic flours sourced exclusively from **Italian-grown grains**.

Naturally-leavened with sourdough starter and made according to artisanal baking traditions, *Il Pane Eataly* has a **short, transparent supply chain** and contributes to the preservation of Italy's grain biodiversity and baking heritage. Through bread, as through our entire assortment, we promote a food model built on **quality and respect for people, traditions, and territories**.

EATALY ALLA RADICE: DEVELOPING TECHNICAL SUSTAINABILITY STANDARDS FOR EATALY ICONS PRODUCTS

At Eataly, we believe that the quality of food is deeply connected to the way it is grown and produced. **Protecting the land, supporting farming communities, and promoting transparent supply chains** are essential steps toward building a more sustainable food system. *Eataly alla Radice*, a supply chain initiative launched in 2025, was created from this vision: a commitment to preserving the environmental and cultural value behind our products while contributing to a more responsible future for food.

The initiative focuses on **strengthening transparency, traceability, and sustainability** across the agricultural production of Eataly ICONS products. Through this initiative, we aim to accompany each supply chain actor on a **shared journey towards more responsible production practices**, helping preserve the richness of local territories, protect natural resources, and enhance the value and identity behind every product. Inspired by the EU Green Deal’s “Farm to Fork” strategy, the initiative reflects Eataly’s commitment to contributing to a **fairer, healthier, and more sustainable food system**.

Eataly alla Radice’s procedural guidelines were developed with the scientific support of the **University of Palermo** and **Slow Food** Italy.



Università
degli Studi
di Palermo



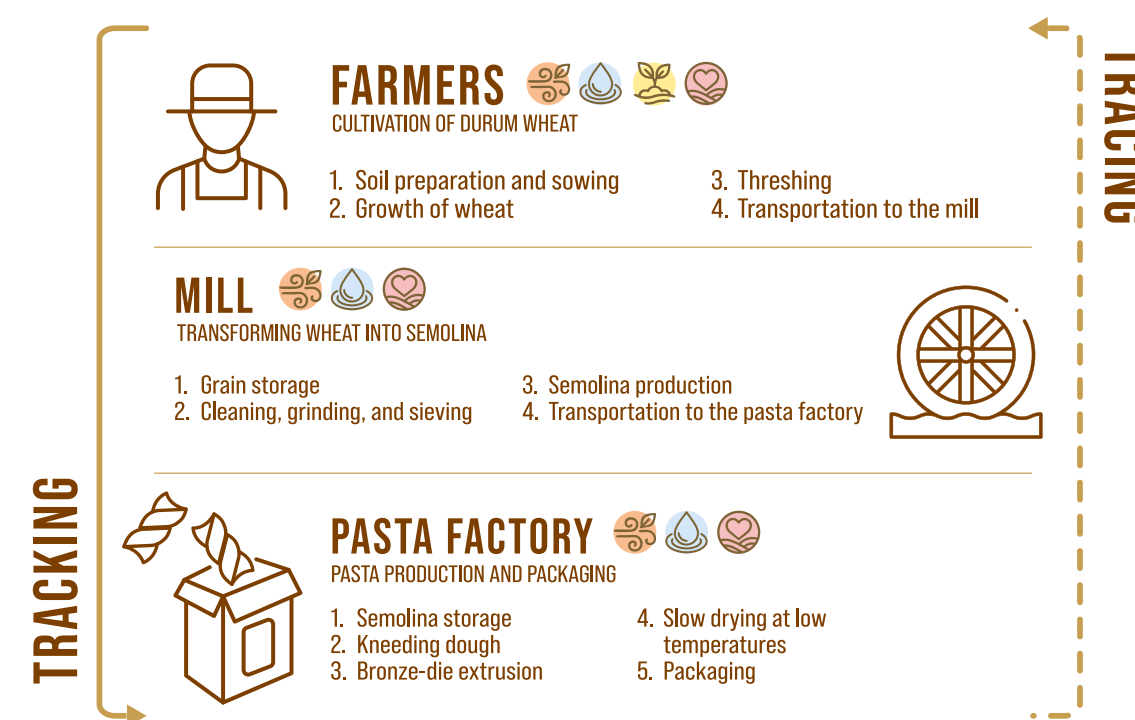
Its technical standards have been **independently verified** by **RINA Agrifood** to ensure clear and measurable criteria throughout the entire supply chain, from cultivation and processing to packaging and labeling, all the while compliant with applicable regulations and international standards⁸.



⁸ European Directive 2024/825, UNI CEI EN ISO IEC 17029-2020, UNI ISO TS 17033-2020, UNI PdR 102.2021



PASTA SUPPLY CHAIN



IMPACT AREAS

LAND



- > Mandatory **crop rotation** and use of **green manure with legumes**.
- > Adherence to **agroecology** principles to maintain soil fertility.
- > Presence of **ecological corridors with melliferous (honey-producing) plant varieties**.

CLIMATE



- > Monitoring of **energy consumption** and analysis of **GHG emissions** throughout the supply chain.
- > Ban on **deep soil tillage**.
- > Reuse and **valorization of agricultural waste**.

WATER



- > Monitoring of **water consumption** during the milling and pasta-making transformation phases.
- > Use of **crop rotation and green manure** to retain soil water content.

IDENTITY



- > Participation in **development projects with local communities**.
- > Selection of **local suppliers**.

Eataly alla Radice currently applies to **four Eataly ICONS durum-wheat pasta shapes**: spaghetti, linguine, rigatoni, and paccheri. The model is designed to evolve over time and expand to other product categories.

The project is governed by a **supply-chain technical standard** based on a step-by-step approach that supports producers throughout a continuous improvement journey. By progressively introducing more ambitious requirements, *Eataly alla Radice* encourages a concrete and long-term transition towards more sustainable agricultural practices, fostering **shared responsibility, innovation, and lasting value across the entire supply chain**.

Public engagement is a key component of *Eataly alla Radice*, since the project also aims to **educate consumers** on the product's distinctive characteristics, with particular attention paid to its environmental and cultural aspects. Information is communicated through a range of tools, including:

- **Project branding** and visual elements on packaging;
- **Digital storytelling label** accessible via a QR code on the packaging that links to a dedicated product page with sustainability data, producer stories, improvement initiatives, and technical standards;
- **In-store educational materials**, including displays and sensory experiences;
- **Editorial and digital content**, such as newsletters and social media content, aimed at engaging the community and strengthening transparency.



OUR SIGNATURE TOMATO PASTA DISH MADE USING
EATALY ALLA RADICE SPAGHETTI



CHEF ON BOARD THE MSC WORLD AMERICA CRUISE SHIP

CELEBRATING ITALIAN CULINARY HERITAGE ACROSS BORDERS

In 2025, Eataly strengthened its role as a global ambassador of Italian gastronomic culture by actively supporting the **UNESCO candidacy process** that led to the recognition of Italian cuisine as an **Intangible Cultural Heritage of Humanity**. Through educational initiatives, cultural storytelling, and international outreach, we continued to promote the values at the heart of Italian cuisine: conviviality, the transmission of knowledge, regional diversity, and cultural exchange.

Italy's culinary heritage is a unique **blend of knowledge and tradition**, where food serves as a powerful expression of culture and connection. Around the table, stories are shared, traditions are passed down and reinterpreted, and bridges are built between people and communities. This is the deepest meaning behind Italian cuisine as an intangible heritage of humanity: a living practice that fosters **dialogue, inclusion, and a sense of belonging**. For nearly twenty years, we have carried this mission around the world.

As part of our support for Italy's UNESCO candidacy process, Eataly collaborated with Italy's Ministry of Foreign Affairs and International Cooperation (MAECI), together with the historic magazine *La Cucina Italiana* on the project **Le Radici della Cucina Italiana** ("The Roots of Italian Cuisine"). This is an educational project developed across Eataly stores worldwide to explore how Italian culinary traditions evolved through migration and cultural exchange during the **Great Italian Emigration**. Through tastings and storytelling experiences, the initiative followed the global journey of Italian cuisine and its enduring connection to **identity, community, and adaptation** to new contexts.

PROMOTING THE VALUE OF MADE IN ITALY: EATALY AND ITA JOIN FORCES

In 2025, Eataly continued its collaboration with the **Italian Trade Agency (ITA)** to promote the international visibility and competitiveness of Made in Italy products. Developed in coordination with the Italian Ministry of Foreign Affairs and International Cooperation, the initiative focused on **seven strategic markets**: the United States, Canada, the United Kingdom, Sweden, Germany, France, and the United Arab Emirates. Through this program, we **onboarded 113 new Italian suppliers** across these markets, many for the first time. Selected in collaboration with the ITA, these producers reflect the quality and authenticity that define Italy's agri-food sector.



Across **18 Eataly stores**, the commercial introduction of the new Italian suppliers was assisted by cultural and educational engagement, with tasting events and seminars on the heritage, origins and qualities of Italian products, encouraging more informed and conscious purchasing choices.

Thanks to this partnership, Eataly and ITA have together contributed to the **sustainable international expansion of the Italian agri-food sector**, supporting small and medium-sized enterprises in accessing global markets and creating new opportunities for long-term development. The collaboration has since evolved into a **long-term strategic partnership**, with a shared commitment to expanding its reach and impact in the years ahead.



BEIRUT, LEBANON

FOOD SAFETY AND QUALITY

Food safety at Eataly is integral to Eataly's operations across the entire value chain, from ingredient sourcing to final consumption in our locations. Since food safety is fundamental to maintain customer trust and Eataly's high quality, for high-level quality, our food safety and quality management system combines **prevention, monitoring, and continuous improvement** activities, covering traceability, auditing, testing, supplier evaluation and training, all of which are based on HACCP (Hazard Analysis and Critical Control Points) principles, including hazard identification, hygiene, temperature and storage controls, and allergen management. To verify the effectiveness of these controls, we also conduct regular audits and analytical testing, and in 2025:

- **over 350 inspections** were conducted across European sites and more than 50 in North America;
- **the Group's verification plan** included laboratory analyses of almost 200 supplied products, covering **more than 650 parameters**;
- **382 samples** prepared in our kitchens and laboratories were analyzed, covering **over 2,500 parameters**;
- **more than 1,300 tests** were performed across European stores to validate cleaning procedures and Good Manufacturing Practices (GMP).

Employee training is a key pillar of our prevention activities. In 2025, we delivered more than **5,000 hours of classroom training** and **over 2,500 hours of on-the-job training**, globally.

Finally, our supplier assessment is also an important component of food-safety and quality assurance. Eataly **evaluates suppliers' food safety and quality standards**, verifies compliance with destination-country regulations, and provides specific support to smaller suppliers to help them meet international market requirements and maintain the high standards expected throughout our supply chain.

RESPONSIBLE SOURCING

At Eataly, we believe that **responsible sourcing** is essential to preserving the **quality and authenticity** of our product offering, while creating **long-term value** across the supply chain. Underpinning our business growth and international expansion, we remain committed to fostering long-term relationships with producers (including small-scale suppliers), supporting their access to broader market opportunities while promoting responsible business practices throughout our value chain.

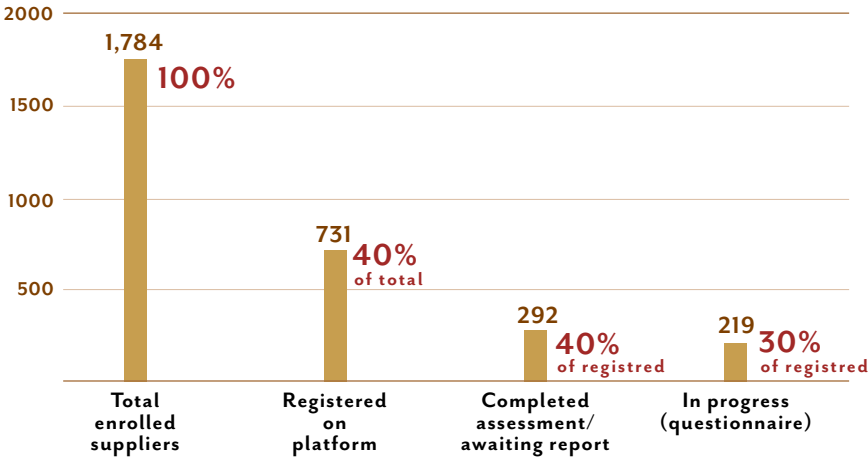
In 2025, we further advanced our **supplier management framework** by integrating sustainability considerations into the way we **select, assess, and monitor** our suppliers. Our approach combines three complementary elements: **contractual sustainability commitments, a structured risk assessment, and on-site verification activities**. These mechanisms help us gain greater visibility, identify potential areas of concern, and drive sustainability improvements among our business partners.

The first step in the **supplier management framework** is the integration of sustainability requirements into our supplier relationships. Across the EMEA region, we introduced dedicated **sustainability clauses in supplier contracts**, through which our partners formally commit to respecting environmental standards, human rights, fair labor practices, and principles of ethical governance. These commitments reinforce shared accountability throughout the supply chain and are **mandatory for suppliers involved in our Eataly ICONS production**.

To complement these commitments, we have continued to expand our sustainability risk assessment activities using **Synesgy**, the **sustainability assessment platform** developed by CRIBIS – Dun & Bradstreet. The questionnaire is aligned with leading sustainability standards and regulatory frameworks and allows us to collect information on a broad range of topics across four areas of interest (Business, Environment, Social, and Governance).

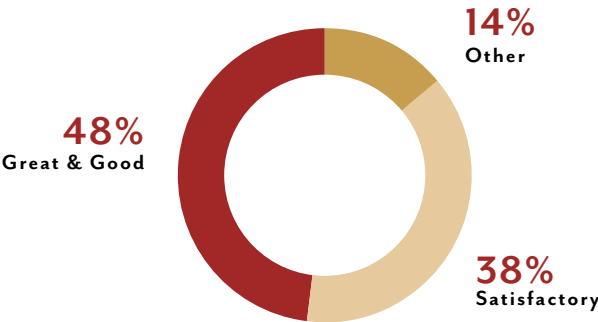
In 2025, **1,784 active suppliers** across EMEA and North America enrolled in the framework and currently **41% have registered** on the platform. Approximately **40% of registered suppliers** completed the assessment and received an official ESG certification score or were awaiting an evaluation report, while an additional **30% are currently progressing** through the questionnaire.

SUPPLIER ONBOARDING FUNNEL
EMEA & North America



Among Synesgy certified suppliers, **48% achieved a “Great” or “Good” rating**, while a further **38% received a “Satisfactory”** score.

ESG RATING DISTRIBUTION
Among Synesgy-Certified Suppliers



These results provide valuable insights into the overall maturity of our supplier network and support a risk-based approach to supplier management. This enables us to direct additional engagement and verification activities towards suppliers operating in sectors or geographies associated with higher environmental or social risks.

Alongside data-driven assessments, we enhanced our commitment to on-site auditing. In 2025, we integrated sustainability criteria into the qualification and monitoring processes for suppliers involved in the production of Eataly ICONS products in Italy. **Dedicated audit procedures and checklists** were developed to assess not only quality and food safety requirements, but also environmental management practices, working conditions, occupational health and safety, and ethical business conduct.

In 2025, we also expanded our verification approach to non-food suppliers, launching a **social audit program conducted by an independent third-party organization**. Audit priorities were defined through a risk-based procedure that considers both product categories and geographic risk exposure, with particular attention paid to sectors where complex supply chains and subcontracting practices increase the risk of labor rights violations and associated reputational risks, such as in textiles.

Through the progressive integration of sustainability criteria into **supplier qualification, assessment, and monitoring processes**, we are enhancing our ability to manage supply chain risks while fostering long-term partnerships with suppliers who share our values. This approach, over time, builds **resilient value chains** and contributes to safeguarding the **quality and integrity** that define the Eataly experience.

TOPICS IN SYNESGY QUESTIONNAIRE

BUSINESS

- > Business Model
- > Sustainable Supply Chain
- > Market Positioning

GOVERNANCE

- > Ethics
- > Compliance
- > Anti-Corruption
- > Corporate Leadership

SOCIAL

- > Employees
- > Diversity
- > Human Rights
- > Health & Safety
- > Community Engagement

ENVIRONMENT

- > Climate Impact
- > Emissions
- > Water & Waste
- > Resource Efficiency
- > Circular Economy

ANIMAL WELFARE

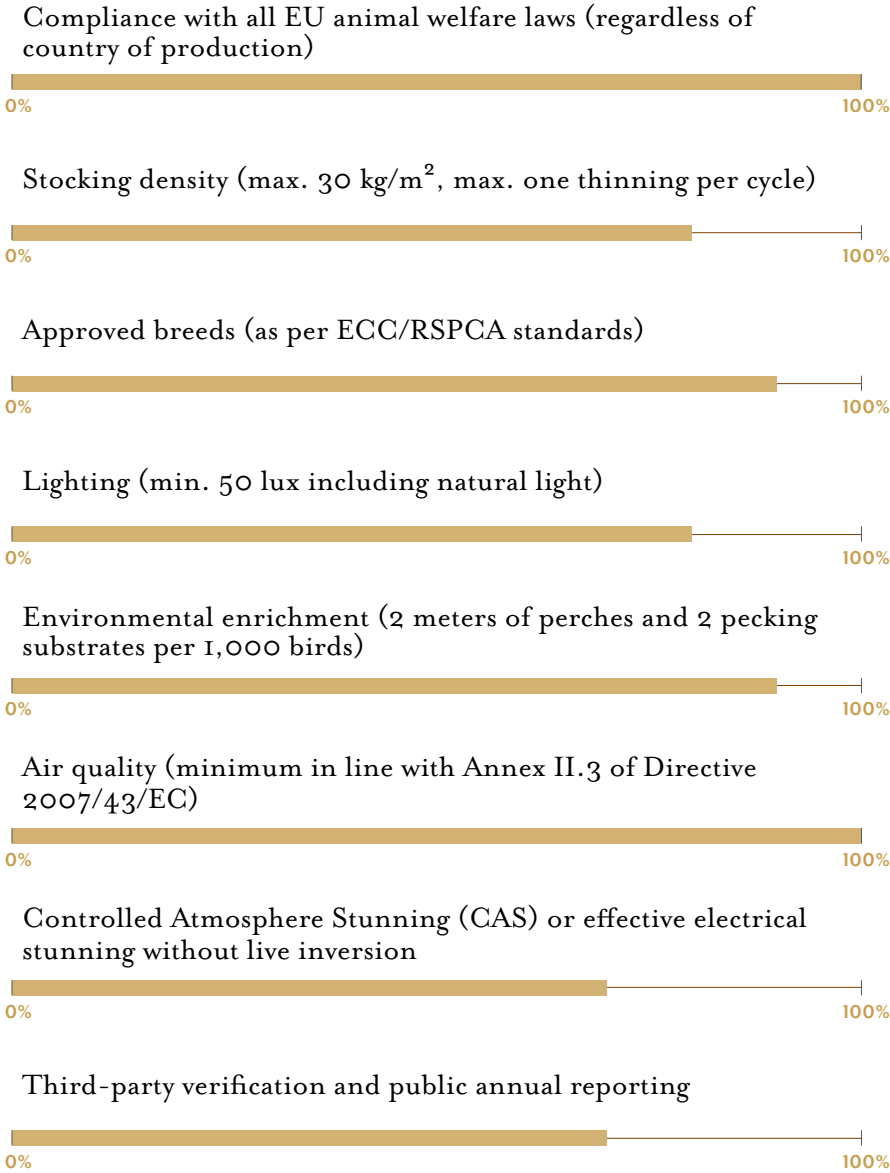
At Eataly, we care deeply about **animal welfare**, being closely linked to our commitment to food quality and supply-chain responsibility. We work with suppliers and producers to encourage **farming practices that promote higher welfare standards while** supporting local communities and small producers. This commitment is embedded in our broader approach to responsible sourcing and continuous improvement across our product offering.

In February 2022, Eataly signed the **European Chicken Commitment (ECC)** for all Italian operations, pledging to achieve **full compliance with its animal welfare requirements by 2026** for 100% of fresh chicken, processed chicken, as well as chicken used as ingredients, for example in food service. As part of our commitment to transparency, we continue to **publicly disclose our progress** through a dedicated section on our corporate website.

Looking ahead, Eataly remains firmly committed to reaching full ECC compliance across its chicken supply chain by the end of 2026. We expect **all fresh chicken volumes to be fully compliant by mid-2026**, with processed chicken products following by year-end. The final stages of implementation will require continued collaboration with suppliers, including smaller producers, some of whom face technical and financial challenges in adopting specific slaughtering technologies. In these cases, Eataly works alongside suppliers and animal welfare stakeholders to support a **pragmatic and inclusive transition** that still maintains high animal welfare standards.

Beyond poultry, Eataly continues its collaboration with **Compassion in World Farming** and other stakeholders to promote continuous improvement across animal supply chains, strengthening **monitoring systems, supplier engagement, and transparency** in line with international best practices.

2025 PROGRESS AGAINST ECC REQUIREMENTS



These results reflect our ongoing engagement with our suppliers and the continuous improvement efforts implemented throughout the poultry supply chain.



MILANO SMERALDO, MILAN

SUSTAINABILITY REPORT 2025

4.

ENVIRONMENTAL COMMITMENT

EATALY

HIGHLIGHTS 2025

56%

electricity consumption from
RENEWABLE SOURCES

more than

€968,000

worth of PRODUCTS DONATED
to charity partners and food banks
(at cost value)

-31%

SCOPE 1 GHG EMISSIONS
(vs. 2024)

-21%

SCOPE 2 GHG EMISSIONS
(vs. 2024)

+55%

SURPRISE BAGS
sold through Too Good To Go
(vs. 2024)

more than

2.2 tons

NON-EDIBLE FOOD
DIVERTED FROM WASTE
and repurposed into animal feed

BEE THE FUTURE SEED GIFTING AT THE ASVIS FESTIVAL OF SUSTAINABLE DEVELOPMENT OPENING EVENT THAT WE PARTNERED WITH. THE EVENT WAS HELD AT THE NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY LEONARDO DA VINCI IN MILAN, ITALY, ON THE 7TH OF MAY 2025.

BIODIVERSITY AND REGENERATIVE AGRICULTURE

We believe the culinary experience is enhanced when one knows more about the origins of our food: the **history of a place, the way it was made, and the ingredients used.**

SAVE THE STABLE MEADOWS AND PASTURES SALVIAMO I PRATI STABILI E I PASCOLI

The *Stable Meadows and Pastures* project continued to strengthen and broaden its impact in 2025, with Eataly providing ongoing support since its inception. Building on milestone achievements in 2024, such as its recognition as a **Slow Food Presidium**, the initiative entered a phase of deeper institutional development and broader network growth.

Stable Meadows and Pastures is a unique project within the Slow Food network: rather than focusing on a single product, it **protects an entire ecosystem**. Stable meadows are permanent grasslands rich in biodiversity and shaped by centuries of pastoral knowledge. They are neither cultivated nor chemically treated, but maintained through **traditional practices** of grazing and mowing. These landscapes play a critical role in producing high-quality milk and cheese, as well as **supporting pollinators, storing carbon in soils, and preserving the cultural heritage of pastoral communities**. One key advancement in 2025 was **updating the project's operational guidelines**, reflecting the evolving needs of the initiative and reinforcing the scientific and ethical framework that underpins it. The project also took a significant step forward by **extending its scope to include honey production**, specifically *Tarassaco* and *Millefiori* varieties, with responsible beehive management. This expansion further demonstrates the initiative's holistic vision: one that recognizes bees not only as producers of exceptional honey, but as fundamental guardians of the very meadow ecosystems the project seeks to preserve. Additionally, new producers, institutions, and organizations have since joined the network, showing a growing recognition of stable meadows as an ecosystem worthy of protection.



ENERGY EFFICIENCY AND DECARBONIZATION

Our Sustainability Strategy aims to **minimize our carbon footprint across both our operations and value chain**. In 2025, we strengthened our approach to measuring environmental impacts, using prior-year data as a baseline. Significant efforts were made to refine our data collection processes, expand the scope of our monitoring activities, and improve the accuracy and consistency of our environmental indicators.

The majority of our Scope 1 and Scope 2 GHG emissions are generated from electricity and natural gas consumption in our stores, restaurants, warehouses, and offices, for applications including lighting, heating, and cooking. To improve efficiency and reduce environmental impact, we continue to invest in **energy-saving technologies**, such as LED lighting upgrades and **digital systems** for energy monitoring and remote management. At the same time, we are increasing the **use of renewable electricity sources** across our operations.

In 2025, we purchased over **20,000 MWh of Renewable Electricity Guarantees of Origins Certificates**, canceled in the Italian Energy Certificate System powered by GSE⁹, and adopted **Power Purchase Agreements (PPA)** for selected U.S. stores. As a result, this year our share of electricity sourced from renewable sources rose to **56% of total consumption**, up from **44% in 2024**. Considering only Italian stores and Afeltra, the share was **93%**. Wind power is the primary source of our procured renewable energy.

⁹ Gestore dei Servizi Energetici, is an Italian public entity with the mission to promote renewable energy and energy efficiency across Italy.

93%
electricity consumption from
RENEWABLE SOURCES
across Eataly stores in Italy and Afeltra

Furthermore, we continued to **enhance data quality** and the availability of contextual information, weakening any reliance on assumptions. These improvements led to a revision of 2025 total energy consumption and Scope 1 and Scope 2 emissions, primarily reflecting a prior overestimation of gas usage.

In addition, **six new stores¹⁰ in North America were included** within our reporting perimeter.

ENERGY CONSUMPTION

Our energy consumption is concentrated primarily across our Eataly stores, offices, and restaurants. The main sources are **electricity and natural gas**, with the latter primarily used for heating and cooking.

In Trieste and Milan, we operate a **thalassothermic plant and a geothermic heat pump**, respectively, to support self-generation. These systems use local thermal resources to improve the efficiency of refrigeration processes.

EATALY'S 2025 ELECTRICITY AND GAS CONSUMPTION			
ENERGY SOURCES	UoM	2024	2025
Electricity consumption	GJ	177,433	187,893
> electricity from renewable sources	GJ	78,416	105,142
Gas consumption	GJ	164,667	120,907
Total energy consumption	GJ	342,100	308,800

10 Referring to the 2025 scope of data consolidation. More information on this topic in the methodological note at the end of the report.

As previously mentioned, improvements in data quality resulted in a revised total energy consumption figure compared to 2024, mostly due to the refinement of gas consumption estimates. Electricity use increased in 2025 due to the opening of several new stores throughout the year, contributing to a higher overall electricity demand.

GHG EMISSIONS

The direct emissions (Scope 1) from stationary and mobile combustion, fugitive emissions, and indirect emissions (Scope 2) related to purchased electricity, steam, and cooling for internal use are presented below.

EATALY'S GHG EMISSIONS BY TYPE IN 2024 AND 2025			
EMISSION TYPE ¹¹	UoM	2024	2025
Scope 1 (gas consumption)	tCO ₂ e	12,527	8,683
Scope 2 (market-based) electricity consumption	tCO ₂ e	8,668	6,880
Scope 2 (location-based) electricity consumption	tCO ₂ e	13,954	12,343

Compared to 2024, Scope 1 emissions **decreased by 31%**, while Scope 2 emissions (location-based) **declined by 12%**. The market-based Scope 2 reduction was more pronounced (**-21%**), reflecting the **increased share of electricity from renewable sources**.

11 Scope 1 emissions are those directly generated by the company, mainly associated with gas burned in boilers; Scope 2 emissions are those indirectly generated by the company, mainly associated with electricity, that is produced by a supplier. Location and market-based are two different emissions calculation methods; the first reflecting “the average emissions intensity of grids on which energy consumption occurs” while the second reflecting “emissions from electricity that companies have purposefully chosen”. In our case the market-based includes the purchase of Guarantees of Origins.

These results were also influenced by **updated emission factors and improved methodologies**, including a clearer separation of emission factors between Scope 1 and Scope 3, which led to a reduction in Scope 1 emissions. In addition, the inclusion of the renewable electricity for our U.S. stores in Boston, Chicago, Flatiron (NYC), and SoHo (NYC) further contributed to the overall reduction in environmental impact.

We disclose the intensity of Scope 1 and Scope 2 emissions, measured in tons of CO₂e per million euros.

EATALY’S GHG EMISSIONS INTENSITY BY REVENUE

INTENSITY	UoM	2024	2025
Scope 1	tCO ₂ e/ mln€	18	12
Scope 2 (market-based)	tCO ₂ e/ mln€	13	10
Scope 2 (location-based)	tCO ₂ e/ mln€	20	17

Scope 1 intensity declined relative to 2024, and a similar trend can was observed for Scope 2 intensity (both market-based and location-based), driven by a combination of **business expansion and GHG emissions reduction**.



EXPLORING OUR VALUE CHAIN EMISSIONS:
SCOPE 3 ASSESSMENT INITIATIVE

At Eataly, we recognize that our **GHG footprint extends well beyond the boundaries of our direct operations**, instead shaped by a much broader ecosystem within which we operate. This includes the sourcing and production of raw materials, purchased goods, and logistics activities connecting our stores and customers.

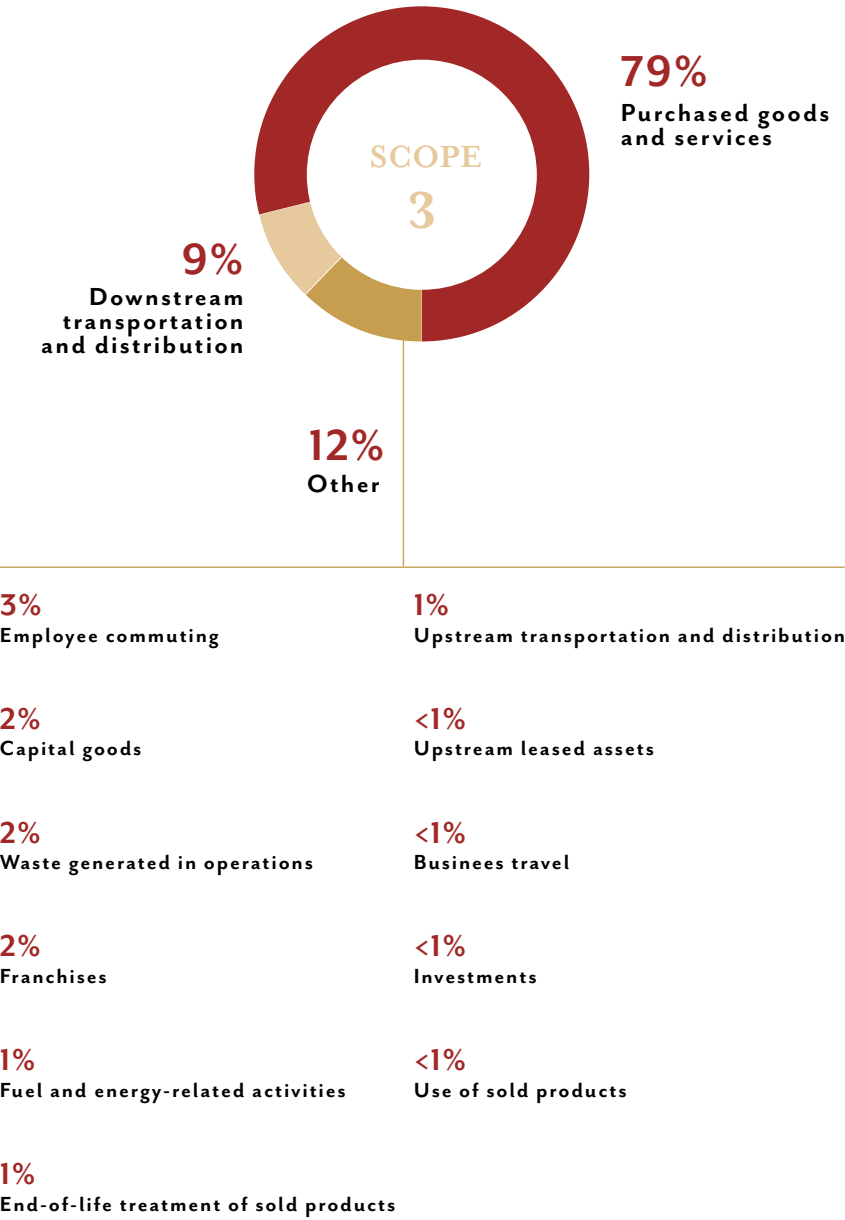
We believe that **responsibility for GHG emissions is shared** across our network of producers, partners, and suppliers, and hence initiated a **comprehensive assessment of our Scope 3 emissions**. This assessment encompasses both upstream (including sourcing and production) and downstream processes (including distribution) and is conducted in accordance with the **GHG Protocol**. This means it covers all relevant Scope 3 categories and includes all entities operating in EMEA and North America, including franchised stores.

In 2025, we completed our **first full Scope 3 GHG inventory** based on 2024 data, which was subsequently updated in 2026 using 2025 data.

The introduction of this assessment represents a key step in **identifying emissions hotspots** and complements the already existing Scope 1 and Scope 2 disclosures, providing a more complete view of Eataly’s carbon footprint and supporting our commitment to transparency and continuous improvement. Moreover, we are actively working to reduce uncertainties since we acknowledge the need for further improvements in data availability, quality, and methodological robustness.

In 2025, Scope 3 emissions amounted to 402,790 tCO₂e. The main contributors were **Category 1** (purchased goods and raw materials), followed by **Category 9** (downstream transportation and distribution) and **Category 7** (employee commuting). The use of sold products reflects a negligible contribution (<1%), unsurprising given food products typically generate minimal emissions during the use phase.

EATALY’S SCOPE 3 EMISSIONS BY TYPE ACCORDING TO
GHG PROTOCOL (2025)



DRIVING ENERGY EFFICIENCY ACROSS OUR STORES

We are strengthening the energy performance of our store network through a structured approach focused on **reducing consumption, emissions, and overall environmental impact**. Our “**Joint Transition**” strategy combines **energy efficiency initiatives**, such as smart HVAC management, voltage optimization, and advanced monitoring systems, with **supplier engagement and demand-side flexibility**.

In 2025, we assessed the potential for our assets to provide flexibility services to support electricity distribution, improve network stability, and support the integration of renewable energy. In doing this, we joined the initial phase of the **RomeFlex project, the Local Flexibility Market (LFM) in Rome**. Our store in the city became an active participant, adjusting heat-pump operations in response to distributor requests without compromising in-store function. This provides a practical example of the “**Twin Transition**”, by leveraging digitalized buildings to optimize energy use and support grid resilience.

In parallel, we began exploring how to **adapt consumption to align with grid demand**, going a step beyond the purchase of Guarantees of Origin (GO) certificates. Our 2025 pilot initiatives informed our 2026 development plans to expand energy flexibility and better align consumption with renewable energy availability. These efforts were complemented by store upgrades, employee- and customer- awareness initiatives, and the integration of energy efficiency considerations into new store **designs and renovations**.

Within this framework, the **renovation of the Eataly Milano Smeraldo store led to the achievement of LEED ID+C Retail Silver certification** in 2025, joining four other LEED-certified Eataly stores in North America (Gold: New York Downtown, Boston, Los Angeles; Silver: Chicago). The result reflects improvements in energy and water efficiency, GHG emissions, and indoor environmental quality, reinforcing our commitment to developing more sustainable and low-impact retail spaces in order to reduce our Scope 1 emissions. Moreover, it positions Milano Smeraldo as another reference point for future low-impact store development.

The renovation of Milano Smeraldo delivered measurable improvements across **energy, carbon and water performance**, such as:



SHERWAY GARDENS, TORONTO

ENHANCING WASTE MANAGEMENT AND CIRCULARITY PRACTICES

In 2025, waste management practices were improved by targeting **enhanced data collection, operational processes, and waste awareness across our organization.**

In EMEA, we further advanced waste data management through our collaboration with **Tecnodata**, a specialized partner supporting Eataly in the **collection, analysis, and classification of waste data and related destination streams.** This partnership enabled us to significantly improve the quality, consistency, and traceability of our information, enabling a more robust understanding of waste flows and their allocation across recovery, recycling and disposal.

In North America, we launched **sampling activities to estimate annual waste generation at the store level.** This sampling provided initial, representative estimates, laying the groundwork for the progressive development of a structured and harmonized data collection system in the region.

In Italy, we completed a **comprehensive mapping of waste collection practices for each store**, identifying local specificities and opportunities to improve sorting systems. This activity supports the gradual harmonization of operational practices and the optimization of waste management processes across our network. To reinforce these efforts, in 2025 we introduced **targeted training initiatives and operational guidelines**, starting from our **Milano Smeraldo** store. Training sessions were rolled out across the year to increase the share of recyclable materials sent to a separate collection point, alongside initiatives to improve collection efficiency and reduce associated environmental impacts.

Together, these actions showcase Eataly's ongoing commitment to improving waste management, increasing data transparency, and **advancing towards more ambitious targets in waste reduction, material recovery, and circularity**, in line with our broader sustainability strategy.

TACKLING FOOD WASTE

Over the years, we have reinforced our efforts to maximize the value of food and extend its use, through several initiatives that repurpose surplus and unsold products.

Our goal is not only to reduce waste but also to contribute to more equitable food systems. By treating food as the valuable resource it is, we reaffirm our **commitment to responsible resource management and to the communities we serve.**

In 2025, we took a significant step by integrating food waste management more deeply into our operations through a **structured capability-building program** involving our Sustainability, Health & Safety, Research & Development, Communication, and Procurement teams. **Five corporate employees completed the Executive Master in Circular Economy for Food**, developed in partnership with the University of Gastronomic Sciences (UNISG) in Pollenzo, strengthening internal expertise in sustainability and circularity. The program covered topics including sustainability governance, circular business models, strategic marketing, bioenergy, green claims, and precision agriculture, while also providing practical tools to assess business processes, identify key drivers of food waste, and define performance indicators.

The knowledge acquired through this program supports a more structured approach to waste management, including the formalization of **four new operational procedures dedicated to donations, returns, inventory management, and ordering processes.** This systemic approach reflects our belief that meaningful progress in reducing food waste requires **robust processes, clear accountability, and a culture of iterative improvement.**

A central component of our food waste reduction strategy is the **redistribution of surplus food** through a network of long-standing partnerships. Since 2019, Eataly has partnered with Too Good To Go, making unsold products available to consumers by offering Surprise Bags at a reduced price.

In 2025, **181,076 bags** were sold across our global network, a **55% increase** compared to last year.



TOO GOOD TO GO SURPRISE BAG SALES BY REGION (2025)

EMEA STORES	NORTH AMERICA STORES
79,567	101,509
Surprise Bags sold in 2025	Surprise Bags sold in 2025
67,254 Italy	US 57,133
7,092 UK	Canada 44,376

Other food donation partnerships were developed in 2025, including collaborations with **local NGOs and charitable organizations**. In Italy, our relationship with **Banco Alimentare**, one of the country’s **leading food bank networks**, continued to expand, supporting donations from the majority of our Italian stores and ensuring that surplus food reaches local organizations according to their needs and capacity, while maintaining full traceability and food safety standards. Outside of Europe, a project with the **Community FoodBank of New Jersey** worked with our local warehouse, **Excess**, to support our warehouses in Los Angeles and Miami as well as **Second Harvest**, which works with our Canadian warehouse. Thanks to these initiatives, in 2025 **we donated products with a cost value exceeding €968,000**, with significant contributions from our stores in Milan, Turin, Rome, and Los Angeles.

In 2025, Eataly launched the Scarto Zero project in collaboration with Scuola Tessieri, developing recipes that repurpose surplus ingredients from our stores into new high-quality dishes, combining resource efficiency with culinary creativity and contributing to our efforts to reduce food waste. Following its launch at Eataly Milano Smeraldo, the initiative will be progressively extended to other key stores.

For products that remain safe but are no longer suitable for human consumption, we pursue alternative recovery solutions. In June 2025, we formalized our **partnership with Dalma Mangimi**, enabling surplus food to be **recovered and transformed into animal feed** rather than discarded. Through this collaboration, we diverted **over 2.2 tons of food from being wasted**.

In 2025 we redesigned our
e-commerce packaging around:

6

OPTIMIZED BOX SIZES

100%

RECYCLABLE KRAFT PAPER CUSHIONING

reducing material use and eliminating both plastics
and synthetic foams

NEW FULLY RECYCLABLE PACKAGING BOXES MADE FROM FSC CERTIFIED PAPER
AND CARDBOARD, SOURCED FROM RESPONSIBLY MANAGED FORESTS AND
DEVELOPED IN TIME FOR THE CHRISTMAS SEASON

INTEGRATED PACKAGING AND WASTE REDUCTION INITIATIVES

Managing packaging responsibly is a core part of how we reduce environmental impact across our operations. We aim to **limit waste, reduce reliance on single-use plastics, and identify solutions that balance product protection with environmental performance.** This requires adopting a **life cycle perspective approach** (from packaging design to its end of life).

In 2025, we applied this approach to our e-commerce operations, introducing a new packaging system designed to improve efficiency and reduce the impact of shipments across Italy and Europe. **Six box formats** were developed to better match product volumes, minimizing excess material and optimizing logistics. All packaging is made from **FSC® certified paper and cardboard**, sourced from responsibly managed forests and are **fully recyclable**. Plastic cushioning was replaced with the **Ranpak system**, which uses recycled kraft paper to ensure protection without synthetic materials. As a result, every shipment now relies exclusively on recyclable packaging from **internationally certified supply chains**.

Alongside these operational improvements, we also continued to focus on our institutional partnerships in support of more sustainable packaging solutions. Our ongoing collaboration with **CONAI** (the Italian National Packaging Consortium) has further advanced the internal dissemination of guidelines aimed at reducing packaging's environmental impact across procurement, design, disposal, and customer interaction. In parallel, Eataly holds a seat on the **Advisory Board of the Smart AgriFood Observatory**, a joint initiative by Milan Polytechnic and the University of Brescia, that has become the leading reference point in Italy for the study of **digital innovation across agricultural and agri-food supply chains**. Through this engagement, we contribute to benefit from up-to-date research and cross-sector dialogue on the topic of sustainable innovation throughout the food system.



THE STAND OF A NON-PROFIT ORGANIZATION AT THE MERCATO SOLIDALE IN TRIESTE, ITALY

5.

SOCIAL IMPACT

HIGHLIGHTS 2025

+30%

WOMEN IN MANAGEMENT ROLES
(vs. 2024)

€57,795

RAISED AND DONATED TO THE WORLD FOOD PROGRAMME
in support of school feeding programs

+36%

TRAINING HOURS
(vs. 2024)

2

NEW MERCATO SOLIDALE
charity markets, bringing 15+ non-profit
organizations into Eataly spaces

15

WOMEN IN SITUATIONS OF VULNERABILITY
supported towards employment through a 50-hour assistant
chef training program - DIRECT project, in partnership with
the Italian Red Cross and ELIS

PRODUCTS BEING SOLD AT THE MERCATO SOLIDALE IN TRIESTE, ITALY

HEALTH AND SAFETY

Our approach to occupational health and safety is structured in a way that promotes **safe and healthy working conditions for all employees**, since it is a core element of both employee well-being and operational performance. Although organizational models differ across countries in order to comply with local regulatory frameworks, Eataly adopts a **consistent, group-wide methodology for risk assessment**, ensuring that potential hazards are systematically **identified, evaluated, and mitigated** across both retail and food service environments, and in full alignment with applicable national legislation.

Creating a safe workplace begins with training employees: in 2025, over **15,000 hours** were dedicated to both **basic and advanced health and safety training**, marking a **12% rise** from 2024. Additionally, Eataly remains committed to maintaining rigorous safety standards, through regular maintenance inspections, the provision of personal protective equipment (PPE) when needed, and ongoing staff training on the safe use of store equipment. Compliance is ensured by **regular audit and monitoring activities**, whilst a **dedicated reporting channel** encourages Eatalians to proactively report potential risks or unsafe conditions.

The table below presents health and safety performance data for 2025, including total hours worked, number of incidents, lost days due to injuries, and the frequency rate, calculated per million of hours worked.

The increase across all indicators is primarily linked to **new store openings**, which drive growth in both the workforce and onboarding phases for the new employees. Additionally, **ongoing improvements in data collection** processes have contributed to more comprehensive reporting and greater accuracy in the analysis of health and safety performance.

HEALTH AND SAFETY INDICATORS

	2025
Worked hours [h]	7,748,425
Injuries [n.]	357
Lost days for injuries	7,225
Frequency index ¹⁵	46.07

¹⁵ The frequency index of work-related injuries is calculated as the number of injuries multiplied by 1,000,000 and divided by the total number of worked hours.

Over
15,000
HOURS
dedicated to health
and safety training



EATALIANS AT WORK

INCLUSION AND BELONGING

Eataly is built on people. Our Eatalians bring the knowledge and skills that define our stores, restaurants, and experience offers. The way we engage with customers on food exists through the individual passion we bring in every day.

We believe in a **workplace where employees belong and feel safe**. We are committed to ensuring that each person, regardless of background, origin, or perspective, feels safe, respected, and recognized for their contribution. Inclusion shapes our approach to people development since we believe that a culture of genuine belonging is what allows our Eatalians, and our business, to thrive.

OUR JOURNEY TOWARDS DIVERSITY

During 2025, our workforce grew significantly, **increasing by more than 16%** compared to 2024, primarily driven by the opening of several new stores during the year. Female employment continued to grow at a faster pace than male employment, with the **number of women increasing by almost 19% compared to nearly 14% for men**. As a result, female representation across the workforce slightly improved, reaching **45.4% in 2025**.

Gender diversity also remained strong in leadership positions. Women represented more than **47% of the combined population of our corporate workforce¹⁴**. In particular, the **number of women in management roles increased significantly, growing by almost 30%** compared to 2024, reflecting Eataly’s ongoing commitment to fostering a more balanced and inclusive leadership pipeline.

A diverse age composition supports knowledge sharing, innovation, and business continuity across the organization. Eataly aims to be an **inclusive workplace for all ages by combining a broad range of perspectives, skills, and experiences**.

¹⁴ Including Senior Executive, Directors, Managers and Clerical employees.

EATALY'S 2025 EMPLOYEE GENDER REPRESENTATION PER CATEGORY

	2024			2025		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Senior Executives, Directors & General Managers	20	8	28	21	9	30
Managers	218	142	360	286	184	470
Clerical	162	212	374	170	229	399
Workers	2,556	1,995	4,551	2,891	2,379	5,270
Total	2,956	2,357	5,313	3,368	2,801	6,169

EMPLOYEE AGE BREAKDOWN (2024-2025)

	2024				2025			
	<30 years old	30-50	>50	Total	<30 years old	30-50	>50	Total
Senior Executives, Directors & General Managers	0	14	14	28	0	18	12	30
Managers	56	274	30	360	71	345	54	470
Clerical	72	268	34	374	77	281	41	399
Workers	1,925	2,194	432	4,551	2,199	2,484	587	5,270
Total	2,053	2,750	510	5,313	2,347	3,128	694	6,169

Eataly's **workforce growth** in 2025 was observed across all age groups, reflecting our ability to **attract, develop, and retain talent at different stages of people's careers**. Employees aged between **30 and 50 years old continued to represent the largest segment** of the workforce (51%), followed by **employees under 30 (38%) and over 50 (11%)**. The increase in employees aged over 50, **from 9% in 2024 to 11% in 2025**, demonstrates our commitment to fostering a multigenerational workforce, valuing the **experience and expertise of more senior employees while maintaining a strong ability to attract young talent**. The age of those in leadership and corporate positions were between 30 and 50, reflecting a balanced combination of professional experience, leadership continuity, and opportunities for career progression.

Eataly achieved the **Gender Equality certification** in Italy in 2024, regulated by the Italian Law n.162/2001 and defined by UNI/PdR 125:2022. It is a **voluntary certification** that recognizes organizations that adopt concrete policies, processes, and measurable actions to promote gender equality in the workplace, and reflects our **dedication to equal opportunities and transparency**.

During 2025, we continued to strengthen our commitment to gender diversity through a range of initiatives aimed at fostering an inclusive workplace culture and supporting equal opportunities. Key actions included ongoing training and awareness-raising programs on gender equality, unconscious bias, diversity and inclusion, as well as the prevention of harassment and abuse in the workplace.

As part of these efforts, Eataly established a collaboration with **Fondazione Libellula**, a leading Italian organization dedicated to **promoting gender equality**, providing employees with dedicated video-learning content designed to promote inclusive behaviors and a culture of respect across the organization.



To promote **fair and objective recruitment practices**, we delivered dedicated training for hiring managers focused on conducting interviews and applying selection processes designed to mitigate potential gender bias.

Eataly also enhanced its talent review process to support transparent people development and career progression. The launch of a **new employee engagement survey and a corporate benefits platform** supported this process.

The first surveillance audit **under the UNI/PdR 125:2022 Gender Equality Certification** confirmed Eataly's continuous improvement in gender equality performance through an increase in **overall certification score from 66.75% in 2024 to 75% in 2025**.

This highlights the effectiveness of targeted actions currently in place.



In 2025
we welcomed

23

REFUGEES AND ASYLUM SEEKERS

into our store teams through structured
training and development programs

PREPARATION OF FOCACCIA

ENABLING REFUGEE OPPORTUNITIES

At Eataly, **social inclusion is understood as a core responsibility** that translates into concrete actions capable of creating real opportunities for people seeking to rebuild their lives. As part of this vision, fostering access to employment and enabling integration pathways are essential components of our broader commitment to community support.

Through our established partnership with the **UNHCR**, Eataly joined the **Welcome-Working for Refugees Integration project in 2020**, with the support of the Adecco Foundation. Through this project, we have **welcomed dozens of refugees and asylum seekers into our store teams** across Genoa, Turin, and Rome. These opportunities combine professional training and development opportunities with social inclusion, contributing to overall refugee well-being and integration.

Our commitment has been consistently recognized by the UNHCR with the **Welcome-Working for Refugees Integration Award** in 2019, 2022, 2023, and 2024, and was further reaffirmed in 2025, when **Eataly once again received the Award following the hiring of 23 individuals into its store teams** through structured training and development programs.



DIRECT PROJECT: SUPPORTING WOMEN AT RISK THROUGH TRAINING AND INCLUSION

We believe that work can become a powerful tool for recovery, dignity, and personal reconstruction for people who have experienced extreme vulnerability. Supporting structured pathways to real job opportunities within our everyday environments reflects a commitment to turning professional spaces, such as our kitchens, into places of growth, empowerment, and social transformation.

In 2025, Eataly continued its participation in the DIRECT project, promoted by the Italian Red Cross, funded by the European Commission's AMIF Program, and implemented by ELIS. This project offered a 50-hour professional training program for 15 young women and mothers, who were victims or potential victims of human trafficking, to become assistant chefs.

The project combined theoretical and practical training with on-the-job experience in the kitchens of Eataly Roma Ostiense and Eataly Termini, with the aim of fostering employability, social inclusion, and personal autonomy. Through this initiative, Eataly reinforces its commitment to creating tangible opportunities for inclusion and long-term independence.



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WOMEN IN SITUATIONS OF VULNERABILITY

supported towards employment through a 50-hour assistant chef training program

WOMEN TRAINING TO BE ASSISTANT CHEFS AS PART OF THE ITALIAN RED CROSS DIRECT PROJECT IN ROME, ITALY

A WORKPLACE FOR ALL ABILITIES

Eataly strives to promote equal employment opportunities and support the inclusion of people with disabilities through partnerships with **local social cooperatives, NGOs, and specialized third-sector organizations** across Italy. These collaborations are designed to facilitate **access to training, internships, and employment opportunities**, while recognizing and enhancing the professional and personal potential of each individual.

We work with a network of organizations including *Compagnia di Iniziative Sociali Consorzio Alba*, *Cooperativa Il Brugo* in Milan, *Engim Piemonte*, *Casa del Lavoro* and *Gruppo Abele* in Turin, as well as *Croce Rossa* (Red Cross) and *Comunità di Sant'Egidio* in Rome.



In 2025, with *Associazione Italiana Persone Down*, we organized **two training sessions for 22 colleagues in our Roma Ostiense store** to provide practical tools and greater awareness on how to set up a **welcoming and collaborative workplace for people with Down syndrome**. In addition, in January 2024, Eataly signed the **National Memorandum of Understanding** promoted by *CoorDown*, further strengthening its commitment to creating structured pathways for internships and employment. As of 2025, Eataly employs **70 individuals registered under the collocamento mirato program** pursuant to Law 68/99, Article 1, including **11 new hires** across the year. These employment opportunities are complemented by school-to-work transition programs and internships developed in partnership with organizations specialized in training and job placement for people with disabilities or in vulnerable situations. Through these initiatives, Eataly continues to expand its network of partnerships and foster inclusive pathways that enable people to achieve their full potential and contribute to the success of the business.

INCREASING ACCESSIBILITY OF OUR EATALY ICONS PRODUCTS

As part of our Eataly ICONS product launch, we introduced a pioneering packaging solution aimed at enhancing accessibility for the blind community. More than **50 Eataly ICONS product labels now include the TQ Braille® QR code**, an innovative solution that combines braille signage with QR code technology. By scanning the QR code framed by the word “QR” in braille, users can **access a dedicated web page containing product information** in formats compatible with screen readers, including ingredients, allergens, usage instructions, and disposal guidelines. This initiative, developed in collaboration with **Arti Grafiche Parini** and supported by the **Italian Union of the Blind and Visually Impaired (UICI)**, reflects our efforts to make information available to people with visual impairments.

In North America, Eataly collaborates with key organizations such as the **Canadian National Institute for the Blind (CNIB)** and the **National Federation of the Blind (NFB)**. With CNIB, we reviewed Braille and QR code integration for Eataly ICONS products to ensure alignment with North American requirements, and we are actively engaged in the CNIB **Come to Work** employment program.

Extending this approach, this Sustainability Report is also available in an accessible digital format, developed in accordance with internationally recognized standards¹⁶ to ensure its content can be accessed and navigated by a wider range of users, including people with disabilities.



¹⁶ UNI CEI EN 301 549:2021, Web Content Accessibility Guidance (WCAG) 2.1 level AA, and PDF/UA (ISO 14289).

EATALY AND PANATÉ: A PATHWAY TO SOCIAL INCLUSION

Since June 2023, Eataly has partnered with **Panaté**, a benefit corporation that develops a network of **artisanal bakery laboratories inside Italian prisons**, turning work into an instrument of inclusion, personal growth, and economic development. The project rests on a simple belief: **social reintegration can be built through real work**.

The evidence is clear that when people in detention have access to employment and professional training, **recidivism falls from around 70% to below 10%**. Managed by social cooperatives with regular employment contracts, the lab model turns time served into a genuine pathway back into society. In addition, people who complete their pathway are supported towards autonomy through a network of partners offering continuity of **employment, housing support, social accompaniment, and tools for economic independence**.



PHOTO CREDIT: PANATÉ , ITALY



PHOTO CREDIT: PANATÉ, ITALY

Founded in 2019 inside the **Cuneo correctional facility**, Panaté has progressively extended its model with labs in the **Fossano** and **Turin** facilities as well as an external lab in **Magliano Alpi**, building a **supply chain that connects prison, business, and local community**. Because of the project, in 2025:

35 people in detention involved in work pathways, 12 of them under employment contracts

17 paid internships activated, with 88% of internships converting into employment contracts

7 people hired under the national collective labor agreement (CCNL)

8 people engaged in vocational training programs

2,601 kg of bread donated to local organizations

Today, **all pizza alla pala bases sold across Eataly's Italian stores and European travel retail locations are produced by Panaté**. It is a supply relationship that gives Panaté's production a stable commercial outlet, ensuring the model remains financially sustainable and scalable. For us, it is a way to source a quality artisanal product while backing something that goes well beyond what is on the counter.

TALENT ATTRACTION AND RETENTION

We believe that when our people thrive, so does the quality of everything we offer. More than **6,100 employees** in Eataly bring dedication, expertise, and a genuine passion every day, delivering exceptional experiences for customers around the globe. That is why we are committed to building a **workplace where every individual is valued, supported, and empowered to reach their full potential.**

Our workforce tenure profile continued to evolve in 2025, reflecting both Eataly’s growth and our ability to retain talent. **Employees with up to 2 years of service remained the largest group, accounting for 54.6% of the workforce**, while the number of employees with longer tenure also increased significantly (68% rise for employees between 2 and 5 years of tenure), demonstrating Eataly’s ability to retain and develop talent over time. At the same time, a solid base of long-tenure employees guarantees business continuity and the transfer of knowledge and expertise between colleagues.

EATALY’S 2025 EMPLOYEE TENURE

YEARS OF WORK	2024			2025		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
20-30	0	1	1	0	1	1
10-20	206	238	444	267	278	545
5-10	329	220	549	366	252	618
2-5	557	417	974	935	703	1,638
<2	1,864	1,481	3,345	1,800	1,567	3,367
Total	2,956	2,357	5,313	3,368	2,801	6,169



OUR WELFARE INITIATIVES

At Eataly, employee welfare is supported through comprehensive programs across Europe and North America, going beyond legal requirements to promote **well-being, inclusion, and long-term development**. In Europe, **89.6% of employees were covered by national collective bargaining agreements**, complemented by additional company-level benefits in several countries.

The Group supports employees through key life moments with initiatives such as marriage and new parenthood benefits, including financial vouchers, enhanced maternity and paternity provisions, extended parental leave options, and paid leave to support children's early schooling. In North America, employees benefit from inclusive parental leave policies for all genders, as well as access to employee assistance services and comprehensive healthcare coverage, such as medical, dental, vision, and supplemental insurance options. Retirement planning is also supported through employer contributions to savings plans, depending on country and role. In addition, the **Solidarity Hours Bank** enables employees to **donate unused leave to colleagues facing serious personal or family health challenges**.

Beyond welfare programs, Eataly continues to invest in employee-engagement initiatives. In 2025, we **launched a corporate learning journey** designed to strengthen employees' understanding of strategic supply chains. **Immersive visits to nine artisan producers involved more than 100 corporate employees**, reinforcing awareness of product origins and company values.

OUR TRAINING PROGRAM

In 2025, Eataly continued to invest in employee learning and development across Europe and North America through **onboarding programs, professional training, and leadership and skills development initiatives.**

Every new employee follows a **structured onboarding pathway** designed to introduce our history, values, products, and key partners. In Italy, this initial phase also includes a shared team lunch centered on Eataly’s signature spaghetti dish, offering new Eatalians an early opportunity to experience the company’s culture in practice.

Training continues in the operational environment of the restaurants, where learning is integrated into daily activities. Before each service, managers conduct short, focused briefings on topics such as plating techniques and wine service, helping to ensure a consistently high-quality guest experience. Employees are also involved in **experiential learning initiatives** involving suppliers and partners to deepen product knowledge, develop practical skills, and strengthen collaboration across Eataly’s network.

The **total number of training hours delivered exceeded 63,500, a 36% increase compared to 2024**, primarily driven by new store openings and associated workforce growth. In addition, in 2025, the Paris store was included in the company’s reporting perimeter.

TRAINING HOURS DELIVERED IN 2024-2025

	2024	2025
Managerial training	4,035	9,945
Professional training	15,217	24,031
Linguistic training	282	161
Training on Code of Ethics	7,429	3,455
Health & Safety training	14,068	15,752
Other	5,817	10,213
Total	46,848	63,557

The most significant increase in training hours was recorded for **specialized professional training**, which accounted for over **24,000 of the hours delivered** (+58%), reflecting Eataly’s focus on equipping new hires with role-specific skills and expertise. Managerial training also showed substantial growth, with nearly **10,000 hours delivered in 2025**, representing an increase of approximately **146% compared to 2024**. This was due to the company growing internal training opportunities to support skills development, career growth, and internal mobility across the organization. In parallel, over **15,700 hours were dedicated to supplementary health and safety training** (+12%), reaffirming Eataly’s commitment to maintaining a safe and supportive workplace.

DEVELOPMENT AND LEADERSHIP PROGRAMS

Eatalians also have access to several structured learning programs for developing technical, leadership, and sustainability skills, contributing to individual growth and the long-term success of Eataly.

In 2025, the **Executive Master in Retail Management**, delivered in collaboration with LUISS Business School, was successfully completed by **33 employees from both store operations and corporate functions**.

The program was designed to strengthen the leadership capabilities of store managers and high-potential retail professionals, the program concluded with final modules held in Trieste and Milan, where participants presented their final projects. In parallel, more than **70 employees attended dedicated training sessions in Rome**, featuring contributions from partner producers, external coaches, and internal leaders. Executive Chefs, Retail Managers, Food & Beverage Managers, and Event & School Managers participated in three structured learning days aimed at enhancing their technical and managerial competencies.

To reinforce internal expertise on sustainability, Eataly also supported five corporate employees in the Master in Circular Food Economy, delivered by the University of Gastronomic Sciences of Pollenzo. This program explored topics including sustainability management, circular business models, and green claims, strengthening the Group's technical and strategic capabilities in ESG-related matters.

In addition, we introduced the **Eataly Career Passport** program to facilitate international mobility and strengthen leadership across the global store network.

Team members are encouraged to change work location across the markets in which we operate, gaining experience, leadership skills, deeper cross-cultural understanding, and personal and professional growth.

In 2025, **8 employees in North America were selected and relocated** as part of an initiative to enable employee mobility, following a structured assessment of performance, potential, and business needs. The initiative was awarded **first place in the “Attraction – Best HR Team” category at the HRC Community Future of Work Hub¹⁷ 2025 awards**. The program also supported the management pipeline through external recruitment, with **46 candidates assessed and five experienced managers hired**, primarily from the Food & Beverage sector.

Lievitare is another project comprising **leadership development initiatives** across Eataly's North American locations, structured around two dedicated development pathways. In 2025, the **Rise to Leadership program** continued, targeting high-potential Assistant General Managers and recently appointed General Managers, with the goal of strengthening their managerial capabilities.

The **three-month development program** covered topics such as financial management, behavioral assessment, and people leadership, with 14 participants involved, three of whom were subsequently promoted to General Manager roles.

Meanwhile, the **Leadership Recipe** program continued to support high-potential managers with less leadership experience, fostering their professional growth and contributing to a cohesive management community. In 2025, the program engaged **24 participants, with eight receiving promotions after completing the pathway**.

¹⁷ Event organized by HRC Community, one of the largest Italian communities of HR Managers.

COMMUNITY ENGAGEMENT

At Eataly, we acknowledge and value our role within the community through supporting local organizations that reflect our dedication to quality, traditions, environmental stewardship, and people. Our **community giving program** partners with nonprofit organizations and charities in the local areas through donations to support initiatives, events, and fundraising efforts.

LA SCUOLA DI EATALY FOR ALL AGES

Learning is a core pillar of Eataly’s mission. We believe that food education helps people understand the value of quality ingredients, make more conscious choices, and enjoy a richer culinary experience.

Through *La Scuola di Eataly*, guests learn about Italian cuisine, wine pairings, traditional recipes, and regional products from chefs and experts. Beyond cooking skills, our classes explore the **connection between food, health, and sustainability**. We strengthen this commitment through collaborations with organizations such as **Slow Food** and the **University of Gastronomic Sciences (UNISG)**, supporting initiatives that promote responsible consumption and gastronomic culture.

We are committed to making food education accessible to all ages. From programs for families to summer camps and school initiatives, we inspire curiosity and foster a deeper understanding of food. A key example is our offering for school groups, which includes guided tours, tastings, and hands-on workshops. Originally developed in Italy, the program expanded to North America in 2025. In Italy, our **Summer School for children aged 5 to 11** further supports this mission through weeklong programs that combine culinary workshops, creative activities, and educational experiences.



Each year
3,900
EATALY COURSES
delivered

46,000
PARTICIPANTS

More than
60
CLASSROOMS
and learning spaces
worldwide

LONDON, UK

FOOD FORWARD EVENT SERIES

In 2025, Eataly continued the **Food Forward initiative** in collaboration with **LifeGate**, further developing its series of free public events dedicated to **raising awareness around responsible consumption and food sustainability** among consumers and local communities.



The program featured **four events hosted at our Eataly Milano Smeraldo store**, bringing together scientists, nutrition experts, chefs, entrepreneurs, activists, and innovative start-ups to foster dialogue on key challenges and opportunities shaping the future of food systems. Discussions explored topics such as the relationship between nutrition and health, the impact of food production on climate change, the development of alternative proteins and fermented foods, the value of the Mediterranean diet, sustainable and regenerative agricultural practices, biodiversity preservation, and emerging food technologies inspired by space research and scientific innovation.

Through this initiative, Eataly continues to leverage its stores as platforms for **education and engagement**, sharing knowledge, best practices, and diverse perspectives on the connections between food, environmental sustainability, human well-being, and innovation, thereby **supporting the transition towards more sustainable food systems**.

SUSTAINABLE DEVELOPMENT FESTIVAL WITH ASVIS



In 2025, we continued our collaboration with the **Italian Alliance for Sustainable Development (ASviS)** by supporting the ninth edition of the **Sustainable Development Festival**, held from May 7th to 23rd. As a partner of the opening event, **“Sustainability or Competitiveness: A False Dilemma,”** which took place on May 7th at the National Museum of Science and Technology Leonardo da Vinci in Milan, we contributed to a high-level discussion on the **integration of sustainability into business strategies**.

During the event, our CEO shared our experience in promoting responsible consumption, circular economy principles, and food supply-chain traceability, reaffirming **our belief that sustainability and competitiveness are mutually reinforcing drivers of long-term value creation**.

Through our participation in one of Italy’s leading sustainability awareness initiatives, we helped foster dialogue among institutions, businesses, and civil society, contributing to greater awareness of the role companies can play in advancing sustainable development.

COMMUNITY GIVING

At each Eataly location, we **partner with local nonprofit organizations to support communities in need** and establish connections in the local network. We aim to deliver excellent food experiences while caring about **people, culture, education, and innovation.**

MERCATO SOLIDALE

The *Mercato Solidale* initiative was first introduced by Eataly in November 2024 in Milan as a structured format aimed at strengthening connections between local communities and organizations operating within the third sector. From its inception, the project was conceived not as a standalone event, but as a **replicable and scalable model capable of creating ongoing opportunities for engagement, visibility, and support.**

Throughout 2025, the initiative progressively expanded and consolidated its presence, with new editions hosted at **Torino Lingotto** on the day of the store's 18th anniversary, and later in **Trieste**. This evolution confirmed its role as a recurring format, designed to be integrated into Eataly's broader calendar of initiatives and to regularly open up its market spaces to support social impact organizations across different locations.

During the Mercato Solidale, we **offer our market spaces free of charge, allowing volunteers of non-profit organizations to independently manage sales, with 100% of proceeds going directly to the associations.** The products on display are created by the people involved in the participating organizations' programs.

For many social, food, and craft-focused non-profits, the initiative represents not only a real opportunity for visibility and financial support, but also a meaningful moment of **recognition and connection to the public**, where the value of people's stories and experiences takes center stage.



MERCATO SOLIDALE NON-PROFIT ORGANIZATION STANDS IN TRIESTE, ITALY

Through ticket sales,
the Gather for Good event raised

\$50,000

with \$25,000 allocated to
each organization



CHEF MASSIMO BOTTURA AT WORK

GATHER FOR GOOD

In 2025, Eataly launched “**Gather for Good**,” a charitable initiative focused on **supporting communities affected by the Los Angeles wildfires** through the power of food, collaboration, and solidarity.

On March 18th, we hosted an **exclusive fundraising dinner** at Terra, our rooftop restaurant at **Eataly Los Angeles**, in partnership with the renowned **chef Massimo Bottura**, together with acclaimed chefs **Mattia Agazzi** and **Michael Cimarusti**.

The event brought together 100 guests and celebrated the ability of gastronomy to generate positive social impact while raising funds for wildfire recovery efforts. Proceeds from the initiative were donated equally to the **Los Angeles Fire Department Foundation** and the **California Community Foundation**, supporting both emergency-response and long-term community resilience.



In total, Eataly raised and
donated

€57,795

to the World Food Programme
in 2025

PHOTO CREDIT: WFP TAKEN IN ETHIOPIA, PART OF THE HOME GROWN
SCHOOL FEEDING PROGRAM

SOLIDARITY GOES GLOBAL: EATALY AND THE WORLD FOOD PROGRAMME

Ensuring that children have access to regular, nutritious meals is a responsibility we prioritize with concrete commitments, translating our daily operations into actions that generate real social impact. Supporting school food programs reflect a long-term dedication to children's well-being and food security in fairer and more resilient food systems.

In 2025, we strengthened our support for the **World Food Programme (WFP) school food program**, reaffirming our commitment to ensuring access to nutritious meals for children in vulnerable contexts. Commemorating World Food Day on October 16th, 2025, **Eataly donated €1 for every restaurant table service charge** across a selection of stores in Italy and Europe to the WFP.

In addition, as part of our Christmas campaign running from 1st September 2025 to 10th January 2026, **Eataly contributed €1 for every package sold** through every sales channel to WFP.

To grow our community impact further, we integrated the **WFP's ShareTheMeal fundraising app QR code** into the Eataly website, enabling customers to make individual donations to the cause.



ShareTheMeal 
UN World Food Programme

APPENDIX

SOCIAL DATA

EMPLOYEE HEADCOUNT PER GENDER AND CONTRACT TYPE (2024-2025)

EMPLOYEES (HC) BY CONTRACT	2024			2025		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Permanent employees	2,670	2,065	4,735	2,925	2,415	5,340
Temporary employees	286	292	578	443	386	829
Total Employees	2,956	2,357	5,313	3,368	2,801	6,169
Full-time employees	2,261	1,562	3,823	2,617	1,919	4,536
Part-time employees	695	795	1,49	751	882	1,633

EMPLOYEE BY GENDER AND ROLE (2024-2025)

EMPLOYEES (HC) BY ROLE	2024			2025		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives ¹⁸	20	8	28	21	9	30
Managers	218	142	360	286	184	470
Clerical	162	212	374	170	229	399
Workers	2,556	1,995	4,551	2,891	2,379	5,270
Total	2,956	2,357	5,313	3,368	2,801	6,169

18 Senior Executives, General Managers & Directors

EMPLOYEE HEADCOUNT PER CONTRACT IN EUROPE AND NORTH AMERICA (2024-2025)

EMPLOYEES (HC) BY CONTRACT	2024			2025		
	EUROPE	NORTH AMERICA	TOTAL	EUROPE	NORTH AMERICA	TOTAL
Permanent employees	1,460	3,275	4,735	1,522	3,818	5,340
Temporary employees	413	165	578	407	422	829
Total Employees	1,873	3,44	5,313	1,929	4,240	6,169
Full-time employees	1,188	2,635	3,823	1,299	3,237	4,536
Part-time employees	685	805	1,49	630	1,003	1,633

METHODOLOGICAL NOTE

This document has been prepared in good faith for illustrative purposes only and includes information and data available to Eataly which have not been audited nor subject to third-party verification. Eataly thus disclaims any liability in case of third-party misuse of the information provided herein.

It constitutes the third sustainability report of the company Eataly S.p.A (hereinafter to as ‘Eataly’) and will be published on an annual basis. Eataly has prepared this Report with reference to the Global Reporting Initiative (GRI) Standards, one of the most widely recognized frameworks for sustainability reporting. The reporting period covers the 2025 financial year and includes, where relevant, significant events occurring during the first months of 2026. The reporting perimeter of this report includes Eataly S.p.A. and the following controlled consolidated companies, together with their offices, stores, restaurants and warehouses:

- EATALY AMERICA INC
- EATALY BOSTON LLC
- CANTINA LLC
- EATALY CHICAGO LLC
- EATALY DISTRIBUTION DE GMBH
- EATALY FINANCIAL DISTRICT LLC
- EATALY CENTURY CITY LLC
- EATALY NET USA LLC
- EATALY NY LLC
- EATALY CENTURY CITY LLC
- EATALY NET USA LLC
- EATALY NY LLC
- EATALY STOCKHOLM AB.
- EATALY USA LLC
- EATALY WINE LLC
- BETA IMPORTS LLC
- BIRRERIA-LSEBG LLC
- EATALY LAS VEGAS LLC
- EATALY CAFFE’
- EATALY WEST PALM LLC
- EATALY CAFFE 1122 LEX LLC

- EATALY TORONTO HOLDING INC
- EATALY SHERWAY LP
- EATALY DON MILLS LP
- EATALY EATON CENTRE LP
- PREMIATO PASTIFICIO AFELTRA SRL
- EATALY RETAIL UK LIMITED
- VIVITALY SAS

2025 openings include: Dresden, MSC World America, Rockefeller Center, Hudson Yards Miami Aventura, Kings of Prussia, Beirut, Amsterdam Schiphol, Bahrein Marassi, JFK Airport T8, Miami West Palms Beach, Toronto Eaton Centre, Lexington, Paris Orly.

2025 Social data (employees, health and safety, and training information) include only corporate workforce and direct stores’ employees. Franchisee stores’ employees are not included in the reporting perimeter, with the exception of the Las Vegas store workforce.

2026 openings are excluded by the disclosing perimeter except for the information disclosed in the paragraph “Our Stores” in Chapter 1 that also includes openings and the franchisee stores up until August 2026.

Financial data are not included in this document, please refer to the 2025 consolidated financial statements for details.

Governance members are updated up until July 2026, to provide a more accurate and current governance representation compared to December 2025. Data referring to employees are expressed in head count. Environmental data reported refer to energy consumption and related GHG emissions.

GHG emissions were calculated according to the GHG Protocol (WBCSD/WRI, 2004. Greenhouse Gas Protocol: a Corporate Accounting and Reporting Standard). Specifically, Scope 1 emissions consider the impacts generated by the use of fuel for stationary combustion (i.e. the natural gas used for cooking and for heating buildings), mobile combustion deriving from property vehicles use. and from f-gas leakages.

Scope 2 emissions consider the impacts of the electricity used in buildings for lighting and cooking, including the production processes of our pasta plant. District heating is also accounted for in this category. The market-based approach reflects the GO purchase or the PPA contracts held by Eataly S.p.A and Eataly USA.

For both Scope 1 and Scope 2, the emission factors used for the calculation of emissions come from the Ecoinvent (v 3.11) database and, when available, from suppliers' specific emission factors, as in the case of district heating. In addition, estimates were made for monthly energy consumption data relating to certain stores for which information was unavailable. In these cases, consumption was estimated based on the average consumption recorded in previous months.

For the Bologna store, 2025 consumption was estimated using 2024 consumption data and energy expenditure information available for 2024 to 2025.

For warehouse locations where consumption data were not available, consumption was estimated using a proxy floor area of 500 m² and applying an average consumption factor per square metre.

For Scope 3 emissions calculation, in table is available an overview of the categories data sources and quantification approach. Specifically, for Category 1 (Purchased Goods and Services), emissions have been calculated using a spend-based methodology; however, for Afeltra products, primary activity data in physical units have been collected and used where available. Category 8 (accounting for upstream leased assets) has been excluded because of its negligible impact in 2024 (<0,1%). Eataly Toronto Eaton Centre store is not included in the GHG emissions results since it opened in November 2025, and no data was available for the scope considered.

The disclosures and indicators reported in the document are listed in the GRI Content Index, with an indication of the location (paragraph) in which they are discussed.

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For any curiosity or additional information, please write to sustainability@eataly.it

SCOPE 3 CATEGORIES, DATA SOURCE AND QUANTIFICATION APPROACH (2025)

CATEGORY	SUB-CATEGORY	DATA SOURCE	QUANTIFICATION APPROACH ¹⁹
3.1 Purchased goods and services	Purchased goods & services	Primary	Spend - based
3.2 Capital goods	Tangible fixed asset	Primary	Spend - based
3.3 Fuel and energy related activities	Energy – Market-based ²⁰	Primary/Secondary	Calculation - based
	Fuels		Calculation - based
3.4 Upstream transportation and distribution	Inbound logistic	Secondary	Spend - based
3.5 Waste generated in operations	Waste	Primary/Secondary	Calculation - based
3.6 Business travel	Travel by plane, train, ship, car and hotel stays	Primary	Spend - based
3.7 Employee commuting	Commuting	Primary/Secondary	Calculation - based
3.8 Upstream leased assets	Employees accommodation	Secondary	Cut - off
3.9 Downstream transportation	Consumers transportation	Primary	Calculation - based
	Outbound logistic	Secondary	Spend - based
3.10 Processing of sold product	Not applicable	Not applicable	Not applicable
3.11 Use phase	Pasta ²¹	Secondary	Calculation - based
3.12 End of life treatment of sold products	Products, Packaging	Secondary	Calculation - based
3.13 Downstream leased assets	Not applicable	Not applicable	Not applicable
3.14 Franchising	Franchising	Secondary	Calculation - based
3.15 Investments	Investments	Primary	Calculation - based

¹⁹ The calculation has not been verified by a third party.
²⁰ This section includes the electricity – market-based and the district heating.
²¹ Data only refers to Afeltra pasta production.

GRI CONTENT INDEX

STATEMENT OF USE: Eataly S.p.A has reported the information cited in this GRI content index for the period 1.1.2025-31.12.2025 with reference to the GRI Standard.

GRI 1 USED: GRI 1 - Foundation - version 2021

GRI STANDARD		LOCATION
GRI 2: GENERAL DISCLOSURES 2021		
2-1	Organizational details	Methodological note Our Stores
2-2	Entities included in the organization's sustainability reporting	Methodological note
2-3	Reporting period, frequency and contact point	Methodological note
2-4	Restatements of information	-
2-5	External assurance	-
2-6	Activities, value chain and other business relationships	Our Stores Business and Company Data Overview Eat, Shop, Learn: Our Unique Business Model Expanding the Eataly experience
2-7	Employees	We are Eatalians
2-8	Workers who are not employees	-
2-9	Governance structure and composition	Corporate and Sustainability Governance
2-10	Nomination and selection of the highest governance body	-
2-11	Chair of the highest governance body	Corporate and Sustainability Governance
2-12	Role of the highest governance body in overseeing the management of impacts	-
2-13	Delegation of responsibility for managing impacts	Sustainability Governance
2-14	Role of the highest governance body in sustainability reporting	Corporate and Sustainability Governance

GRI STANDARD		LOCATION
GRI 2: GENERAL DISCLOSURES 2021		
2-15	Conflicts of interest	-
2-16	Communication of critical concerns	-
2-17	Collective knowledge of the highest governance body	-
2-18	Evaluation of the performance of the highest governance body	-
2-19	Remuneration policies	-
2-20	Process to determine remuneration	-
2-21	Annual total compensation ratio	-
2-22	Statement on sustainable development	Letter to Our Stakeholders
2-23	Policy commitments	Corporate and Sustainability Governance
2-24	Embedding policy commitments	Sustainability Governance
2-25	Processes to remediate negative impacts	-
2-26	Mechanisms for seeking advice and raising concerns	Corporate and Sustainability Governance
2-27	Compliance with laws and regulations	-
2-28	Membership associations	Our Sustainability Achievements Our Pillars Integrated Packaging and Waste Reduction Initiatives
2-29	Approach to stakeholder engagement	-
2-30	Collective bargaining agreements	Our Welfare Initiatives
GRI 3: MATERIAL TOPICS – 2021		
3-1	Process to determine material topics	-
3-2	List of material topics	Our Pillars
3-3	Management of material topics	Our Sustainability Strategy
GRI 201: ECONOMIC PERFORMANCE 2016		
201-1	Direct economic value generated and distributed	Business and Company Data Overview

GRI STANDARD		LOCATION
GRI 203: INDIRECT ECONOMIC IMPACT 2016		
203-2	Significant indirect economic impacts	Our Pillars Product Diversity, Transparency, and Certified Quality
GRI 204: PROCUREMENT PRACTICES 2016		
204-1	Proportion of spending on local suppliers	Product Diversity, Transparency, and Certified Quality
GRI 302: ENERGY – 2016		
302-1	Energy consumption within the organization	Energy efficiency and decarbonization
GRI 304: BIODIVERSITY 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Preserving Tradition and Excellence: Premiato Pastificio Afeltra
GRI 305: EMISSIONS – 2016		
305-1	Direct (Scope 1) GHG emissions	Energy efficiency and decarbonization
305-2	Energy indirect (Scope 2) GHG emissions	Energy efficiency and decarbonization
305-3	Other indirect (Scope 3) GHG emissions	Energy efficiency and decarbonization
GRI 306: WASTE 2020		
306-1	Waste generation and significant waste-related impacts	Enhancing waste management and circularity practices Tackling Food Waste
306-2	Management of significant waste related impacts	Enhancing waste management and circularity practices Tackling Food Waste
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016		
308-1	New supplier that were screened using environmental criteria	Responsible Sourcing
GRI 403: OCCUPATIONAL HEALTH AND SAFETY – 2018		
403-1	Occupational health and safety management system	Health and Safety
403-2	Hazard identification, risk assessment and incident investigation	Health and Safety
403-5	Worker training on occupational health and safety	Health and Safety Our Training Program
403-6	Promotion of worker health	Our Welfare Initiatives: Healthcare
403-9	Work-related injuries	Health and Safety

GRI STANDARD		LOCATION
GRI 404: TRAINING AND EDUCATION 2016		
404-1	Average hours of training per year per employee	Our Training Program
404-2	Programs for upgrading employee skills and transition assistance programs	Our Training Program
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
405-1	Diversity of governance bodies and employees	Corporate and Sustainability Governance Inclusion and Belonging

E A T A L Y

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