



THE SUSTAINABLE WAY

SUMMARY 2025



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THE SUSTAINABLE WAY

SUMMARY 2025

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YOUR CONNECTION TO EARTH

“ Dear stakeholders,

In 2025, Vibram continued to shape its journey with determination, bringing together performance, innovation and responsibility. Solid economic results were accompanied by meaningful progress across key environmental and social areas: around 70% of the energy consumed comes from renewable sources, while emissions decreased compared with the 2021 baseline.

The company advanced its work on circularity, resource efficiency, product durability and traceability, with Life Cycle Assessment increasingly embedded across production and the supply chain. Just as importantly, Vibram strengthened its investment in people, expanding training, volunteering initiatives, diversity and inclusion efforts, and supplier engagement. These achievements reflect the commitment of a global community working every day to build a more transparent, responsible and resilient footwear industry.

”



Paolo Manuzzi
Global General Manager

KPMG S.p.A. has performed a limited assurance on the 2025 Sustainability Report.



VIBRAM AT A GLANCE

Every day, Vibram designs and manufactures durable high-performance soles intended to support people, athletes and brands in different fields of use. Our work combines technical know-how, quality, safety and durability, while progressively improving the way we monitor and manage the environmental and social impacts connected to our operations and value chain.



NEW MODELS
DEVELOPED EVERY YEAR

300



PAIRS OF VIBRAM SOLES
MANUFACTURED IN 2025

47+ mln

10 of which manufactured internally



MARKETS REACHED

120+



CLIENTS IN THE WORLD

1,500

CERTIFICATIONS

Albizzate Facility



North Brookfield Facility



Vibram Technological Center



Plant certified for the purchasing of natural rubber, manufacturing and sale of products made of FSC natural rubber

WHAT WE DO



OUTDOOR
& SPORTS



WORK & SAFETY
MILITARY



REPAIR



ORTHOPAEDICS



LIFESTYLE



FINISHED GOODS

WHERE WE ARE



Franca City in Brazil is a licensee.

- HEAD QUARTER IN ALBIZZATE, ITALY
- 4 PRODUCTION FACILITIES IN ITALY, THE US, AND CHINA
- 3 WORKSPACES

- 3 CONNECTION LABS
- 1 TECHNOLOGICAL CENTER
- 2 VIBRAM RETAIL

2025 IN NUMBERS

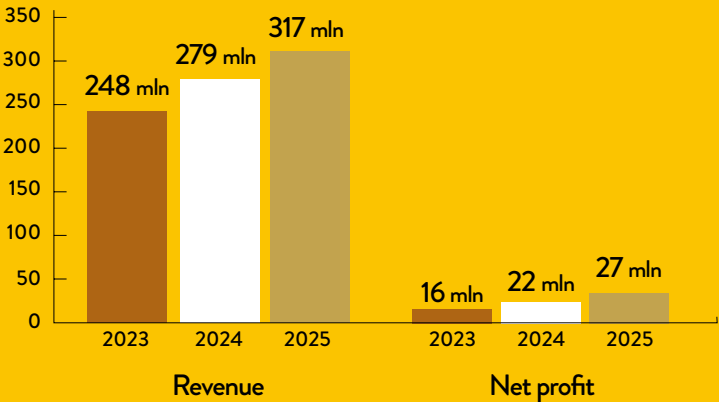
In 2025, soles market registered solid growth which translated into a substantial stability in Europe, a structural recovery in the US and a significant expansion in Asia. This performance highlights the resilience and strength of our brand.



REVENUE

317

million euros



NET PROFIT

27

million euros



EMPLOYEES

811



WORKFORCE
≤30 YEARS OLD

14%



HOURS OF TRAINING
PROVIDED

12,287

+15%
vs 2024



HOURS OF
VOLUNTEERING

1,328



REDUCTION OF
SCOPE 1 EMISSIONS
VS 2021

-45%



ELECTRICITY CONSUMPTION
FROM RENEWABLE SOURCES*

70%



WASTE DIVERTED
FROM DISPOSAL

57%

*Chinese share of the national energy mix
from renewable sources not included.

VISION & MISSION

VISION:

Provide confidence, inspiration
and innovation to every individual
and athlete

MISSION:

Create the best soles on Earth



SUSTAINABILITY GOVERNANCE

Vibram is progressively strengthening the governance of sustainability, with the aim of improving coordination across functions, countries and business processes. The current model combines strategic guidance, operating responsibilities and data collection activities, while further work is ongoing to make processes, roles and KPIs increasingly structured and consistent across the Group.



Paolo Manuzzi

POLICIES

Our corporate culture is built on a solid framework of policies, starting with the **Vibram Ethical Code**, which guides our objectives and sets fundamental standards of conduct.

In addition, our **whistleblowing procedure** is fully operational, allowing for the confidential and anonymous reporting of any violations, thereby reinforcing our commitment to integrity.



GLOBAL STRATEGIC COMMITTEE Sustainability Director

Responsible for reviewing sustainability goals and performances and updating the strategy.



OPERATING COMMITTEE

The key committee for enacting the sustainability strategy, it implements actions at the local level.

OUR PEOPLE

The people who work at Vibram, with their unique skillsets, are the true strongpoint that allows us to generate long-term value. To support consistent people management across the organization, Vibram has defined global guidelines for recruitment, remuneration, training and safety, while taking into account local needs and regulatory requirements. In 2025, the company continued to focus on training and employee wellbeing as part of its broader approach to supporting people’s development and workplace conditions.



DIVERSITY & INCLUSION

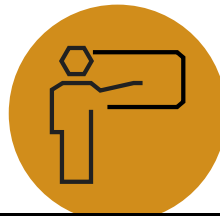
Vibram’s corporate culture is deeply rooted in the diversity and multicultural nature of the Group—key drivers of a dynamic, innovative, and creative workplace, as well as of the company’s growth. We are committed to treating employees fairly, raising awareness around diversity and inclusion, and maintaining a zero-tolerance approach to any form of discrimination, in line with our **Diversity and Inclusion Policy**. In 2025, local D&I initiatives continued across the Group, including the Black Footwear Forums in the US, community and family engagement activities in China, and social inclusion projects in Italy involving vulnerable young people and para-athletes.

38%

OF OUR WORKFORCE
ARE WOMEN

14%

OF OUR WORKFORCE
IS UNDER 30 YRS



TRAINING & DEVELOPMENT

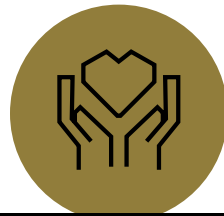
In 2025, Vibram increased its overall training activities, reaching 12,287 hours of training across the Group. Training covered technical, managerial, compliance, health and safety, and soft-skill topics, reflecting the variety of skills needed to support the company’s growth and operations. The **Vibram Global Exchange Program**, also continued, fostering intercultural exchange among employees from different Group locations and promoting inclusion, knowledge sharing, and a sense of belonging.

78%

OF EMPLOYEES RECEIVED A
PERFORMANCE EVALUATION

12,287

TOTAL TRAINING HOURS
PROVIDED



HEALTH & SAFETY

Vibram is committed to providing a safe and healthy workplace, with measures aimed at preventing accidents and protecting employees’ wellbeing. This commitment is supported by the **ISO 45001**-certified health and safety management system in place at the Albizzate facility. Across the Group, Vibram also promotes wellbeing initiatives tailored to local needs and regulations, including flexible and remote working arrangements, welfare services, childcare support, psychological support and programmes encouraging a healthy work-life balance.



FLEXIBLE WORKING
ARRANGEMENTS TO SUPPORT
EMPLOYEE WELLBEING



GLOBAL WELFARE PROGRAMME
ROLLED OUT ACROSS THE GROUP

OUR PATH TO SUSTAINABILITY

The principles of respect and collaboration that we find in the world of sport and the connection to nature are all part of our DNA, pushing us to act responsibly toward people and the environment. Over time, this spontaneous attitude evolved to become a concrete commitment to integrating sustainability into all areas and activities of our business, with the goal of reducing our negative impacts to a minimum and generating benefits for society and the planet. These are the key steps in our path:



THE SUSTAINABLE WAY

At Vibram, sustainability is not treated as a separate track from the business, but as a dimension to be progressively integrated into the way we operate.

Our “The Sustainable Way” approach defines the direction of this journey. Structured around 6 pillars, it identifies activities and projects aimed at improving sustainability performance over time, while supporting business growth and taking into account the impacts on people and the environment.

Within this framework, our initiatives are connected to 9 of the 17 Sustainable Development Goals (SDGs) of the United Nations’ Agenda 2030.



The UN’s Agenda 2030 for Sustainable Development is a program that includes 17 macro-objectives, the so-called SDGs (Sustainable Development Goals), and 169 targets to reach by 2030.

Data variations refer to 2024 performances.

ORGANIZATION AND PROCESSES



To further embed sustainability into the organization, Vibram is working to strengthen shared systems, procedures and data management processes across departments and countries. This remains an evolving area, supported by the update of the Sustainability Strategic Plan, the monitoring of sustainability indicators and the progressive allocation of dedicated KPIs.

MATERIAL TOPICS

Corporate Culture
Corruption and Bribery
Data Protection and Cybersecurity

ACTIONS

- ▶ Sharing of corporate values through the Vibram Ethical Code
- ▶ Updating strategic sustainability objectives
- ▶ Data collection and continuous monitoring of sustainability performance indicators
- ▶ Allocation of sustainability KPIs to all managers

MAIN OUTCOMES

- ▶ Zero incidents of corruption recorded
- ▶ Zero substantiated complaints concerning breaches of customer privacy
- ▶ Update of the Sustainability Strategic Plan
- ▶ 89% of Vibram Global sole production under data collection monitoring



PRODUCT INNOVATION



Durability is one of the foundations of Vibram’s product approach. The company develops high-quality and high-performance soles designed to last over time and to maintain safety, grip and reliability in demanding conditions. Ecodesign and circularity principles are applied where technically feasible, with the aim of improving product performance and resource efficiency without compromising quality and safety.

Social inclusion of consumers and/or end-users
Product information and user safety

- ▶ Solutions to reuse production waste
- ▶ New compounds containing recycled or bio-based materials
- ▶ Expansion of Life Cycle Assessment across the value chain

- ▶ Over 200 active patents
- ▶ Launch of Vibram Lock System
- ▶ Zero incidents of non-compliance concerning product and service information and labeling



ENERGY

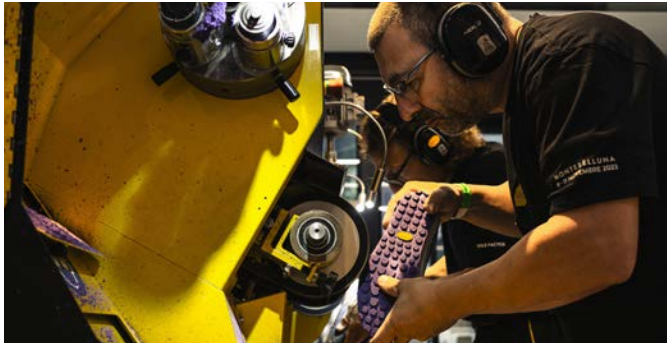


We aim to improve the energy efficiency of our processes and increase the use of renewable energy where possible.

Climate Change

- ▶ Purchase of electricity from renewable sources whenever possible
- ▶ Streamlining production lines by replacing machineries, repairing and revamping devices, and doing system maintenance
- ▶ Progressively more accurate monitoring of energy consumption

- ▶ 70% of total energy consumption from renewable sources
- ▶ 33% reduction in total energy consumption vs 2021
- ▶ 45% reduction of Scope 1 and 36% reduction of Scope 2 location-based emissions vs 2021



SUPPLY CHAIN



Suppliers play an important role in Vibram’s value chain. Vibram monitors their alignment with its quality and ethical standards through assessment and audit activities.

MATERIAL TOPICS

Management of relationships with suppliers
Workers in the value chain

ACTIONS

- Analysis and monitoring of our supply chain
- Encouraging the adoption of environmental certifications, such as ISO 14001
- Logistical optimization, also with a view to lower environmental impact

MAIN OUTCOMES

- 95% of subcontractors have signed the Vibram Ethical Code
- Assessment and data collection from main subcontractors representing 94% the total number of pairs of soles produced externally*

*Calculated as the proportion of soles produced by the selected suppliers compared to the total external production.



WASTE



Waste management remains a key area of focus for Vibram. We continue to work on reducing production waste and identifying opportunities for reuse and recycling, with the aim of gradually improving resource efficiency.

Resource Inflows
Waste

- Continuous monitoring of waste production and processes optimization
- Reuse of waste or distribution to recycling and reuse projects in collaboration with external partners
- Recovery of production scraps through internal and external initiatives

- 4% total waste reduction
- 17% waste intended for recycling
- 57% waste diverted from disposal
- 16.3 tons of production scraps intended for external reuse projects in Italy



STAKEHOLDERS



In every company, human relationships represent the opportunity to share value. This is why, at Vibram, we carefully cultivate our relationships with employees, communities, and clients.

Working Conditions
Equal Treatment and Opportunities for all
Respect for Human Rights
Affected Communities

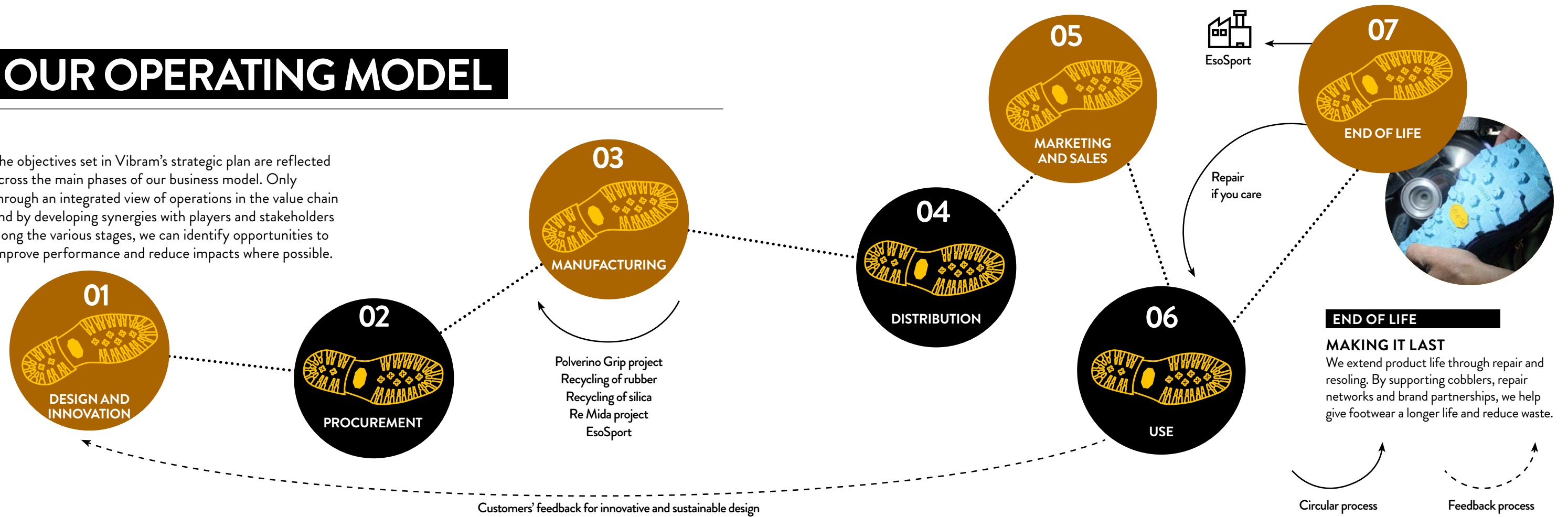
- Exchange Program: dedicated to international travelling to inspire, align and invest in Vibram associates
- Involvement of employees in volunteering activities
- A structured welfare and wellbeing program for associates in all countries
- Participation in the Circular Fashion Monitor and The Footwear Collective to promote the sustainable evolution of the industry

- 12,287 total hours of training provided, +15% vs 2024
- 456 hours dedicated to sustainability
- 1,328 hours dedicated to volunteering, benefiting communities linked to Vibram globally



OUR OPERATING MODEL

The objectives set in Vibram's strategic plan are reflected across the main phases of our business model. Only through an integrated view of operations in the value chain and by developing synergies with players and stakeholders along the various stages, we can identify opportunities to improve performance and reduce impacts where possible.



DESIGN AND INNOVATION

THINKING BEYOND THE LIMITS

An expression of Vibram's mission: functionality, innovative technology and sustainability principles combined in durable products designed to support people's daily lives and become part of their lifestyles.



PROCUREMENT

CHOOSING THE RIGHT DIRECTION

A careful selection of materials and substances, working with partners expected to meet Vibram's standards, with the aim of supporting a more responsible supply chain over time.



MANUFACTURING

SHAPING PATHS

Mixing, cutting and molding processes designed to improve efficiency and reduce impacts where possible.



DISTRIBUTION

CUTTING DISTANCES

Optimizing transport solutions whenever possible to reduce the footprint of our soles' journey to customers and consumers.



MARKETING AND SALES

SEIZING OPPORTUNITIES

Through continuous dialogue with customers, partners and industry stakeholders, we promote product innovation, transparency and preparedness for emerging sustainability regulations.



USE

LIVING THE EXPERIENCE

Supporting consumers in their daily challenges with top performing products, engaging them in dialogue and initiatives to understand their needs and exceed expectation.

DESIGN AND INNOVATION

Thinking beyond the limits

R&D and design have always been the engine of business development that allowed Vibram to become a leader in the production of rubber soles for high-performance footwear. We work on innovative designs and cutting-edge technologies to achieve maximum quality, performance, safety and durability. Design is also crucial for the transition towards circular production models: preventing waste, keeping materials in use for as long as possible and allowing products to be repaired and recycled. In 2025, we further strengthened this approach by expanding the use of Life Cycle Assessment (LCA) analyses to support ecodesign decisions.



OUR APPROACH TO ECODESIGN

In 2025, Vibram continued to strengthen its ecodesign journey by expanding the scope of Life Cycle Assessment (LCA) activities to key subcontractors and updating production datasets to improve environmental impact calculations. This approach allows more accurate assessments, greater awareness of environmental hotspots and more informed design choices.



Vibram has continued its collaboration with specialized partners to develop an objective system for measuring sole durability. Although the process is still evolving, several partnerships are progressing, and new collaborations are being explored, with refinements underway to achieve a highly accurate and reliable evaluation method.

KEY ELEMENTS OF PRODUCT INNOVATION

When creating new products, Vibram follows the principles of ecodesign, balancing the ambition of reducing environmental impact with the guarantee of performance and safety.

- **MATERIALS:** Vibram works on selected compounds and components that may include recycled, bio-based or other lower-impact inputs, depending on technical requirements and product applications. These solutions are developed and used only where they can meet the company’s standards for performance, safety and durability.
- **DURABILITY:** Vibram considers durability a key lever to extend product life and support more responsible use patterns. The company is working with specialized partners to define objective methods to assess the lifespan of selected soles, recognizing that testing protocols and measurement criteria are still being refined.

VIBRAM’S COMPOUNDS WITH RECYCLED AND BIO-BASED CONTENT		
ECOSTEP NATURAL	ECOSTEP NATURAL	Compound made of organic components (more than 90%) not deriving from oil. The soles’ unique and original colors come from 100% natural pigments obtained from plants and byproducts of organic farming and TUV certified.
	NATURAL EVA	EVA midsole composed of more than 80% of bio-based components and DIN certified.
	MORFLEX NATURAL ¹	Expanded EVA based rubber compound, produced with up to 50% bio-based contents , circular raw materials coming from agri-food wastes and circular raw materials as plastic waste.
ECOSTEP RECYCLE	ECOSTEP ECOSTEP EVO	Compounds that contain up to 30% recycled Vibram rubber by weight. Created in 1994, Vibram ECOSTEP is a pioneering compound, a global benchmark for recycled rubber sole applications. Vibram ECOSTEP EVO is the latest evolution of Vibram ECOSTEP: an innovative combination of sustainability and performance, providing greater durability and improved traction on wet and dry surfaces with respect to the previous compound.
	ECOSTEP PRO	Compound industrial sector’s soles, made of reused processing waste (up to 20% in weight for European production and up to 30% in weight for Asian production).
	XSECO	Climbing compound up to 20% of reused processing .
	VI-LITE RECYCLE ²	Made with up to 25% recycled Vibram Vi-Lite in powder or flakes.
	RECYCLE EVA	Midsole compound containing up to 50% recycled industrial waste .

^{1,2} Compound not produced any longer

In 2025, we launched a new compound:



MEGAGRIP PRO

High-performance compound specifically developed for the Work & Safety sector, combining exceptional grip, durability and reliability in demanding environments.



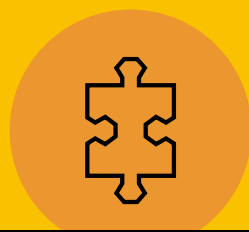
VIRTUOUS PRODUCTION MODELS

In our philosophy, a sole is first and foremost the element that connects a person with the Earth and nature they are part of. Therefore, rethinking production systems inspired by circular economy principles means designing solutions that maximise product durability, facilitate repair and recycling, and keep materials in use for as long as possible.



VIBRAM SOLE FACTOR

VIBRAM SOLE FACTOR: An innovation project that offers end users the possibility to personalize their shoes, choosing between different Vibram high performance rubber compounds. Through this continuous initiative, the sole becomes the protagonist, allowing us to test Vibram's most innovative technologies. Thanks to Vibram Innovation Mobile Lab, a fully cobbling-machinery equipped truck touring around Europe, consumers can test the latest innovations, giving back interesting insights.



VIBRAM LOCK SYSTEM

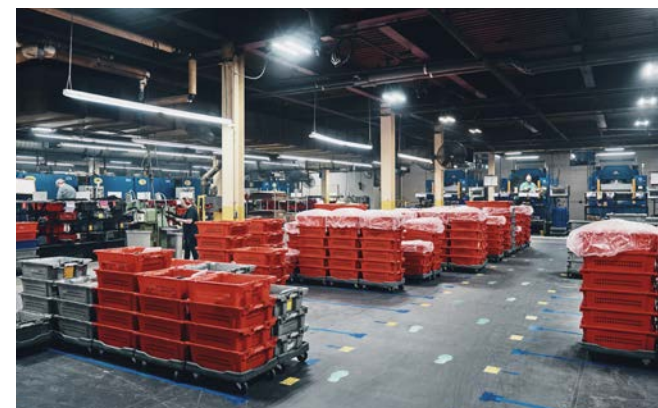
A modular footwear concept designed to be assembled without adhesives, allowing different sole compounds, uppers and laces to be combined more easily. By facilitating disassembly, the Vibram Lock System can support repair, recycling and material recovery, contributing to the exploration of more circular approaches to footwear design. With this concept, we aim to test new product models that combine performance, durability and lower environmental impact.



PROCUREMENT

Choosing the right direction

Our suppliers are an important part of our value chain and of our sustainability journey. We work with more than 630 suppliers and distributors worldwide, asking them to comply with our quality, ethical and sustainability standards. We are progressively strengthening transparency across the value chain, including through assessment and audit activities on selected suppliers.



RESPECT FOR SOCIAL AND ENVIRONMENTAL CRITERIA

We require all our suppliers to uphold workers' human rights, explicitly banning any form of forced, bonded, involuntary, or child labor. In addition, we actively monitor our supply chain to ensure that working conditions are fair and respectful.

At the same time, we closely monitor the environmental impact of production across our entire supply chain. In addition to performing laboratory tests to verify the absence of prohibited chemicals, whenever we identify a product or raw material with potential environmental concerns, we promptly notify our suppliers and work with them to investigate the root causes and design improvement plans. We also promote a "pull supply chain" model, producing to order and limiting inventory levels to reduce time-to-market and minimize environmental impacts throughout the value chain.

DRIVING SUSTAINABILITY IN THE SUPPLY CHAIN

In 2025, we continued to strengthen the integration of sustainability principles throughout our supply chain. ESG data collection activities involving key subcontractors allowed us to further improve the monitoring of environmental and social performance and to identify opportunities for continuous improvement. In Asia, dedicated CSR audits were carried out to verify compliance with human rights, labour standards and environmental requirements. These activities support our commitment to responsible sourcing and contribute to increasing transparency and accountability across the value chain.

By the end of the year, 95% of subcontractors had signed the Vibram Ethical Code, confirming their alignment with our values and expectations.

13 mln

KG OF MATERIALS USED TO PRODUCE
VIBRAM'S OUTSOURCED SOLES

70 mln

KWH OF ENERGY CONSUMED TO PRODUCE
VIBRAM'S OUTSOURCED SOLES

54%

OF TOTAL WASTE GENERATED BY VIBRAM'S
SUBCONTRACTORS COLLECTED FOR REUSE
OR RECYCLING

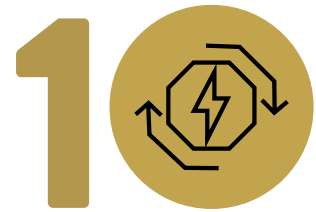
MANUFACTURING

Shaping paths

Manufacturing is at the core of our business, and we work to improve how we use resources and raw materials while reducing waste where possible. In 2025, we continued to enhance our production processes through equipment upgrades, energy efficiency initiatives and waste management projects. Our approach also includes selected recovery solutions, together with more accurate monitoring of energy consumption, emissions and material flows across our facilities.

THE ENERGY WE NEED

Over the years, we have already taken significant steps to increase the use of renewable energy where feasible and improve the energy performance of our operations. Today, our focus is on consolidating these results through more accurate monitoring of energy consumption and emissions, while identifying targeted efficiency opportunities across our production facilities. This approach allows us to manage energy performance with greater awareness and support gradual improvements where further progress is possible:

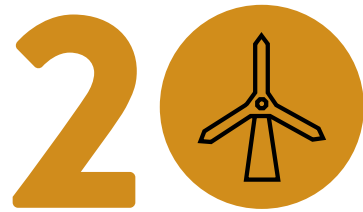


REDUCTION OF ENERGY USE

- Main actions implemented:
- Increase in the number of counters to monitor energy consumption;
 - Replacement and upgrading of machinery and equipment with more efficient solutions;
 - Optimization of compressed air, steam and production system;
 - Preventive maintenance activities to improve efficiency and reduce energy waste.

-33%

REDUCTION OF TOTAL ENERGY CONSUMPTION VS 2021



USE OF CLEAN ENERGY

Where possible, we prioritize electricity generated from renewable sources. In markets where renewable electricity procurement is not yet available, such as China, we continue to invest in on-site renewable energy solutions, including photovoltaic systems.

70%

OF TOTAL ELECTRICITY FROM RENEWABLE SOURCES*

*We purchase 100% renewable electricity with certified Guarantees of Origin for our Italian and American facilities. In China, due to the characteristics of the local energy market, we are not currently able to obtain equivalent certification. For this reason, and following a conservative approach, the renewable share of electricity consumed in China is not included in our reporting, although part of the national energy mix comes from renewable sources.

EMISSIONS MONITORED

We annually monitor our **Scope 1** and **2** emissions, aiming at expanding to a company-wide Carbon Footprint study, including **Scope 3** emissions. This will be the first step in defining a climate strategy with consistent emission reduction goals.

1,715 t CO₂ eq
-45% vs 2021

SCOPE 1 emissions generated by non-renewable sources used to heat spaces, to power production machinery, and by fuel for corporate mobility (petrol and diesel)

5,051 t CO₂ eq
location-based
-36% vs 2021

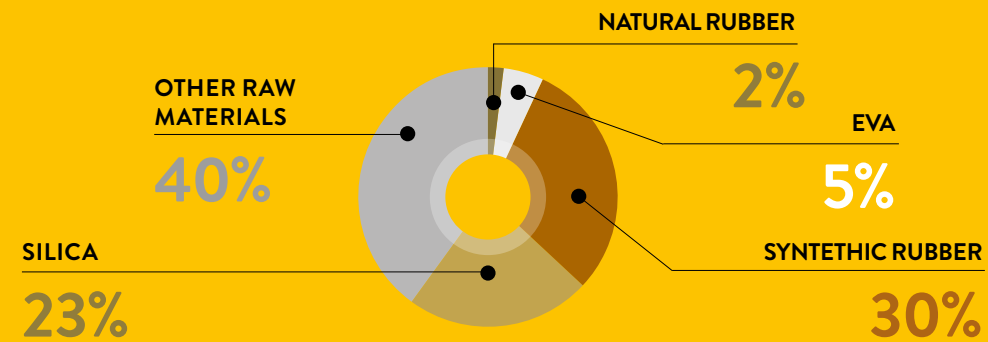
SCOPE 2 emissions generated by the use of electricity purchased from third parties

USE OF MATERIALS AND CHEMICALS

Soles production relies on carefully selected raw materials, including natural rubber, polymers, EVA, silica and other technical compounds. We continuously work to improve the sustainability profile of our products by increasing the use of recycled, circular and bio-based materials while maintaining the high standards of performance, durability and safety that characterize Vibram products. Through ongoing research and innovation activities, we promote the development of compounds with lower environmental impacts and reduced use of virgin raw materials.



MAIN MATERIALS USED FOR PRODUCTION



- Our Chinese plant is certified for the purchasing, manufacturing and sale of products made with **FSC-certified natural rubber**.
- We continue to work on **recycled, circular and bio-based materials** within our compound portfolio, including solutions such as ECOSTEP, ECOSTEP PRO and XS Trek AO.

Managing chemical substances is crucial to guarantee product safety. All our products, packaging, and ancillary materials undergo a yearly **RSL (Restricted Substances List)** test to ensure that the chemicals that we use, comply with health and environmental standards.

WATER RESOURCES

We implement actions to reduce water consumption in our production processes and ensure responsible wastewater management, minimizing contamination risks and protecting local water resources. To achieve these objectives, we continuously improve our production systems and monitor water flows throughout the manufacturing process.

- Semi-closed cooling systems help reduce water consumption;
- Cooling water is collected and reused through dedicated recirculation systems;
- Wastewater is treated, sampled and regularly monitored before discharge;
- Process improvements help prevent contamination risks.

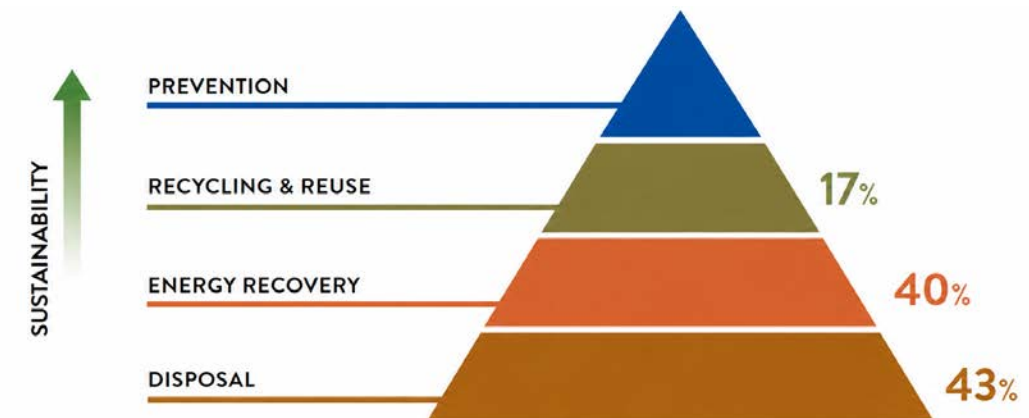
PREVENTING WASTE

We strive to limit unnecessary waste generation by improving production processes and identifying recovery opportunities for selected production residues. Through waste reduction, reuse, recycling and energy recovery initiatives, we aim to improve resource efficiency and reduce the amount of waste sent to landfill where possible.

In 2025, more than 57% of total waste generated was diverted from landfill through recycling, reuse and energy recovery. The Polverino Grip project enabled over 26 tonnes of grinding dust to be recovered through waste-to-energy processes, while additional production residues were redirected to external reuse projects.

57%
OF TOTAL WASTE DIVERTED FROM DISPOSAL

DESTINATION OF WASTE



CIRCULARITY PROJECTS

In 2025, Vibram continued to develop initiatives aimed at improving the recovery and reuse of selected production residues.

- **Polverino Grip**, enables grinding dust generated during production to be recovered through waste-to-energy processes, helping to reduce landfill disposal.
- Through the **Remida Project**, selected production scraps are redirected to educational and creative reuse initiatives, giving materials a second life outside the footwear sector.
- **Devulcanization** and **recycled compounds** explore opportunities to recover production waste and reintroduce selected materials into new products and compounds where technically feasible.

26 tons
OF GRINDING DUST RECOVERED THROUGH
POLVERINO GRIP



DISTRIBUTION

Cutting distances

PREPARING OUR PRODUCTS FOR SHIPPING

Packaging represents a limited share of the total materials used by the Group, but it remains relevant to protect products during distribution, storage and use. In 2025, packaging accounted for approximately 2% of total materials used.

We manage packaging with a focus on functionality, material efficiency and responsible sourcing where applicable. Our approach includes the use of FSC-certified cardboard and paper-based materials, the reduction of unnecessary packaging where possible, and selected reusable solutions for specific services, such as repair and after-sales activities.

In this context, our collaboration with Movopack supports the use of reusable packaging in selected repair and after-sales flows, helping to limit single-use packaging in specific applications.

THE JOURNEY TO CUSTOMERS AND CONSUMERS

The distribution of Vibram's products is mostly managed by third parties. However, we have implemented some measures to limit the impact of distribution activities:

- since 2019, agreements with selected partners have enabled outsourced production parts manufactured outside Europe to be shipped directly to customers, avoiding unnecessary transit through the Albizzate warehouse and helping to optimize logistics flows;
- where possible, we require our partners to respect technical requirements for the shipment;
- to optimize transport loads, we modified the size of the cardboard allowing the packaging to better fit the pallets.

Furthermore, production is generally located in the nearest location to the customer thanks to an extensive network of business partners, located across all geographical areas.



MARKETING AND SALES

Seizing opportunities

Our customers and the final users of our products remain at the center of our activities.

Vibram also maintains direct relationships with consumers through selected channels, including the Vibram FiveFingers business, e-commerce, flagship and retail experiences, Connection Labs, Mobile innovation Lab, events and digital platforms. These channels allow the company to collect feedback, share technical product information and promote services such as repair, customization and resoling where available

- More than 310 **external testers worldwide** contribute to the development and validation of high-performance products under real-use conditions.
- Through our **Connection Labs** and the **Vibram Innovation Mobile Lab**, we engage directly with consumers, collecting feedback that supports product innovation.
- Vibram **promotes initiatives** that bring together athletes, consumers, designers and local communities, creating opportunities for dialogue, shared experiences and knowledge exchange around outdoor culture and innovation.
- **Repair and resoling** initiatives encourage consumers to extend the life of their footwear, promoting durability, resource efficiency and a more conscious use of products.

Customers are also strategic partners for the development of products with innovative characteristics: co-development projects are systematically set up and executed to design, develop and test new products, also with a view to sustainability.

VIBRAM CONNECTION DAYS

Vibram Connection Labs are spaces designed to foster dialogue, creativity and collaboration among consumers, athletes, designers and industry professionals. Through events, workshops and product experiences, these hubs help strengthen relationships with local communities while generating valuable insights for product innovation and development.



ENSURING MAXIMUM QUALITY AND SAFETY STANDARDS

Our commitment to quality is supported by certified Quality Management Systems, including **ISO 9001 certification** at the Albizzate and US facilities. Quality and safety are integrated throughout the product development process, from design and prototyping to laboratory analyses, field testing and routine production controls. This comprehensive approach helps ensure that every Vibram product meets high standards of performance, durability and reliability before reaching the market.

USE

Living the experience

Direct interaction with consumers plays a key role in the continuous improvement of Vibram products and services. Through dedicated initiatives, specialized retail formats and experiential activities, we create opportunities for users to test innovations, customize products, access repair services and engage directly with the Vibram community.



VIBRAM SOLE FACTOR PROJECT

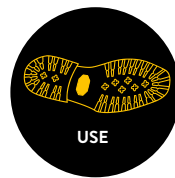
Launched in 2015, the project allows consumers to customize their footwear by selecting soles with different performance characteristics according to their needs and intended use. Through this initiative, users can directly experience Vibram technologies while extending the life and performance of their footwear.



VIBRAM DIAMOND STORES

Independent shoe repair shops. Vibram Diamond Stores are part of a network of highly skilled and certified cobblers providing premium repair and resoling services. Through their expertise, consumers can extend the lifespan of their footwear and maintain product performance over time.

Through **flagship stores**, **e-commerce platforms**, **Connection Labs** and experiential initiatives, Vibram maintains a **direct relationship** with consumers, providing access to product information, technical support and innovation experiences that encourage more informed and responsible purchasing decisions.



VIBRAM ACADEMY

Vibram Connection Labs are spaces dedicated to creativity, innovation and collaboration. Through workshops, events and product experiences, they bring together consumers, athletes, designers and industry professionals, fostering dialogue and generating valuable insights for future product development.



VIBRAM INNOVATION MOBILE LAB

Special truck equipped with an onboard innovative laboratory for the customization of footwear by Vibram's specialized shoe technicians. The Vibram Innovation Lab aims to promote Vibram's most innovative products, tested directly by end users and showcased at major outdoor events sponsored by Vibram.

DURABILITY & END OF LIFE

Making it last

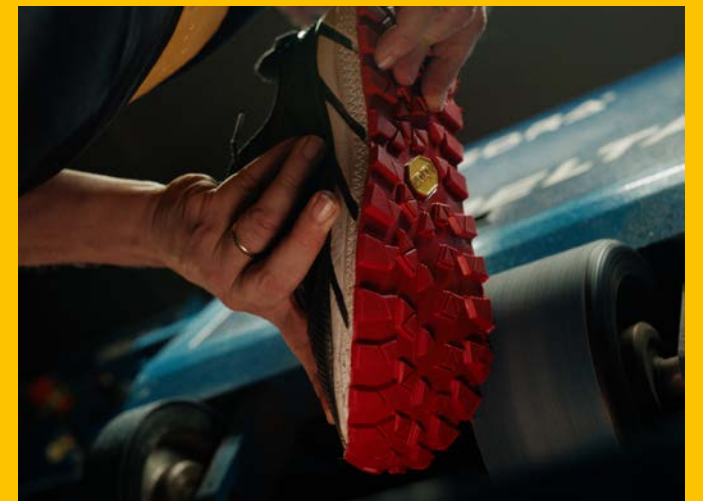
We aim to develop durable products and support repair as a practical way to extend the life of footwear. Through resoling services, skilled craftsmanship and consumer awareness initiatives, we encourage longer product use and a more responsible approach to footwear maintenance.

REPAIR IF YOU CARE

Through the Repair If You Care initiative, Vibram continues to promote repair and resoling as effective alternatives to product replacement. By extending the useful life of footwear, consumers can reduce waste, preserve product performance and make more responsible purchasing decisions.

In 2025, Vibram strengthened partnerships with leading footwear brands including Dolomite, Dainese, Normal and Tecnica, integrating resoling services into official after-sales strategies. This approach helps transform repair from a niche activity into an increasingly accessible service for consumers.

At the same time, Vibram continued to invest in training and craftsmanship development through the Cobbler 4.0 programme, reaching approximately 600 trained cobblers. Additional initiatives involving European ambassadors and technical training courses in correctional facilities further contributed to preserving and promoting repair skills.



600

COBBLERS TRAINED THROUGH COBBLER 4.0

184

CERTIFIED PREMIUM COBBLERS



ENGAGEMENT WITH LOCAL COMMUNITIES

We collaborate with **non-profit organizations**, local communities and educational institutions to promote social inclusion, environmental awareness and access to opportunities. Through volunteering activities, educational programmes and community partnerships, we aim to create positive impacts in the territories where we operate.

THE DRIVERS OF THE NON-PROFIT POLICY



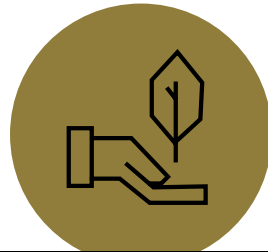
PEOPLE

Promoting wellbeing, inclusion and access to opportunities through educational initiatives, skills development programmes and projects supporting local communities and vulnerable groups.



ENVIRONMENT

Raising awareness of environmental protection through education, volunteering activities and partnerships that promote responsible behaviour, biodiversity conservation and sustainable lifestyles.



SUSTAINABLE INNOVATION

Supporting research, collaboration and knowledge sharing to accelerate the development of innovative and sustainable solutions for the footwear and fashion sectors.

To support local communities, the Group created the **Vibram Green Team**, dedicated to promoting environmental stewardship and social responsibility by engaging our employees in volunteering activities. The team focuses on trail maintenance—especially following trail running events organized or sponsored by Vibram—and on social initiatives such as educational programs in schools, outreach in underserved communities, and collaborative projects that foster environmental awareness among younger generations.

1,328

VOLUNTEERING HOURS DONATED
BY EMPLOYEES

35

EVENTS WHERE THE GREEN TEAM
WAS PRESENT (GLOBALLY)

PARTNERSHIPS FOR INNOVATION

We believe innovation is accelerated through collaboration. By working with industry associations, research institutions, universities and multi-stakeholder initiatives, we contribute to the development of more sustainable products, circular business models and innovative solutions that support the future evolution of the footwear industry.

CIRCULAR INNOVATION

- **Monitor for Circular Fashion:** a multi-stakeholder initiative promoting circularity in the fashion and footwear sectors. In 2025, Vibram continued to contribute to projects focused on ecodesign, material innovation and product circularity, including the development of the Component Shoe concept.
- **The Footwear Collective:** a collaborative platform bringing together footwear brands to support the transition towards more sustainable production and consumption models through shared knowledge and cross-industry initiatives.

INDUSTRY COLLABORATION

- **Assosport:** Vibram strengthened its participation in sustainability working groups and industry forums, contributing to discussions on emerging regulations such as Extended Producer Responsibility (EPR) and the Digital Product Passport (DPP), helping shape a common understanding across the sector.
- **Open Factory:** through this initiative, Vibram opened its Albizzate facility to the public, promoting transparency, innovation culture and dialogue with local communities while showcasing sustainable manufacturing practices.

EDUCATION & RESEARCH

- **Vibram University:** Vibram continued to strengthen relationships with universities, research centres and young professionals worldwide through internships, thesis projects, research collaborations and educational initiatives aimed at fostering future innovation capabilities.

The programme involved 20 internship programmes and 26 research collaborations, thesis projects and guest lectures during 2025, supported by partnerships with leading international universities and design institutes.





ASSOCIATIONS AND INITIATIVES WE CARRIED OUT IN 2025

EUROPE

Italy

- Through the **Campo dei Fiori** initiative, employees participated in several volunteering activities throughout the year, supporting trail redevelopment projects and environmental monitoring actions in the local area.
- In collaboration with **UTMB**, Vibram renewed its trail maintenance programme in the Mont Blanc region, contributing to biodiversity protection and the preservation of mountain paths impacted by outdoor tourism.
- During the **Terres Monviso Outdoor Festival**, Vibram engaged schools and local communities through educational workshops, outdoor activities and trail maintenance initiatives aimed at promoting environmental awareness.
- Through the **Brescia Prison Training Programme**, Vibram supported vocational education focused on repair and technical skills, contributing to social inclusion and future employment opportunities for participants.



ASIA

China

- Vibram associates participated in a **volunteer blood donation event**, supporting local healthcare initiatives and contributing to the wellbeing of the wider community.
- Through the **Vibram Footprint in Schools programme**, employees met with students to promote wellbeing, outdoor culture and environmental awareness, while also providing educational materials to local schools.
- As part of **World Cleanup Day**, employees and their families joined local organizations in community clean-up activities, helping improve public spaces and strengthen environmental stewardship.
- Environmental awareness was further promoted through **Arbor Day initiatives**, involving biodiversity education activities and the installation of eco-labels on trees.
- In Shanghai, Vibram partnered with a leading climbing association for the Shared Sights event, bringing together outdoor enthusiasts and local communities around sport and sustainability.

Japan

- Vibram supported the **Kaga Spa Trail by UTMB** as an official sponsor, contributing to race-day activities and community engagement initiatives.
- Employees participated in maintenance activities along the **Shinetsu Five Mountains Trail**, helping preserve outdoor areas and promote responsible access to nature.
- Through the Backyard Collective by CAJ initiative, colleagues took part in local clean-up and maintenance activities aimed at improving shared community spaces.



UNITED STATES

- During **Earth Day**, employees participated in community clean-up and planting activities around Vibram facilities, helping improve local green areas.
- Through the **Festival of Trees**, Vibram supported fundraising initiatives benefiting the Boys & Girls Club of Worcester.
- In partnership with the **Forest Park Conservancy** in Portland, volunteers contributed to invasive species removal and trail restoration projects.
- Through a **Habitat for Humanity clothing drive**, employees collected garments and essential items to support individuals and families in need.
- Vibram also partnered with **Soles4Souls**, donating 125 pairs of shoes while engaging employees in volunteering activities supporting local communities across Los Angeles and Portland.



LOOKING TO THE FUTURE

● TARGET NOT ACHIEVED ● TARGET NOT YET STARTED ● CONTINUOUS TARGET

ORGANIZATION AND PROCESSES

●

Achieve 70% VOE (Vibram Overall Efficiency) target

●

Reach 92.5% FFT (First Time Through) level

PRODUCT INNOVATION

●

Develop and apply a structured, objective methodology for assessing the lifespan of selected products

●

Measure Vibram's Carbon Footprint

ENERGY

●

Continued focus on reducing energy use via implementation of energy efficiency measures

●

Maintain renewable electricity use above 70% globally

●

Implement ISO 50001 - "Energy Management Systems"

WASTE

●

Increase sales of products with recycled content derived from production scraps

STAKEHOLDERS

●

Engage employees in corporate volunteering programs

●

Engage employees in an annual event to socialize and raise awareness

●

Continuously monitor sustainability and social responsibility certifications relevant to the sector

●

Maintain support to relevant local associations

●

Promote and spread a corporate culture based on equity and inclusion through the implementation of dedicated programs and initiatives.

Our journey continues

At Vibram, we believe that innovation and responsibility should progress together. As the footwear industry evolves, we continue to develop solutions that combine performance, durability and sustainability principles, while supporting long-term value for our business, people and the communities connected to us.

By working on circular design principles, selected material innovations, repair and resoling opportunities, and greater awareness across our value chain, we aim to strengthen our approach over time. Our journey is not defined by a final destination, but by a commitment to continuous improvement, transparency and responsible growth.



Keep up to date
with our sustainability initiatives on

vibram.com



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