



Statement of ESG performance 2025



ACT FOR THE ENVIRONMENT

BY SHIFTING OUR MODEL TOWARDS A SUSTAINABLE, LOW-COST BRAND

#sustainability #secondhand
#circularmodel #desirability

ACT FOR ALL

BY NURTURING OUR UNIQUE HUMAN CULTURE

#GPTW #inclusion
#humanculture #training

VISION

KIABI
2035

Simplify families' lives by making a sustainable lifestyle **accessible to all, all the time.**

CREATE SHARED VALUE

BY ENSURING SUSTAINABLE GROWTH AND PROFITABILITY

#omnichannel #innovation #international #shareholders #customers

1.2 Business model

Les atouts de Kiabi

- French leader in baby & children
- Control of our value chain
- Designer and creator
- Accessibility and inclusiveness
- Physical shops, direct contact with our customers

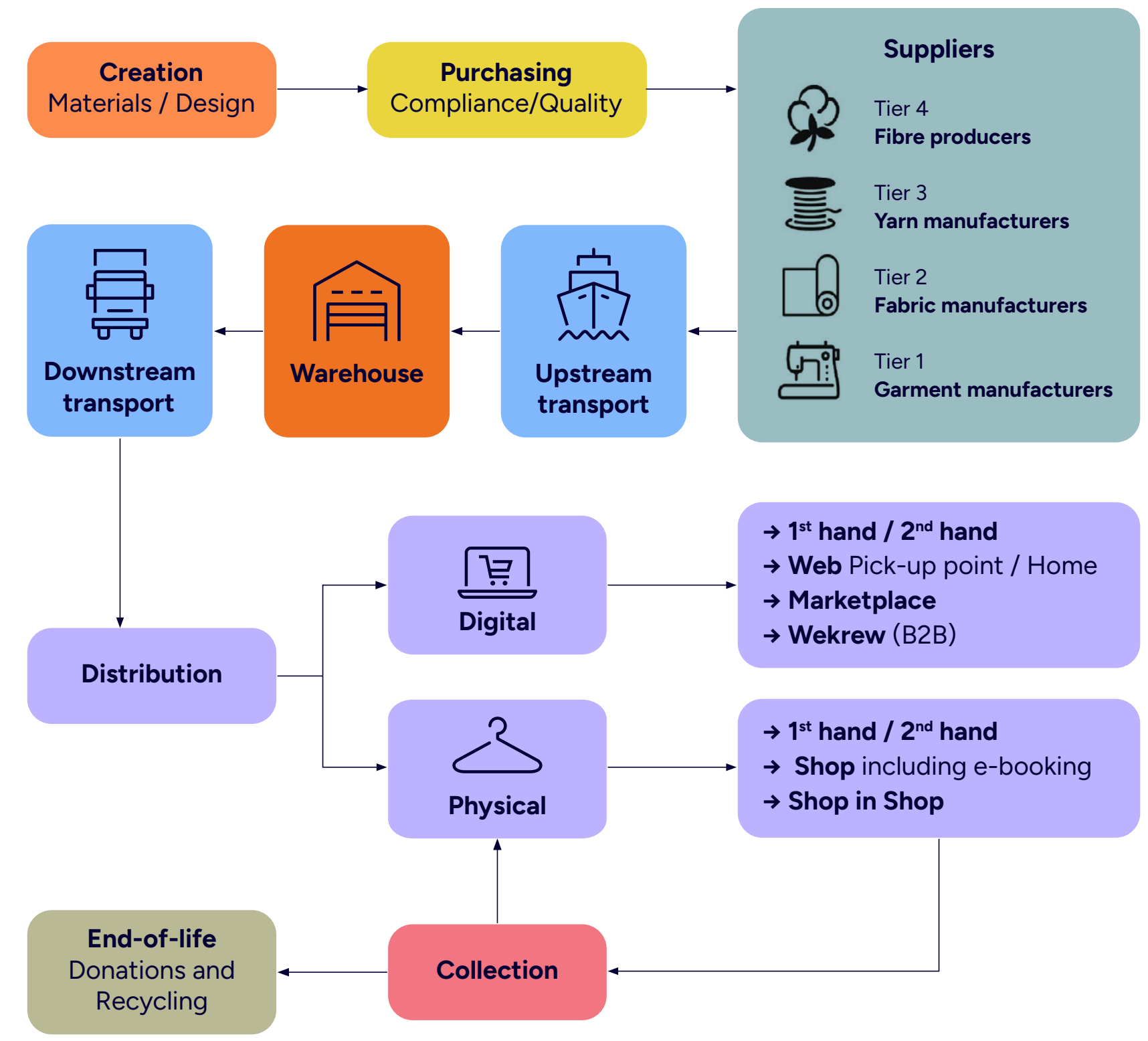
Les défis et opportunités

- Environmental emergency
- Purchasing power & inflation
- New societal expectations and changes in consumption
- Value-for-money /style opportunity
- Circular industrial and business model

Resources

- Committed men and women**
 - 10,063 Kiabers, 81% women
 - 73% of Kiabers on permanent contracts
- Teams dedicated to developing our products**
 - 207 Kiabers in collections and 200 in our purchasing offices in China, Bangladesh, India and Turkey
- An ecosystem supporting our mission**
 - 169 vendor suppliers for 456 assembly plants
 - 646 contact points (including 246 with a second-hand offer) including our Beeps website
- Links with our communities**
 - 24.7 million customers
 - 35 Petits Magasins
- A financial structure**
 - A stable family shareholding
 - A proactive investment policy
- Etixia, a property company bringing new life to commercial and residential areas**
 - A team of 32 people
 - 91 sites owned by Etixia

“Simplify families’ lives by making everyday sustainable living accessible to all, all the time.”



Values created

- For men and women**
 - 81% of Kiabers satisfied (Trust Index® Great Place to Work®)
 - 57% of Kiabers trained (excluding mandatory training)
 - 33% of results shared with employees
 - 72% of employee shareholders (eligible countries: France, Spain, Italy)
- To reduce our environmental impact**
 - 2.27 million tCO₂e (new methodology), down since 2022⁽¹⁾
 - 87 % of our raw materials are lower-impact
 - 26% of our raw materials are recycled
- For our partners**
 - 75% of audited Tier 1 and Tier 2 factories rated A or B in accordance with international and regulatory social standards
- For families and our customers**
 - A customer NPS of 71
 - 50,695 young beneficiaries of the Kiabi Foundation's initiatives since 2024
- To ensure our financial strength and the security of our organisations**
 - Share value up by 65% over 5 years with an average of +11% per year
 - €2.5 billion in turnover
 - IT security rate of 95%

(1) Details on methodological changes are available in the appendix to the full ESG report (link available on the last page).

1.4 40 years of affordable fashion

1978
Kiabi invents **low-price fashion**

1988
Shareholding opens to employees in France

1993
Opening of the first store abroad, **in Spain**

2000
Launch of the **kiabi.com** website

2005
Kiabi scales up development and opens up to **franchising**

2011
Creation of La Fondation Kiabi, which is now the **Kiabi Foundation**

2013
Creation of the first products made from **organically-farmed fibres**

2015
With nearly 500 stores worldwide, Kiabi is **No.1 for sales** of ready-to-wear (in quantity) in France

2016
Kiabi launches its **denim trousers** using less water and chemicals for the final washing

2017
Kiabi formalises its first **societal commitments** and implements action plans

2018
Kiabi celebrates its **40th anniversary!**
Kiabi collects its data for the first **carbon footprint assessment**

2021
First Vision including **sustainable development** by 2030

2023
Kiabi launches its new **Vision 2035**: "Simplify families' lives by making sustainable living accessible to all, all the time."

2024
The Kiabi Foundation launches its mission to restore confidence to **young people**
Launch of **Kiabi Home** (home textiles) and **Beebs** (second-hand)

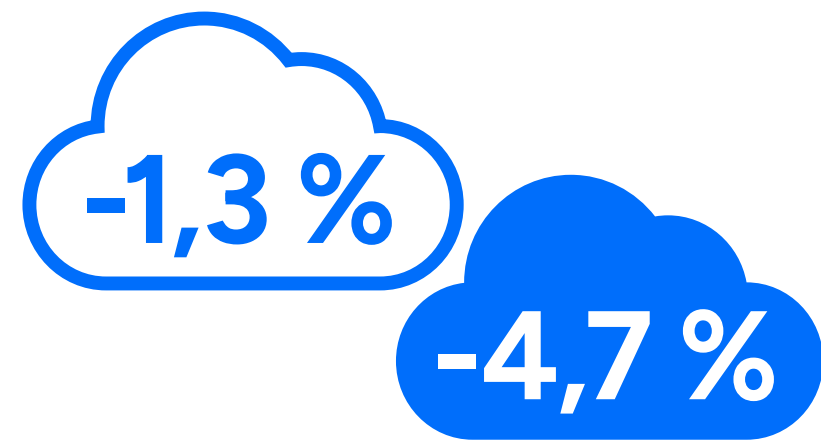
2025
Launch of our brands **Kitchoun** (first-step shoes) and **WeKrew** (customised clothing for companies, organisations, etc.)
Opening of **Kiabi Village**
Launch of our **new logo** unifying our brand ecosystem



KIABI
La mode à petits prix

KIABI Home, KITCHOUN, Beebs, wekrew

1.5 Key figures 2025



Reduction in carbon emissions of -4.7% compared to 2022, including -3.4% related to methodological changes and -1.3% on a like-for-like (historical methodology) basis ⁽¹⁾

177 M m³

net fresh water use



87 %

of our raw materials are lower-impact, and 26% are recycled.



of second-hand products among all items sold by KIABI

314 M

items sold (first-hand, second-hand, shops, digital, marketplace)

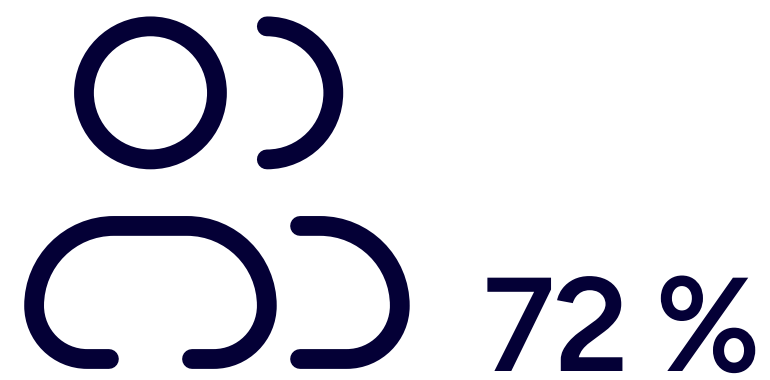
0.75 %

less impactful business volume*

* Less impactful business volume covers the volume of business from second-hand, customisation, the "En Famille +" subscription and retail media activities.

57 %

of Kiabi employees trained (excluding compulsory training courses)



employee shareholders

(Eligible countries: France, Spain, Italy)

542

People hired under vocational integration since 2021



women in the TOP 100

50,695

young beneficiaries of the actions of the Kiabi Foundation since 2024

75 %

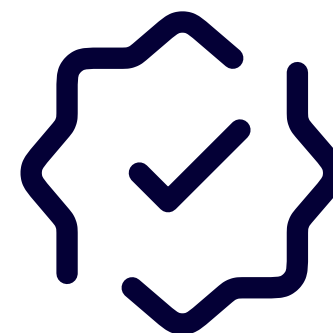
of audited Tier 1 and Tier 2 factories rated A or B in accordance with international and regulatory social standards ⁽¹⁾

81%

employees believe that Kiabi is a great to work (Trust Index© Great Place to Work®)

95 %

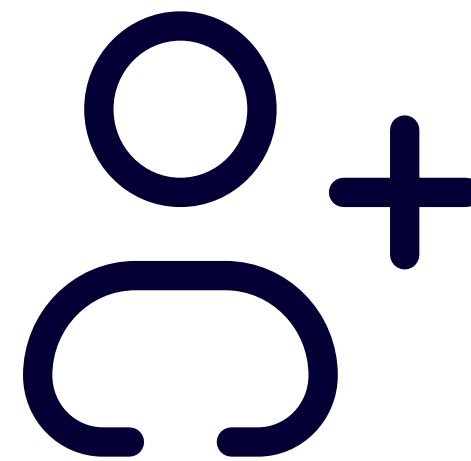
IT security compliance



Challenges and strategy 5/5

71

Customer Net Promoter Score



24.7M

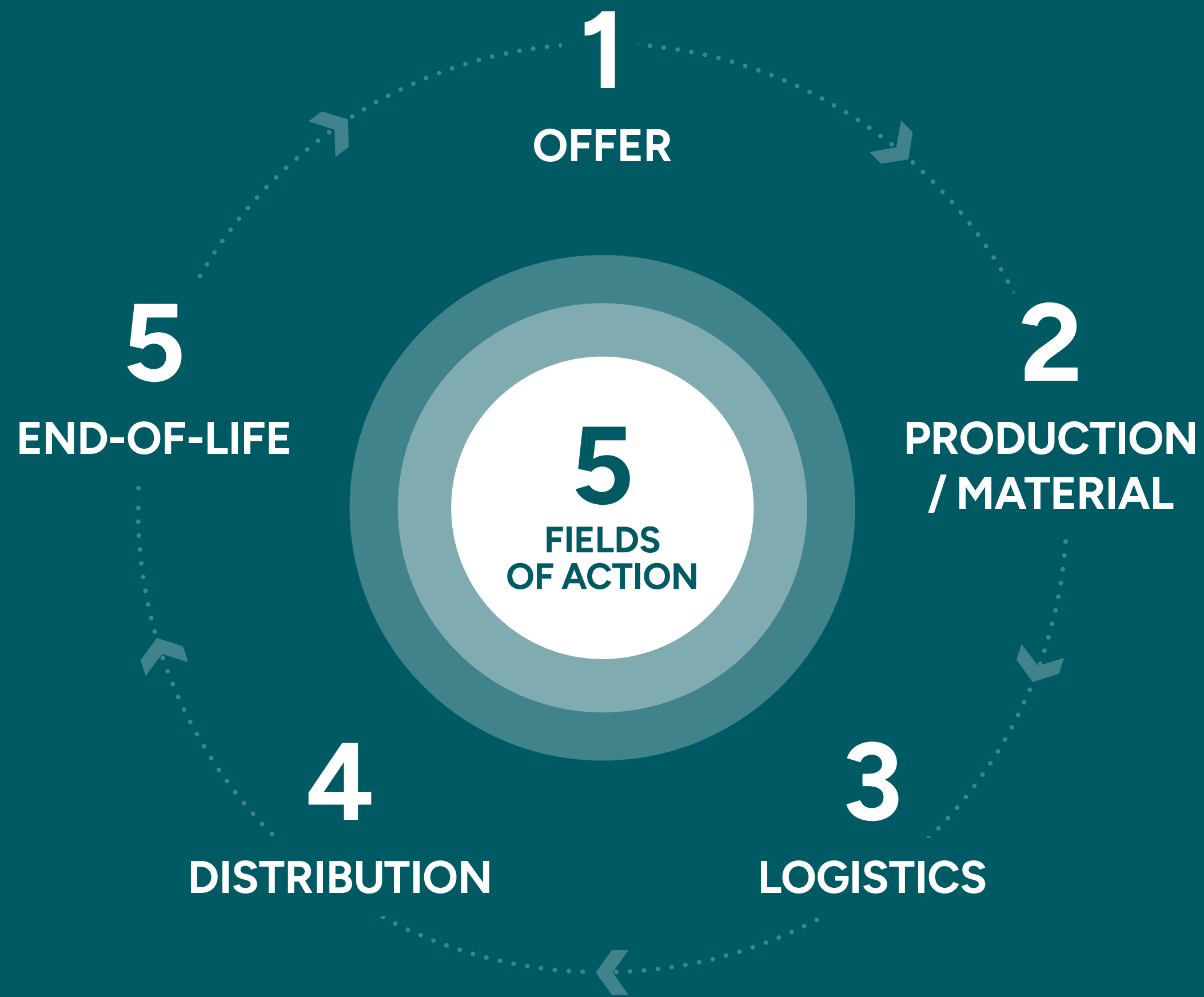
customers (+4 % vs 2024)

(1) Details on methodological changes are available in the appendix to the full ESG report (link available on the last page).

A business model with less impact on the environment

Our 5 areas of action.

Environment 1/3



5 AREAS OF ACTION

1. OFFER

1st hand / 2nd hand
Physical and emotional durability

Services
En Famille + subscription
Customisation
Retail Media

2. PRODUCTION / MATERIAL

Design / Creation
Choice of materials
Quality

Purchasing
Compliance & Quality

Suppliers & factories
Manufacturing processes
Material recycling

3. LOGISTICS

Upstream
Transport to our warehouses

Warehouse
Flow optimisation

Downstream
Transport to our shops

4. DISTRIBUTION

Shops
1st hand / 2nd hand
Shop including e-booking
Shop in Shop

Digital
1st hand / 2nd hand
Web Pick-up point / Home
Stock shifting
Wekrew (B2B)

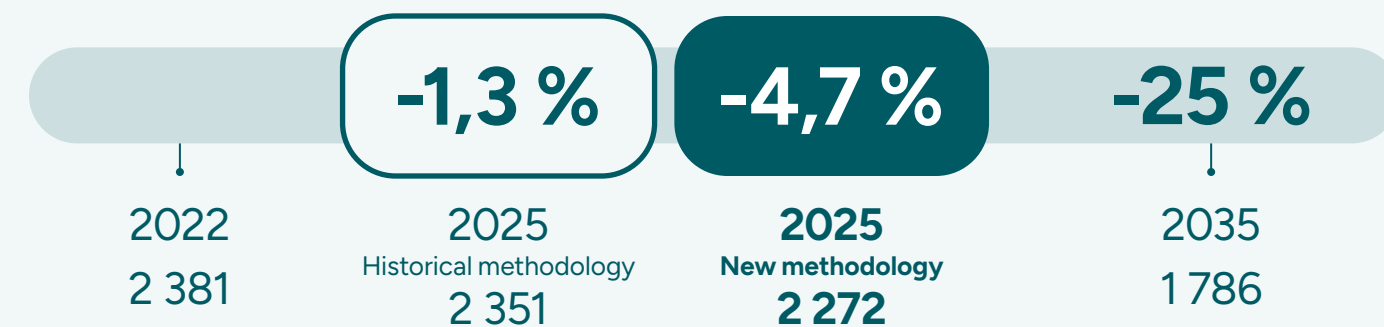
5. END-OF-LIFE

Collection
2nd hand
Sales to discounters
Donations

Recycling
Extended Producer
Responsibility (EPR)

Key indicators

• Reduction in carbon emissions compared to 2022 (KtCO₂e)⁽¹⁾



• CO₂ intensity of business volume



• Breakdown of our carbon emissions (2025 new methodology) 2.27 MtCO₂e



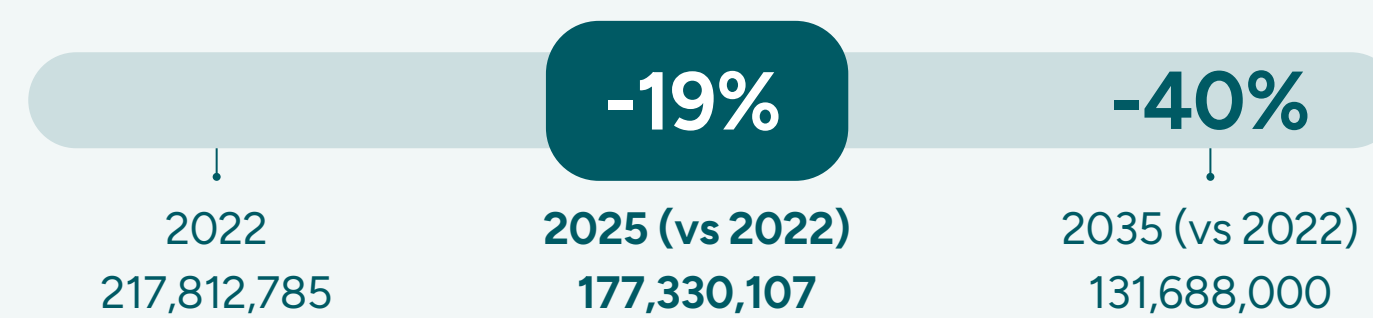
• Share of second-hand products in sales



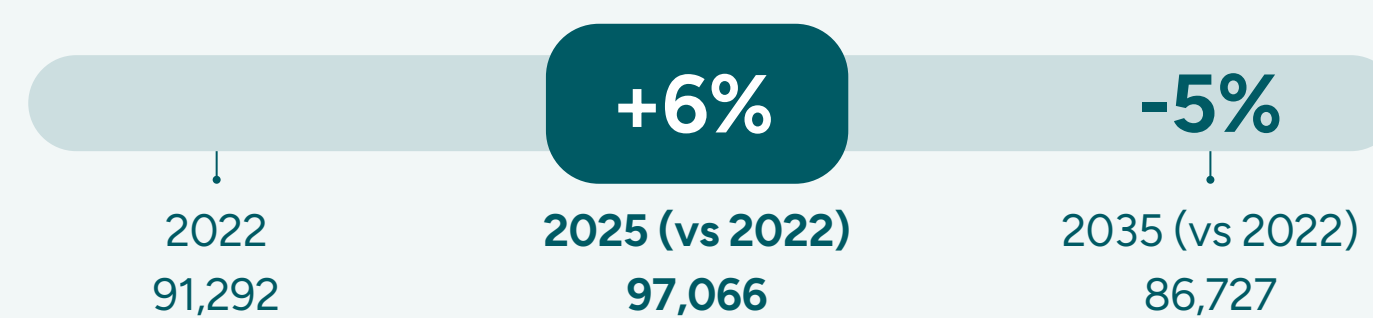
• Share of lower-impact business volume*



• Net freshwater use (m³)



• Land use (ha)



* Lower-impact business volume covers the volume of business from second-hand, customisation, the "En Famille +" subscription and retail media activities.

Summary

A **carbon trajectory in absolute value** impacted by Kiabi's improving commercial performance.

An **encouraging carbon intensity trajectory** thanks to the activation of major decarbonisation levers on the level of our first-hand product manufacturing (work on raw materials with lower environmental impact, roll-out of renewable energies by our suppliers, implementation of less polluting manufacturing processes, etc.).

(1) Details of the methodological changes are available in the appendix of the full ESG report (link available on the last page).

Key events

Governance

- **Structuring of a broader and more expert "environmental transition" team** to support the development of the company's skills and maturity on environmental issues and enhance the model. This team is made up of an impact division, a projects division, an Extended Producer Responsibility (EPR) and circularity division, and draws on links within each role and department.

- Creation of a **strategic committee for environmental transition**, which met five times in 2025. Made up of external figures from the worlds of fashion, industry and the circular economy, a representative of the executive committee and of the Kiabi group strategic board. This committee is responsible for examining how well Kiabi's economic model aligns with environmental challenges and for driving the transformations necessary to meet these challenges.

Materials and design

- **Roll-out of environmental labelling** on 59% of Kiabi products (75% of textile products and underwear).

- **Strengthening our initiatives** for design with less impact on the environment, with the aim of eliminating certain fibres such as standard cotton and standard polyester.

.../...

Summary Environment 2/2

- **New "material effort" indicator**, calculated by integrating a rate of 60% recycled fibres and 40% of fibres with a lower impact on the environment, to further highlight and encourage the use of recycled fibres.

% BY TONNAGE	2022	2023	2024	2025	2035 target
Fibres with less impact on the environment (weighted at 40%)	55%	55%	73%	87%	92%
Recycled fibres (weighted at 60%)	5%	10%	16%	26%	42%
Material Effort Score	25	28	39	50	62

Suppliers

- Fresh suppliers in Benin, Egypt, Tanzania and Cambodia as part of our new sourcing plan to secure our model in the face of the international geopolitical context and the consequences of global warming
- Implementation of new tools to develop **traceability** and **data collection** with our suppliers: TextileGenesis™ and Higg Index (Cascale).
- Significant increase in the **number of suppliers** declaring their environmental data in our in-house tool: 593 tier-1, -2 and -3 factories compared to 260 the previous year.
- Experimentation of a **regenerative agriculture project** with our partner Reforest'Action, in the province of Odisha, India, on a cotton plot managed by the Organic Cotton Accelerator initiative

Transport and logistics

- Reduction in the use of **air transport** for our upstream transport: 1.7% in 2025 vs. 3% in 2022.
- **67% of our French stores** are supplied by vehicles using biofuels, biogas or electric power.
- Re-commitment to the **Fret 21 programme** supported by Ademe.

Site operation

- In 2025, our **energy use** for shops in France decreased by 7% compared to 2024 (replacement of lighting with LED lamps and remote control of lighting, air conditioning and heating in our shops via a building management system).

Circular economy

- **Creation of a circular sorting hub** within Kiabi logistics to develop logistic activities specific to the development of our circular activities, in particular the management of second-hand items received.
- **Roll-out of clothing collection** in 100% of our shops in France, for resale of these products via our Beebs second-hand offering.
- **Rallying of producer-marketers and their eco-organisation Refashion** for the reopening of the specifications brief for the EPR textiles, household linen and footwear sector, to build a more sustainable, more efficient and fairer sector for all stakeholders.
- **Structuring a recycling ecosystem** on a local and global scale.

Challenges to overcome

- In view of our commercial success, achieve our **carbon trajectory** in absolute terms and in intensity, activating new levers that realign us with scientific aims
- Align **physical durability** and **carbon trajectory**
- Move towards **new, lower-impact materials** and **more recycled natural materials**
- Increase the share **second hand** products among our customers, by working to replace first-hand goods
- Continue to improve traceability across our entire value chain, by strengthening our requirements for **material certifications** and involving an ever-growing number of suppliers and product categories in TextileGenesis™
- Develop the **service offering**
- Broaden our **environmental strategies** to biodiversity and water pollution concerns

Social and societal engagement strategy

10 key issues applied to our 4 areas of action.



OUR AREAS OF ACTION

1

EMPLOYEES & CONTRIBUTORS

→ Kiabi teams

2

VALUE CHAIN WORKERS

→ Suppliers and factories

3

AFFECTED COMMUNITIES

→ Beneficiaries of Kiabi Foundation actions
→ Populations in vocational integration

4

CONSUMERS & USERS

→ Customers and users of Kiabi products and services

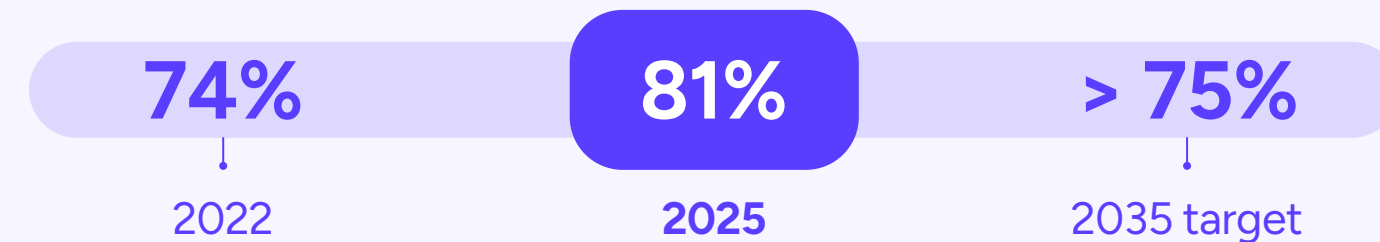
Social & Societal summary

Key indicators

• Percentage of employee shareholders (eligible countries: France, Spain, Italy)



• Proportion of employees who think that KIABI is a great place to work (Trust Index© Great Place to Work®)

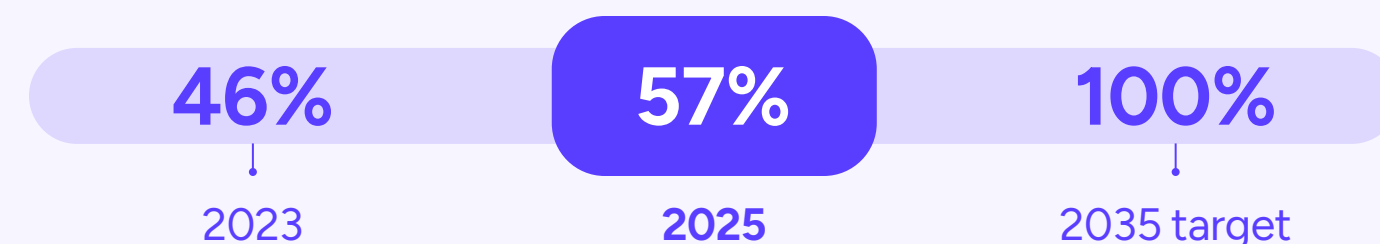


• Proportion of women in the TOP 100
51% in 2025 (2035 target: 50%)

• Customer Net Promoter Score (NPS)



• Proportion of trained employees (excluding mandatory training)



• Number of young beneficiaries of Kiabi Foundation initiatives (cumulatively since 2024)



• People joining under vocational integration schemes cumulatively since 2021)



• Proportion of factories audited and assessed at the highest level of compliance with international and regulatory social standards amongst our tier 1 and 2 suppliers



• IT security rate



Key events

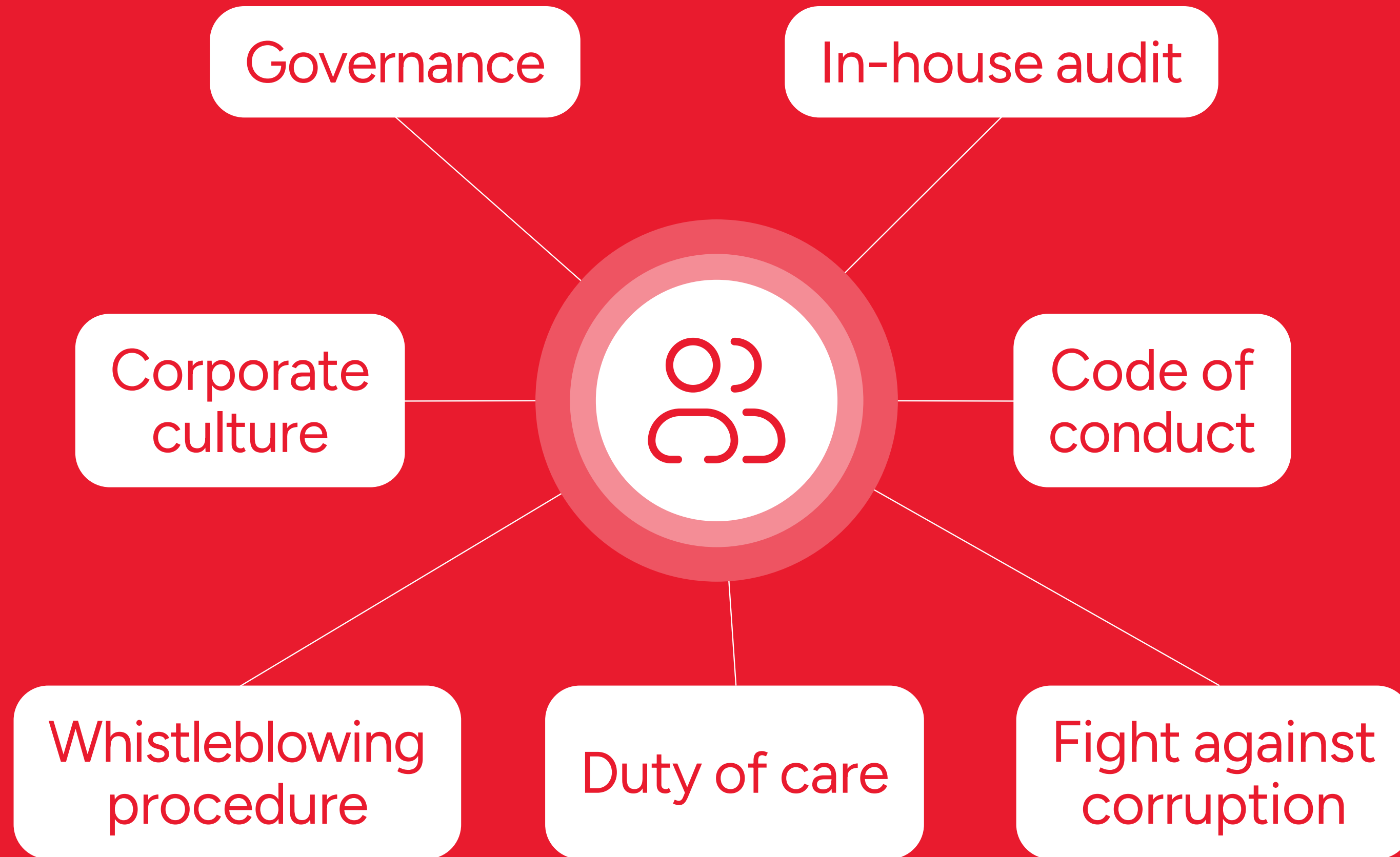
- Drafting of a **social and societal engagement strategy** as well as a **diversity and inclusion charter**
- Roll-out of the **Alex platform**, to support employees with disabilities, illness or who are carers
- Sharp rise in the portion of trained employees (excluding mandatory training) thanks to the new international platform, **Yoobic**
- Roll-out of the new employer brand "**Ici c'est Kiabi**" (**Here it's Kiabi**)
- Kiabi ranked first in the **Great Place to Work® 2025** survey in the category of companies with more than 2,500 employees
- Roll-out of **environmental labelling** visible to customers on 59% of our products
- Opening of **10 Solidarity Mini Shops** in 2025
- Development in **Madagascar** with a strong societal dimension for the benefit of Malagasy schoolchildren

Challenges to be met

- **Roll out** the new social and societal engagement strategy for leaders and train them in these issues
- **Support** skills development and the evolution of roles in a context of transformation at Kiabi
- **Continue** our efforts to monitor and guide our suppliers towards a high level of social compliance
- **Develop** the number of employees acting within charities supported by the Kiabi Foundation
- **Improve** our customer NPS

An ethical approach to business conduct

Our risk management system.



At Kiabi, our aim is to always do more for families.

To carry out all our activities in coherence with this mission, we act within a fair and responsible framework, in compliance with **ethical principles**.

Aware of the inherent risks of its activities and international value chain, Kiabi implements a structured system **to prevent, detect and manage corruption risks**, in compliance with the applicable regulatory requirements, in particular the Sapin II law.

This responsibility is shared at all levels of the company, and our requirements in these matters are formalised in our **codes of conduct** for employees and partners.

We ensure compliance with these codes through strengthened **governance** in this matter, an internal inspection and audit policy and the implementation of whistle-blowing procedures to report breaches of these principles.

As part of the law on the **duty of care**, Kiabi also implements actions aimed at preventing human right and environmental breaches throughout its value chain.

Challenges to be met

- Continue to strengthen our global system for **managing ethical risks**
- Align with the requirements of the **CSRD**

→ See the KIABI 2025 ESG Performance Statement in its integral version



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