



# ANNUAL REPORT **2024**

**ALFAPARF**  
MILANO

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**2024**

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MILANO



# TABLE OF CONTENTS

- 4 ALFAPARF MILANO
- 7 WHO WE ARE
- 8 OUR HISTORY
- 11 BUSINESS MODEL
- 12 ORGANISATIONAL STRUCTURE
- 16 COUNTRIES OF PRESENCE
- 19 BRANDS
- 22 AWARDS AND ACKNOWLEDGEMENTS
- 26 RESEARCH AND DEVELOPMENT
- 28 PRODUCTION
- 30 DISTRIBUTION
- 32 OPERATOR TRAINING
- 34 THE PEOPLE AND THE ORGANISATION
- 36 APPROACH TO SUSTAINABILITY
- 38 LETTER FROM THE CHAIRMAN
- 40 DIRECTORS' REPORT ON OPERATIONS
- 43 KEY EVENTS IN THE FIRST QUARTER OF 2025
- 45 CONSOLIDATED FINANCIAL STATEMENTS AS AT 31 DECEMBER 2024

# The Italian House of Beauty

Alfaparf Milano is the brand company of Alfa Parf Group S.p.A., a multinational professional cosmetics company with strong Italian roots, which develops, manufactures and distributes hair and body products and cosmetic machinery.

The Group has seven production plants: three in Italy, the other four in Mexico, Brazil, Argentina and Venezuela, and distributes its products all over the world, directly (through branches in 31 countries) and indirectly (through third-party distributors).

A photograph of three women standing side-by-side against a light pink background. The woman on the left has long blonde hair and wears a black lace dress. The woman in the center has dark curly hair and wears a light beige dress with a knot at the waist. The woman on the right has blonde hair and wears a dark blue leather-style top and jeans with a gold chain belt. The text 'ALFAPARF MILANO' is overlaid in white on the left side of the image.

**ALFAPARF MILANO**



## WHO WE ARE

### VISION

"Knowing people to understand the market"

We imagine a world in which, through the products and services of Alfaparf Milano, each person can experience beauty in their everyday life and thus achieve well-being and happiness.

### MISSION

"Spreading beauty and making a difference in the lives of our customers, starting with small things"

Our mission guides our daily work and, to achieve it, we always keep four pillars in mind.

#### Product performance

We aim to create innovative products, services and technologies and to constantly improve their quality

#### Agility

We respond reactively to market developments, providing solutions quickly and effectively

#### Territory

We combine the uniqueness of Made in Italy with needs and ideas from all over the world

#### Sustainability

We implement concrete actions to reduce our environmental impact and protect people's rights

### VALUES

"Bringing beauty into the lives of our customers"

The management of the business and the work of our people in achieving company objectives are driven by a strong system of values.

- **Excellence:** as in the best tradition of Made in Italy, we aspire to quality excellence and perfection in every detail, integrating concreteness and imagination.
- **Agility and courage:** we are not afraid to take risks to find our way and we do so by eliminating unnecessary complications in favour of speed of execution.
- **Openness:** we move forward with our eyes, ears and hearts wide open, being especially attentive to understanding the different sensitivities of the people with whom we come in contact.
- **Integrity and responsibility:** as stated in our Code of Ethics, we embrace the values of integrity and responsibility towards Alfaparf people, stakeholders, the community and the environment.
- **Passion for beauty:** the sector in which we operate is unique and multifaceted, unleashes the imagination, creates positive experiences and helps people feel better in everyday life.

### #ALFAPARFPEOPLE

From our roots as a family business, we have learned to keep people at the centre of our universe and to cultivate authentic relationships with those around us, our #alfaparfpeople: Employees, Customers, Hairstylists, Beauticians, Suppliers and Partners.

OUR HISTORY



Roberto Franchina establishes the company Alfaparf S.N.C., which produces and markets professional products for hairstylists. The ALFAPARF brand is born.



Between the end of the 1990s and the early 2000s, Alfaparf confirms its position as a reference point for the European market and expands its borders, inaugurating production sites in Brazil, Mexico and Venezuela, and opening several sales branches in Latin America, United States and Australia.



The Private Label project begins, allowing the Group to exploit its know-how to acquire additional market shares, especially in coloring products, serving large third-party brands.



Alfa Parf Group has been pursuing a globalisation strategy, extending its export activities to Eastern Europe and Northern Europe (Russia, the Baltic, Scandinavian and Balkan countries), Africa (Tunisia, Morocco, Egypt, Senegal, South Africa) and Asian countries (India, Malaysia, Indonesia and the Middle East), making the Group increasingly international.



Thanks to the restage of the OLOS skincare brand, Alfa Parf Group launches its first line inspired by the Group's new sustainability philosophy. OLOS consciously and responsibly chooses every aspect of formulations, packaging, production and distribution.



Alfaparf Milano launches its first sustainable haircare brand: BENVOLEO. Benvoleo is the professional brand that brings to the haircare world a sense of transparent, responsible and participatory beauty, and that is proudly Made in Italy.

1980

1989-1990

Late 90'

2002

2008

2009

Since 2010

2015

2021

2022

2023

2024

Following the consolidation of production in Italy, the SEMI DI LINO (flaxseed) line was launched, closely followed the next year by the launch of the permanent coloring line EVOLUTION OF THE COLOR.

Alfa Parf Group is established. This international group, with wholly Italian capital, becomes a leader in its reference market, with a turnover of around € 60 million, of which over 80% was generated abroad.

Thanks to the acquisition of GTS Group S.p.A., Alfa Parf Group enters the market for the production and distribution of professional cosmetics and machinery used in beauty centers, becoming, in terms of size, the first wholly Italian-owned professional cosmetics company.

The path of globalisation does not only concern geographical boundaries but also market boundaries and, in 2015, Alfa Parf Group entered the retail market in Brazil thanks to the "ALTAMODA È..." brand with a line of hair care products distributed in stores, retail chains, para-pharmacies and pharmacies.



Alfa Parf Group, a brand that encompasses all the Group's brands, becomes Alfaparf Milano thanks to a rebranding activity and a new corporate identity. The Group's positioning is also strengthened by the acquisition of the majority stake in Tricobiotos S.p.A., specialised in the production and marketing of professional hair products, and of the company Iv San Bernard S.r.l., leader in the development and marketing of cosmetic products for animals.

The Group is expanding in the United States with the acquisition of APHOGEE, a brand with over 30 years of history and success. APHOGEE has become a cult brand in the field of DIY hair treatments.

In September, the Group applied to take over Eugène Perma, a French group specialised in hair care products, under controlled receivership. The Commercial Court of Paris entrusted Alfa Parf Group with the professional hair branch of the company. Since 20 January 2024, following the integration and thanks to intensive efforts to restart the business, Eugène Perma has resumed deliveries to salons.

## BUSINESS MODEL

The Group's business model, aimed at creating value for all its stakeholders through a strong and widespread presence in the reference markets, is based on four business units: Haircare, Skincare, Tech and Private Label.

### HAIRCARE

Hair colouring and care products and marketing through a network of direct agents and distributors operating in professional, retail and e-commerce channels.

### SKINCARE

Skincare, make-up and nail products and marketing through a network of direct agents and distributors operating in professional, retail and e-commerce channels.

### TECH

Made in Italy aesthetic/medical equipment for beauty: design, functionality and guaranteed safety. In-house research, development and production for cutting-edge technologies.

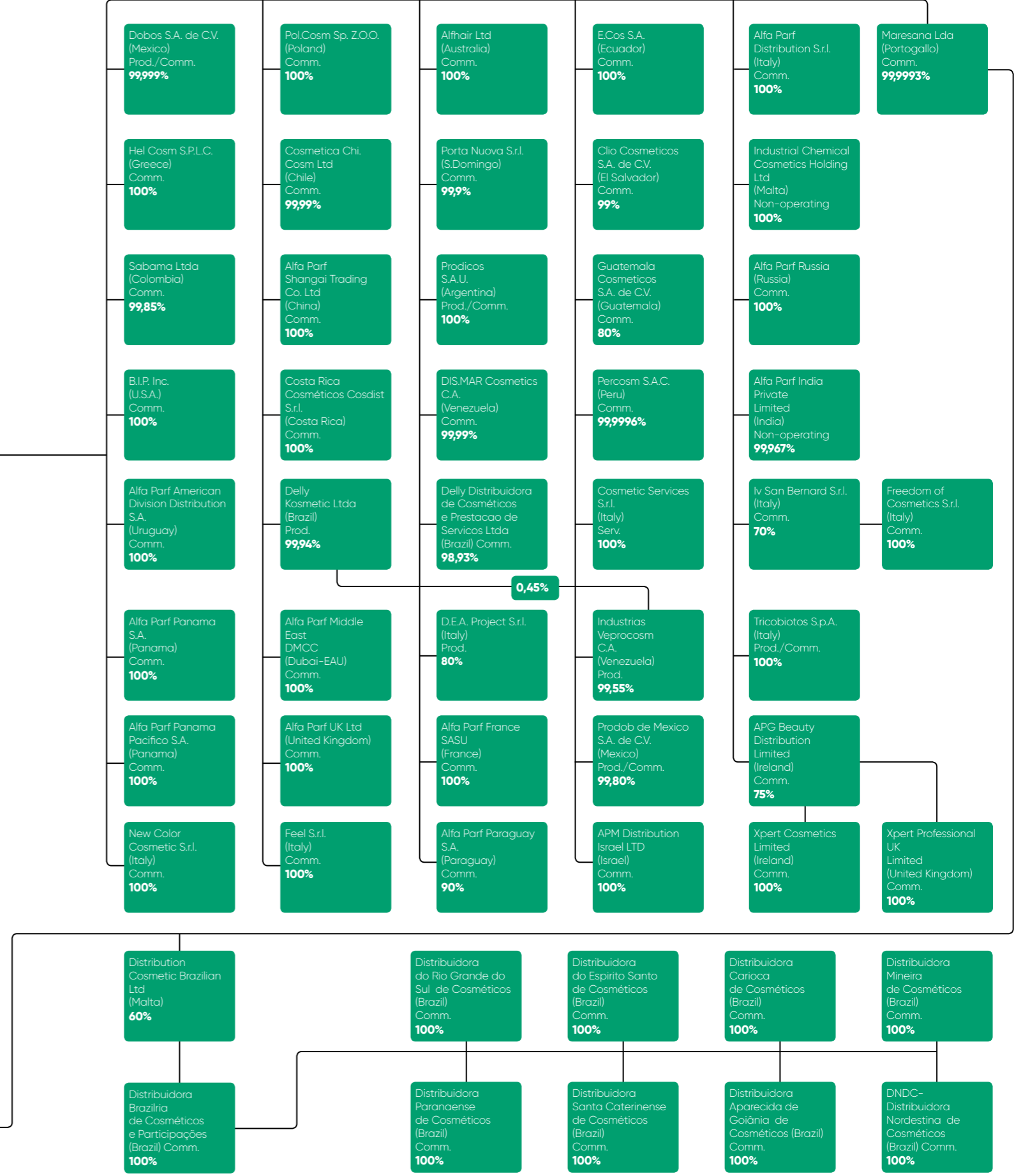
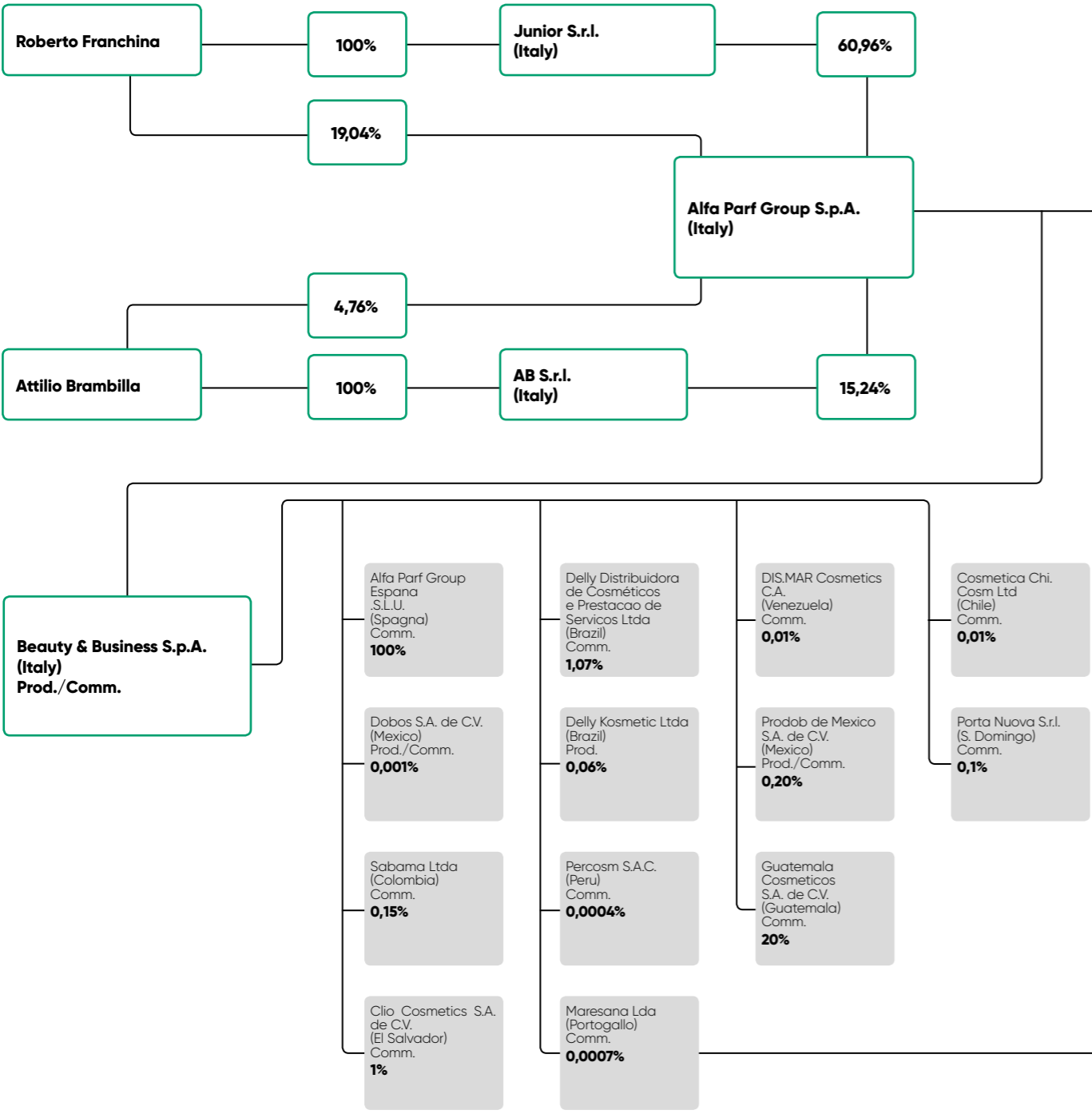
### PRIVATE LABEL

Development of products for companies that market them worldwide using the Group's expertise and know-how.



# ORGANISATIONAL STRUCTURE

Alfa Parf Group S.p.A. is an Italian multinational corporation made up of several companies that share values and quality and performance objectives, united by solid know-how.





In conducting its business, the Group has adopted a Corporate Governance model that provides for the clear separation between administrative and control functions. The administration is entrusted to the Board of Directors, while the supervisory function is the responsibility of the Board of Statutory Auditors. Both governing bodies are elected by the Shareholders' Meeting.

### Shareholders' Meeting

The Shareholders' Meeting of Alfa Parf Group S.p.A., the Group's holding company, is responsible for deciding on the most important matters, approving the financial statements, appointing the Directors, the Statutory Auditors and the Chairman of the Board of Statutory Auditors.

### Board of Directors

The Board of Directors of Alfa Parf Group S.p.A. is appointed by the Shareholders' Meeting and has the task of strategically guiding the Group by making the most important decisions regarding the management of its member Companies, the direction of the business and the exercise of control and performance monitoring activities.

Roberto Franchina is Executive Director and Chairman, Attilio Brambilla is Executive Director and Deputy Chairman.

### Board of Statutory Auditors

The Board of Statutory Auditors has the task of supervising the activities of the Directors and ensuring that the management and administration of the Company are carried out in compliance with the law and the Articles of Association.

Andrea Casarotti is the Chairman, Alessandro Ricci and Fabio Gallo are the Standing Auditors; Elisa Pavanello and Simone Furian are the Alternate Auditors.

### Auditing company

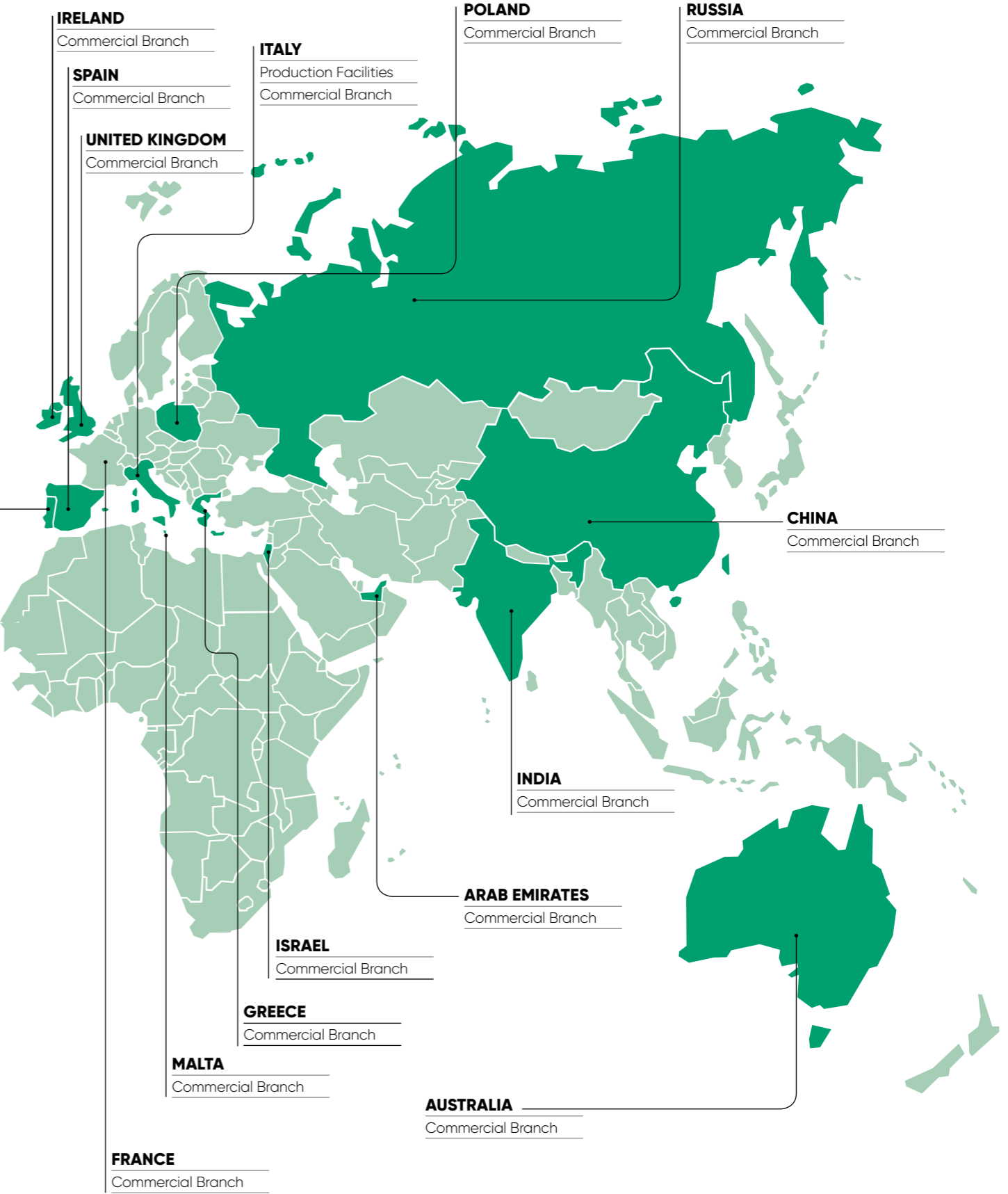
The Auditing Company is responsible for carrying out the statutory audit of the accounts and certifying the Group's financial statements with absolute autonomy and independence from the management bodies. This activity is carried out to ensure transparency to the market and protect stakeholders on the trend of the company's economic performance.

Auditing Company: Ernst & Young S.p.A.

### Sustainability Committee

The Sustainability Committee was established in 2021 with the aim of supporting the Board of Directors through adequate preliminary and advisory activities and through the promotion of a continuous integration of environmental, social and governance factors into the Group's activities for the creation of value for the shareholders and other stakeholders in the medium-long term.

COUNTRIES OF PRESENCE





# BRANDS

The Group owns 21 brands (eleven in Haircare, seven in Skincare, two in Tech equipment, one in cosmetics for pets) that have a solid positioning both in Italy and abroad.

## HAIRCARE



ALFAPARF MILANO PROFESSIONAL is the leading Italian brand in professional hair treatments. Founded in 1980, for over 40 years it has teamed up with professionals, creating effective and innovative products and services to meet any need. Inspired by Italian dynamism, innovation, openness to diversity, ALFAPARF MILANO Professional shares skills and results with a clear objective: to make the daily experience of beauty a source of pleasure and happiness for all. So that people, besides being beautiful, feel good.



SEMI DI LINO, the haircare treatment that reveals the beauty of your hair. SEMI DI LINO is the treatment line that keeps hair looking healthy, protected from root to tip and brighter than ever thanks to flaxseed extract and the most innovative technologies. It is a complete range that addresses all skin and hair needs through specialised lines and personalised services.



YELLOW PROFESSIONAL. EVERY MOOD. EVERY DAY. WE AMPLIFY. *Salon solutions, ready to be recreated.* With over 25 years of experience in professional salon solutions, YELLOW PROFESSIONAL presents a global collection of hair treatments designed to enhance colour, shape, care and styling. Formulations feature high-performance ingredients tailored to the specific needs of hair, highlighting every identity and expression — in the salon and beyond. An essential range created to accompany each person on their individual beauty journey. An accessible and easy-to-understand professional system that amplifies identity, supports creativity and celebrates the freedom to express one's authenticity every day.



IL SALONE MILANO is a *masstige*-positioned brand offering a complete range of products (hair care, colouring, and straightening treatments) for at-home use with guaranteed professional results. It is distributed through hair salons and via selected beauty retail partners.



COLORAMORE was born in Mexico as a commercial opportunity designed exclusively for Beauty Supply stores that cater to hair stylists of all levels. It boasts formulas developed in Italy that guarantee renowned quality at a competitive and affordable price.



ALTA MODA, launched in Brazil and now distributed throughout Central America, South America and the Middle East, was created to be Alfaparf Milano's first brand for the retail market. Backed by professional Italian technology, ALTA MODA offers products for hair care and colouring.



BENVOLEO is the sustainable professional haircare brand that promotes a transparent, responsible and inclusive vision of beauty, proudly Made in Italy. It features a range of professional, customisable, high-performance and sustainable treatment products.



SELECTIVE PROFESSIONAL, a brand of Tricobiotos S.p.A. (acquired by Alfa Parf Group S.p.A. in 2022), is distributed worldwide and offers a complete range of exclusive professional products developed to meet the needs of consumers across all countries. A brand that is 100% Made in Italy, with 30 years of experience in the professional haircare sector. From treatments to styling, SELECTIVE PROFESSIONAL aims to transform products into services, supporting hair stylists in their most important mission: making every woman feel beautiful. SELECTIVE PROFESSIONAL provides reliable, professional-grade products that can support stylists in their daily work — with the assurance of a complete range, ideal for building lasting relationships of trust and loyalty with their clients.



KEZY, a brand of Tricobiotos S.p.A., offers a wide range of products for professional use and resale that satisfy every need in a simple and effective way (thanks to the use of high-quality raw materials and practical packaging made in Italy), guaranteeing the highest quality and best performance.



EUGÈNE PERMA PROFESSIONNEL, which joined the portfolio after the acquisition of the professional hair division of the Eugène Perma Group, is 105 years old and a long-standing French competitor of the market leader L'Oréal Professionnel. Distributed, in France, in over 3,000 salons and 400 professional stores and in more than 30 countries, it is the umbrella brand of a complete professional range, positioned at the top end of the market. EUGÈNE PERMA PROFESSIONNEL is the brand of product lines for colouring (Carmen, Carmen Rituel, Blush, etc.), bleaching (Solaris), haircare and treatment (Essentiel with keratin, Collection Nature with natural ingredients) and styling (L'artiste, developed in collaboration with well-known French hair stylists).



APHOGEE. In 2024, APHOGEE was acquired — a US brand with over 30 years of history and success, which has established itself as a cult favourite in the world of DIY hair treatments. APHOGEE offers reliable and affordable solutions that restore beauty, balance and a healthy appearance to even the most damaged hair.

## SKINCARE



### Beauty in a method

DIBI MILANO. Since 1976, it has been a benchmark for cosmetic excellence — the final frontier before aesthetic medicine. Its DNA is captured in the name: DIBI, Divisione Biotecnologica (Biotechnological Division), representing the synergy between Made in Italy research and technology, offering unparalleled results and a personalised method. The brand finds its fullest expression in the DIBI CENTER, the place where the soul of DIBI MILANO comes to life, with specialist beauticians acting as true beauty consultants.



### Love your Beauty

BECOS. Since 1984, BECOS has brought together beauty and cosmetics — a professional skincare brand close to women, celebrating and enhancing femininity. Love and passion for beauty, combined with high-quality products and effective treatments, are the ingredients of a successful, exclusively Made in Italy recipe. The brand is reflected in BECOS CLUBS — spaces where beauty reigns and women feel empowered by professional aestheticians.



### Technology and Nature

TEN SCIENCE was born in 2004 from the fusion of Technology, Nature and Science. It draws on nature's most precious active ingredients and enhances them to their fullest potential with cutting-edge cosmetic technologies — a winning alchemy of naturalness and performance, Made in Italy. The Ten Institute is where the spirit of TEN SCIENCE lives, allowing every woman to express her uniqueness.



### Sustainable, natural, Italian

OLOS is a benchmark for sustainable skincare, offering face and body beauty treatments. Its cosmetics are based on a *eubiotic* approach (what is good for life), designed to respect both the skin and the environment. OLOS creates effective, transparent and safe formulas — for natural, authentic beauty and a more mindful approach to the future.



### Sea lover

SOLARIUM is synonymous with a perfect tan, achieved in total safety. Latest-generation sun filters, combined with very water-resistant and saltwater biodegradable (\*) formulas, contained in a pack made from recycled and recyclable materials, ensure maximum protection for the skin while reducing the impact on the marine environment. Diving into the blue is a dream, protecting the seas must be a concrete reality.

(\*) According to OECD 306 Test carried out on all products with SPF (excluding SPF30 fondotinta solare compatto-viso [SPF30 compact sun protection foundation - face]).



### Beyond colour is performance

DECODERM, exclusive and unique, was born from the perfect fusion of skincare and make-up, the result of cutting-edge cosmetic research. With state-of-the-art formulations, developed and produced in Italy, DECODERM guarantees maximum results and excellent application comfort. A make-up line that seduces with the timeless allure of colour and performance.



NAIL SYSTEM PRO is the new professional Made in Italy system for applying semi-permanent nail polish. The formulas are designed to be used with specially designed applicator brushes, featuring bristle cuts tailored to each product and ergonomic handles, ensuring easy and quick application. Perfect results in terms of wear and long-lasting shine, while respecting the nails.

## TECH

The research, development and production of all aesthetic and medical devices are carried out by DEA Project, a Group company based in Mapello (BG).



APG TECH is the leading brand for the technologies developed and marketed by the Group to meet the full range of needs of a modern beauty centre. Design, development, production and assembly: all Made in Italy to ensure the best certification and guarantees of quality for our partners. Performance and safety are the pillars of DEA Project's research and development activities.



APG MEDICAL is the medical division for the distribution of next-generation, non-invasive, high-performance Made in Italy medical devices. The brand's mission is to support medical professionals by providing high-quality equipment that meets their needs and enhances patient well-being. Research, development and quality are the hallmarks of APG MEDICAL by DEA Project.

## PET



With the entry of Iv San Bernard S.r.l. into the Group, the brand portfolio was expanded with the eponymous IV SAN BERNARD brand, one of the best known international brands in pet cosmetics. Since 1995, IV SAN BERNARD has been developing high quality hair care products for dogs and cats, with over 200 references, exporting its excellence to over 40 countries and, thanks to the collaboration of professionals in the sector, it has also become a Grooming Institute that trains skilled groomers every year, passing on to them a passion for the care and well-being of our animal friends. IV SAN BERNARD also offers accessories for dogs and cats and grooming equipment.

# AWARDS AND ACKNOWLEDGEMENTS

## CORPORATE

**BEST MANAGED COMPANIES.** Alfaparf Milano was once again awarded the Best Managed Company Award, a recognition given to Italian companies that stand out for their managerial and entrepreneurial excellence. The award, promoted by Deloitte Private in collaboration with ALTIS (Graduate School of Sustainable Management at Università Cattolica del Sacro Cuore), ELITE (Euronext Group), and Piccola Industria di Confindustria, honours companies that are able to generate long-term value while addressing market challenges with vision, expertise and responsibility.

In 2024, Alfaparf Milano received this award for the fourth time in six years, following the 2018 (the award’s debut year in Italy), 2019, 2022 and 2023 editions.

The panel’s assessment considered various aspects: corporate strategy, innovation capacity, internal skills, culture and commitment to people, governance, performance measurement systems, corporate social responsibility, internationalisation and supply chain relationships. The award reaffirms the validity and continuity of a management model focused on excellence — one that successfully integrates growth, sustainability and managerial quality.

**SUSTAINABILITY LEADER.** In 2024, for the fourth consecutive year, Alfaparf Milano was included among the *Sustainability Leaders*, selected by Statista, a German company specialising in market research and analysis, in collaboration with *Il Sole 24 Ore*.

The initiative identifies Italian companies that have distinguished themselves through their commitment to the three key pillars of sustainability: environmental, social and governance (ESG). The selection is based on an analysis of 45 indicators taken from financial and sustainability reports. Out of a pool of 500 large companies, the top 240 with the highest overall scores were selected.

Alfaparf Milano’s continued inclusion confirms the strength of its ESG strategies and its ongoing commitment to creating shared value — with careful attention to the environmental, social and economic impacts it generates over time.

**WOMEN’S WEAR DAILY TOP 100.** In the 2025 ranking of the world’s top 100 cosmetics companies, compiled by the American magazine *Women’s Wear Daily* (*www.wwd.com*) based on 2024 financial data, Alfaparf Milano ranks 82nd.



## SKINCARE

### China

Winners of the awards organised by the SpaChina trade fair in the “**Star Product of the Year**” category with the product: DIBI MILANO White Science Supreme Light Uniforming Serum.

### Great Britain

Finalists of the “**Beauty Short List Award**” with:

- Procellular 365 – Procellular 365 Intensive Re-texturising Peeling Cleanser
- Filler Code – Filler Code “Miracle Filling” Cream.

Winners of the “**Best Beauty Buys 2024**” award from Irish magazine *Social&Personal* with the product Filler Code – Revitalising eye and lip filler patches.

Winners in the “**Skincare Awards 2024**” award by the British magazine *Top Santé* as Best Night Moisturiser with the product #Age Method Sumptuous Youth Cream - 24H with sun filters.

Winners of the “**Best New Professional Beauty Products or Treatment**” award at the Pure Beauty Awards organised by the British magazine *Pure Beauty*, with the product Collage System Lab Double Biofermented Collagen Programme.

### Mexico

SOLARIUM Brand

*Spa & Wellness MexiCaribe* Magazine

Winner in the “**Suncare products**” category: SOLARIUM invisible protection spray SPF 50.

TEN SCIENCE Brand

*Spa & Wellness MexiCaribe* Magazine

Winner in the “**Oily skin product**” category: TEN SCIENCE No Impurity Purifying Fluid Cream.

## HAIRCARE

• **Woman&Home Hair Awards 2024:** SEMI DI LINO Thickening Conditoner won the “**Best for Thickening**” award.

• **Marie Claire Hair Awards 2024:** SEMI DI LINO Illuminating Low Shampoo won the “**Best Shine Boosting Shampoo**” award.



## RESEARCH AND DEVELOPMENT

A commitment to continuous innovation

The focus on innovation is part of the identity of the Group and is a driving force behind its history. Working alongside beauty professionals from all over the world has generated the ability to understand demand trends and channel them into research. This has resulted in many products and solutions that have become a benchmark for hairdressers and beauty professionals worldwide.

The research is mainly carried out in the laboratory of Osio Sotto (Bergamo) where raw materials are evaluated and selected, product formulas are studied and tests are carried out through a technical centre for Haircare and a pilot centre for Skincare. Research is also carried out on aesthetic equipment through DeA S.r.l., a Group company.

2024 was a year of transformation, driven by the acquisition of two new brands: Aphogee, with 14 SKUs of hair products specifically formulated for extremely processed and damaged hair — particularly popular in the United States among African-American consumers; and Eugène Perma Professionnel, which develops and markets trichological products for the professional French market. Research, regulatory compliance and product development efforts also focused on completing the integration of Tricobiotos and Iv San Bernard, two recently acquired companies.

From an organisational perspective, the most significant development was the establishment of the Project Management Office (PMO), bringing together all of the Group's project managers — both for Alfaparf Milano brand projects and for Private Label initiatives.

The company's ongoing drive for innovation continued to energise its product launch pipeline.

In Haircare, a complete relaunch of the Yellow brand was carried out.

In Skincare, DIBI Milano introduced new medi-cosmetic lines, Collage and Meso System Lab, strengthening its market position with high-performance solutions for both professional treatments and retail products. New developments were also introduced across the Becos product range.

On the technology front, DeA designed three multifunctional body devices to effectively target a wide range of aesthetic concerns: Fisiotron Evo Plus for the DIBI Milano brand, Snella&Soda Pro for Becos and High Tech Body for Ten.



## PRODUCTION

Seven top quality facilities

Seven facilities in Italy (three), Brazil, Mexico, Venezuela and Argentina for a total of approximately 113,500 square meters of production area: 35,000 in Brazil, 35,000 in Mexico, 30,000 in Italy, 3,500 in Venezuela, 10,000 in Argentina.

Over the years, a production structure suited to the global distribution requirements has been built. The continuous expansion of the plants has been accompanied by the adoption of management systems that have made it possible to achieve high quality standards.

The Osio Sotto (Bergamo) facility, where the most complex production is concentrated and products for the markets of Europe, Asia, Africa and Australia are manufactured, has ISO 9001 and ISO 22716 certifications, which establish methods, equipment, means and rules for the management of production processes to ensure appropriate quality standards. In Italy, the Vaiano (Prato) facility also complies with Good Manufacturing Practices (GMP) guidelines and obtained ISO 14001 environmental certification in 2024. The Toluca (Mexico) and Rio de Janeiro (Brazil) facilities have obtained ISO 9001 and ISO 22716 GMP certifications, placing them at a level of operational excellence.

The aesthetic equipment facility in Mapello (Bergamo) holds the UNI CEI EN ISO 13485 – Medical Devices certification, confirming its capability and reliability in supplying medical devices and services that comply with all relevant standards and regulations.

The Group also continues to hold the prestigious status of Authorised Economic Operator (AEO), certifying its reliability in the eyes of customs authorities.

In recent years, a significant effort has been made to increase production capacity, efficiency, quality control and process traceability. Among other developments, the Laboratory Information Management System (LIMS) was enhanced, enabling integrated management of data across the Research & Development and Quality Control departments for all facilities. The innovations in the production area are developed to be applied to all facilities, with the aim of obtaining common process and quality standards. Compliance with quality standards is entrusted to the Total Quality Department, which is based in Italy. Each facility also has a quality laboratory for individual components, semi-finished products, raw materials, packaging and finished products.

Know-how, presence in strategic geographical areas and operational flexibility have made the Group an ideal business partner for multinational cosmetics and large-scale retailers who increasingly delegate their production activities.



## DISTRIBUTION

A network that reaches 300,000 hairstylists and beauticians and 5 million consumers worldwide

Global vocation is a hallmark of the Group. The first exports to Spain and Latin America were soon followed by the construction of commercial and production bases in the geographical areas that are considered strategic. Over the years, internationality has evolved into globalisation: today the products are distributed in over 130 countries.

The Group's commercial operations are structured through branches in 24 countries, supported by both in-house sales teams and regional distributors, along with over a hundred importers. The preference for one model or the other varies according to the market (demand characteristics, company positioning, growth objectives). Where opportunities arise, the Group opts for the branch model, which allows for a deeper understanding of local professional and end customers, as well as greater control over the value chain and brand positioning. The primary distribution channel — and one that will remain so — is hair salons, which globally benefit from 1,200 dedicated brand agents (both employed and independent) and over a thousand multi-brand agents working with the Group's distributors. Each year, more than 75,000 salon visits are carried out, fuelling a wealth of knowledge and experience essential for identifying emerging needs and driving innovation. The activity of distributors is supported with marketing services, training and sales assistance. The investments made have enabled the operations and capabilities of the branches to be brought into line with those of the distributors.

The second, rapidly growing channel is specialist retail: beauty suppliers and points of sale originally designed for hair professionals but, under certain conditions, also open to end consumers. In Anglo-Saxon countries and much of Latin America, many hairstylists work from home or provide mobile services, and since they cannot connect directly with supplier sales networks, they make purchases in-store.

Beyond specialist retail, the Group is working to harmonise brand distribution strategies and is increasing its presence — where market conditions allow — in high-image retail channels such as perfumery chains, department stores and pop-up shops in high-traffic locations. The results demonstrate that new distribution methods, when aligned with the positioning and values of individual brands, can drive growth even in market segments that are already well established.

In 2024, double-digit e-commerce growth continued, in full alignment and synergy with traditional channels (hair and beauty salons), thanks to a combination of partnerships with digital retailers (both in Italy and internationally) specialising in beauty products and direct-to-consumer platforms. The strengthening of digital monitoring has also limited sales through unauthorised channels. Strategic partnerships continued to protect Alfaparf Milano brands on digital platforms.

2024 was the first year of operation for the French subsidiary Eugène Perma following its acquisition by Alfaparf Milano: business has already returned to pre-crisis levels, which had led to the company's liquidation. Also noteworthy is the performance of Selective, a Tricobiotos brand acquired by the Group in 2022, which recorded another year of double-digit growth.



## OPERATOR TRAINING

Programmes for beauty professionals

Supporting professional operators is a foundational principle of the Group, which relies on a network of individuals dedicated to listening to the needs of hairstylists and beauty professionals, assisting them in optimising their business activities, and gathering valuable feedback to enhance product quality.

The ability to combine product distribution with a wide range of services has become strategically important in professional cosmetics: speed of response and quality of solutions are decisive factors in competing.

Starting from this vision, a broad technical-professional and managerial training offer was developed. Depending on the level of experience and skills, hairstylists and beauticians can find the solutions best suited to their growth needs in the courses organised in over 50 training centres.

In the Haircare sector, training includes technique (colour, cut, shape, treatment), product knowledge, service customisation and management.

The training courses are delivered in person and digitally through webinars, video tutorials and content produced by the hairstylists of the global network of Alfaparf Milano ambassadors. Specific formats are provided for the sales force and consumers.

The Selective Professional brand, in particular, offers training and inspiration courses, divided into several levels, for the development of salon services (from product knowledge to learning cutting, colouring and styling techniques).

Thanks to a network of academies (Milan, Rome, London, Dublin, Barcelona, Orlando and Mexico City), the Alfaparfpeople community can enjoy the training experience even beyond national borders, combining work and leisure.

2024 was another important year for international visibility, thanks to a rich schedule of shows and events (Brazil, Italy, Spain, Mexico, Colombia, Ecuador, Hungary and Georgia). For the third year running, Alfaparf Milano Professional was also one of the main sponsors, alongside Semi di Lino, of the Alternative Hair Show in London, an international event that brings together legends of hairstyling. Alfaparf Milano was represented by Rudy Mostarda, Creative Director, who is also Global Vice President of the event.

Training in professional aesthetics is provided by Accademia, School of Beauty & Wellness, founded in 1994: a training centre based in Bergamo, which welcomes over 2,300 professionals every year, including customers, distributors, branch staff and sales managers.

A group of qualified trainers holds courses throughout the year for different areas of operation and different levels of experience/skills, covering methodology and the correct use of the most advanced products and technologies, including laser hair removal.

Those who are unable to attend the Training Centre can access online training, webinars and a mobile Beauty Specialist service that supports the institutes. There are also open days dedicated to consumers.

Accademia's activities also include training aimed at foreign markets to bring Italian excellence in professional cosmetics to the world and spread its quality standards. International trainers are involved throughout the year in courses, trade fairs and events (Europe, the Middle East, China, Central and South America are the areas where activity is most intense).



## THE PEOPLE AND THE ORGANISATION

Growth with respect for the principles of the origins

In line with previous years, in 2024 the Group continued its trend of growth and international development, maintaining a strong focus on its origins as a company that cares about people and their development.

At the end of 2024, the organisation had 3,300 employees and regular collaborators (independent salespeople and consultants).

Italy is the country with the highest number of people (21% of the total), followed by Brazil (17%) and Mexico (18%). At the regional level, 37% of resources operate in Europe, while 62% are based in the Americas, and the remaining 1% in Australia.

Human resource management policies continue in line with previous years. Activities and projects are aimed at:

- promoting individual growth in line with the characteristics and objectives of the company's business;
- attracting the best resources in Italy and abroad;
- increasing expertise by disseminating knowledge and operational best practices;
- consolidating the value system and the wealth of skills through internal communication and training;
- ensuring the health and safety of all workers.

The approach to responsible management of health, safety and hygiene continues to be based on the principles and commitments of the company Code of Ethics, in the Social Responsibility policy (Health, Safety, Environment and Rights at Work) and in the Quality policy.

These objectives are also pursued through intensive training and development activities: in 2024, almost 30,000 hours of training were provided on topics related to health, safety and environmental protection, technical issues and soft skills development.



# APPROACH TO SUSTAINABILITY

Commitments to create shared value

In autumn 2018, the Group embarked on its sustainability journey, firmly believing that the ultimate goal of business is not only to maximise profits but also to create shared value in the long term, for the benefit of all corporate stakeholders and in accordance with the needs of future generations.

Corporate sustainability is a key element of the corporate strategy as well as a fundamental value of the corporate culture. For this reason, the Group has gone beyond regulatory compliance by implementing a series of actions and projects to contribute concretely to the achievement of 13 Sustainable Development Goals, listed below.



## Sustainability reporting

Since 2019, with effect from the 2018 financial year, the Group has reported its sustainability performance to its stakeholders through the publication of its Sustainability Report. The document, now in its seventh edition in 2025, describes the sustainability path and reports on the economic situation and the social and environmental impact of the business in the areas where it operates.

In order to comply with European Union requirements and, in particular, with the CSRD (Corporate Sustainability Reporting Directive – EU Directive 2022/2464), the Group has prepared its 2024 Sustainability Report in accordance with the new ESRS (European Sustainability Reporting Standards).

It should be noted that the entry into force of *Stop the Clock* (EU Directive 2025/794) has postponed the mandatory reporting requirement for companies in the so-called Wave 2 of CSRD implementation (of which Alfaparf Milano is a part) by two years, thus maintaining sustainability reporting as optional until 2028 (for the year 2027). The Group’s decision to immediately comply with the new ESRS reflects its firm commitment to aligning itself with the European Union’s requirements, ensuring ever greater transparency and accountability towards stakeholders, in the knowledge that these elements are crucial for building and strengthening trust in relationships.

## Activities in 2024

In 2024, the Group consolidated its commitment to social sustainability through a wide range of initiatives that reflect its core values: inclusion, focus on people, culture and shared growth.

The activities spanned various areas (professional training, social outreach, health promotion, support for culture and science) all aimed at generating a concrete, positive impact on the communities in the areas where the Group operates.

In Italy, the Alfaparf Foundation, founded in 2023, has grown significantly. It promotes social, cultural, artistic and charitable initiatives.

The Foundation collaborated with several third-sector organisations such as **AIPD Bergamo**, **Dynamo Camp**, **Fondazione CBM Italy** and **Casa di Leo**, supporting educational programmes, volunteering activities and awareness campaigns. At the same time, it strengthened its ties with the local community by supporting leading cultural institutions such as the **Fondazione Teatro Donizetti**, **Fondazione Accademia Carrara** and the **Bergamo Scienza** initiative — helping to promote access to culture, art and scientific knowledge. The commitment to inclusion and active participation has been continued through collaboration with **Volley Bergamo 1991 – Special Team**, directly involving employees in sporting activities.

These actions form part of a broad, strategic approach to sustainability that places people and the local community at the centre. We believe that a responsible business must contribute daily to collective well-being and the development of a more equitable and aware society. The actions are perfectly aligned with the four main drivers of our sustainability strategy: Sustainable Governance, Economic Sustainability, Environmental Sustainability and Social Sustainability.

# LETTER FROM THE CHAIRMAN



**Roberto Franchina**  
Chairman  
Alfa Parf Group S.p.A.

In 2024, Alfaparf Milano once again demonstrated its ability to grow and generate lasting value. The financial statements, prepared in accordance with IAS principles, closed with a new record in total revenues of Euro 463.8 million, up 18.2% compared to Euro 392.2 million in the previous year, and an EBITDA of Euro 106.5 million, representing 23% of revenues. Looking back, this ability is evident: over the last ten financial years — with the exception of the pandemic year (2020) — growth in both size and profitability has been consistent. Compared to 2019, 2024 revenues are over 80% higher and EBITDA, in absolute terms, has nearly doubled; shareholders' equity, which stood at Euro 230.1 million as of 31 December 2024, has more than doubled since 2019. Alfaparf Milano continues to rank among the top 100 global cosmetics companies, according to the US magazine *Women's Wear Daily*, even excluding revenues from third-party manufacturing — a significant contributor to the Group's overall performance. Based on the 2024 financial results, Alfaparf Milano is ranked 82nd.

This stable growth is the result of a combination of product innovation, a focus on high-margin areas, an effective commercial organisation, targeted acquisitions, and improved operational efficiency.

In 2024, growth was both organic and acquisition-driven. On the organic front, expansion of indirect channels (professional beauty stores and e-commerce) continued, supported by consumers' increasing preference for professional products over those from mass-market retailers. Distribution through the professional channel (hair salons), which continues to show revenue growth, nonetheless remains central. The aim is to strike the right balance across all channels to maximise both sales and margins. In this regard, the growing investments in product portfolio innovation and digitalisation, including marketing and communication (social media), are playing a key role.

On the acquisitions front, the effects of various transactions in Italy and abroad are beginning to emerge. These moves are aimed at consolidating the Group's longstanding position in hair and body care, diversifying its product offering, and optimising its distribution network.

The year 2024 marked the close of an intense three-year period. In 2022, the Group acquired 90% of Tricobiotos (haircare) and 70% of Iv San Bernard (dog and cat grooming). (Between 2024 and 2025, the remaining stake in the two companies was acquired). In 2023, 75% of the company that distributes the Group's products in Ireland (which has been delegated distribution throughout the United Kingdom) was acquired, as well as 100% of the professional division of the Eugène Perma France Group and the US brand



Aphogee (Afro hair care). In 2024, the groundwork was laid for two further acquisitions: in Brazil, 100% of Bioclean, specialising in the production and distribution of depilatory waxes (the transaction was then formalised in 2025); and in Saudi Arabia, 90% of the company distributing the Group's products in that region.

The Group's profitability in 2024 also reflects a stronger focus on operational efficiency, which became increasingly necessary given the combination — in many regions — of easing inflationary pressure and rising labour and raw material costs.

Throughout 2024, the Group continued to respond to ongoing structural changes, including: the use of artificial intelligence (AI), a strong focus on environmental, social and economic sustainability, and policies adapted to evolving employee expectations.

A training programme on AI usage was launched during the year, involving the management teams across all functions. The goal is to assess potential applications of AI in different areas of the organisation. In Operations, several projects have already entered the testing phase.

Progress also continued towards aligning with sustainability principles — a journey that began in 2018 and has, since 2021, been overseen by a dedicated Committee. This advisory and proposing body supports the Board of Directors in integrating sustainability principles into every activity and at all levels of the organisation. In 2024, for the fourth consecutive year, Alfaparf Milano was included among the leading Italian companies in sustainability selected by Statista for *Il Sole 24 Ore* based on 45 indicators relating to environmental, social and economic macro areas.

In 2025, Alfaparf Milano was confirmed as one of the sustainability leaders.

The Group's HR policies reflect a societal shift in values, particularly among Generation Z. There is a strong focus on work-life balance and on enhancing individual strengths, supported by the opportunities offered by the Group's scale and global operations. Support for these values also comes indirectly through the activities of the Fondazione Alfaparf, which embodies the values and sustainability commitments of Alfaparf Milano. The Foundation promotes the public good through solidarity, social utility, education and human development, particularly for disadvantaged groups. It also supports the promotion of art and culture.

2025 began in line with expectations. Despite a global macroeconomic environment marked by numerous challenges, the trend of increasing consumption of cosmetic products remains unchanged. The decisions made in recent years, together with our solid market position, give us confidence in the continuation of our positive growth trajectory.

# DIRECTORS' REPORT ON OPERATIONS

The 2024 financial statements of Alfa Parf Group S.p.A., prepared in accordance with IAS/IFRS international accounting standards, recorded total revenues of Euro 463,881 million; core business generated revenues of Euro 445,974 million, up 15.2% compared to Euro 387,096 million in 2023, distributed across the business areas as follows: Euro 297,252 million in Haircare; Euro 31,886 in Skincare; Euro 81,267 in Private Label; Euro 25,052 in Retail (Mass Market); Euro 10,517 in Pets. Geographically, revenues were generated in Europe and Asia (Euro 222,013 million, 49.8%), Latin America (Euro 159,848 million, 35.8%) and the United States (Euro 64,113 million, 14.4%). EBITDA was Euro 106.5 million (23% in revenues), up 28.8% from Euro 82.7 million in 2023.

## Haircare

The Haircare business unit recorded revenues of Euro 297.2 million, up by 21% compared to Euro 244.5 million in 2023. The year 2024 was characterised by a series of innovations in the product lines that consolidated the positioning of the different brands. Below are the main contributions.

**Evolution of the Color.** The important restaging of long-lasting vegan cosmetic colouring (without components of animal origin or derivative) has been completed. Based on innovation and patented technology, it allows hair stylists around the world to keep up with the times and respond to new consumer demands. The line has been enriched with the introduction of a new Perla .8 reflection to achieve luminous blondes and brand new colours.

**Semi di Lino.** The portfolio has been expanded with the new Sunshine and Style&Care lines. The first takes care of hair exposed to the sun, protecting it from oxidative damage caused by radiation thanks to Sun Shield, a 100% natural active ingredient extracted from chia seeds. The second marks the line's entry into the world of styling, focusing on hair wellness. Reconstruction, the line for damaged hair, has also been relaunched. Thanks to A-Z Bond (patented active bonding), it rebuilds bonds, restoring natural density.

**Yellow Professional.** Starting in November 2024, with the renewal of the Nutritive and Repair lines, Yellow Professional has been the protagonist of a strategic relaunch that has redefined its brand identity, visual identity, product collections and support materials. A complete evolution, designed to amplify personal expression in an accessible, professional and contemporary way. A real step forward towards a more contemporary, inclusive and recognisable offering.

**Selective Professional.** The repositioning and completion of the range continued: restaging of the Hemp range to satisfy consumers who are more environmentally conscious; launch of the new platform of products dedicated to curly hair, from perms to care.

## Skincare

The Skincare business unit reported revenues of Euro 31.8 million, an increase of 4% over 2023. 2024 was characterised by a significant increase in exports. Asia has confirmed its position as the continent with the highest growth, but new distributors have been activated, for example in Spain (DIBI Milano) and Mexico (TEN Science). New opportunities have arisen in the pharmacy channel in the Baltic States, Kazakhstan (Olos) and Belarus (Olos and Solarium). In Italy, the company has consolidated its position, with over 3,000 customers managed by three sales networks. A significant contribution to turnover (Euro 2 million) was generated by new body care equipment sold since April.

## Private Label

Production on behalf of third parties (Private Label) generated revenues of Euro 81.2 million in 2024, up 1% from Euro 80.7 million in 2023. The growth has been fuelled by the investments made in recent years, which have made it possible to achieve excellent common standards in the plants and to increase production capacity, efficiency and quality control. Expertise, geographical presence and operational flexibility make the Group an ideal industrial partner for cosmetics multinationals and large-scale retail operators. The American market remains the focus of the business unit, but the European market is growing and has significant potential. Colouring products generate the largest share of revenues, but demand for haircare products is growing.

## Retail (Mass Market)

The Hair Retail business unit recorded revenues of Euro 25 million in 2024, up by 6% compared to 2023. Growth was mainly driven by Europe and Asian exports (+42% overall) and entirely led by the Il Salone Milano brand, which confirmed its global growth trend (+35% compared to 2023, after +25% in 2022). Alta Moda continues to grow. After an excellent 2023, it generated a 12% increase in revenues, thanks in part to the launch of the No-Ammonia Colour line and the recovery of Argentina.

**Aphogee.** The retail business unit's portfolio was expanded in 2024 with the acquisition of Aphogee, a US brand with over 30 years of history and success, which has established itself in the DIY treatment sector and become a cult brand. Aphogee offers reliable and affordable solutions that restore beauty, balance and a healthy appearance to even the most damaged hair. It positions itself as a cross-over brand with a broad and rapidly growing follower base, both in multicultural hair and textures and in damage repair.

**Il Salone Milano.** The brand relaunch, which began in 2023, has been completed in the care market. A new hero product, Multi-benefit Treatment with heat protection, has also been launched to capitalise on growth in the leave-in segment. The portfolio has been enriched with three new shades designed to expand and enhance the range. The competitiveness of the smoothing line has been enhanced through innovation and positioning. Finally, investments in communication and partnerships with selected customers continued.

**Alta Moda.** In 2024, a line was launched that broke the mould of the mass market colouring market in Latin America: an ammonia-free colour line with a distinctive and innovative design. Expansion outside Latin America, where the brand originated, has also begun, particularly in the Middle East, Africa and India.

## Results of digital communication campaigns

In 2024, Alfaparf Milano continued to invest heavily in digital communication, strengthening its content sponsorship and expanding its coverage (both geographically and across channels).

The various communities and professional brand ambassadors around the world have been given recognition. International events were promoted through content, live stories and lead capture campaigns. Thanks to diversification and the strategies adopted, approximately 300 million people worldwide have been reached, generating over a billion impressions.



## KEY EVENTS IN THE FIRST QUARTER OF 2025

As at 31 March, Alfa Parf Group S.p.A. reported revenues of Euro 110 million, up 7.4% compared to Euro 103 million in the first quarter of 2024: Euro 71.5 million generated by Haircare; Euro 7.1 million by Skincare; Euro 24.1 million by production on behalf of third parties (Private Label); Euro 5.9 million from by Retail; Euro 1.8 million by Pet products. EBITDA was Euro 23.3 million, up 19.9% compared to Euro 19.4 million in the first quarter of 2024.

### Haircare

The first quarter saw the launch of OffiChina del Colore, the loyalty programme that is enriched every year with initiatives to reward the best customers and enhance the relationship with them. Tailored to the characteristics of each salon, OffiChina del Colore has enabled us to build an ever-expanding community thanks to a high-quality service.

In order to continue to exploit the business opportunities offered by the sale of professional products in business-to-consumer channels, the trade activity calendar has been further enriched with promotional initiatives dedicated to end consumers, including limited edition sets that celebrate the brand image and Made in Italy.

The relaunch of Yellow Professional continued, along with the expansion of the haircare offering with the Color Care and Silver lines, thanks to new targeted formulas and a revamped image. The most significant step was the renewal of the technical axis with the relaunch of Yellow Professional Color, an amplified colour result and a strong, contemporary image to support the evolution of the brand's global strategy. The Selective Professional brand has launched its new On Care Black range, based on caviar and snail slime, suitable for the care of bleached hair.

### Skincare

In cosmetics, the most significant launch in early 2025 was by the DIBI Milano brand with its Collage System Lab product, complemented by two new solutions based on biofermented collagen for the eye and lip contours.

The Olos brand has begun to ride the market trend for food supplements with four face and body products based on hyaluronic acid. The success was immediate and contributed to the brand's turnover growth of over 30% in the first quarter.

### Retail (Mass Market)

The first quarter was dedicated to integrating the newly acquired Aphogee brand, defining the strategic development plan and confirming the distribution organisation.

Il Salone Milano continued its distribution development in European countries, which began in 2024, by establishing partnership agreements with large local chains of perfumeries and drug-stores. An Education Masstige project has also been defined to support partners in selling lines and products with higher technical content.

The Alta Moda brand has focused on relaunching its permanent colouring line, featuring striking new graphics, revamped formulas and the introduction of ingredients such as hyaluronic acid and the Metal Block anti-oxidant system to improve performance.

A photograph of four diverse women posing together outdoors at night. They are standing in front of a lush green wall of plants. The woman on the far left is sitting on a stool, wearing a light blue denim jacket over a white shirt and black leather pants. The woman next to her has long red hair and is wearing a grey cardigan over a beige top and tan pants. The woman in the center has curly brown hair and is wearing a bright yellow-green jacket over a black top and black pants. The woman on the far right has long black hair and is wearing a light pink t-shirt and a black leather skirt. They are all smiling and looking towards the camera. The background is a dense wall of green foliage, and the scene is lit with warm, ambient light.

# CONSOLIDATED FINANCIAL STATEMENTS AS AT 31 DECEMBER 2024

CONSOLIDATED INCOME STATEMENT  
(€/000)

	Notes	31 December 2024	31 December 2023 Restated
Revenues from contracts with customers	1	445,974	387,096
Other income	2	17,907	5,125
Changes in inventories of finished and semi-finished products	3	(62)	(1,599)
Raw materials and consumables	4	(133,602)	(117,408)
Costs for services	5	(107,621)	(97,163)
Costs for employee benefits	6	(108,797)	(92,855)
Amort., depreciation and write-downs	7	(15,701)	(16,547)
Other operating costs	8	(13,496)	(14,735)
<b>Operating profit</b>		<b>84,602</b>	<b>51,914</b>
Financial charges	9	(40,241)	(28,674)
Financial income	10	32,117	31,489
Share pertaining to the result of associates and joint ventures		-	-
<b>Profit before tax from continuing operations</b>		<b>76,478</b>	<b>54,729</b>
Income taxes	11	(21,875)	(19,598)
<b>Net result from continuing operations</b>		<b>54,604</b>	<b>35,131</b>
Profit/(loss) from assets held for sale net of taxes		-	-
<b>Group profit for the year</b>		<b>54,604</b>	<b>35,131</b>
Attributable to:		-	-
Ordinary shareholders of the parent company		52,094	34,578
Minority shareholders		2,510	553

CONSOLIDATED COMPREHENSIVE INCOME STATEMENT  
(€/000)

	1 <sup>st</sup> January 2024 31 December 2024	1 <sup>st</sup> January 2023 31 December 2023 Restated
<b>Profit (loss) for the year (A)</b>	<b>54,604</b>	<b>35,131</b>
<b>Statement of Other comprehensive income</b>		
<b>Components of comprehensive income that will be subsequently reclassified in profit/(loss) for the year (net of taxes):</b>		
Translation differences of foreign financial statements	(5,372)	(2,478)
Net profit/(loss) on cash flow hedges	(679)	(872)
Net loss of debt instruments measured at fair value through OCI		
Share pertaining to the Statement of Other comprehensive income of an associate		
<b>Total other comprehensive income that will be subsequently reclassified in profit/(loss) for the year net of taxes</b>	<b>-</b>	<b>-</b>
<b>Components of comprehensive income that will not be subsequently reclassified in profit/(loss) for the year (net of taxes):</b>		
Net profit/(loss) on equity instruments measured at fair value and recognised in the comprehensive income statement		
Profit/(loss) from revaluation of defined benefit plans	(159)	57
Revaluation of land and buildings		
Share pertaining to the Statement of Other comprehensive income of an associated company		
<b>Total other comprehensive income that will not be subsequently reclassified in profit/(loss) for the year net of taxes</b>	<b>(159)</b>	<b>57</b>
<b>Total other comprehensive income for the year, net of taxes</b>	<b>(6,209)</b>	<b>(3,292)</b>
<b>Comprehensive net profit/(loss) for the year after tax</b>	<b>48,394</b>	<b>31,839</b>
Total comprehensive net profit/(loss) attributable to:		
Ordinary shareholders of the parent company	45,884	31,286
Minority shareholders	2,510	553

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (\*)  
(€/000)

	Notes	31 December 2024	31 December 2023
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and machinery	12	37,135	42,065
Goodwill	13	34,756	34,696
Intangible assets	13	30,346	23,813
Rights of use assets	14	16,019	13,883
Equity Investments in associates and JVs	15	134	130
Non-current investments	16	11	11
Other non-current assets	17	285	145
Deferred tax assets	11	15,382	15,721
<b>Total Non-current assets</b>		<b>134,068</b>	<b>130,464</b>
<b>Current assets</b>			
Inventories	18	70,936	71,342
Trade receivables	19	94,084	85,560
Current investments	20	51,902	31,006
Other current assets	21	29,679	53,701
Cash and cash equivalents and short-term deposits	22	206,386	73,719
<b>Total Current assets</b>		<b>452,989</b>	<b>315,328</b>
<b>Assets held for sale</b>		<b>-</b>	<b>-</b>
<b>Total assets</b>		<b>587,057</b>	<b>445,793</b>
<b>Shareholders' equity and liabilities</b>			
	23		
Share Capital		31,500	31,500
Legal reserve		3,741	3,484
Other reserves		11,342	26,017
FTA Reserve		(918)	(918)
Profit (loss) carried forward		182,245	128,367
<b>Total Group Shareholders' equity</b>		<b>227,910</b>	<b>188,450</b>
<b>Minority interest share of shareholders' equity</b>		<b>2,201</b>	<b>317</b>
<b>Total Consolidated shareholders' equity</b>		<b>230,111</b>	<b>188,767</b>
<b>Non-current liabilities</b>			
Non-current loans and financing	24.25	144,320	44,166
Non-current lease liabilities	24.26	11,348	10,478
Other non-current financial liabilities	27	474	40
Provisions for non-current risks and charges	28	24,999	21,790
Other non-current liabilities	29	5,451	27,027
Net liabilities for employee defined benefits	30	6,004	5,785
Deferred tax liabilities	11.31	4,037	5,636
<b>Total non-current liabilities</b>		<b>196,634</b>	<b>114,923</b>
<b>Current liabilities</b>			
Trade payables	32	50,960	45,190
Current loans and financing	24.25	51,409	46,234
Current lease liabilities	24.26	4,974	3,606
Other current liabilities	33	22,376	19,352
Other current financial liabilities	24	12,813	11,270
Current contractual liabilities	34	-	56
Tax payables	35	17,779	16,396
<b>Total Current liabilities</b>		<b>160,312</b>	<b>142,103</b>
<b>Liabilities related to assets held for sale</b>		<b>-</b>	<b>-</b>
<b>Total shareholders' equity and liabilities</b>		<b>587,057</b>	<b>445,793</b>

(\*) Comparative figures as at 31 December 2023 differ from those published due to the final allocation of considerations for business combinations. The effects of the changes are fully described in paragraph 13 Business combinations, to which reference should be made.



Alfa Parf Group S.p.A.  
Consolidated financial statements as at 31 December 2024  
  
Independent auditor's report pursuant to article 14 of  
Legislative Decree n. 39, dated 27 January 2010



EY S.p.A.  
Viale Papa Giovanni XXIII, 48  
24121 Bergamo  
Tel: +39 035 3592111  
ey.com

## Independent auditor's report pursuant to article 14 of Legislative Decree n. 39, dated 27 January 2010

To the Shareholders of  
Alfa Parf Group S.p.A.

### Report on the Audit of the Consolidated Financial Statements

#### Opinion

We have audited the consolidated financial statements of Alfa Parf Group (the Group), which comprise the consolidated statement of financial position as at 31 December 2024, and the consolidated statement of income, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the financial position of the Group as at 31 December 2024, and of its financial performance and its cash flows for the year then ended in accordance with IFRS accounting standards issued by International Accounting Standards Board as adopted by the European Union.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISA Italia). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

We are independent of the Group in accordance with the regulations and standards on ethics and independence applicable to audits of financial statements under Italian Laws. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Directors and Those Charged with Governance for the Consolidated Financial Statements

The Directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS accounting standards issued by International Accounting Standards Board as adopted by the European Union, and, within the terms provided by the law, for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Directors are responsible for assessing the Group's ability to continue as a going concern and, when preparing the consolidated financial statements, for the appropriateness of the going concern assumption, and for appropriate disclosure thereof. The Directors prepare the consolidated financial statements on a going concern basis unless they either intend to liquidate the parent company Alfa Parf Group S.p.A. or to cease operations or have no realistic alternative but to do so.

EY S.p.A.  
Sede Legale: Via Meravigli, 12 - 20123 Milano  
Sede Secondaria: Via Lombardia, 31 - 00187 Roma  
Capitale Sociale Euro 2.975.000 i.v.  
Iscritta alla S.O. del Registro delle Imprese presso la CCIAA di Milano-Monza Brianza Lodi  
Codice fiscale e numero di iscrizione 00434000584 - numero R.E.A. di Milano 606158 - P.IVA 00891231003  
Iscritta al Registro Revisori Legali al n. 70945 Pubblicato sulla G.U. Suppl. 13 - IV Serie Speciale del 17/2/1998

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The statutory audit committee ("Collegio Sindacale") is responsible, within the terms provided by the law, for overseeing the Group's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISA Italia) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with International Standards on Auditing (ISA Italia), we have exercised professional judgment and maintained professional skepticism throughout the audit. In addition:

- we have identified and assessed the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designed and performed audit procedures responsive to those risks, and obtained audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- we have obtained an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control;
- we have evaluated the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors;
- we have concluded on the appropriateness of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to consider this matter in forming our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern;
- we have evaluated the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- we have obtained sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We have communicated with those charged with governance, identified at an appropriate level as required by ISA Italia, regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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Capitale Sociale Euro 2.975.000 i.v.  
Iscritta alla S.O. del Registro delle Imprese presso la CCIAA di Milano-Monza Brianza Lodi  
Codice fiscale e numero di iscrizione 00434000584 - numero R.E.A. di Milano 606158 - P.IVA 00891231003  
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Report on compliance with other legal and regulatory requirements

Opinion and statement pursuant to article 14, paragraph 2, subparagraph e), e-bis) and e-ter) of Legislative Decree n. 39 dated 27 January 2010

The Directors of Alfa Parf Group S.p.A. are responsible for the preparation of the Report on Operations of Alfa Parf Group as at 31 December 2024, including its consistency with the related consolidated financial statements and its compliance with the applicable laws and regulations.

We have performed the procedures required under audit standard SA Italia n. 720B, in order to:

- express an opinion on the consistency of the Report on Operations, with the consolidated financial statements;
- express an opinion on the compliance of the Report on Operations with the applicable laws and regulations;
- issue a statement on any material misstatements in the Report on Operations.

In our opinion, the Report on Operations is consistent with the consolidated financial statements of Alfa Parf Group as at 31 December 2024.

Furthermore, in our opinion, the Report on Operations complies with the applicable laws and regulations.

With reference to the statement required by art. 14, paragraph 2, subparagraph e-ter), of Legislative Decree n. 39, dated 27 January 2010, based on our knowledge and understanding of the entity and its environment obtained through our audit, we have no matters to report.

Bergamo, 25 June 2025

EY S.p.A.  
Marco Malaguti  
(Auditor)

*This report has been translated into the English language solely for the convenience of international readers.*

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