Just Imagine

2025 Corporate Social Responsibility Report

This report covers calendar year 2025, from January 1, 2025, to December 31, 2025, and was released in July 2026. This report includes data featuring aggregates of Spin Master and Melissa & Doug unless otherwise noted.

About Spin Master

Spin Master Corp. (TSX:TOY) is a leading global children's entertainment company, creating exceptional play experiences across its three creative centres: Toys, Entertainment and Digital Games. With worldwide toy distribution, Spin Master is best known for award-winning brands including PAW Patrol®, Melissa & Doug®, Bakugan® and Rubik's® Cube, and is the global toy licensee for other iconic properties. Through its in-house entertainment studio, the Company creates and produces captivating multiplatform content including powerhouse preschool franchise *PAW Patrol*, along with other original shows, short-form series and feature films. With an established presence in digital games anchored by Toca Boca® and Piknik™, Spin Master engages close to 60 million active users monthly in open-ended, creative and safe play. With 29 offices spanning nearly 20 countries, Spin Master employs more than 2,500 team members globally.

TOYS

Preschool, Infant & Toddler and Plush	Activities, Games & Puzzles and Dolls & Interactive	Wheels & Action	Outdoor

ENTERTAINMENT

DIGITAL GAMES

2025 Awards and Distinctions

Two Toy of the Year (TOTY) Awards

Sustainalytics ESG Regional and Industry Top Rated

Greater Toronto's Top Employers

Deloitte Canada's Best Managed Companies

Kidscreen Awards Best Preschool Branded Learning App

Inclusive Engineering Employer Award

Globe and Mail's Report on Business Women Lead Here

Vision

Reimagining Everyday Play

Purpose

Creating magical experiences for kids and their families

The Spin Master Way

Play Is Our Passion

Ideas Come From Anywhere & Anyone

Partnerships That Transform

Experiment & Learn

Make Things Happen

2025 Highlights

2,370
full-time employees

221M
toys and games produced

100
Toys and games distributed in 100 customer markets

246,000
toys donated

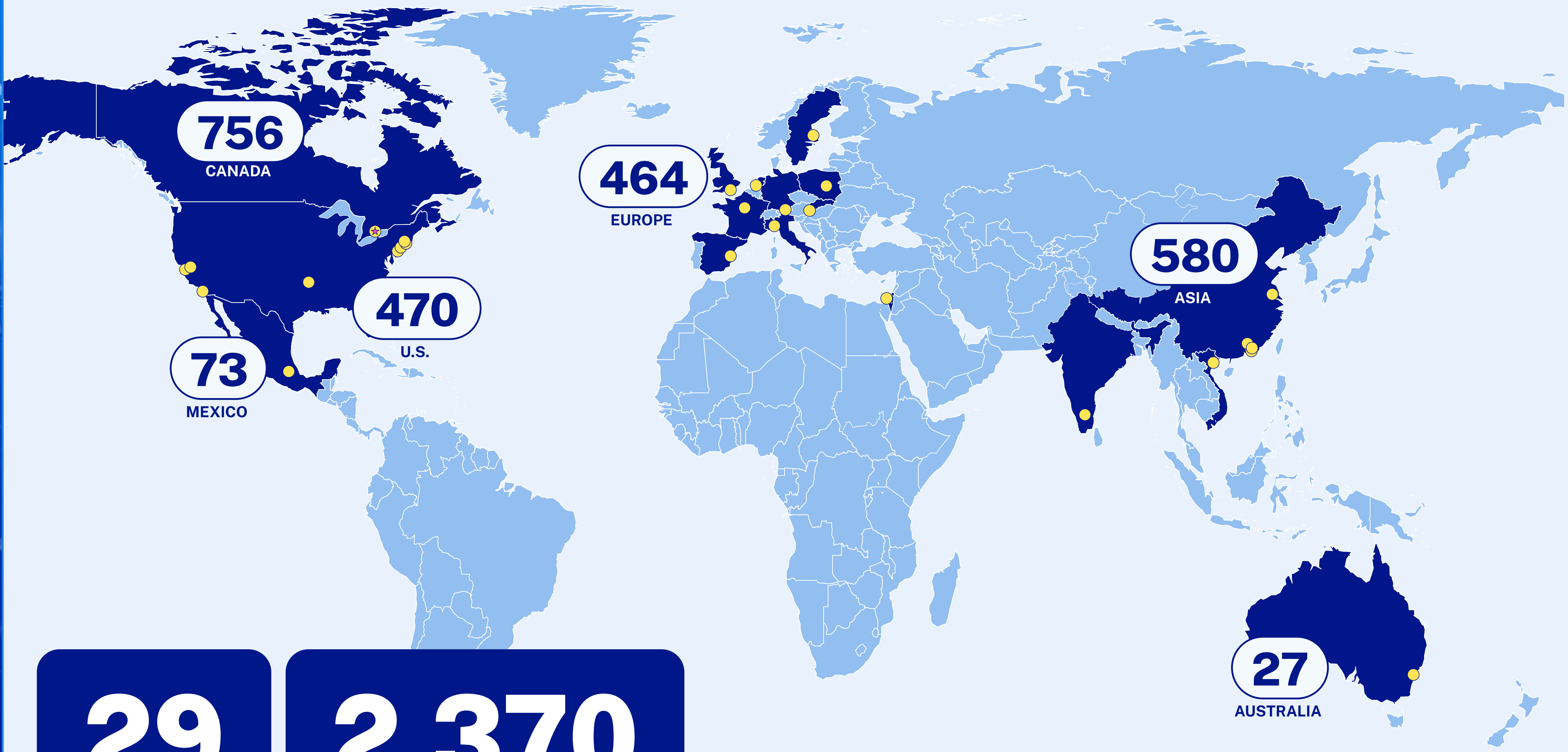
197
Digital games reaching children in 197 countries

5th
largest toy manufacturer[1]

$2.1B
in revenue

1 Source: Circana, LLC, Retail Tracking Service, G11 (US, CA, MX, NL, BE, SP, UK, DE, IT, FR, AU), Total Toys, Projected USD, Jan – Dec 2025.

Spin Master Global Offices



29
locations

2,370
full-time employees

Locations
(City, Country, Multiple)

Amsterdam, Netherlands
Bangalore, India
Bentonville, U.S.
Bratislava, Slovakia
Deans Rhode, U.S.
Dongguan, China
Hai Phong City, Vietnam
Hong Kong, China (SAR)
Jiaxing, China
Los Angeles, U.S.
Marlow, U.K.
Mexico City, Mexico
Milan, Italy
Munich, Germany
New York, U.S.
Paris, France
Pleasanton, U.S.
Shenzhen, China
Stockholm, Sweden
Sydney, Australia
Tel Aviv, Israel
Toronto, Canada (2)
Tracy, U.S.
Tulsa, U.S.
Valencia, Spain
Warsaw, Poland
White Plains, U.S.*
Wilton, U.S.
Retail store

CSR at Spin Master

CSR Vision

Reimagining Everyday Play for Future Generations

Spin Master creates magical play experiences for children and their families. We foster an inclusive culture, empowering children to grow and learn through play while acting as responsible custodians of the world these children will one day inherit.

CSR Pillars

OUR ENVIRONMENT

We are committed to minimizing the impact of our operations on the planet to ensure we help protect the world for children and families today and for generations to come.

OUR PRODUCTS

As a leading children's entertainment company, we are committed to producing safe, high-quality and responsibly sourced products. We are striving to incorporate responsible product materials and packaging to provide consumers with more sustainable options.

OUR PEOPLE

Our talented team is the driving force behind our purpose of creating magical experiences for children and their families. We are committed to investing in our employees' well-being and development and to fostering an inclusive workplace where everyone can thrive, grow and ultimately have fun.

OUR COMMUNITIES

We give children in communities around the world the opportunity to grow, explore and learn through the power of play. Through our in-kind donations, investments in educational programming, local community engagement and employee volunteerism, we are helping children harness their creativity and develop skills to achieve things they thought unimaginable.

CSR Highlights

BELONGING AND ENGAGEMENT

Fostering an inclusive culture where everyone can thrive and grow

CSR Priority	2025 Result
Set and meet employee engagement targets (2030)	**73%** overall employee engagement
Achieve and maintain close to 100% pay equity	**98%** gender pay equity (includes Melissa & Doug)
Approximate 50-50 gender split for all management levels (2025)	Female representation at **43%** senior management and **49%** middle management

PHILANTHROPY

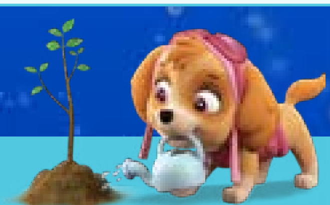
Helping children grow, learn and explore through play

CSR Priority	2025 Result
Impact 1/2 million children	**452,794** children impacted
Report volunteer hours	**4,790** volunteer hours globally
Award 8 Future of Play Scholarships	**8** scholarships awarded in 2025 and **40** students supported since the program launched

PRODUCT AND PACKAGING

Producing the highest quality goods and developing sustainable production with our portfolio

CSR Priority	2025 Result
50% reduction of plastic in our packaging (2025)	**30.5%** reduction in plastic from base year (2019)
Utilize non-mineral-based inks on 50% of packaging (2025)	**Achieved goal in 2024**
Develop 4 sustainably minded SKUs (2022)	**142** sustainably minded products launched



CLIMATE

Doing our part to mitigate our environmental impact and adapt to changing climate

CSR Priority	2025 Result
Develop a Climate Action Plan (2022)	Developed and launched a **Climate Action Plan** in 2022
Achieve net-zero reduction in Scope 1 + 2 emissions (2050)	**Net-zero** pathway mapped
70% reduction in Scope 1 + 2 emissions (2030)	**65%** reduction in Scope 1 + 2 emissions
In the interim, offset 100% of our self-generated carbon	**100%** of Scope 1 + 2 emissions covered by renewable energy certificates or offsets

RESPONSIBLE SOURCING

Sourcing production in a responsible manner from suppliers who share our values and commitment to integrity

CSR Priority	2025 Result
Audit 100% of factories	**99%** of factories audited
Establish and enforce Supplier Code of Conduct (2020)	**Supplier Code of Conduct** enforced and integrated enterprise-wide, including Melissa & Doug

WASTE

Reducing waste through recycling, reusing and reducing

CSR Priority	2025 Result
Establish product takeback program (2021)	Continued a partnership with **TerraCycle®** that allows U.S. customers to recycle toys free of charge
85% reduction in landfill waste in owned/leased facilities (2025) Zero landfill waste in owned/leased facilities (2035)	**Achieved** 2025 landfill waste reduction goal in 2023

CSR Governance

At Spin Master, we recognize the trust placed in us as leaders in children's entertainment and remain committed to responsible corporate citizenship across our CSR pillars. To ensure robust oversight and accountability, we have established a comprehensive internal governance structure.

CSR Governance and Ethics

We conduct our business with the highest ethical standards and remain committed to sound corporate governance. Through rigorous governance practices and policies, we ensure accountability to our stakeholders. We regularly review and update our policies to strengthen our standards and adapt our governance practices to the evolving regulatory and stakeholder landscape. Our comprehensive suite of governance documents is available on our Corporate Governance website, including our Diversity Policy, Code of Ethics and Business Conduct, Anti-Bribery and Anti-Corruption Policy, and Human Rights Policy.

We hold ourselves and every employee accountable to the highest ethical and legal standards. To reinforce adherence to our corporate governance practices, all employees, temporary workers and contractors are required to annually review, understand and attest to compliance with our governance, risk and compliance policies. Our foundational standards and principles are outlined in our Code of Ethics and Business Conduct.

Governance and Nominating Committee of the Board of Directors

Since 2020, the Governance and Nominating Committee of Spin Master's Board of Directors has overseen the Company's CSR initiatives, including climate-related efforts. The committee reviews and evaluates our CSR strategy, plans and reporting on environmental and social matters, including donations, community investments and annual performance monitoring. The committee provides regular updates to the Board on environmental and social issues.

CSR Committee

The CSR Committee is comprised of cross-functional expertise including Legal, Quality Assurance/Compliance, Human Resources, Finance, Product Development, Engineering, Packaging, Facilities and Communications. Led by the Vice President of Communications and Corporate Citizenship, reporting to the Executive Vice President (EVP), Chief People Officer, this committee meets quarterly to review performance against the Company's CSR strategy and targets, and addresses evolving topics within the CSR arena. It formulates recommendations for activities and initiatives, enabling the Company's commitment to its CSR objectives. To support these efforts, a sub-committee focuses on sustainability in product development and packaging.

CSR Governance Structure

Materiality Analysis

In 2024, Spin Master conducted a double materiality assessment to prepare for evolving global reporting requirements. The assessment identified material sustainability matters for Spin Master by evaluating both their impact on people and the environment (impact materiality) and their associated financial risks and opportunities (financial materiality), while considering how these impacts may shift across different time horizons.

We developed a focused list of 20 sustainability matters, using guidance from the European Sustainability Reporting Standards (ESRS), associated European Financial Reporting Advisory Group (EFRAG) IG 1 Guidance and peer benchmarking. We also engaged both internal and external stakeholder groups to assess the significance of these topics and gather diverse perspectives. Finally, we analyzed the results and prioritized topics and validated with senior leadership to define our final materiality list.

Looking ahead, our next double materiality analysis will be conducted in alignment with the updated timeline established under the Corporate Sustainability Reporting Directive (CSRD) and Canadian Sustainability Disclosure Standards (CSDS). These stakeholder-driven requirements and reporting frameworks enable Spin Master to prioritize sustainability efforts strategically and enhance transparency regarding our CSR strategy and performance.

Category	ESRS topics	Material issues	Impact description
Environment	E1 Climate Change, E2 Pollution, E5 Resources & Circular Economy	Climate Change	Impacts, risks and opportunities related to the greenhouse gas (GHG) emissions in our value chain, including our operations and supplier base
		Sustainable Products	Impacts, risks and opportunities related to the environmental footprint of our products and our ability to shape sustainability-related behaviours
		Sustainable Packaging	Impacts and risks related to the choice of materials used in our packaging, and ability to access markets and manage environmental impacts with end-of-life obligations
Social	S1 Own Workforce	Data Privacy & Cybersecurity	Impacts and risks related to safeguarding the privacy of our employee, customer and consumer data
	S2 Workers in the Value Chain	Responsible Sourcing	Impacts and risks related to working with our suppliers in a way that respects human rights, ethics and environmental sustainability
	Other	Product Safety and Integrity, Material Sourcing	Impacts, risks and opportunities related to sourcing materials that are safe, of high quality, in compliance with regulations, and meet availability, cost and sustainability needs
	S4 Consumers and End-Users	Inclusive Content	Opportunities related to creating content that is inclusive, accessible and cultivates a sense of belonging in our audiences
Governance	G1 Business Conduct	Ethical Behaviour	Impacts and risks related to protecting the intellectual property we have created

Stakeholder Engagement

We regularly interact with our key stakeholders across multiple channels, through ongoing dialogue, to validate our programs and to identify opportunities to strengthen our CSR approach. The chart on the right details major stakeholder groups and how they are engaged.

Key Memberships and Partnerships

Spin Master has memberships or partnerships with the following organizations:

- Academy of Canadian Cinema
- Advertising Standards Canada
- Alliance of Canadian Cinema, Television and Radio Artists (ACTRA)
- Baby2Baby
- Boys & Girls Clubs of America
- Canadian Media Producers Association
- Children's Aid Foundation of Canada
- Directors Guild of Canada
- Ethical Supply Chain Program
- Futurpreneur
- Let's Talk Science
- Save the Children Canada
- Screen Actors Guild – American Federation of Television and Radio Artists (SAG-AFTRA)
- Sustainable Packaging Coalition and How2Recycle
- TerraCycle®
- The Toy Association (and global affiliates)
- World Vision Canada
- Writers Guild of America

Stakeholder group	Key topics	How they are engaged
Employees	• Employee experience • Philanthropy • Sustainable packaging • Sustainable product materials • Waste reduction • Ethical behaviour • Data privacy	• Town hall meetings • Open forums • 1:1 and team meetings • Experience surveys • Training and development • Internal messaging • Employee Resource Groups
Customers	• Product safety and quality • Responsible sourcing • Inclusive content • Ethical behaviour	• Sales team account engagement • Industry group engagement and conferences • Commercial relationships
Families	• Product safety and quality • Privacy • Inclusive content	• Focus groups • Insight team consumer preference and direct product testing • Consumer care interactions • Net promoter scores • Consumer surveys • Social media
Investor audiences	• Corporate governance • Financial performance • ESG topics – product safety and quality, product materials • Cybersecurity • Climate change	• Investor calls/presentations • Direct engagement with analysts/lenders/ratings agencies • Survey/ratings submissions
Civil society	• Product safety and quality • Responsible sourcing (human rights) • Product takeback • Sustainable materials • Climate change	• Media • Direct engagement • Memberships • Partnerships
Suppliers	• Product safety and quality • Supply chain sustainability and responsibility • Climate change	• Direct engagement with procurement • Site visits and audits • Supplier questionnaires • Purchasing relationships
Community	• Community donations • Volunteering	• Partnerships, events and outreach • Donations and sponsorships • Employee volunteerism • Memberships
Government	• Product safety and quality • Responsible marketing and content for children • Responsible sourcing • Sustainable packaging • Privacy	• Engagement through industry associations • Direct engagement

Our Environment

Our Climate Action Commitments:

We are committed to delivering the magic of play to children and families responsibly, preserving the joy of play for future generations. We continue to deepen our understanding of our environmental footprint, identify opportunities to minimize operational impacts and collaborate with external partners to advance our sustainability goals.

70%

reduction in Scope 1 + 2 emissions by 2030

85%

reduction in waste in owned and leased facilities by 2025 (already achieved)

NET-ZERO

commitment for Scope 1 + 2 emissions by 2050

ZERO WASTE

in owned and leased facilities by 2035

Please note that these commitments were set for Spin Master only.

Climate Action

We recognize our role to act as a responsible custodian of the world that children will one day inherit and continue to take action to reduce emissions across our business.

Scope 1 and 2 Emissions

In 2022, we set a goal to reduce our Scope 1 and 2 carbon emissions by 70% by 2030 and net zero by 2050, using a baseline year of 2019. Since 2019, we have reduced our Scope 1 and 2 footprint by 65% for Spin Master.

Scope 3 Emissions

In 2025, Spin Master's Scope 3 emissions decreased 6% compared to 2024 and 48% compared to 2019. The major drivers of the decline were a reduction in units shipped as well as a change in the trade environment.

Category 1 – Purchased Goods and Services

Purchased goods and services related emissions declined due to a reduction in units manufactured. Due to the new tariff policy implementation in the U.S., we diversified our production further, redirecting a significant volume of manufacturing from China to locations in Vietnam, which has a slightly higher grid emissions factor. We also started including estimates for our North American and European manufacturers, which represent approximately 5% of manufacturing volume.

Category 4 – Upstream Transportation and Distribution

The volume of toys shipped in 2025 decreased from the previous year, and our upstream transportation and distribution also decreased proportionately.

Category 5 – Waste Generated in Operations

We have reduced waste-related emissions compared to our baseline in 2019. With the acquisition of Melissa & Doug, we conducted a waste audit to refine our new baseline information at a new office and three distribution centres. The closure of our Los Angeles office was a significant contributor to total waste volumes for the reporting period, as the relocation generated a one-off disposal of office materials and equipment.

Category 6 – Business Travel

Overall, the volume of air travel increased in Asia due to activity related to sourcing and manufacturing in new factories in the region. We also enhanced our calculation capabilities for travel historically booked outside of travel agencies.

Category 9 – Downstream Transportation and Distribution

Downstream transportation and distribution increased as a result of tariff implementation, with more U.S. customers opting for domestic replenishment rather than FOB (freight-on-board) shipments.

Our Performance: Scope 1 and 2 Emissions

Metric tons of CO_2e	2019 (baseline year)	Spin Master only 2024	Spin Master only 2025	Total entity (Spin Master + Melissa & Doug) 2024	Total entity (Spin Master + Melissa & Doug) 2025
Scope 1 (Direct)	2,566	245	**317**	948	**421**
North America	2,064	242	**308**	945	**412**
Europe	501	0	**9**	0	**9**
Asia-Pacific	0	3	**1**	3	**1**
Scope 2 (Indirect) – Location-based emissions	2,000	1,383	**1,260**	1,976	**1,735**
North America	1,167	448	**392**	934	**815**
Europe	202	65	**94**	116	**94**
Asia-Pacific	631	870	**774**	926	**826**
Direct energy use (kWh) – electricity		5,998,726	**5,803,689**	8,412,657	**7,642,634**

Note: Individual figures are rounded to the nearest whole number, which may result in minor differences in totals.

Methodology: Our GHG emissions inventory is calculated using the GHG Protocol Corporate Standard. We use the operational control approach to define our organizational boundary. This year's information used International Energy Agency emissions factors for electricity and fuel use, and U.K. Department for Environment, Food & Rural Affairs (Defra) emissions factors for waste- and transport-related emissions.

We look to continuously improve the quantity and quality of information that we collect. Scope 1 emissions reporting was updated to include natural gas heating, which was misclassified in a previous year. Scope 1 and Scope 2 information for 2024 was restated due to this misclassification and updated based on new information collected from landlords. We expanded Scope 1 emissions reporting to include fugitive emissions from refrigerant use and stationary combustion from backup generator fuel usage. We expanded our Scope 3, Category 1 manufacturing sites to estimate usage from European and North American factories, and also expanded our Scope 3, Category 5 waste reporting using information from waste audits for new Melissa & Doug sites.

At the time of publishing, we were in the process of obtaining third-party assurance from an independent auditor, DNV, for our GHG emissions inventory. When completed, the assurance statement can be downloaded from spinmaster.com. We will issue an updated report in case of any restatements.

Our Performance: Scope 3 Emissions

Metric tons of CO_2e	2019 (baseline year)	Spin Master only 2024	Spin Master only 2025	Total entity (Spin Master + Melissa & Doug) 2024	Total entity (Spin Master + Melissa & Doug) 2025
Total Scope 3 emissions	169,386	n/a	**n/a**	93,799	**88,608**
Category 1 – Purchased Goods and Services	161,987	63,277	**60,439**	70,777	**68,134**
Category 4 – Upstream Transportation and Distribution	2,148	n/a	**n/a**	19,823	**16,513**
Category 5 – Waste Generated in Operations	278	n/a	**36**	n/a	**62**
Category 6 – Business Travel	1,787	n/a	**n/a**	1,989	**2,572**
Category 9 – Downstream Transportation and Distribution	3,186	n/a	**n/a**	1,210	**1,327**
Total GHG emissions per unit of sales	110	n/a	**n/a**	43	**43**

Reducing Our Carbon Impacts

To supplement our actions to reduce our carbon footprint, we purchase energy attribute certificates, renewable natural gas and carbon offsets for our Scope 1 and 2 emissions as well as our Scope 3 business travel and waste.[1] A few examples of projects we have supported include:

Great Bear Carbon Project

This project supports Canada's first Indigenous-led carbon offset program to protect the Great Bear Forest, one of the world's largest remaining intact coastal temperate rainforests.

A-Gas V12 HFC Reclamation

This project supports A-Gas US, Inc.'s voluntary emission reduction project to encourage the recovery of used hydrofluorocarbons (HFCs) and to avoid production of virgin HFCs through reclamation efforts. The project HFCs were U.S. domestically sourced and were reclaimed from HVAC systems to industry specification standards.

Rio Grande Valley Landfill

The Rio Grande Valley Landfill is a Type I MSW landfill located in Hidalgo County, Texas, consisting of 55 vertical landfill gas extraction wells that prevent gas migration, control surface emissions and capture methane for energy recovery.

Ningxia Xiangshan Wind Farm

The Ningxia Xiangshan Wind Farm has a total installed capacity of 397.5 MW, consisting of 265 wind turbines with unit capacity of 1,500 kW and an expected annual power delivered to the larger Northwest Power Grid via the Ningxia Power Grid at 970,432 MWh.

Planting Trees with Melissa & Doug

As part of Melissa & Doug's reforestation commitment, we supported the planting of 750,500 trees in 2025.

1 *In 2024 we did not purchase carbon offsets for Scope 3, Category 5 (Waste Generated in Operations) due to the recalculation of our baseline.*

Waste

We are committed to minimizing waste in our operations and to supporting the circular economy through our partnerships. We continue to work towards our goal of achieving zero landfill waste for our owned and leased facilities by 2035.

Waste Reduction

With the acquisition of Melissa & Doug in 2024, we consolidated several offices and added new facilities such as distribution centres and a retail store. In 2025, we conducted waste audits at the Melissa & Doug Wilton offices and two new distribution centres to better understand our new baseline, and also identified opportunities for diversion.

Waste Generated

Metric tons	2019 (baseline year)	Spin Master only 2025	Total entity (Spin Master + Melissa & Doug) 2025
Waste generated	773	**202**	**284**

Consumer Recycling

Through our partnership with TerraCycle® in the U.S., we are promoting a circular economy and engaging our customers in waste reduction. In 2025, we increased collection points to 2,071 locations in the U.S. for recycling Spin Master toys. Since the launch of the program in April 2021, a total of 68,023 toys have been collected and recycled.

Earth Buddies

Spin Master's Earth Buddies Teams bring employees who are passionate about sustainability together to grow our culture of environmental action, with over 50 members in nine offices across the globe. They organize initiatives in Spin Master locations, such as rooftop gardens, sustainability markets, up-cycling events, tree planting events, and environmental conferences and workshops.

Our Products

As a leading children's toy and entertainment company, we are committed to creating magical play experiences for children and families while producing responsibly sourced goods that meet the highest safety and quality standards. Through the development of sustainably minded product lines and the application of circular design principles, we are working to ensure that today's play doesn't compromise tomorrow's world.

100%

of paper products and 53% of wood products sold under the *Melissa & Doug* brand are produced with FSC®-certified materials[1]

1 FSC®-C156584

99%

of our manufacturing facilities underwent an Ethical Supply Chain Program (ESCP) audit, or equivalent, in 2025

Playsponsible™

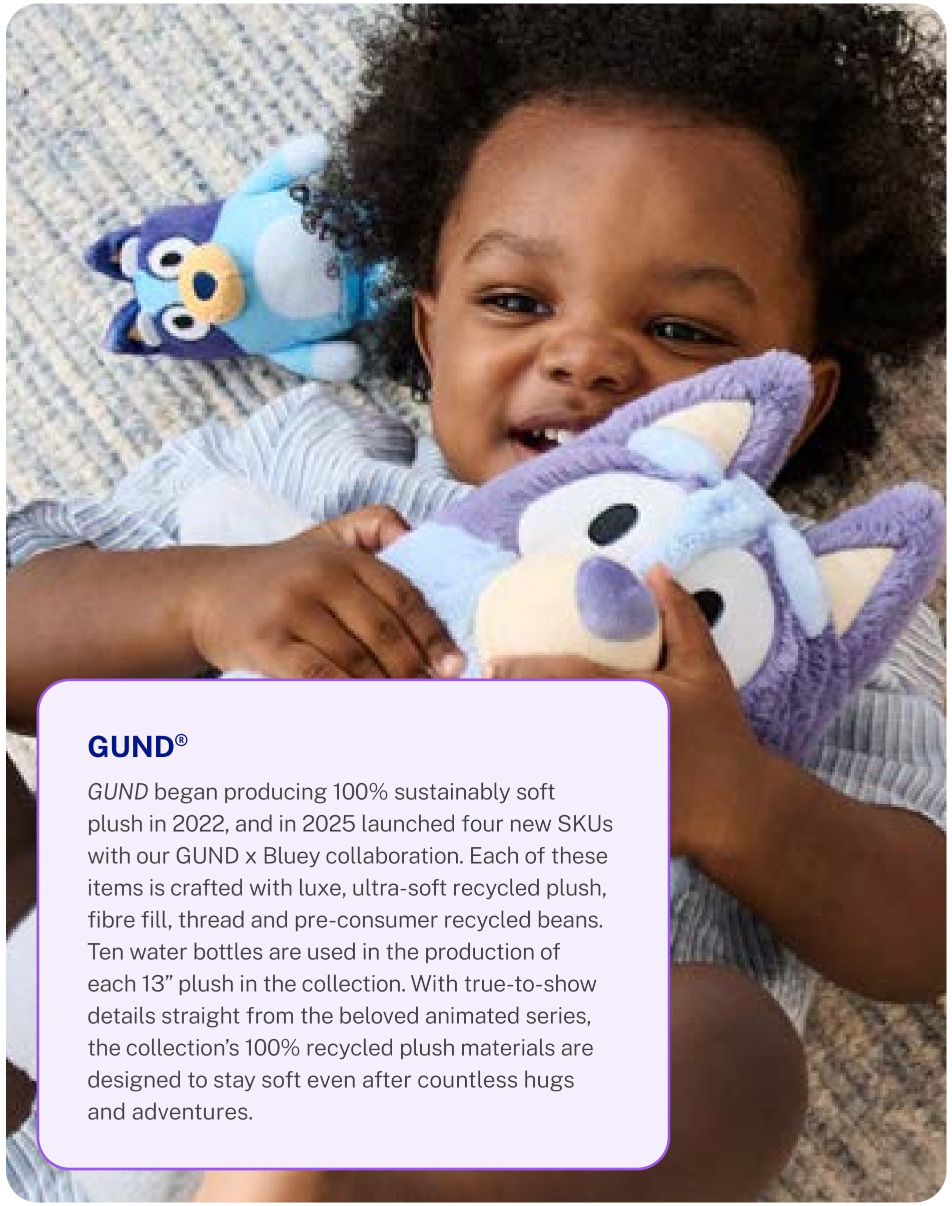
Playsponsible is our commitment to being responsible stewards of the world today's children will inherit. We are creating sustainable products throughout their life cycles, from design to packaging, to minimize our environmental impact.

Responsible Product Design

We are continuing to explore opportunities to reduce virgin material use in our toys through innovation and the incorporation of recycled or certified responsibly sourced content. Our goal is to deliver exceptional play experiences while minimizing environmental impact.

FSC® Certified

Melissa & Doug launched 138 new FSC®-certified products in 2025, ranging from classic wooden toys and puzzles to bestsellers including the Sort, Stock, Select Beauty Kiosk, and new designs for Ms. Rachel™, *PAW Patrol* and Sesame Street (FSC®-C156584).



GUND®

GUND began producing 100% sustainably soft plush in 2022, and in 2025 launched four new SKUs with our GUND x Bluey collaboration. Each of these items is crafted with luxe, ultra-soft recycled plush, fibre fill, thread and pre-consumer recycled beans. Ten water bottles are used in the production of each 13" plush in the collection. With true-to-show details straight from the beloved animated series, the collection's 100% recycled plush materials are designed to stay soft even after countless hugs and adventures.

Sustainable Packaging

We continue to look for opportunities to minimize packaging materials where possible while preserving the joy of unboxing our toys and games. We continue to evolve our packaging by using virgin plastic alternatives and seeking new approaches to reducing overall materials while maintaining the quality of the product inside. Our designers and engineers are also developing ways to integrate toy and game packaging into the play experience to extend the use.

Our Performance

We continue to look for ways to reduce plastic use and introduce sustainability into our packaging practices. Since 2019, *Melissa & Doug* has eliminated 2,327 metric tons of packaging. Across all other brands, targeted packaging optimization and continuous improvement initiatives have resulted in a reduction of overall packaging material use in 2025 by eliminating approximately 242 metric tons of paper-based packaging and 24 metric tons of mixed plastic packaging across key product lines.

Product Safety and Integrity

Spin Master upholds rigorous safety and quality standards across every product and play experience, in every market we serve. Safety and quality are embedded throughout our entire process, from design and development through manufacturing and on to distribution and end use.

Spin Master's Quality Centre of Excellence

Our Product Integrity Centre of Excellence drives product safety, integrity, legal compliance and factory oversight, striking a critical balance between fostering innovation and meeting regulatory requirements. We bring together cross-functional expertise spanning technical, legal, sustainability, sales and consumer insights teams. Consumer and customer feedback is also woven into this process, with continuous testing to ensure we learn from the market to strengthen and improve our products.

Quality Assurance

Assessment

We pull together the global product regulation framework, product histories, design, brand and consumer insight in assessing safety parameters for our brands and products.

Product Development

We refine our products based on consumer insights and the application and establishment of global and unique regional product configurations. Every country Spin Master distributes in has distinct children's regulatory safety laws requiring government certifications or equivalent endorsements, and we adapt accordingly.

Safety Testing

We take products through several iterative production pilots where they are evaluated against safety and regulatory standards, durability and reliability, in addition to consumer focus groups. This critical step concludes in formal safety certifications by independent, accredited third-party laboratories for global product distribution and continuous manufacturing consistency. Spin Master products conform to several requirements, including:

- U.S. CPSC and ASTM requirements
- European Standard EN71 and the Europe Toy Safety Directive
- *Canada Consumer Product Safety Act* and associated regulations
- Mexico Norma Oficial (NOM) Mexicana certification
- International Organization for Standardization (ISO) toy safety standards
- Other regional safety standards

The Company archives laboratory certifications and makes customer-available links traceable to every individual product shipment.

Market Surveillance

To gain new insights into future product lines, reviews and surveys are completed on a regular basis through Spin Master's Quality Centre of Excellence. This then informs new products or helps inform current products.

Chemicals of Concern

All the materials used in our products are rigorously tested for safety and product integrity. We have a regularly updated restricted substances list (RSL) of over a thousand substances based on global regulations and industry standards, which provide guidance on restrictions and bans for certain materials.

Bisphenol-A (BPA): BPA is typically used in polycarbonate, a shatterproof plastic, in trace amounts. We follow all regulations related to BPA.

Brominated flame retardants (BFRs): Spin Master does not use any BFRs in its products. We have designed alternative methods to meet flammability requirements.

Lead: Spin Master tests for lead in all of its products and is fully compliant with all applicable regulations and standards related to safe levels of lead in products for children.

Phthalates: Our products are tested to ensure they do not contain phthalates.

Polyvinyl chloride (PVC): PVC is found in some soft plastic toys, such as inflatable pool floats and collectible action figures, due to its safety, flexibility, durability and ability to retain colour. We have not yet identified a suitable alternative material to PVC for these products and continue to test products containing PVC regularly for safety and quality compliance. In 2013, Spin Master removed PVC from all packaging given its lack of recyclability.

Substances of Very High Concern (SVHC): There are no SVHC chemicals over 0.1% by weight in any of our products, as is standard practice within toy safety compliance.

Our Performance

We have a strong record of product safety and quality.

	2023	2024	2025
Annual production (millions of products)	211	241	**221**
Number of recalls	0	0	**0**
Total units recalled	0	0	**0**
Number of Letters of Advice (LOA) received	0	0	**0**
Number of legal and regulatory fines and settlements associated with product safety	0	0	**0**

Responsible Sourcing

Spin Master is a global business with 29 locations, distribution in over 100 customer markets and manufacturing in 15 countries in 172 facilities (SASB CNO604-B). All of our production is outsourced (SASB CNO604-B), and manufacturing is in facilities owned and operated by third parties in Cambodia, China, France, Honduras, Hungary, India, Indonesia, Mexico, Netherlands, Poland, Spain, Sweden, Tunisia, U.S. and Vietnam. We have several measures in place to ensure our products are sourced in a responsible manner from suppliers who share our values and commitment to business integrity.

We choose suppliers based on a number of criteria, including cost to market, time to market, product capacity, location logistics efficiency, engineering and technical capacity, financial health, and social compliance to the Ethical Supply Chain Program (ESCP). We also consider environmental performance when choosing suppliers. In addition, 88% of Spin Master's Tier 1 suppliers are ISO 9001 certified. Spin Master has been an active participant of the ESCP since its inception. Through regular audits, as well as training and education, the program provides guidance on responsible supply chain practices, including audit process, business ethics, discrimination, disciplinary practices, employee representation, employment practices, environment and chemical safety, modern-day slavery, safety, underage labour, wages and working hours.

In addition to ESCP audits, Melissa & Doug contracts with Intertek to conduct Workplace Conditions Assessment (WCA) audits throughout the year at its factories. Suppliers are required to maintain an acceptable score, and those that do not must complete a corrective action plan within a specified time frame outlined by Intertek. The frequency of these audits is determined by past performance.

Our **Code of Conduct for Suppliers and Manufacturers** and **Human Rights Policy** stipulate that our suppliers must have an ESCP certification and vendors must be sealed by the ESCP or an equivalent program as outlined in the respective policies. Spin Master requires its third-party manufacturers and distributors to comply with our **Code of Conduct for Suppliers and Manufacturers**, which is designed to prevent products manufactured by or for the Company from being produced under inhumane or exploitative conditions and includes a bare minimum of ESCP compliance. We provide further context in our **Statement of Modern Slavery and Transparency in Supply Chains** and **Modern Slavery Report**.

Today, Spin Master and our licensors do not formally require Tier 2 (component) or Tier 3 (raw material) ESCP audits; however, exceptions are made if materials or components are or can be identified as Spin Master or licensor intellectual property. To learn more about the Ethical Supply Chain Program, go to **ethicalsupplychain.org**.

Family-Friendly Factory Program

The Ethical Supply Chain Program launched the Family-Friendly Factory (FFF) Program in 2023 and achieved its goal of benefitting 30,000 children by the end of 2025.

The FFF Program, developed with insights and expertise from UNICEF, helps factories to become family-friendly environments. One element of this program is Family-Friendly Spaces (FFS), which create factory or community-based childcare facilities that enable workers to access quality childcare free of charge. FFS provide a safe environment for children to play, access learning opportunities, develop social skills and spend time with their parents. In 2025, there were 59 spaces active, supporting over 2,400 children of workers in the supply chain. Ninety-five percent of workers said they are more likely to stay in their job for longer than two years because of FFS, and 98% of workers stated that factory participation in FFS shows they care about their workers' well-being and reflects quality management.

Spin Master remains committed to supporting the ESCP's FFF Program.

99%
of workers said their child had a safe place to go in the summer due to FFS

99%
of workers said a factory participating in FFS is more attractive

97%
of workers said they feel happier at work because of FFS

98%
of managers said FFS improved worker satisfaction

Our Performance

We work closely with our factories to maintain compliance with our requirements.

	2023	2024	2025
Total number of manufacturing facilities	114	154	**172**
Percentage of facilities audited by the Ethical Supply Chain Program or equivalent program	94%	99%	**99%**
Number of facilities audited by the Ethical Supply Chain Program or equivalent program	107	178	**201**
Direct suppliers' non-conformance rate with external social responsibility audit standards	2%	<1%	**<1%**
Rate of non-conformances subject to corrective action	100%	100%	**100%**
Direct suppliers' priority non-conformance rate	1%	<1%	**<1%**
Direct suppliers' associated corrective action rate for priority non-conformances	100%	100%	**100%**
Number of contracts with suppliers that were terminated as a result of non-conformances	2	0	**0**

Note: Some facilities are audited more than once per calendar year.

Responsible Marketing and Content for Children

We engage with millions of kids and their families and put them at the centre of everything we do, including the development of our toys, entertainment and digital games. Within our entertainment content, we tell stories that reflect the diversity of our audience and work with outside consultants to authentically represent these experiences in our content. In digital games creation, we take a child-led approach to our design, prioritize inclusivity and follow strict protocols to ensure our gaming environments are safe and inclusive places for children.

Beyond the development of our toys, entertainment and digital games, we also take great care in marketing to and communicating with our audiences. We follow applicable global and regional regulations including the U.S. *Children's Online Privacy Protection Act* (COPPA) as well as voluntary standards, such as those provided by the Children's Advertising Review Unit, and act in accordance with the Federal Trade Commission Advertising Standards.

Toca Boca

Belonging is central to *Toca Boca*'s values. The team creates digital playgrounds where everyone is welcome; emotionally safe places where kids can have fun and discover who they are in the world. With that in mind, the studio consults with an independent Diversity Advisory Board during key moments within the product development cycle. Within Toca Boca World™, children can customize their world, characters, friends and families to reflect their diverse life backgrounds.

Our People

Our talented team is the driving force behind our purpose of creating magical play experiences that spark joy and wonder for children and families everywhere. Employee well-being is a priority and we continue to invest in our team members. We are committed to fostering a workplace where every employee feels inspired, empowered, valued and heard.

84%
company pride

98%
gender pay equity

Employee Experience

By staying connected to feedback from our team members, we continue to make changes to positively impact the employee experience.

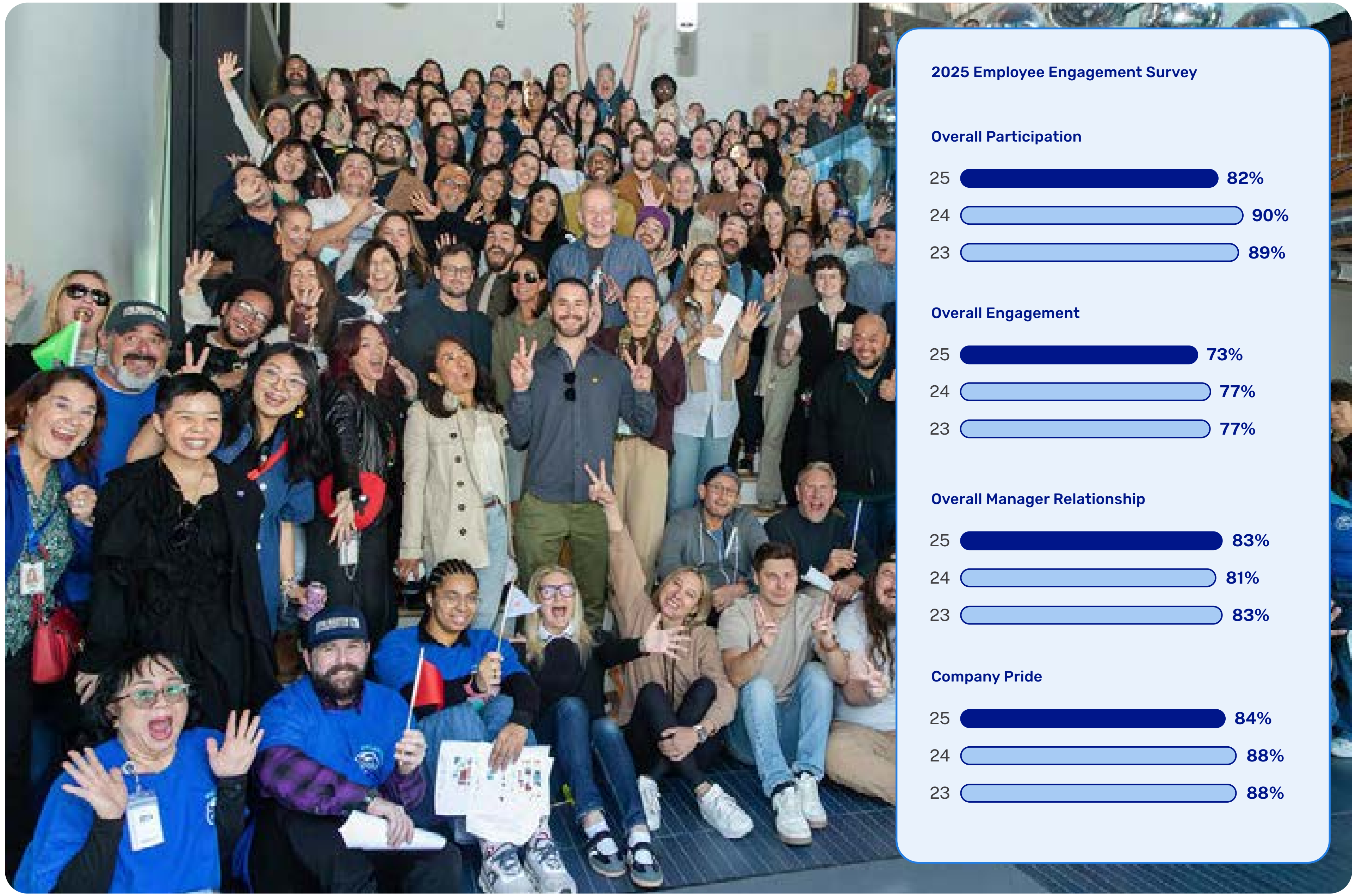
Our employee survey scores continue to be strong, with company pride at 84%. Spin Master was recognized as one of Greater Toronto's Top Employers and Best Managed Companies. These awards reflect our commitment to creating a best-in-class employee experience.

The Spin Master Way

This year, we introduced The Spin Master Way: mindsets and behaviours that guide how we work together and inspire us as a team. The Spin Master Way was created by drawing from our past, reflecting on where we are today and looking ahead to where we want to go. These mindsets and behaviours reflect the best aspects of Spin Master, consolidating our ways of working across all teams: Play Is Our Passion, Ideas Come From Anywhere & Anyone, Experiment & Learn, Make Things Happen, and Partnerships That Transform.

Recognizing and Celebrating Our Employees

Celebrating and recognizing our employees is central to our culture. Five years ago, we introduced Spin Masters, a rewards and recognition program that allows colleagues to recognize one another. Following the introduction of The Spin Master Way, the program was updated to the framework reflected in those guiding mindsets and behaviours. In 2025, our peer-to-peer recognition program was expanded to include Melissa & Doug employees, and in 2025, more than 8,125 peer-to-peer recognition notes were sent and received.



Learning and Development

Learning Opportunities

All full-time employees are provided access to the following learning opportunities:

MasterClass: An online streaming platform with access to hundreds of classes taught by the world's best leaders, authors, teachers and experts.

Tuition reimbursement: Reimbursement of continuing education courses in support of growth and career goals.

Total Rewards

Our total rewards packages are designed to be competitive, inclusive and to meet the financial, emotional and physical well-being of employees. Our gender-based pay equity rate across all levels globally is 98%, maintaining our commitment to achieving a rate close to 100% on an annual basis.

Employees are provided with comprehensive benefit packages that include medical, dental and vision benefits, employee assistance program, life and disability insurance, short- and long-term disability leave benefits, paid vacation and holidays, and wellness offerings. Parental leave, both paid and unpaid, is offered depending on the situation and in accordance with local laws and regulations. To further strengthen our position as an employer of choice, we offer an employee share purchase plan, annual share grants for Director roles and above, and share grants based on performance and tenure for all employees.

Leadership Development

Leadership Summit: Our custom learning program designed for Director and above leaders, to develop leadership skills and align on the leadership expectations to drive Spin Master's long-term success. It is a highly immersive development experience grounded in what it takes to lead teams and drive our business. To date, 300+ Director-level to Executive Vice President leaders globally have participated.

People Leadership Program: Develops core leadership capability in our middle-manager team, supporting them with the tools, resources and skills to lead high-performing, engaged teams. A blended, three-month development experience that brings together leaders from across regions and businesses and supports their learning, practice and application of fundamental leadership skills. To date, over 290 managers have participated, and the program continues to run for new managers joining.

Belonging

We're investing in teams of creative and innovative people who value an inclusive workplace and work together to achieve our vision of reimagining everyday play.

Our employees have told us that a sense of belonging is incredibly important to them and positively impacts engagement and reduces attrition.

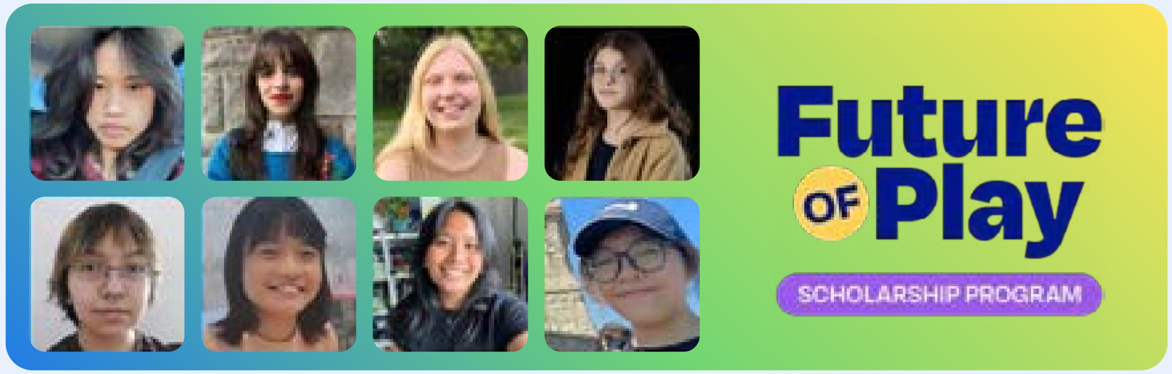
Fostering a sense of belonging means we will focus our attention on:

- Attracting diverse talent
- Providing equal opportunities and preparing people to succeed
- Strengthening our leadership capabilities
- Embracing diversity of thought

Our Employee Resource Groups (ERGs) allow employees from across the globe to share ideas and strengthen our inclusive culture. Our groups include: Women's Empowerment Network, Earth Buddies (Office Sustainability) and Philanthropy.

Future of Play Scholarship Program

Since 2021, the Future of Play Scholarship Program has supported 40 emerging creators from under-represented communities across Canada and the U.S., helping unlock access to post-secondary education and meaningful mentorship from Spin Master team members. Designed to amplify diverse voices and fresh perspectives shaping the future of children's entertainment, the program provides scholarships for students pursuing studies aligned with our creative centres, including toy design, digital game development and entertainment.



91%
of employees believe their manager treats them with respect

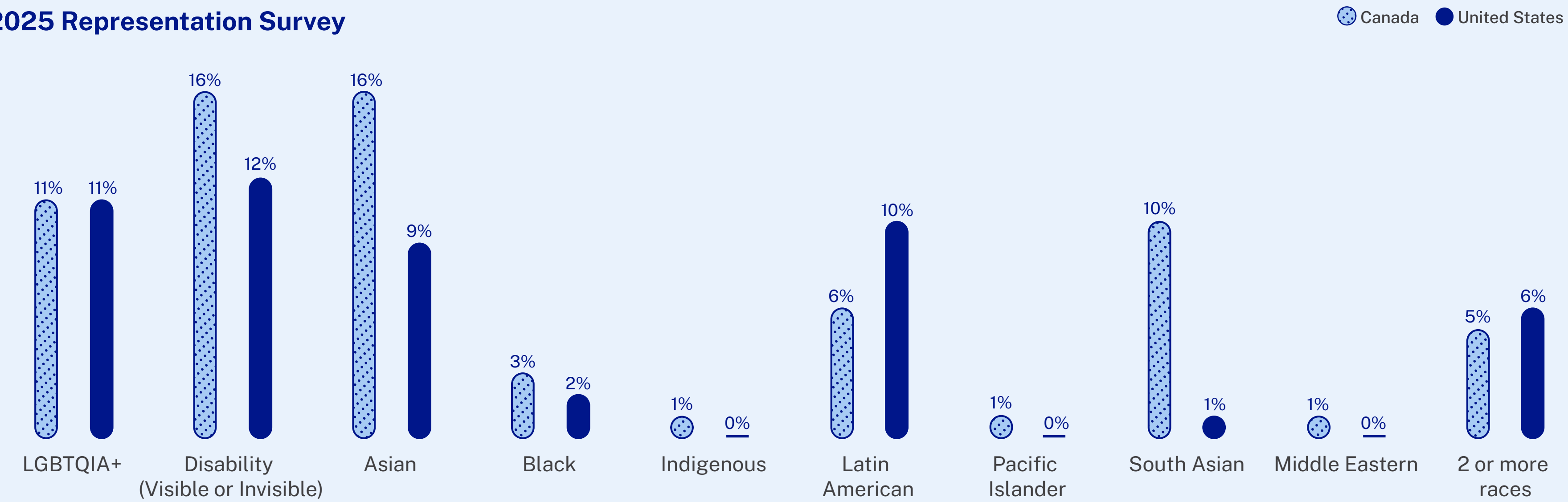
88%
of employees believe their manager cares about them as a person

2,370
full-time employees

7.8%
voluntary turnover rate

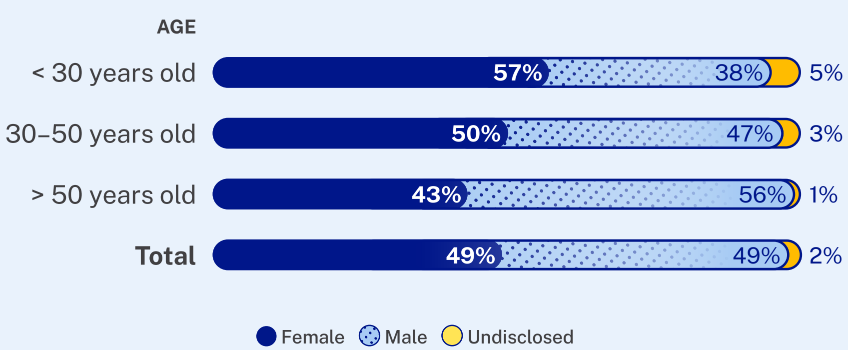
Representation

2025 Representation Survey



Middle Management

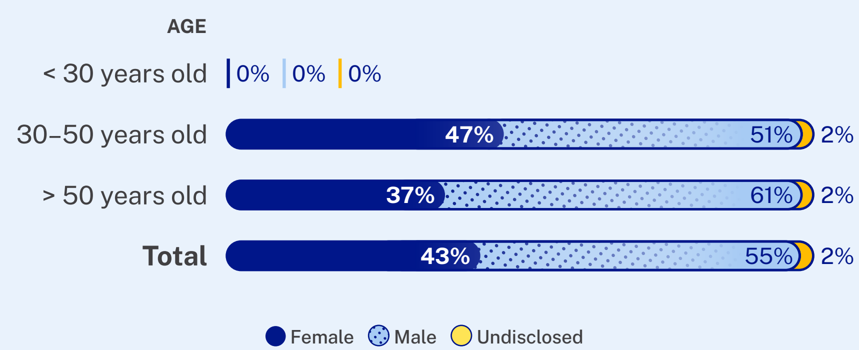
(Team Leaders, Supervisory, Managers and Senior Managers)



Gender data is global.

Senior Management

(Directors and Above)



Gender data is global.

Gender Representation

54%
Overall Female Employees

17%
Female Board Members

29%
Female Executives (EVP & up)

43%
Females in Senior Management

49%
Females in Middle Management

Gender data is global.

Health and Safety

We are committed to meeting or exceeding all applicable national, provincial and local safety laws and regulations and to prioritizing the health and safety of our employees.

Our Spin SAFE Health and Safety program enables employees to access the knowledge and resources needed to work safely. In 2025, we rolled out a new Global Health and Safety Program that provides consistent health and safety standards to all global locations, including updated policies, trainings, documentation, procedures and reporting. Subsequently, we significantly reduced the number of recordable workplace accidents.

Our Performance

	2023[1]	2024	2025
Recordable workplace accidents	7	17	**12**
Total Recordable Incident Rate	0.31	0.65	**0.33**
Deaths	0	0	**0**

Note: Includes full-time and temporary workers.

1 All figures from 2023 are for Spin Master only.

Our Communities

We believe that every child should have the opportunity to grow, explore and learn through play, no matter their circumstances. Through in-kind donations, investments in educational programming, local community engagement and employee volunteerism, we bring the magic of play to kids globally.

450,000+
children impacted

245,000+
toys donated

4,790
volunteer hours

Partnering for Impact

In 2025, we supported 358 organizations in 21 countries, bringing comfort, creativity and opportunity to children around the world.

Baby2Baby

Through our relationship with Baby2Baby, we donate more than 75,000 toys annually, delivering joy and comfort to kids in the U.S. In 2025, we worked together to give children affected by the Los Angeles (LA) wildfires special gifts to lift their spirits during a very difficult time.

Boys & Girls Clubs of America

As a partner of the Boys & Girls Clubs of America since 2021, we share a passion for enabling young people to reach their full potential as productive, caring and responsible citizens. One of our key activations brought club youth to our LA office for a three-day immersive experience, offering a behind-the-scenes look at the toy industry and inspiring them to imagine future careers shaped by creativity and play.

Children's Aid Foundation of Canada

Continuing our work with the Children's Aid Foundation of Canada, we donated 5,000 *GUND* plush to children entering the child welfare system in partnership with their comfort kit program.

Let's Talk Science

We strive to unlock the innate curiosity and exploration that youth possess working in collaboration with Let's Talk Science. Throughout the year, we hosted Future of Play Days at our headquarters, giving students the opportunity to discover unique STEAM career pathways. Participants connected directly with our team and experienced a behind-the-scenes look at how our toys, entertainment and digital games come to life, showing how creativity, science and play come together at Spin Master.

City of Toronto Playground

Spin Master invested $50,000 in the Louis March Park Restoration Project in Toronto, helping transform the space into a safe, modern playground for families in the Regent Park community. The newly restored park was officially celebrated with a grand opening event that brought local school children together for a day of play, including a meet and greet with the *PAW Patrol* and toy donations, as well as additional support for the Regent Park Community Centre's playroom.

The Toy Movement

Delivering Imagination Through The Toy Movement

The Toy Movement is a Spin Master–led initiative with a mission to deliver inspiration, imagination, magic and joy to children around the world, regardless of circumstances. Our goal is to bring comfort and reprieve to children impacted by conflict, poverty and natural disasters through play. In 2025, we reached over 116,000 children in 18 countries and donated more than 80,500 toys and 500 Child Friendly Spaces (CFS) Play Kits.

Hurricane Relief

For the first time, Spin Master partnered with the Sandals® Foundation to deliver toys to children across the Caribbean in time for the holidays. This Toy Movement took on even greater meaning following the devastating impact of Hurricane Melissa in Jamaica. While toys were successfully distributed to bring moments of joy to many children, Spin Master also stepped in with additional financial support to aid hurricane recovery efforts.

Toy Movements

- Antigua
- Bahamas
- Barbados
- Burkina Faso
- Burundi
- Canada
- Curaçao
- Grenada
- Haiti
- Jamaica
- Malawi
- Saint Lucia
- Saint Vincent
- Sierra Leone
- Turks and Caicos
- Zambia
- Zimbabwe

CFS Play Kits Initiatives

- Haiti
- Honduras

Our Culture of Giving

Spin Master employees play an active role in advancing our philanthropic mission. To strengthen our culture of giving, we offer a range of programs that provide meaningful, hands-on opportunities to support the children and communities we aim to empower every day. These programs include:

Volunteer Rewards Program

The Volunteer Rewards program recognizes and celebrates the positive impact our employees make in their communities and for the causes they care about most. For every 25 hours volunteered within a calendar year, employees receive $50 to donate to a charity of their choice through our giving platform.

Impact Day

All full-time employees are provided with one paid day off each year to give back to a cause of their choice. Impact Day is designed to empower employees to support the communities they care about most, create meaningful connections through service and make a tangible difference beyond the workplace.

Local Philanthropy Committees

We support employee-led local philanthropy committees across our global offices to identify community needs, build non-profit partnerships and create meaningful volunteer opportunities that reflect both local priorities and Spin Master's values.

Employee Matched Donation Campaign

Throughout the year, we launch employee matched donation campaigns to support global causes, particularly in times of urgent need and during the holiday season. These initiatives empower employees to give to causes that matter to them while further reinforcing our shared culture of giving.

Donations

	2019	2020	2021	2022	2023	2024	2025
In-kind donations (number)	102K	460K	170K	450K	513K	356K	**246K**
Cash donations[1] (US$)	$978K	$897K	$1.95M	$3.01M	$2.47M	$2.41M	**$2.02M**

1 *Cash donations include monetary contributions to registered charities, cost of goods of donated products and direct operational costs associated with donations.*

2025 Matched Donation Campaigns

$139,066

raised

188

charities supported

"When my family moved to Burbank, both of my younger brothers attended the Boys & Girls Burbank branch; so, when the opportunity arose, I did not hesitate to volunteer. Although I was unsure of what to expect from the experience, it ended up being one I will remember fondly for the rest of my career."

Kevin Gemser,
Project Designer, Los Angeles, U.S.

Our employee-led events around the world include:

Canada: Caring & Sharing is our signature event, which began in the Toronto office 15 years ago, that centres around a child choosing a toy for themselves and one to give to someone special in their life. This year, in Toronto, we partnered with schools affiliated with The Children's Breakfast Clubs to spread joy to over 1,200 kids, giving 2,400 toys in total. Check out the excitement on our Instagram page.

U.S.: Our employees in New York and Wilton held Caring & Sharing events with the Boys & Girls Clubs of America. Employees in LA hosted a gift-wrapping party and partnered with local organizations, including the Long Beach Children's Hospital, to donate the toys for the holidays.

Italy: Our Milan team volunteered at a local women and children's shelter, gifting toys and sharing smiles with residents.

Slovakia: Team members hosted a Caring & Sharing workshop where employees wrapped gifts for children in need based on their holiday wish list.

Hungary: The team in Hungary partnered with the Hungarian National Child Rescue service to provide toys to children. Organizers surprised the children with a special performance and gifts.

Asia-Pacific: Colleagues in Dongguan and Jiaxing organized a toy donation for local children's organizations. Employees prepped and delivered the toys to bring joy to more than 600 children.

In the wake of the fire that affected the Tai Po community, our Hong Kong office stepped up to help those impacted. The team organized a toy donation for more than 300 children and Spin Master donated HK$1 million to the Support Fund for Wang Fuk Court in Tai Po.

Melissa & Doug supported many local children's charities throughout the year through in-kind and monetary donations, including a donation to Family Services of Westchester, whose programs provide comprehensive early childhood education and family support for low-income children aged 0–5.

Governance

Governance and Ethics

In 2024, the Governance and Nominating Committee of our Board of Directors approved our inaugural Modern Slavery Report in compliance with new Government of Canada regulations. The report details the measures Spin Master has implemented to prevent and mitigate the risk of child and forced labour within our supply chain and complements our comprehensive suite of governance documents available on our Corporate Governance website, including our Diversity Policy, Code of Ethics and Business Conduct, Anti-Bribery and Anti-Corruption Policy and Human Rights Policy.

We hold ourselves and every employee accountable to the highest ethical and legal standards. To reinforce adherence to our corporate governance practices, all employees, temporary workers and contractors are required to annually review, understand and attest to compliance with our governance, risk and compliance policies. Our foundational standards and principles are outlined in our Code of Ethics and Business Conduct.

Data Protection and Cybersecurity

We are committed to protecting the personal information of our employees, customers and consumers while also using the data we collect responsibly. We have a number of safeguards in place to ensure the confidentiality, integrity and protection of sensitive data and information systems within our business. We assess and update our program to meet the requirements of emerging privacy laws and regulations around the world.

Our Privacy Policy includes details regarding how we collect, use and share personal information of users who interact with our websites. Our privacy guidelines are also incorporated into our Code of Ethics and Business Conduct, which our employees attest to annually.

At Spin Master, the principle of continuous improvement is core to our strategy for cybersecurity and data privacy. To guide our program's development, we reference leading global standards, including the NIST Cybersecurity Framework (CSF) and ISO 27001. This ensures we are dedicated to consistently evolving our defenses to address the changing threat landscape and to responsibly protect the data entrusted to us by our employees, customers and partners.

In 2025, we continued to deliver on this commitment through key enhancements across our program:

1. **Advancing Threat Detection and Response:** Building on our existing security foundations, we further advanced our threat management capabilities. We deepened our capacity for 24/7 monitoring, enabling more rapid and sophisticated detection and response to potential cyber threats. This enhancement strengthens our ability to protect our most critical assets, including consumer data, business operations and our unique intellectual property.
2. **Deepening Our Culture of Security:** In 2025, we continued to expand our mandatory cybersecurity training and refined our internal phishing awareness programs. These efforts have further elevated our employees' security awareness, reinforcing our belief that a vigilant team is one of our most effective defenses.
3. **Technology Modernization and Maintenance:** A fundamental aspect of our strategy is the proactive maintenance and modernization of our technology infrastructure. This is an ongoing process of updating systems, applying critical security patches and retiring legacy technology to reduce risk. This commitment ensures that the technological foundation of our business remains robust and resilient against evolving threats.

Reporting and Disclosures

Spin Master continues to report against the Sustainable Accounting Standards Board (SASB) Toys and Sporting Goods Standard, the Global Reporting Initiative (GRI) Universal Standards, and is transitioning Task Force on Climate-related Financial Disclosures (TCFD) Recommendations to IFRS S2 Climate-related Disclosures and Canadian Sustainable Standards Board CSDS 2: Climate-related Disclosures. These disclosures will be enhanced over time as we deepen our internal risk and opportunities assessments. Reporting against these frameworks allows us to demonstrate our performance on critical sustainability issues more transparently and provide stakeholders with the ability to assess our impact in a consistent manner.

2025 Risks and Opportunities

We see a number of social and environmental risks and opportunities for the business in the short, medium and long term. For more details on our risks, please consult our Annual Report in the “Risks Relating to Spin Master’s Business” section.

Risk	Mitigation	Opportunities
The effects of climate change		
Climate change will create a number of transition and physical risks for us. Please refer to the Climate Action section and our Climate Disclosures – Strategy a) for further details.	We have been measuring our carbon footprint since 2019, and purchasing renewable natural gas and renewable energy certificates (RECs) for Scope 1 and 2 emissions and offsets for our Scope 3 business travel emissions. Over the past few years, we have been steadily increasing our data collection capabilities, and have created a carbon reduction plan to help us reach net zero by 2050. As of 2025, we reduced the emissions related to our Spin Master business (excluding Melissa & Doug) by 65% through the divestment of all owned manufacturing facilities – the majority of our Scope 1 and 2 emissions. The acquisition of Melissa & Doug in 2024 grew our overall corporate footprint, and the legacy Melissa & Doug business also had its own carbon reduction plan. Our Company now manufactures all of our products through third-party suppliers, with locations across the globe to ensure flexibility and resilience, given geopolitical, trade, economic and climate challenges. Please see the Climate Action section and our Climate Disclosures section for more details.	Executing on our Climate Action Plan will help us operate more efficiently. Diversifying our manufacturing geographically and focusing on digital games and entertainment and licensing will help us with resilience in an increasingly carbon-constrained world. Lastly, we think that new ways of working will also help us innovate new products and services.
Product quality and safety		
The toy industry is highly regulated, and product quality and safety are fundamental to operating in this sector. Any product defects could cause significant liability and reputational risk among our customers and families that we serve.	Product quality and safety protocols, standards and controls are deeply embedded within the organization and industry through programs like the Ethical Supply Chain Program. We have a strong track record on product quality and safety, and are proud to say that we have not had any recalls for almost 20 years. With continued geographical diversification, we must maintain our vigilance on product quality and safety through due diligence. See the Product Safety and Integrity section for more details on our comprehensive program.	A constant focus on product quality and safety, with the proper governance, resourcing and processes, ensures that this mindset is part of our culture and that we continue to build trust with our customers and families who purchase our products. In addition, this provides a continued opportunity for us to evolve product and safety standards with experts and other stakeholders in the industry.

Risk	Mitigation	Opportunities
The integrity of the supply chain		
As a trend-driven business, Spin Master depends on reliable sources of materials, efficient manufacturing and timely distribution of products. Plastic resin is the primary material in Spin Master's products and packaging. We are looking to reduce the amount of virgin plastic we use and to use sustainable alternatives where available; however, we recognize that it is an ongoing challenge for the entire sector to find suitable alternatives. We also use substantial amounts of corrugate and wood/pulp-derived products, the latter of which has grown with the acquisition of Melissa & Doug. The availability, efficacy and cost effectiveness of these materials are essential to the future of our business. For some of our wood products, we use FSC®-certified wood, which is available in limited quantities. Responsible sourcing is a fundamental expectation in our business. As we have adapted the geography of our manufacturing base to adjust for different geopolitical realities, this requires constant vigilance. For example, in the case of any political instability or civil unrest in a specific region, our third-party manufacturing base could temporarily or permanently be damaged, which could then bring significant reputational, financial and liability risk to us. Disruptions in the supply chain, including geopolitical conflicts, trade disputes, tariffs and trade barriers, port congestion and container availability, are a sector-wide issue and negatively affect timely or cost of distribution, which are important issues with customers and consumers, and therefore our revenues.	We work closely with our manufacturers to source input materials, and we have built contingency plans to factor in disruptions and substitutions into our cost of goods sold. Supply chain disruptions are mitigated by our geographical diversification strategy and by continuing to manufacture close to our key markets. This requires ongoing assessment and monitoring. We have clearly set out our expectations for labour standards, human rights and environmental regulation within our Supplier Code of Conduct, and it aligns with programs such as the Ethical Supply Chain Program and assessments such as the Higg Index. We have robust programs in all countries of manufacture – Cambodia, China, France, Honduras, Hungary, India, Indonesia, Mexico, Netherlands, Poland, Spain, Sweden, Tunisia, U.S. and Vietnam – to monitor adherence and to ensure that it is conducted efficiently at industry level. We also use third-party certifications, such as FSC®, to ensure that chain of custody for those certified sustainable materials is respected. Lastly, during the past few years where supply chains have been significantly disrupted, we have built contingency plans, using alternate modes of transport, routes or ports to meet customer needs. Please see the Responsible Sourcing section for more information.	In working with new suppliers and in new regions, or facing cost and supply scarcity, we have found that managing supply chain risks has brought new ideas and sources of innovation for production, materials and transport.
Scarcity of specialized talent		
The toy and entertainment industry requires a specialized skill set. This talent is typically concentrated in specific markets outside our home market of Canada. As a result, we need to be part of shaping the future through developing ecosystems for talent with the education system and government and creating attractive workplaces for talent.	We have offices in several strategic locations that have close proximity to talent including Los Angeles, New York, Toronto, Paris and London. We continue to build our programs to engage employees and monitor employee satisfaction regularly. We have also built partnerships and curricula with various schools including the Fashion Institute of Technology in New York and Shenkar College of Engineering, Design and Art in Ramat Gan, Israel. We have also set up the Future of Play Scholarship in North America for individuals from under-represented communities to enter the toy, entertainment and digital games sector to broaden the pool of qualified talent. See the Employee Experience section of the report for more details.	As we continue to deepen our partnerships with educational institutions, inform curricula and grow our presence and recruitment efforts with key groups, we believe that this will create a more diverse and workforce-ready pipeline to take on future roles at Spin Master.
Disruption from technological change		
Emerging new technologies, such as generative artificial intelligence (AI image generators and large language models), are disrupting how entertainment, products and digital games are created and delivered. As a children's entertainment company focused on intellectual property created through innovation, content creation and merchandising, generative AI could lead to risks related to intellectual property enforcement, safety, privacy and security.	We have created an AI Policy at Spin Master for employees, contractors, subcontractors, consultants, representatives and/or agents of Spin Master to comply with the use of AI platforms and services for content creation and non-content creation.	New technologies have the potential for us to engage in new ways in how we create and deliver toy and entertainment experiences for families and to help enable our employees in their work. We are exploring how we might utilize AI within our organization that respects intellectual property, privacy, security and safety.

Risk	Mitigation	Opportunities
Evolving regulatory requirements related to sustainability topics		
We have seen the evolution of laws related to: • increased non-financial (environmental and social) due diligence, disclosure and assurance requirements; • enhanced greenwashing enforcement in certain key markets, with significant fines for non-compliance; and • increased requirements for extended producer responsibility programs, with producers responsible financially for end-of-life packaging and electronic waste. While laws are evolving, with some jurisdictions walking back regulations due to economic and sociopolitical constraints, non-compliance could still lead to financial penalties, litigation risk and reputational risk. We believe the cost of compliance will go up over time.	We have been reporting mandatory and voluntary CSR information for the past six years. Our governance, due diligence, non-financial reporting and verification processes have evolved in tandem. We have our report reviewed by our legal team to verify that claims are defensible, and our internal audit team is now assisting us in building data collection processes and controls. We have also engaged our audit firm and a third-party consultant to assess our existing disclosures and our readiness in reporting against emerging non-financial disclosure frameworks. Lastly, we have engaged a third-party assurance organization to review our carbon footprint. As regulations in multiple jurisdictions evolve to include third-party assurance, we will include other non-financial information as part of the verification process to comply with accepted protocols and regulations. Our claims on our packaging are reviewed by our legal team, and we also use third-party certifications for certain claims such as chain of custody. These include independent audits. For extended producer responsibility programs, we are stewards in many jurisdictions globally. To account for stewardship costs for our products, we have made financial projections and also adjusted product designs to minimize costs.	We believe that continued strong performance on environmental, social and governance metrics provides long-term value for Spin Master, and is a proxy for good management. We will continue to improve our transparency and performance to comply with applicable laws and regulations and to meet the expectations of our stakeholders. Additionally, we believe that taking part in extended producer responsibility programs provides the impetus to create more efficient packaging.
Global fertility rates and population trends		
While the population is increasing, growth rates are slowing and the fertility rate in many developed markets is decreasing below the replacement rate. Less children globally represents a market risk to our business, which has traditionally been based on toys and entertainment for children.	We believe that play is a timeless activity. Though our major target demographic is children, over time we are diversifying our product categories to appeal to a broader audience, including in board games, digital games and licensed offerings. Another trend we see is that with decreased numbers of children, families have increased disposable income to spend per child to "trade up."	We believe that changing demographic trends allow us to evolve our offerings in the realm of play and open up new market opportunities.

Performance Data

Please note: For data from 2025 forward, it is inclusive of Spin Master and Melissa & Doug, unless otherwise noted by an asterisk.

Metric		2019	2020	2021	2022	2023	2024	2025	Unit of Measure
Product	**SASB reference (if applicable)**								
Annual production	CG-TS-000.A	272	274	253	241	211	241	**221.4**	millions of units
Number of production facilities	CG-TS-000.B	213	156	130	120	114	154	**172**	number of facilities
Percentage outsourced	CG-TS-000.B	96%	95%	94%	99%	99%	100%	**100%**	% (by units or dollar value)
Number of recalls	CG-TS-250a.1	0	0	0	0	0	0	**0**	number of recalls
Total units recalled	CG-TS-250a.1	0	0	0	0	0	0	**0**	number of units
Number of Letters of Advice (LOA) received	CG-TS-250a.2	0	0	0	0	0	0	**0**	number of letters
Number of legal and regulatory fines and settlements associated with product safety	CG-TS-250a.3	0	0	0	0	0	0	**0**	number of fines and settlements
Description of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-TS-250a.4	See Responsible Sourcing section							
Percentage of facilities audited by Ethical Supply Chain Program or equivalent program	CG-TS-430a.1	100%	99%	97%	99%	94%	99%	**99%**	%
Number of facilities audited by Ethical Supply Chain Program or equivalent program	CG-TS-430a.1	213	155	126	119	107	178	**201**	number of facilities
Direct suppliers' non-conformance rate with external social responsibility audit standards	CG-TS-430a.2	8%	6%	6%	0%	2%	<1%	**<1%**	%
Rate of non-conformances subject to corrective action	CG-TS-430a.2	100%	100%	100%	100%	100%	100%	**100%**	%
Direct suppliers' priority non-conformance rate	CG-TS-430a.2	4%	6%	6%	0%	1%	<1%	**<1%**	%
Direct suppliers' associated corrective action rate for priority non-conformances	CG-TS-430a.2	100%	100%	100%	99%	100%	100%	**100%**	%
Number of contracts with suppliers that were terminated as a result of non-conformances	CG-TS-430a.2	7	5	2	3	2	0	**0**	number of contracts terminated
Employees									
Engagement survey response rate		66%	87%	89%	88%	89%	90%	**82%**	%
Employee engagement percentage		77%	72%	73%	77%	77%	77%	**73%**	%
Manager effectiveness		74%	79%	83%	83%	83%	81%	**83%**	%
Company pride		81%	85%	84%	87%	88%	88%	**84%**	%

Metric	2019	2020	2021	2022	2023	2024	2025	Unit of Measure
Employees (continued)								
Number of employees	1,673	1,983	2,267	2,280	2,187	2,755	**2,370**	number
Canada				813	792	810	**756**	number
Asia				513	494	616	**580**	number
U.S.				333	294	689	**470**	number
Europe				524	512	541	**464**	number
Mexico				72	70	70	**73**	number
Australia				25	25	29	**27**	number
LGBTQIA+								
Canada				9%	11%	11%	**11%**	%
U.S.				13%	15%	9%	**11%**	%
Disability (visible or invisible)								
Canada				11%	12%	11%	**16%**	%
U.S.				10%	14%	12%	**12%**	%
Asian								
Canada				17%	17%	20%	**16%**	%
U.S.				14%	10%	9%	**9%**	%
Black								
Canada				3%	3%	3%	**3%**	%
U.S.				4%	3%	2%	**2%**	%
Indigenous								
Canada				0%	0%	0%	**1%**	%
U.S.				0%	0%	0%	**0%**	%
Latin American/Hispanic								
Canada				6%	7%	6%	**6%**	%
U.S.				11%	10%	12%	**10%**	%
Pacific Islander								
Canada				1%	1%	1%	**1%**	%
U.S.				0%	0%	0%	**0%**	%

Metric	2019	2020	2021	2022	2023	2024	2025	Unit of Measure
Employees (continued)								
South Asian								
Canada				12%	11%	10%	**10%**	%
U.S.				2%	2%	2%	**1%**	%
Middle Eastern								
Canada				2%	1%	2%	**1%**	%
U.S.				0%	1%	0%	**0%**	%
2 or more races								
Canada				5%	5%	7%	**5%**	%
U.S.				7%	5%	4%	**6%**	%
Workers under a collective bargaining agreement		<1%					**0%**	%
Number of offices				26	24	29	**29**	number
Number of new hires	428	611	620	515	307	368	**358**	number
Turnover (total)	18%	11%	14%	12%	16%	14%	**18%**	%
Turnover (voluntary)						7.9%	**7.8%**	%
Gender pay equity				98%	99%	98%*	**98%**	%
Overall gender ratio (female: male)							**1.2:1**	ratio
Female	52%	53%	51%	50%	51%	53%	**54%**	%
Male	48%	47%	47%	50%	46%	44%	**44%**	%
Board level					13	12	**12**	count
Female	13%	20%	17%	17%	23%	17%	**17%**	%
Male	87%	80%	83%	83%	77%	83%	**83%**	%
Managers								
Female, <30		56%	40%	50%	44%	60%	**57%**	%
Male, <30		33%	60%	50%	56%	40%	**38%**	%
Undisclosed				0%	0%	0%	**5%**	%
Female, 30–50		49%	50%	51%	51%	52%	**50%**	%
Male, 30–50		50%	49%	48%	47%	47%	**47%**	%
Undisclosed				1%	2%	1%	**3%**	%
Female, >50		26%	29%	29%	33%	41%	**43%**	%
Male, >50		74%	69%	69%	65%	59%	**56%**	%

Metric	2019	2020	2021	2022	2023	2024	2025	Unit of Measure
Employees (continued)								
Managers (continued)								
Undisclosed				2%	2%	0%	**1%**	%
Total female	47%	47%	47%	47%	48%	50%	**49%**	%
Total male	53%	52%	52%	50%	49%	49%	**49%**	%
Undisclosed				3%	3%	1%	**2%**	%
Directors and above								
Female, <30		33%	0%	0%	33%	33%	**0%**	%
Male, <30		33%	100%	100%	67%	67%	**0%**	%
Undisclosed				0%	0%	0%	**0%**	%
Female, 30–50		44%	42%	42%	43%	48%	**47%**	%
Male, 30–50		56%	57%	57%	55%	50%	**51%**	%
Undisclosed				1%	2%	2%	**2%**	%
Female, >50		36%	36%	32%	32%	38%	**37%**	%
Male, >50		64%	64%	67%	67%	62%	**61%**	%
Undisclosed				1%	1%	1%	**2%**	%
Total female		41%	39%	38%	40%	44%	**43%**	%
Total male		58%	60%	60%	59%	54%	**55%**	%
Undisclosed				2%	2%	2%	**2%**	%
Executives (EVP+)								
Female				38%	20%	33%	**29%**	%
Male				59%	73%	61%	**57%**	%
Undisclosed				3%	7%	6%	**14%**	%
Deaths	0	0	0	0	0	0	**0**	number of deaths
Recordable workplace accidents	24	10	8	9	7	17	**12**	number of recordable workplace accidents
Total Recordable Incident Rate				0.38	0.30	0.65	**0.33**	Total Recordable Incident Rate

Metric	2019	2020	2021	2022	2023	2024	2025	Unit of Measure
Community								
Donations made (in-kind)	102,694	460,444	170,000	450,000	513,783	356,427	**246,000**	number of items
Donations made (cash)	$978,000	$896,744	$1,950,000	$3,010,000	$2,470,000	$2,409,000	**$2,019,575**	US$
Number of offices participating in Global Giving Season	11	3	14	15	15	11	**9**	number of offices
Number of children impacted				610,000	645,042	615,000	**452,794**	number of children impacted
Number of volunteer hours				5,000	6,000	4,625	**4,790**	total hours
Number of matched donation campaigns				2	1	1	**2**	number of campaigns
Number of charities supported				172	142	285	**358**	number of charities
Amount raised by employees				$118,000	$66,711	$61,356	**$58,577**	US$
Environment								
Packaging material	83	84	87	77	68	94	**66.2**	million lbs
Retail packaging cube utilization	66%	67%	69%	83%	71%	70%*	**69%**	%
Packaging material type								
Corrugate	41	43	44	37	32	53.4	**31.1**	million lbs
Clay Coated News Back (CCNB)	31	32	34	32	30	34.2	**30**	million lbs
Polyethylene terephthalate (PET)	5.8	5.9	6.2	5.4	3.7	3.8	**3.6**	million lbs
Plastic – other	2.3	2.6	2.7	2.4	2	2	**1.3**	million lbs
Misc. – other	0.6	0.9	0.3	0.2	0.1	0.2	**0.2**	million lbs
Total carbon emissions	173,952	49,584	58,359	62,080	77,726	96,724	**90,763**	metric tons CO_2e
Scope 1	2,566	4,439	3,837	613	246	948	**421**	metric tons CO_2e
North America	2,064	3,730	3,216	116	17	945	**412**	metric tons CO_2e
Europe	501	709	234	496	220	0	**9**	metric tons CO_2e
Asia-Pacific	0	0	585	1	9	3	**1**	metric tons CO_2e
Scope 2 (location-based)	2,000	1,016	1,190	1,222	1,339	1,976	**1,735**	metric tons CO_2e
North America	1,167	349	371	533	458	934	**815**	metric tons CO_2e
Europe	202	69	234	153	114	116	**94**	metric tons CO_2e
Asia-Pacific	631	597	585	537	767	926	**826**	metric tons CO_2e

Metric	2019	2020	2021	2022	2023	2024	2025	Unit of Measure
Environment (continued)								
Scope 3	169,386	44,129	53,331	60,244	76,142	93,799	**88,608**	metric tons CO_2e
Category 1 – Purchased Goods and Services (Tier 1 Manufacturing)	161,987	37,443	46,840	50,812	59,825	70,777	**68,134**	metric tons CO_2e
Category 4 – Upstream Transportation and Distribution (Third-party Distribution)	2,148	1,930	1,457	932	855	19,823	**16,513**	metric tons CO_2e
Category 5 – Waste Generated in Operations (Owned and Leased) (Non-hazardous)	278	520	463	283	75	n/a	**62**	metric tons CO_2e
Category 6 – Business Travel (Air Travel)	1,787	953	235	5,052	2,593	1,989	**2,572**	metric tons CO_2e
Category 9 – Downstream Transportation and Distribution (Freight)	3,186	3,283	4,336	3,165	12,794	1,210	**1,327**	metric tons CO_2e
Per unit of sales	110	31.6	28.6	31.4	43.5	42.7	**43.0**	CO_2e/$ million sales
Waste generated	773	1,566	1,048	789	340	Note, we are re-baselining waste information due to significant changes in operations.	**284**	metric tons
Waste diverted		22	19	42	65		**83**	%
Sustainably minded products launched				7	14	23	**142**	number of products

Climate Disclosures (TCFD/IFRS S2/CSDS 2)

With the Task Force on Climate-related Financial Disclosures disbanded in October 2023 and its framework integrated into the International Sustainability Standards Board as of 2024, we have included our reporting against elements of IFRS S2 Climate-related Disclosures and Canadian Sustainable Standards Board CSDS 2: Climate-Related Disclosures. These disclosures may change in relation to updates to regulatory requirements.

Criteria	Framework Reference(s)	Response
Governance		
a) Describe the board's oversight of climate-related risks and opportunities.	IFRS S2/CSDS 2 6A	The Governance and Nominating Committee has oversight for the Company's strategy, performance and reporting on CSR issues, which includes climate change. See the CSR Governance section for more information.
b) Describe management's role in assessing and managing climate-related risks and opportunities.	IFRS S2/CSDS 2 6B	The CSR Committee is comprised of cross-functional expertise including Legal, Quality Assurance/Compliance, Human Resources, Finance, Product Development, Engineering, Packaging, Facilities and Communications. Led by the Vice President of Communications and Corporate Citizenship, reporting to the Executive Vice President (EVP), Chief People Officer, this committee meets quarterly to review performance against the Company's CSR strategy and targets, and addresses evolving topics within the CSR arena. It formulates recommendations for activities and initiatives, enabling the Company's commitment to its CSR objectives. To support these efforts, a sub-committee focuses on sustainability in product development and packaging.
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	IFRS S2/CSDS 2 9A	Climate change presents Spin Master with a number of risks and opportunities. We define short term as within one year, medium term within one to three years and long term as over five years. **Transition Risks** **Policy and legal risks:** While there was momentum to reduce emissions from governments after the Paris Agreement set in 2015, in the past few years governments have been facing economic pressures with post-pandemic inflation and trade disputes. In 2025, the U.S. withdrew from the Paris Agreement and directed the Environmental Protection Agency to roll back a broad slate of federal climate regulations. These developments have led to reduced commitment to climate action in some of our markets. There have also been increased antitrust pressures for industry climate action initiatives in markets like the U.S. Yet we recognize that the effects of climate change will continue to worsen no matter the policy and legal environment, and action is prudent for long-term resilience. Countries that have set a pricing mechanism for carbon could affect the cost of manufacturing, including raw materials, transport or energy costs. Similarly, as costs and taxes are imposed on fossil fuels, which are the inputs for resin and fuel for shipping, this will in turn increase the cost of production. Additionally, the reliability of our manufacturing base could be affected in countries which are not actively working on adaptation measures. With climate change expected to cause more adverse weather conditions, we could face higher insurance claims and premiums for property or product damage. We also believe that there will be continually increasing requirements for extended producer responsibility obligations for packaging, product materials and electronics. These are short- and medium-term risks that would lead to input cost increases. **Market (transition) risks:** As climate change worsens, we expect that disruptions would likely increase the cost of inputs over the short, medium and long term (as discussed above); this would lead to the need for substitution, which would affect the whole industry given the use of resin as a widely used input. Lastly, climate change may affect how products are consumed. For example, Millennial and Gen Z parents are looking for more eco-friendly toys for their children, which is why we offer FSC®-certified toys and those with a reduced environmental footprint. Additionally, some families are looking to de-materialize or to find other modes of play. A growing portion of our revenue is in digital games and entertainment (approximately 16% of revenue), which is less reliant on physical inputs and can be distributed on demand.

Criteria	Framework Reference(s)	Response
Strategy (continued)		
		Physical Risks **Acute:** The effect of increased severity of extreme weather affects our value chain in several ways. Extreme weather affects our direct operations, and events in 2025 such as the European heat wave, the summer flooding in China and wildfires in California were several examples that had either direct or close-call effects on our employees, affecting the health and safety of them and their families. Extreme weather events also affect the quality of our products and our ability to distribute them in a timely fashion. For example, monsoons in South, Southeast and East Asia can cause excessive moisture, which can affect or damage products and product packaging, leading to write-offs and transport delays. They also affect our ability to deliver on our retail customers' quality needs. **Chronic:** There are also certain areas, for example, the Pearl River Delta in southern China, which are major areas for high-quality toy manufacturing, but are also subject to severe flood threats from watershed floods, sea level rise and storm surges. This is a reason we have been continuing to diversify our manufacturing base. Increased heat could cause working conditions to deteriorate for those employed in physical labour in our supply chains. Increased heat has also led to blackouts and brownouts in certain parts of the world, which would also impact the ability of our employees and supply chain to be productive or to access our systems. Droughts or inadequate water supply in certain parts of the world could lead to business interruptions to our offices or our supply chain, such as energy shortages or manufacturing processes. These could be a risk in the medium and long term. **Opportunities** While there are many risks associated with climate change, we believe there are a number of opportunities that Spin Master can benefit from. **Resource efficiency**: As materials become more expensive, we believe that we can be more efficient in our use of materials, particularly pulp, paper and plastic. For example, in using injection moulding techniques, we are able to use less plastic in the creation of action figures, and we have been able to use post-industrial ABS plastic at some of our third-party manufacturing facilities. We believe that this has implications at short-, medium- and long-term horizons. **New product innovation:** With the interest in sustainability front of mind for Millennial and Gen Z parents, we have used this as a way to determine product lines that would be relevant to these families through our Playsponsible and *Melissa & Doug* lines. Due to changing weather patterns, this might affect some of the toys we offer for outdoor play, such as SwimWays™, Aerobie™, Coop® and Kelsyus™. Additionally, with many of our large retail customers interested in reducing their Scope 3 emissions and also offering more sustainable products, we believe that our continued efforts will position us well. We believe that this also has implications for short-, medium- and long-term time horizons. **Creating more resilient operations and footprint:** Toys are a trend-driven industry, and supply chains rely on flexibility to adjust quickly. We believe that our diversification of manufacturing spreads our risk, increases our speed to market and allows us to be more resilient should certain facilities be affected by climate change or broader trade disputes. Shifts to renewable energy will support resilience for individual sites. These will have effects over medium- and long-term horizons.

Criteria	Framework Reference(s)	Response
Strategy (continued)		
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	IFRS S2/CSDS 2 9B, 9C, 9D	In terms of the impact of climate-related risks and opportunities on our businesses, strategy and financial planning, there are several actions we have taken to date: • **Diversifying our manufacturing base:** Recognizing that climate change affects different regions of the world disproportionately, we continue to diversify our production to different third-party manufacturers across geographies. • **Changing products and services:** We have set goals to reduce plastic use in our products and packaging, and have been increasingly creating or acquiring product lines with a reduced environmental footprint in order to adapt to changing market demands and to experiment with substitutes. At the moment, there are not many scalable, non-fossil-fuel-based resins that match the safety and quality profile required by regulations. Lastly, a larger part of our revenue now and into the future will be focused on digital games, entertainment and licensing, which are less reliant on fossil fuels. • **Supply chain:** Given the various supply chain disruptions from the pandemic, natural disasters and trade disputes, we have built in redundancy within our supply chain to be able to deliver to our customers on time. We continue to evolve this capability as we expect more disruptions in the future. • **Operations:** Our direct operations, which consist of offices, showrooms, distribution centres and stores, generally have a low carbon footprint, although with the acquisition of Melissa & Doug, our footprint has increased. We recognize that we have a responsibility to use as few resources as possible. We have created criteria for our facilities team to prioritize the siting of new offices in locations that source renewable energy or feature green attributes. In 2022, we worked with a third-party consultant to assess our Scope 1 and 2 emissions reductions given our 2030 and 2050 goals and our planned actions. For Scope 3, we modelled three separate pathways to reduce emissions: continuing with our planned actions (given existing efforts for grid decarbonization); engaging suppliers and increasing our own actions conservatively; and, lastly, engaging suppliers and doubling efforts within our control. We also conducted a stress test to maximize emissions reductions without eroding shareholder value. In the future, we will explore assessing our business against different climate scenarios to enhance our resilience.
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario.	IFRS S2/CSDS 2 9E	In 2022, we commissioned a third-party consultant to assess our Scope 1 and 2 targets against a net-zero pathway for 2050, considering our projected growth trajectory. We have discussed our strategies and climate risks and opportunities in previous sections.
Risk Management		
a) Describe the organization's processes for identifying and assessing climate-related risks.	IFRS S2/CSDS 2 25a	Spin Master gathers a cross-functional team within the Company to identify, assess and create action plans to mitigate risks. The CSR team regularly monitors existing and emerging regulations related to climate change, and assesses their relevance to our business. The Audit Committee of the Board of Directors studies risks identified within our organization and ensures that an effective risk management control framework has been designed, implemented and tested by our management team. Our Governance and Nominating Committee of the Board of Directors has oversight of our CSR plan, which includes climate change–related concerns and integrates risks identified and mitigated. To assess the size and scope of risks, including climate-related risks, we look at financial, reputational (among the general public, investors, customers, Board of Directors and employees), regulatory, competitiveness (pricing, quality and raw material sourcing) and employee safety–related attributes.
b) Describe the organization's processes for managing climate-related risks.	IFRS S2/CSDS 2 25b	We have defined in Risk Management a) how we define the materiality of specific risks. How we decide to mitigate, transfer, accept or control risks is based on the severity of identified risks.

Criteria	Framework Reference(s)	Response
Risk Management (continued)		
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	IFRS S2/CSDS 2 25c	To assess risks related to climate, the task is owned by our CSR team. Historically, we assess each risk for impact (financial, reputational, regulatory, competitiveness and safety) and probability, rank the issues, and determine a risk appetite for each issue. We then look at existing strategies in place to mitigate risk, to move from inherent to residual risk, and then assess planned or recommended future strategies to bring residual risk to the target level of acceptable risk. To date, due to our low direct emissions, our climate-related risks have been focused on mitigating reputational risk through the use of offsets and RECs. We continuously monitor changes in climate change policy for the pricing of GHG emissions and emissions-reporting obligations, and litigation in other sectors. However, as an industry that is not inherently high-carbon, we do not believe that these will have a material effect on us in the short term. Over time, we do expect that there may be some increased input costs for resin – for products and packaging – and stewardship fees related to product takeback and recycling. However, to date, these fees have not been heavily focused on toys, as product turnover is lower than other fast-moving consumer goods sectors such as food. For climate-related supply chain risk, some of the activities we undertook during the COVID pandemic to build resilience would also be applicable to natural disasters from climate change. For example, broadening our supplier base and determining other forms of transport and alternate ports to enable our products to reach customers. We believe that these resilience measures will enable us to manage climate-related disruptions to the supply chain. To protect our employees from critical incidents, we have an internal notification system which instantly communicates with employees in emergency situations that impact Spin Master business or operations – including those related to severe weather. In the future, we will need to more systematically plan for climate adaptation by looking at our top suppliers and their locations, and integrating new locations from our acquisition to determine the type of physical risk that they might face, as well as working collaboratively with industry to help reduce climate impacts, as many of our third-party manufacturers are shared or in the same geographies.
Metrics and Targets		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	IFRS S2/CSDS 29, 32	We currently disclose Scope 1 (mobile and stationary combustion emissions from vehicles, backup generators and refrigerants) and Scope 2 (purchased electricity, steam, heat and cooling). For Scope 3, we disclose: Category 1 – Purchased Goods and Services (Tier 1 Manufacturing); Category 4 – Upstream Transportation and Distribution (Third-party Distribution); Category 5 – Waste Generated in Operations (Leased); Category 6 – Business Travel (Air Travel Only); and Category 9 – Downstream Transportation and Distribution (Freight).
b) Disclose Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	IFRS S2/CSDS 29, 32	See the Climate Action section for more details on our Scope 1, 2 and 3 GHG emissions. We have provided information on risks in preceding sections.
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	IFRS S2/CSDS 33, 35	In 2022, we set absolute carbon reduction targets for 2030 and 2050, with the base year of 2019. We had a target to reduce Scope 1 and 2 emissions by 70% by 2030, and net zero by 2050. We have achieved a 65% reduction after the divestment of our manufacturing facilities in Tarboro and Calais. We will continue to transition to electric vehicles where feasible, upgrade our leased building standards and enhance energy efficiency in offices. Until other alternatives are found, we will continue to use regionally targeted RECs. The largest part of our footprint is our Scope 3 Purchased Goods and Services – in particular, raw materials. We have limited control over the operations of and transportation distance to our third-party manufacturers, which restricts our ability to make commitments around Scope 3 reductions; however, we remain open to setting collaborative targets with others in the supply chain to collectively reduce these emissions. As we continue to move to more digital games and entertainment, this will support further de-materialization of our business. Please see the Climate Action section for details on our performance against targets for 2025.

Global Reporting Initiative (GRI) Content Index

Statement of use: Spin Master Inc. has reported the information cited in this GRI content index for the period January 1 to December 31, 2025 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

General Disclosures				
GRI Standard		**Disclosure**	**Location**	**Response**
GRI 2: General Disclosures 2021	2-1	Organizational details	About Spin Master Annual Information Form (Intercorporate Relationships)	
	2-2	Entities included in the organization's sustainability reporting	About Spin Master Annual Information Form (Intercorporate Relationships)	
	2-3	Reporting period, frequency and contact point	About This Report	
	2-4	Restatements of information	About This Report Climate Action	The climate action information was restated for the 2024 reporting year, see **Climate Action – Our Performance: Scope 1 and 2 Emissions** for more details.
	2-5	External assurance	About This Report	
	2-6	Activities, value chain and other business relationships	About Spin Master Responsible Sourcing	
	2-7	Employees	Spin Master Global Offices Our People Employee Experience Representation	On top of our full-time employees, Spin Master had 991 temporary and contract workers as of December 31, 2025.
	2-8	Workers who are not employees	Spin Master Global Offices Our People Employee Experience Representation	
	2-9	Governance structure and composition	Management Information Circular (Corporate Governance) CSR Governance Corporate Governance	
	2-10	Nomination and selection of the highest governance body	Management Information Circular (Corporate Governance – Nomination and Election of Directors) Governance and Nominating Committee Charter	
	2-11	Chair of the highest governance body	Position Description of Chair of the Board	
	2-12	Role of the highest governance body in overseeing the management of impacts	CSR Governance Governance and Nominating Committee Charter Audit Committee Charter Board of Directors Mandate Management Information Circular (Board Mandate – Appendix A)	

General Disclosures				
GRI Standard		**Disclosure**	**Location**	**Response**
	2-13	Delegation of responsibility for managing impacts	CSR Governance	
	2-14	Role of the highest governance body in sustainability reporting	CSR Governance Governance and Nominating Committee Charter	
	2-15	Conflicts of interest	Code of Ethics and Business Conduct Management Information Circular (Interlocking Directorships, Principal Holders of Voting Shares, Interest of Informed Persons in Material Transactions) Annual Report (Related Party Transactions)	Guidance to avoid conflicts of interest are detailed in the Code of Ethics and Business Conduct. Currently, no board members have cross-board membership (interlocking directorships). If there was, it would be disclosed in the Management Information Circular. The Company does not track cross-shareholding with suppliers. Controlling shareholders are Ronnen Harary, Anton Rabie and Ben Varadi. We have disclosed related party transactions with one of our directors, Jeffrey I. Cohen, who is the Managing Partner at Torkin Manes LLP, which provides legal services to the Company.
	2-16	Communication of critical concerns	Management Information Circular (Corporate Governance – Shareholder Engagement) Whistleblowing Policy	The nature and total number of critical concerns cannot be reported upon due to confidentiality constraints.
	2-17	Collective knowledge of the highest governance body	CSR Governance Management Information Circular (Nomination and Election of Directors)	The VP, Communications and Corporate Social Responsibility, and members of the CSR Committee provide regular updates to the Governance and Nominating Committee on CSR matters.
	2-18	Evaluation of the performance of the highest governance body	Management Information Circular (Assessments)	
	2-19	Remuneration policies	Management Information Circular (Director Compensation, Executive Compensation)	
	2-20	Process to determine remuneration	Management Information Circular (Director Compensation, Executive Compensation – Compensation Discussion & Analysis)	
	2-21	Annual total compensation ratio	Management Information Circular (Components of Compensation & Cost of Management Ratio)	Annual total compensation ratio cannot be reported upon due to confidentiality constraints.
	2-22	Statement on sustainable development strategy	CSR Vision	
	2-23	Policy commitments	CSR Governance Product Safety and Integrity About Spin Master Governance and Ethics	
	2-24	Embedding policy commitments	Human Rights Policy Code of Ethics and Business Conduct Code of Conduct for Suppliers and Manufacturers	
	2-25	Processes to remediate negative impacts	Human Rights Policy	

General Disclosures				
GRI Standard		**Disclosure**	**Location**	**Response**
	2-26	Mechanisms for seeking advice and raising concerns	Governance and Ethics Corporate Governance Code of Ethics and Business Conduct	
	2-27	Compliance with laws and regulations		The Company has not identified any non-compliance with laws and/or regulations. The Company has also not identified any non-compliance with environmental laws and/or regulations.
	2-28	Membership associations	Stakeholder Engagement	
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	
	2-30	Collective bargaining agreements	Human Rights Policy	No Spin Master employees are covered by a collective bargaining agreement.
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Analysis	
	3-2	List of material topics	Materiality Analysis	
Climate change				
GRI 102: Climate Change 2025	3-3	Management of material topics	Climate Action Climate Disclosures	
	102-1	Transition plan for climate change mitigation	Climate Disclosures	
	102-4	GHG emissions reduction targets and progress	Our Environment Climate Action Performance Data	
	102-5	Scope 1 GHG emissions	Climate Action Performance Data	
	102-6	Scope 2 GHG emissions	Climate Action Performance Data	
	102-7	Scope 3 GHG emissions	Climate Action Performance Data	
	102-8	GHG emissions intensity	Performance Data	
	102-10	Carbon credits	Climate Action	

Material Topics				
GRI Standard		**Disclosure**	**Location**	**Response**
Energy				
GRI 103: Energy 2025	3-3	Management of material topics		
	103-1	Energy policies and commitments	Climate Action Climate Disclosures	
	103-2	Energy consumption and self-generation within the organization		Non-renewable fuel consumption: • Diesel: 3,440 L • Natural gas consumption: 205,800 m^3 Total purchased electricity: 7,642 MWh Spin Master does not self-generate any electricity, heating, cooling or steam, however purchases RECs for Scope 2 emissions from the legacy Spin Master business. Over 90% of data for natural gas and electricity consumption was obtained from utility bills, with the remaining 10% based on historical averages, building energy performance certificates or other sources. Gasoline cannot be reported, as data is based on activity-based information for kilometres and size of vehicle with Defra emissions factors.
	103-3	Upstream and downstream energy consumption		Upstream energy consumption in 2025 for Scope 3, Category 1 – Purchased Goods and Services is: • Purchased electricity: 112,711 MWh • Solar electricity: 4,323 MWh • Natural gas: 11,243 m^3 • Diesel: 289,452 L • Gasoline: 144,896 L Upstream energy consumption in 2025 for Scope 3, Category 4 for warehouses is: • 2,181 MWh of purchased electricity • 156,156 m^3 of natural gas • 31,908 m^3 of propane Downstream energy consumption for our Scope 3, Category 9 emissions cannot be calculated as it is based on activity data and estimates instead of electricity or fuel usage.
	103-5	Reduction in energy consumption		Electricity consumption in our operations decreased by 9% from 8,413 MWh in 2024 to 7,643 MWh in 2025 due to the closure/transfer of a distribution centre. Natural gas consumption in our operations decreased by 51% from 421,849 m^3 to 205,800 m^3 due to the closure of the aforementioned distribution centre.

Material Topics				
GRI Standard		**Disclosure**	**Location**	**Response**
Economic performance				
GRI 201: Economic Performance 2016	3-3	Management of material topics	Annual Report	
	201-1	Direct economic value generated and distributed	Annual Report	
	201-2	Financial implications and other risks and opportunities due to climate change	Climate Disclosures	
	201-3	Defined benefit plan obligations and other retirement plans	Management Information Circular (Components of Compensation)	
	201-4	Financial assistance received from government	Annual Report	Spin Master has access to government programs, including tax credits that are designed to aid in film and television production and distribution, as well as in interactive digital media in Canada. See our Annual Report for more details.
Anti-corruption				
GRI 205: Anti-corruption 2016	3-3	Management of material topics	Anti-Bribery and Anti-Corruption Policy	
	205-1	Operations assessed for risks related to corruption	Anti-Bribery and Anti-Corruption Policy	All of our employees must annually review, understand and attest to compliance with our Anti-Bribery and Anti-Corruption policy.
	205-2	Communication and training about anti-corruption policies and procedures	Anti-Bribery and Anti-Corruption Policy	All of our employees must annually review, understand and attest to compliance with our Anti-Bribery and Anti-Corruption policy.
	205-3	Confirmed incidents of corruption and actions taken		There were no confirmed incidents of corruption in 2025.
Anti-competitive behavior				
GRI 206: Anti-competitive Behavior 2016	3-3	Management of material topics	Anti-Bribery and Anti-Corruption Policy Code of Ethics and Business Conduct	
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		There were no legal actions for anti-competitive behaviour, anti-trust and monopoly practices in 2025.
Materials				
GRI 301: Materials 2016	3-3	Management of material topics	Our Products	
	301-1	Materials used by weight or volume	Performance Data	
	301-2	Recycled input materials used	Playsponsible	We integrate recycled materials into some of our products in the Playsponsible line but do not currently track exact volumes.
	301-3	Reclaimed products and their packaging materials	Playsponsible Sustainable Packaging	We operate a takeback program for product and packaging through TerraCycle® in the United States.

Material Topics				
GRI Standard		**Disclosure**	**Location**	**Response**
Waste				
GRI 306: Waste 2020	3-3	Management of material topics	Waste	
	306-1	Waste generation and significant waste-related impacts	Waste	
	306-2	Management of significant waste-related impacts	Waste Sustainable Packaging	
	306-3	Waste generated	Waste Performance Data	Total waste generated for the entire Spin Master entity amounted to 284 metric tons (MT). The majority of the data was collected from facility managers, who provided invoices or estimates from waste collectors or landlords. Eleven facilities had waste estimates based on number of employees. Total non-hazardous waste generated: 263 MT Total hazardous waste generated: 20 MT
	306-4	Waste diverted from disposal	Waste Performance Data	
	306-5	Waste directed to disposal	Waste Performance Data	
Supplier environmental assessment				
GRI 308: Supplier Environmental Assessment 2016	3-3	Management of material topics	Responsible Sourcing	
	308-1	New suppliers that were screened using environmental criteria	Code of Conduct for Suppliers and Manufacturers Responsible Sourcing	All suppliers, including new suppliers, are screened for environmental compliance.
	308-2	Negative environmental impacts in the supply chain and actions taken	Responsible Sourcing Performance Data	
Employment				
GRI 401: Employment 2016	3-3	Management of material topics	Our People	
	401-1	New employee hires and employee turnover	Performance Data	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Learning and Development	
	401-3	Parental leave		We offer paid and unpaid parental leave depending on the situation and in accordance with local laws and regulations. We currently do not disclose specific metrics on parental leave.

Material Topics

GRI Standard		Disclosure	Location	Response
Occupational health and safety				
GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics	Health and Safety	
	403-1	Occupational health and safety management system	Health and Safety	
	403-4	Worker participation, consultation, and communication on occupational health and safety	Health and Safety	
	403-5	Worker training on occupational health and safety	Health and Safety	
	403-9	Work-related injuries	Health and Safety	
Training and education				
GRI 404: Training and Education 2016	3-3	Management of material topics	Employee Experience	
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee Experience	We require managers to conduct two performance reviews a year for all full-time employees.
Diversity and equal opportunity				
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of material topics	Employee Experience	
	405-1	Diversity of governance bodies and employees	Representation Performance Data	
	405-2	Ratio of basic salary and remuneration of women to men	Our People	
Freedom of association and collective bargaining				
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3	Management of material topics	Human Rights Policy Code of Conduct for Suppliers and Manufacturers Responsible Sourcing	
Child labor				
GRI 408: Child Labor 2016	3-3	Management of material topics	Responsible Sourcing Statement on Modern Slavery and Transparency in Supply Chains Code of Conduct for Suppliers and Manufacturers	
	408-1	Operations and suppliers at significant risk for incidents of child labor	Responsible Sourcing Statement on Modern Slavery and Transparency in Supply Chains Code of Conduct for Suppliers and Manufacturers	

Material Topics				
GRI Standard		**Disclosure**	**Location**	**Response**
Forced or compulsory labor				
GRI 409: Forced or Compulsory Labor 2016	3-3	Management of material topics	Responsible Sourcing Statement on Modern Slavery and Transparency in Supply Chains Code of Conduct for Suppliers and Manufacturers	
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Responsible Sourcing Statement on Modern Slavery and Transparency in Supply Chains Code of Conduct for Suppliers and Manufacturers	
Local communities				
GRI 413: Local Communities 2016	3-3	Management of material topics	Our Communities	
	413-1	Operations with local community engagement, impact assessments, and development programs	Our Communities	
Supplier social assessment				
GRI 414: Supplier Social Assessment 2016	3-3	Management of material topics	Responsible Sourcing	
	414-1	New suppliers that were screened using social criteria	Code of Conduct for Suppliers and Manufacturers Responsible Sourcing	All suppliers, including new suppliers, are screened using social criteria.
	414-2	Negative social impacts in the supply chain and actions taken	Responsible Sourcing Performance Data	
Public policy				
GRI 415: Public Policy 2016	3-3	Management of material topics	Stakeholder Engagement Anti-Bribery and Anti-Corruption Policy	
	415-1	Political contributions	Anti-Bribery and Anti-Corruption Policy	Spin Master does not make any political contributions.
Customer health and safety				
GRI 416: Customer Health and Safety 2016	3-3	Management of material topics	Product Safety and Integrity	
	416-1	Assessment of the health and safety impacts of product and service categories	Product Safety and Integrity	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Safety and Integrity Performance Data	

Material Topics				
GRI Standard		**Disclosure**	**Location**	**Response**
Marketing and labeling				
GRI 417: Marketing and Labeling 2016	3-3	Management of material topics	Responsible Marketing and Content for Children	
	417-1	Requirements for product and service information and labeling	Responsible Marketing and Content for Children	
	417-2	Incidents of non-compliance concerning product and service information and labeling	Responsible Marketing and Content for Children	We had zero incidents of non-compliance concerning product and service information and labelling.
	417-3	Incidents of non-compliance concerning marketing communications	Responsible Marketing and Content for Children	We had zero incidents of non-compliance concerning marketing communications.
Customer privacy				
GRI 418: Customer Privacy 2016	3-3	Management of material topics	Data Protection and Cybersecurity	
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Protection and Cybersecurity	We did not receive any substantiated complaints concerning breaches of customer privacy from outside parties or regulatory bodies. We did not have any leaks, thefts or losses of customer data.

Additional notes:

Information related to GRI 207 (Tax) is currently included in our annual report.
GRI 303, GRI 304, GRI 402 and GRI 413-2 are not currently material to Spin Master.
GRI 102-9, GRI 204, GRI 410 and GRI 411 are not relevant to Spin Master.
GRI 102-2, 102-3, GRI 202, GRI 203, GRI 302-2, 302-3, 302-4, 302-5, GRI 402, GRI 403-2, 403-3, 403-6, 403-7, 403-8, 403-10, GRI 404-1, 404-2 and GRI 407-1 are not currently tracked.
GRI 406-1 is currently confidential information.

CSR Report Disclaimer

This document contains certain statements, other than statements of historical fact, which constitute “forward-looking information” within the meaning of applicable securities laws, including the *Securities Act* (Ontario). Such statements may concern the Company’s objectives, plans, goals, aspirations, strategies, prospects and opportunities and are based on expectations, estimates and projections as of the date on which the statements are made in this document. The words “plans”, “expects”, “projected”, “estimated”, “anticipates”, “indicative”, “intend”, “potential”, “prospects”, “seek”, “strategy”, “targets” or “believes”, or variations of such words and phrases or statements that certain future conditions, actions, events or results “will”, “may”, “could”, “would”, “should”, “might” or “can”, or negative versions thereof, “be taken”, “occur”, “continue” or “be achieved”, and other similar expressions, identify forward-looking statements.

Specific forward-looking statements in this document include, without limitation, statements with respect to the Company’s sustainability, environmental and climate change goals and targets, statements relating to the Company’s various ESG and CSR commitments and climate change–related opportunities reported against TCFD guidance. Forward-looking statements are necessarily based upon management’s perceptions of historical trends, current conditions and expected future developments, as well as a number of specific factors and assumptions that, while considered reasonable by management as of the date on which the statements are made in this document, are inherently subject to significant business, economic and competitive uncertainties and contingencies which could result in the forward-looking statements ultimately being incorrect.

By its nature, forward-looking information is subject to inherent risks and uncertainties that may be general or specific and which give rise to the possibility that expectations, forecasts, predictions, projections or conclusions will not prove to be accurate, that assumptions may not be correct and that objectives, strategic goals and priorities will not be achieved. Known and unknown risk factors, many of which are beyond the control of the Company, could cause actual results to differ materially from the forward-looking information in this document.

Such risks and uncertainties and the material factors and assumptions used to develop the forward-looking information herein include, without limitation, those discussed in the Company’s disclosure materials, including its most recent annual and any subsequent interim Management Discussion & Analysis and its most recent Annual Information Form, filed with the securities regulatory authorities in Canada and available under the Company’s profile on SEDAR+, including those listed with any forward-looking statement safe harbour therein. The risk factors are not intended to represent a complete list of the factors that could affect the Company and investors are cautioned to consider these and other factors, uncertainties and potential events carefully and not to put undue reliance on forward-looking statements.

There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Forward-looking statements are provided as of the date of this document (being July 16, 2026) for the purpose of providing information about management’s expectations and plans relating to the future. The Company disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, or to explain any material difference between subsequent actual events and such forward-looking statements, except to the extent required by applicable law.

About This Report

This is Spin Master Corp.’s seventh Corporate Social Responsibility (CSR) Report. Spin Master Corp. and its subsidiaries are together referred to, in this report, as the “Company” or “Spin Master.” The report content was defined based on the materiality analysis that we conducted, which includes our direct operations and third-party vendors in the case of social compliance and carbon emissions.

This report covers calendar year 2025, from January 1, 2025, to December 31, 2025, and was released July 16, 2026. The most recent report prior to the 2025 Corporate Social Responsibility Report was the 2024 Corporate Social Responsibility Report, which was released in April 2025. We continue to report on an annual cycle.

Spin Master completed the acquisition of U.S.-based *Melissa & Doug*, a well-known brand in early childhood play on January 2, 2024. Therefore, our scope of reporting has expanded to include data from its operations, except where otherwise noted.

This report aligns with all Sustainability Accounting Standards Board indicators for Toys and Sporting Goods and material indicators for Global Reporting Initiative Standards, which are referenced in the Performance Data and GRI Index sections. It provides some responses to climate disclosures associated with the former Task Force on Climate-related Financial Disclosures Recommendations and the replacement International Sustainability Standards Board’s IFRS S2 and Canadian Sustainability Standards Board’s CSDS 2. As we evolve our approach, we will continue to add more content related to our Climate Action Plan. Spin Master retained DNV Business Assurance USA, Inc. to provide independent verification of the carbon emission data within this report. Their conclusion, along with their methodology, will be posted publicly on the Company website. All other data presented in this report is based on the best information available at the time of publication and was not verified externally.

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