



Royal Ahrend Integrated Report 2025

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01 Message from our CEO

Rolf Verspuij



Looking back on 2025, Royal Ahrend showed resilience in a challenging market. It was a year of contrast; we made important progress on our strategic priorities that will shape our company for the years ahead, while our financial performance did not yet reflect the progress we made across the business. What stands out most to me is the commitment of our colleagues, who continued to support our customers and drive the execution of our strategy throughout the year.

The market remained challenging as global geopolitical tensions, economic uncertainty and changing office environment due to trends like hybrid working, digitalisation and sustainability all influenced the

environment in which we operate. At the same time, 2025 was an important year of implementation and change for Royal Ahrend. We continued to invest significant time, focus and resources in strengthening our organisation, systems, commercial network and circular capabilities.

By staying close to our customers and responding to changing needs through innovation and sustainable solutions and services, Royal Ahrend has continued to adapt in order to remain relevant.



De Nederlandsche Bank, Amsterdam

Accelerating the circular transition

In 2025, we have continued to advocate for acceleration of the circular transition, while also making concrete investments to support that ambition. An important step in this was the further expansion of our Circular Hub in Veghel, enabling us to scale up refurbishment activities and broaden our circular services. We also created a Circular Inspiration Centre for customers, creating a hub where we can inspire and support organisations in making more sustainable choices for their working environments.

We strongly believe in accelerating the circular transition and have therefore sought to engage stakeholders at many different levels. In spring 2025, we joined the NVCE, to stimulate collaboration and knowledge-sharing in this important field. We also made further progress in embedding sustainability into our long-term plans, with the validation of our SBTi targets. One of the highlights of the past year was our presence during the state visit of the Dutch royal couple to Prague in June 2025: a very special moment and a recognition of the role Royal Ahrend plays in representing Dutch design, innovation and sustainability abroad

Building a strong organisation

Internally, we continued to optimise our supply chain by transferring all wood production from our factories to our state-of-the-art Wood Hub in Prague. At the same time, we further improved the efficiency of the Wood Hub, enabling us to produce more efficiently and with even less waste. We also made strong progress towards becoming one company through the continued development and rollout of our systems. The implementation of our new ERP system, IFS, is in full swing, all our European companies have been onboarded onto Salesforce, and valuable improvements have been made in pCon. Together, these systems enable us to collaborate more effectively and further improve the experience for our customers — which is ultimately what we do it all for.

International expansion of our network remains an important pillar of our strategy. In Germany, we opened a new circular showroom and entered into a strategic partnership with designfunktion, strengthening our position and expanding our commercial and circular reach in this market. We also

entered into a strategic partnership with Fursys in South Korea and took the first steps in growing our business in New Zealand and Australia

Furniture improving the work environment

Alongside these strategic developments, we remain focused on improving the comfort and experience of the working environment. A good example of this is Ahrend Cerene Skylight, our newest innovative office pod with a daylight lamp that contributes to well-being and comfort in the workplace. Our design leadership was also recognised externally, with the Ahrend Remode — our most sustainable task chair — receiving a Red Dot Award. This achievement once again shows our commitment to combining sustainability, innovation and design excellence. Another great moment this year was the return of the rights to the Gispen Classics to our portfolio, strengthening an iconic part of our heritage and offering.



Royal Ahrend Inspiration Centre, Amsterdam

Outlook on 2026

Looking ahead to 2026, we remain realistic about the market environment. Given current global events, we do not expect uncertainty to disappear overnight. Customer investment decisions may remain cautious, and geopolitical and economic developments will continue to influence our markets. Nevertheless, we look to the future with confidence.

This confidence is rooted in the progress we have made over recent years. Across the organisation, strategic initiatives are coming together: our commercial approach has been strengthened, our systems and processes are becoming

more connected, and our circular capabilities continue to expand. While these investments required significant effort and focus, they have positioned us to operate more effectively and to create greater value for customers in the years ahead.

In 2026, our focus will be on turning this progress into visible impact in the market and sustained value creation for all our stakeholders

A big thank you

These achievements are the result of the dedication, expertise and commitment of all our colleagues and partners. I would like to sincerely thank everyone who contributed over the past year. Together, we continue to build a company that is innovative, sustainable and relevant: well positioned for the future, while staying true to the values that define Royal Ahrend.

Rolf





Gildeopleidingen, Roermond

02 Company overview

The way we work is constantly evolving. For almost 130 years, Royal Ahrend has responded to these changes by creating work environments that combine timeless design with sustainability.

Over the years, we have supported organisations as they have grown and evolved. We have helped transform clinical hospital spaces into welcoming environments that support healing, and traditional classrooms into smart learning spaces where students can develop their talents. Anticipating changes in the world of work is part of who we are.

Today, this also means looking beyond the production of new furniture. We refurbish used office furniture on a large scale, extending its lifespan while maintaining the quality and functionality for which our products are known.

We create vitalising work environments — at the office, at home and wherever else people work. We design sustainable spaces that support different ways of working and contribute to people's energy, well-being and development.

Regardless of their background or ambitions, we aim to create environments in which people can make the most of their talents.



Ahrend Qabin, Ahrend Balance, Ahrend Well, Ahrend Embrace



Vitalising workspaces

Royal Ahrend has been creating work environments that are good for people, organisations and the planet since 1896. We believe that a sustainable and vitalising work environment attracts talent, increases employee engagement and is therefore crucial to the success of organisations.

In today's world, creating workspaces that promote wellbeing, sustainability and diversity is becoming increasingly important. Organisations need talent. Employees want to feel inspired, valued, connected, supported, included and proud. A vitalising working environment gives energy and is comfortably, ergonomically and functionally furnished, while promoting encounters and a sense of connection.

A vitalising workspace contributes to:



The well-being of employees



Sustainability goals

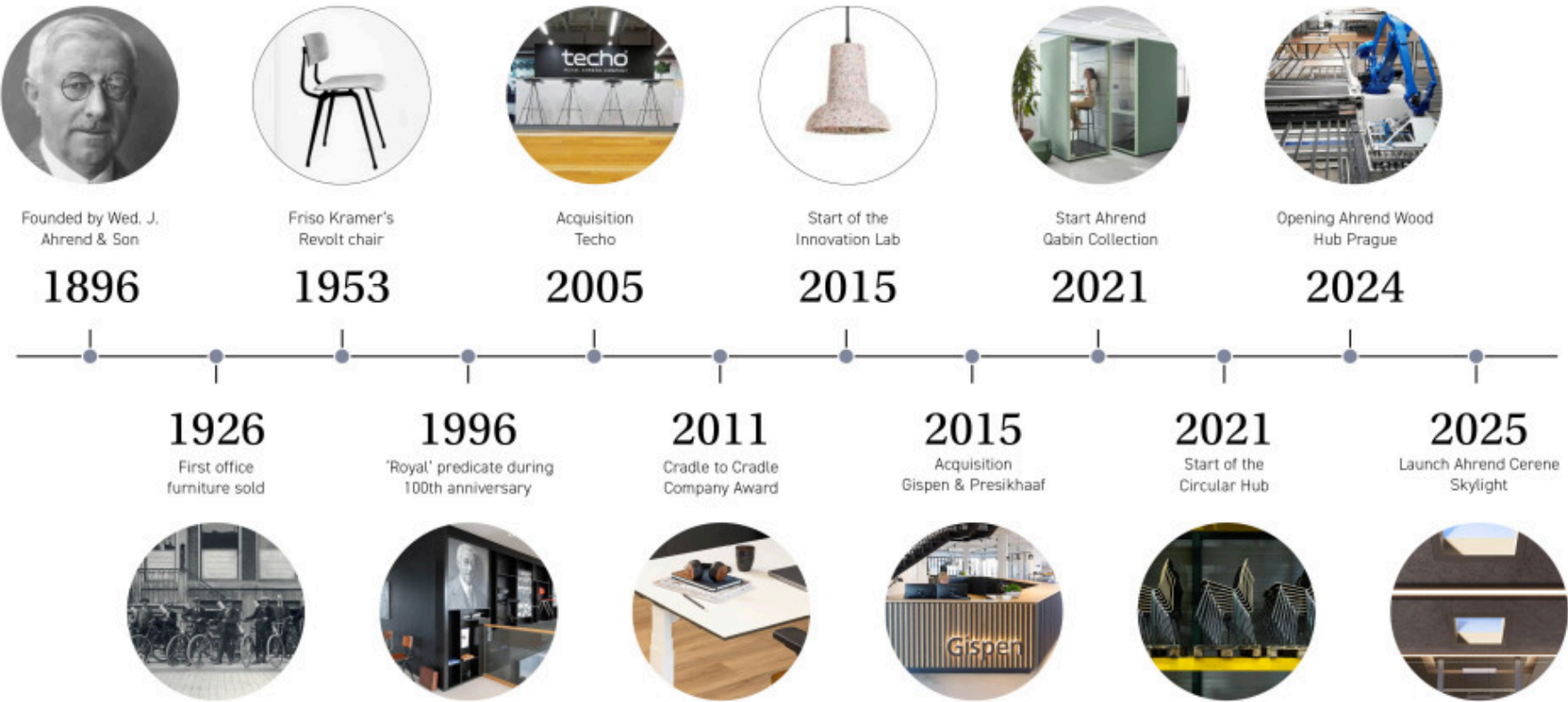


Diversity and flexibility



Our heritage

Our journey began with the Dutch entrepreneurial spirit of Jacobus Ahrend in 1896. For 130 years, we have been building on this legacy to shape the future of the workplace. We look back on a rich heritage, to which we can add the historical lineages of Gispen and Techo. Below are some of the highlights of our journey. Admirable projects and legendary designs of which we are immensely proud.



Techo Fount, Ahrend Revolt chairs



Techo Fount, Ahrend Revolt chairs

Business model

Royal Ahrend supplies furniture and offers services for office, retail, education and healthcare environments via a portfolio of three leading furniture brands: Ahrend, Gispén and Techo. Each of these well-known brands is a leader in their own market of which some can look back at a heritage spanning over a century. The service portfolio consists of a wide range of services, from interior design, circular consultancy and (customer-specific furniture) refurbishment in our Circular Hub to store furnishing, Furniture-as-a-Service and asset management.

Royal Ahrend's key customer markets are found in Europe and Asia. Our customers include both profit and non-profit (e.g. healthcare, education and (semi)government) organisations. Royal Ahrend has sales offices in its most important markets. Other markets are served by an international team specifically set up to deliver projects to customers in non-home markets. In addition, Royal Ahrend has set up a dealer network and online channels to serve a broader customer group in Europe, Middle-East and Asia.

In the Middle-East and the Asia-Pacific region, Royal Ahrend's growth plans are being further developed via the sales office in Dubai, the branch office in Singapore and a strengthened local presence in Australia and New Zealand, as well as through the joint venture called "Despace",

which was established in January 2024. Despace aims to generate sales from providing pay per use space-in-space solutions in public places, such as airports, hotels and coffee bars.

Three leading brands:



Ahrend creates vitalising workspaces. We have been doing so for almost 130 years, together with our customers all over the world. A vitalising workspace is a working environment where you feel at home. With smartly designed spaces that inspire, enhance wellbeing and encourage collaboration. Additionally, our circularly designed furniture and services contribute to achieving the sustainability objectives of organisations. As such, we support both organisations and employees to truly make a difference.



Gispen has been producing sustainable designs for almost 110 years. Sturdiness you can build on and which can be extended and adapted again and again as trends and requirements change. We don't think in terms of new. We think about the future, and we have been doing so for over a century. For organisations, companies, educational institutions and hospitals that, like us, care about the future generations.



Techo represents clever and modular furniture that provides comfort and optimally supports employees in carrying out their jobs. There is a design to suit the needs of the client in any situation. The universal design language of the furniture means it can be matched to any environment: from an office to a home workspace, or from a lobby to a retail shop.

Our global playing field



Our global playing field

Royal Ahrend is a global leader in the office furniture industry, with sales offices and production facilities across the world. This international presence allows us to serve our customers efficiently, wherever they are. By producing closer to our markets, we also reduce transport—minimising our environmental impact and lowering emissions.

COUNTRIES PRESENT

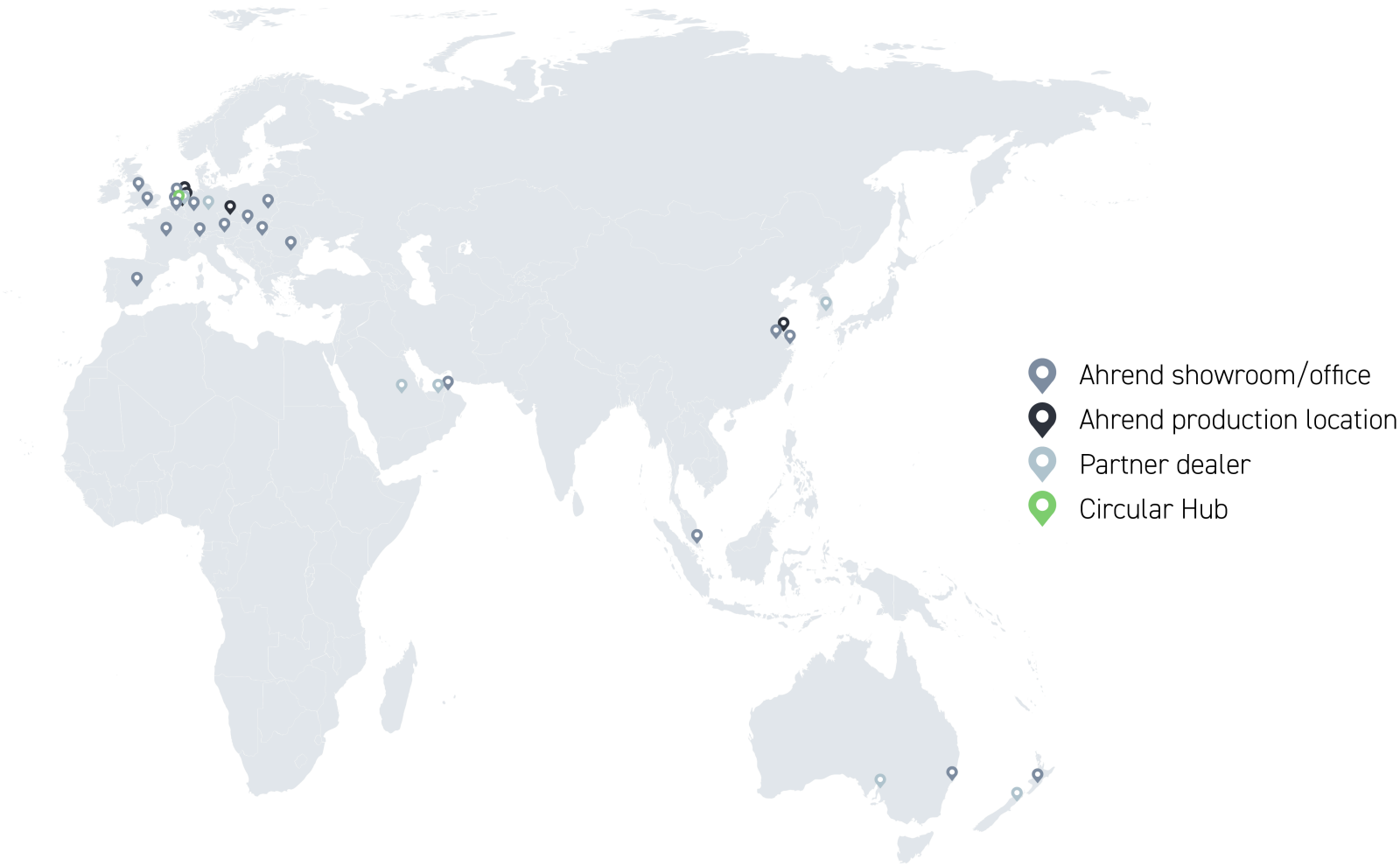
25+

SHOWROOMS & SALES OFFICES

20

FACTORIES

5



Key figures 2025

Financials

TOTAL REVENUE

236,1 mln

EBITDA

5,4 mln

DIRECT MARGIN

50,2%

Environment

WATER WITHDRAWAL

12.071 m³

(-10% compared to 2023)



SCOPE 1 AND 2 EMISSIONS

3.024 tonnes

(-74% compared to 2018)



SCOPE 3 EMISSIONS

90.293 CO2eq

(-9% compared to 2023)

ENERGY CONSUMPTION

8.268 mwh

(-14% compared to 2018)



PRODUCTS REVIVED

174.049

(since 2021)



PRODUCTION WASTE

1.540 tonne

(-41% compared to 2023)

Employees

EMPLOYEE
ENGAGEMENT SCORE

73,2

(+0,6 compared to 2024)



HEADCOUNT

1.026



AVERAGE FTE

984



MALE / FEMALE

66/34

66% male / 34% female

BOARD GENDER DIVERSITY

50/50

50% male / 50% female

SUPERVISORY BOARD GENDER DIVERSITY

60/40

60% male / 40% female

Sustainable products

SHARE OF OWN PRODUCT PORTFOLIO WITH
VERIFIED LCA (EPD)

68 %

of total sales volume

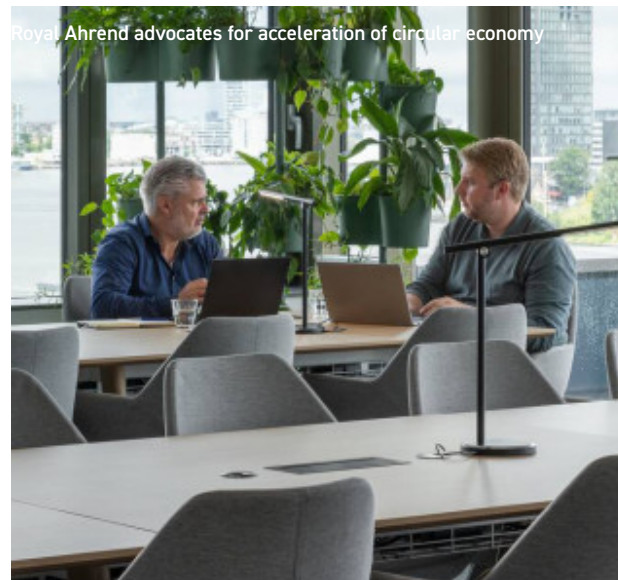
SHARE OF OWN PRODUCT SALES COMPLIANT
WITH HIGHEST STANDARD ANSI/BIFMA M7.1. E3

61 %

of total sales volume

Highlights

News



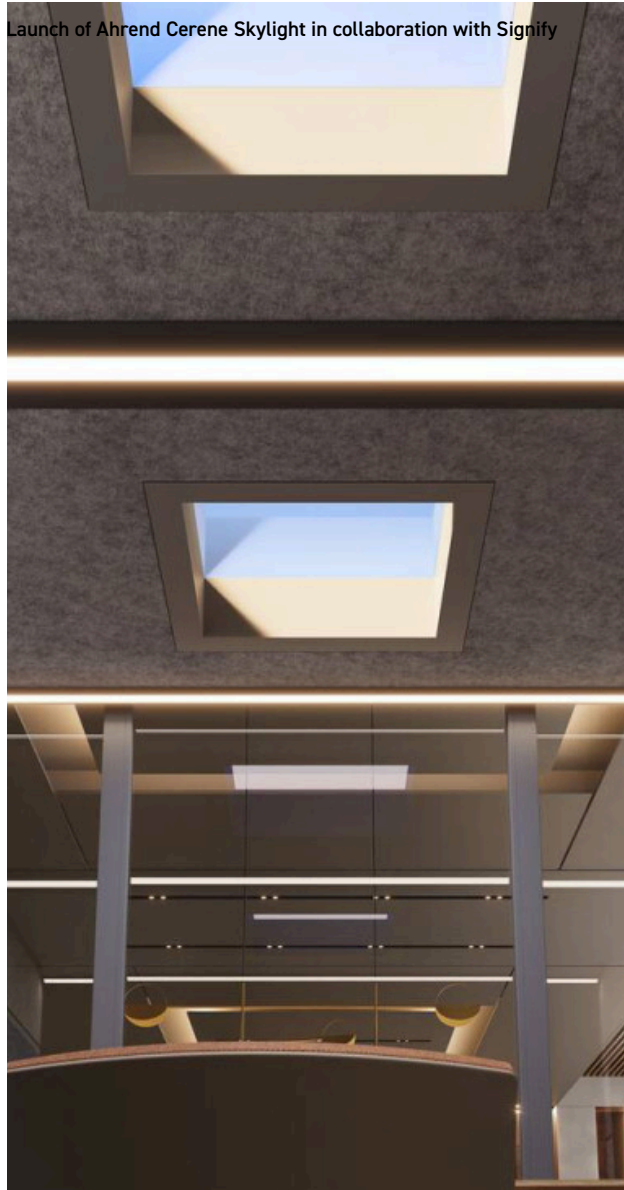
Gispen repurchases rights to classic Gispen designs from Dutch Originals



Gispen and Presikhaaf Schoolmeubelen continue together under the Gispen brand



Launch of Ahrend Cerene Skylight in collaboration with Signify



Royal Ahrend receives approval for CO2 targets from SBTi



Circular Hub expands to 20,000 m2 of operating space



New dealers join Ahrend in Australia, South Korea and Germany





Product launches

Ahrend Cerene



Ahrend Alvigo



Ahrend 2020 Luvia



Techo Alva



Ahrend Qabin Work



Techo Hyll Smart lockers



Techo Fount - Coffee and meeting tables



Product updates

Ahrend Ease - knitted backrest cover



Ahrend Cerene Skylight



Material update: 50% recycled steel in Ahrend Qabin



Ahrend Qabin new add-ons



Gispen WIZZ update



Projects

Ahrend: Just Eat Takeaway.com, The Netherlands



Ahrend: Hilti, The Netherlands



Ahrend: De Nederlandsche Bank, The Netherlands



Ahrend: Zeekr, The Netherlands



Ahrend: OMRT, The Netherlands



Ahrend: Inholland, The Netherlands



Ahrend: Firda, The Netherlands





Ahrend: Canopi, United Kingdom



Ahrend: Magnum Ice Cream Company, The Netherlands

Gispen: Gemeente Land van Cuijk, The Netherlands



Gispen: Ashram College, The Netherlands



Gispen: Gemeente Rheden, The Netherlands



Gispen: Gilde Opleidingen, The Netherlands



Gispen: Huis van Roosendaal, The Netherlands



Gispen: Radboud UMC Researchtoren, The Netherlands

Gispen: primary school De Verbinding, The Netherlands



Gispen: primary school De Tjalk, The Netherlands



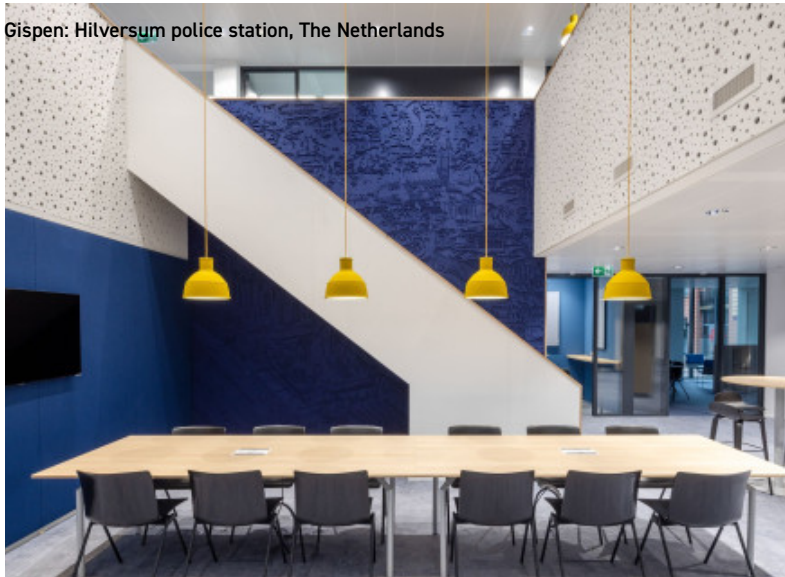
Gispen: primary school Paus Johannes, The Netherlands



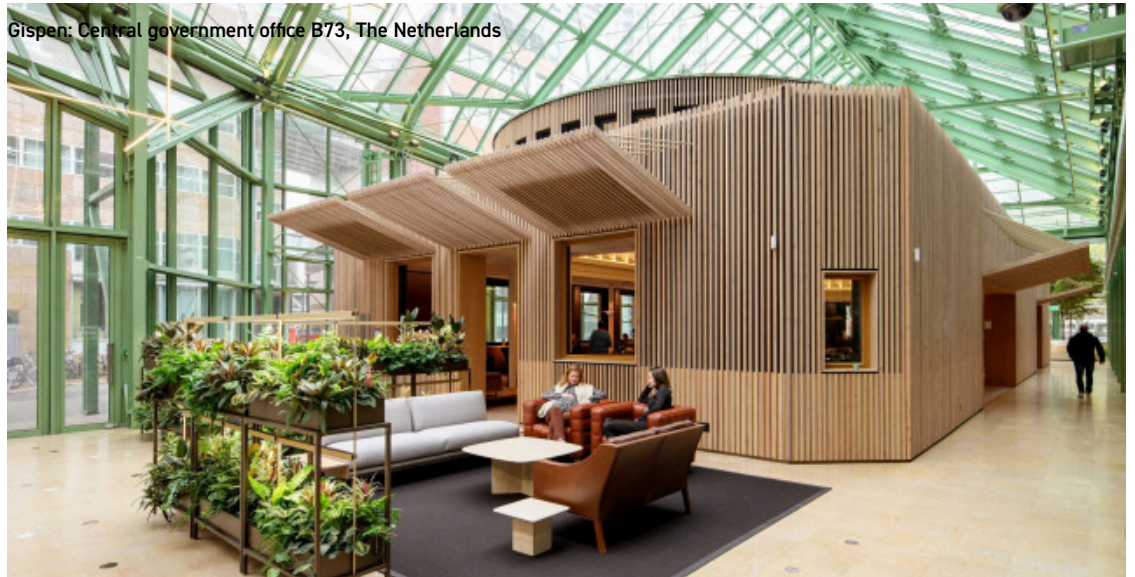
Gispen: primary school De Sjofer, The Netherlands



Gispen: Hilversum police station, The Netherlands



Gispen: Central government office B73, The Netherlands





Fontys Library Eindhoven, Gispén

Our people

Our people make the difference. They are the heart of our organisation, and their shared knowledge and expertise are the driving force behind our furniture collections and the services we offer. Below, you'll find interviews with three of our colleagues, sharing their thoughts on their work, what inspires them, and their ambitions for the future.



Meet Circular Hub manager - Robert Heesakkers

“

We'd like to expand our Circular Hubs internationally.

"The transition to a circular economy is essential to combat climate change. In a circular rather than linear economy, we reuse materials that are already in circulation. This way we can save a lot of CO2 emissions.

Moreover, it is wonderful to give products a second, third or even fourth life. Why would you buy a new chair when you can get a used product with the same quality and warranty, that feels like new? In the Circular Hub, we are continuously working on industrialising refurbishment. In other words: becoming more sustainable and achieving cost savings. This is possible because we have our own factory and our own engineers with a lot of expertise."

[Read the full interview on our website](#)

Meet Gispen's interior designer - Kim Lantwaard

Farewell to waste: we design without discarding.

"The ideal working environment is more than just a variety of spaces. The interior that Gispen aims to create together with all stakeholders is 'More than an office'. Now more than ever, reuse and refurbishment form the foundation of this interior vision. We view the challenges this brings as opportunities. Taking it step-by-step, yet remaining circular and flexible.

By utilising our extensive toolkit and the expertise of our specialists, clients, and users, we collaboratively achieve an interior design where the user is always the central focus. For those sectors where the future truly matters, we also offer a Gispen Interior Vision for 'More than education' and 'More than healthcare'."

[Read the full interview on our website](#)





Meet Works Council chair - John Meijs

“

The biggest impact we make comes from working together — strengthening each other through openness, understanding and shared purpose.

"I have been a member of the Works Council since 2022, first as vice-chair and now as chair. I wanted to see what goes on in a works council and to play an active part in shaping everything that happens within Royal Ahrend. A lot of time is spent reading documents and consulting with others, sometimes with external parties too.

Together with the management, we work towards what is best for the company. This can sometimes lead to differences of opinion, and it is important to understand each other's viewpoints. In practice, we strengthen one another and we need each other."

[Read more about the Works Council below](#)



The Works Council of Royal Ahrend

The Works Council represents all employees of Royal Ahrend in the Netherlands. The main task of the Works Council is to ensure that employees' voices are heard within the organisation. The Works Council contributes to strategic decisions, ranging from new working processes to terms and conditions of employment. The council also provides advice and submits proposals on topics such as health, safety and job satisfaction.

The Works Council has the right of approval and the right to advise and consent, giving it a formal voice in all decisions affecting employees of the Royal Ahrend group. In this way, it acts as a bridge between employees and management.

The current Works Council

Ahrend's Works Council currently has seven members, including Chair John Meijs. Its areas of focus are divided across various subcommittees, from the Finance and Sites Committee to the HSE and HR Committees. The Works Council meets every month, while the joint meeting with the board takes place every two months. In addition to matters affecting the entire Royal Ahrend group, the various committees also provide updates during these meetings.

Key topics

Key topics addressed by the Works Council over the past year include Project Connect, the implementation of a new ERP system, changes in the board and the working-from-home policy. The Works Council's influence has been clearly felt in practice: following open conversations and constructive discussions about the arrangements for working from home, management adjusted the policy.



03 Our business and sustainability strategy

At Royal Ahrend, our mission to create vitalising workspaces guides both our corporate and sustainability strategies. In 2024, we strengthened our sustainability strategy, aligning with the SDGs and ESG topics, and initiated a Mid Term Plan with projects running until 2027.

In this chapter, we further elaborate on our corporate and sustainability strategies.

Message from our CFO

Claudia Mennen



2025 was a year of further development and investment in our future. Although it was a challenging year from a financial perspective, we made important progress towards a more sustainable future and created strong momentum around our Mid Term Plan.

Our ambition remains clear: to be the international leader in vitalising and sustainable workspaces. We pursue this by offering the right products and services in the right channels and markets, supported by an efficient organisation, strong team spirit and sustainability embedded in how we work.

In 2025, we continued to execute our Mid Term Plan and made progress on several strategic projects, like product innovation, the expansion of our indirect channels — with a.o. our cooperation with designfunktion to bring sustainable solutions to Germany — our ERP implementation and the further integration of sustainability KPIs.

I am very proud of the energy and commitment shown by colleagues across the organisation, while at the same time focusing on serving our customers every day.

We further embedded our four sustainability pillars — Sustainable Products, Circular Services, Climate Action and Social Fairness — into our way of working, translating ambitions into measurable actions and performance indicators.

A major sustainability milestone was the validation of our climate targets by the Science Based Targets initiative (SBTi), making Royal Ahrend the first Dutch office furniture company with science-based targets aligned to the 1.5°C pathway.

Although regulatory developments, including the continued evolution of CSRD requirements, have provided companies with more time to adapt, our commitment remains unchanged. We see sustainability not as a compliance exercise, but as a strategic opportunity and a responsibility



Techo Fount bench, Ahrend Well chairs

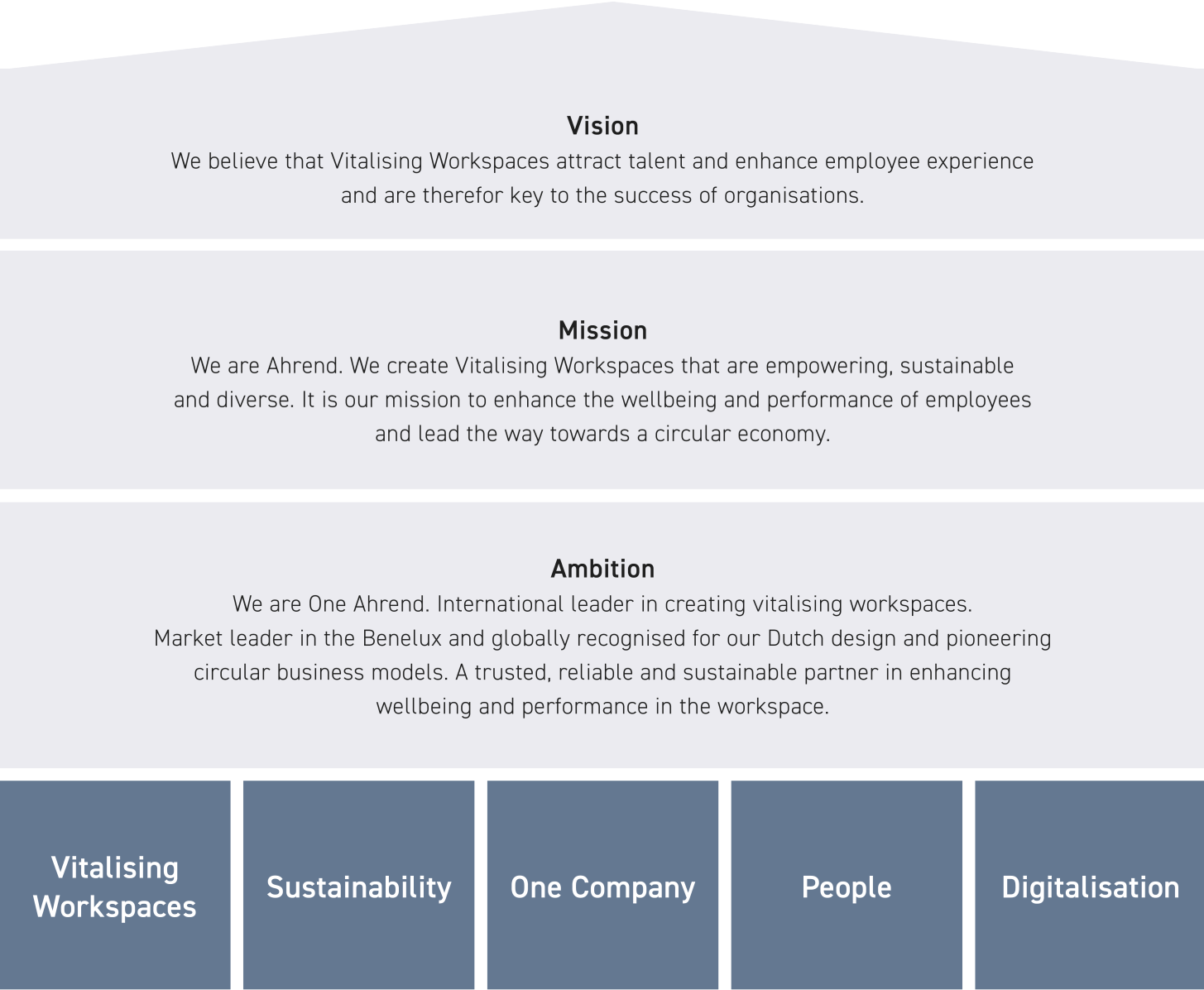
towards our customers, colleagues and future generations.

I would like to thank all colleagues for their dedication, professionalism and commitment throughout the year. Together, we are making Royal Ahrend a stronger and more sustainable company for the future.

Claudia

A handwritten signature in blue ink, consisting of a stylized 'C' followed by a horizontal line.

Vision, mission and ambition





Royal Ahrend corporate and sustainability strategy

Royal Ahrend's mission is to create vitalising workspaces for employees worldwide. Our corporate strategy is built to deliver projects and products contributing to this goal. Sustainability is one of the corner stones of our corporate strategy. Our sustainability strategy is therefore closely connected to our company's mission to create vitalising workspaces.



Selling the right products and services...

We focus our product strategy on defined customer segments and offer value-added services as companies sustainably transform and revitalise their workspaces.



...to the right channels and markets...

We drive profitable growth through strong product-market combinations, further enhanced by targeted strategic partnerships.



...through an effective and efficient organisation, with the right team and spirit.

We improve profitability by reducing complexity, increasing efficiency, aligning sales and supply chain, and fostering an entrepreneurial mindset.

Embedding sustainability at the core of *everything* we do.

Our sustainability strategy focusses on four themes and eighteen projects, which we matched to the Sustainable Development Goals (SDG) in order to map our contribution to the 2030 Agenda for Sustainable Development. Our focus is on sustainable and circular product design, circular services, product life extension and reducing our greenhouse gas emissions to net zero before 2050. Furthermore, we focus on social fairness to achieve healthy and ethical operations across our entire value chain. We contribute to various SDGs through this renewed sustainability strategy. In the graphic below we connected our strategy to SDG's and the ESG reporting topics.

In 2023, we developed our sustainability strategy 2030, based on a double materiality assessment, to enhance environmental and social performance in collaboration with stakeholders. Our approach and outcomes are presented in the next chapter.

Ahrend's Code of Business Conduct and supporting policies—covering quality, environment, diversity, equity, inclusion, and human rights—guide our sustainability efforts. The Business Partner Code of Conduct ensures alignment with our sustainability standards across the value chain, reinforcing our commitment to responsible business practices.



ENVIRONMENT

SOCIAL

GOVERNANCE

Sustainable products

Create healthy & sustainable workspaces for our customers

- Design our furniture with circular design principles
- Reduce the environmental footprint of our furniture
- Ensure healthy and safe indoor use with material and product compliance

Read more in the following chapters

07.1 Climate action

07.2 Resource use and circular economy

08.2 Consumers and end-users



Circular services

Close the loop for furniture by extending product useful life

- Closed loop service models for our own products
- Product service models as significant share of our revenue
- Circular product and business model growth

Read more in the following chapters

07.2 Resource use and circular economy



Climate action

Navigate towards Net Zero Greenhouse Gas Emissions by 2050

- Reach net zero greenhouse gas emissions
- Use certified wood and invest in reforestation
- Aim to create zero waste of our own products through circular systems for product end-of-life

Read more in the following chapters

07.1 Climate action



Social fairness

Organise healthy & ethical business operations that protect the value chain and contribute to all stakeholder interests

- Focus on gender balance and social employment opportunities
- Improve employee satisfaction
- Healthy and safe working environment in our business operations
- Evaluate and collaborate with suppliers for healthy and safe working environments in our value chain

Read more in the following chapters

08.1 Own workforce

09.1 Business conduct



Business ethics

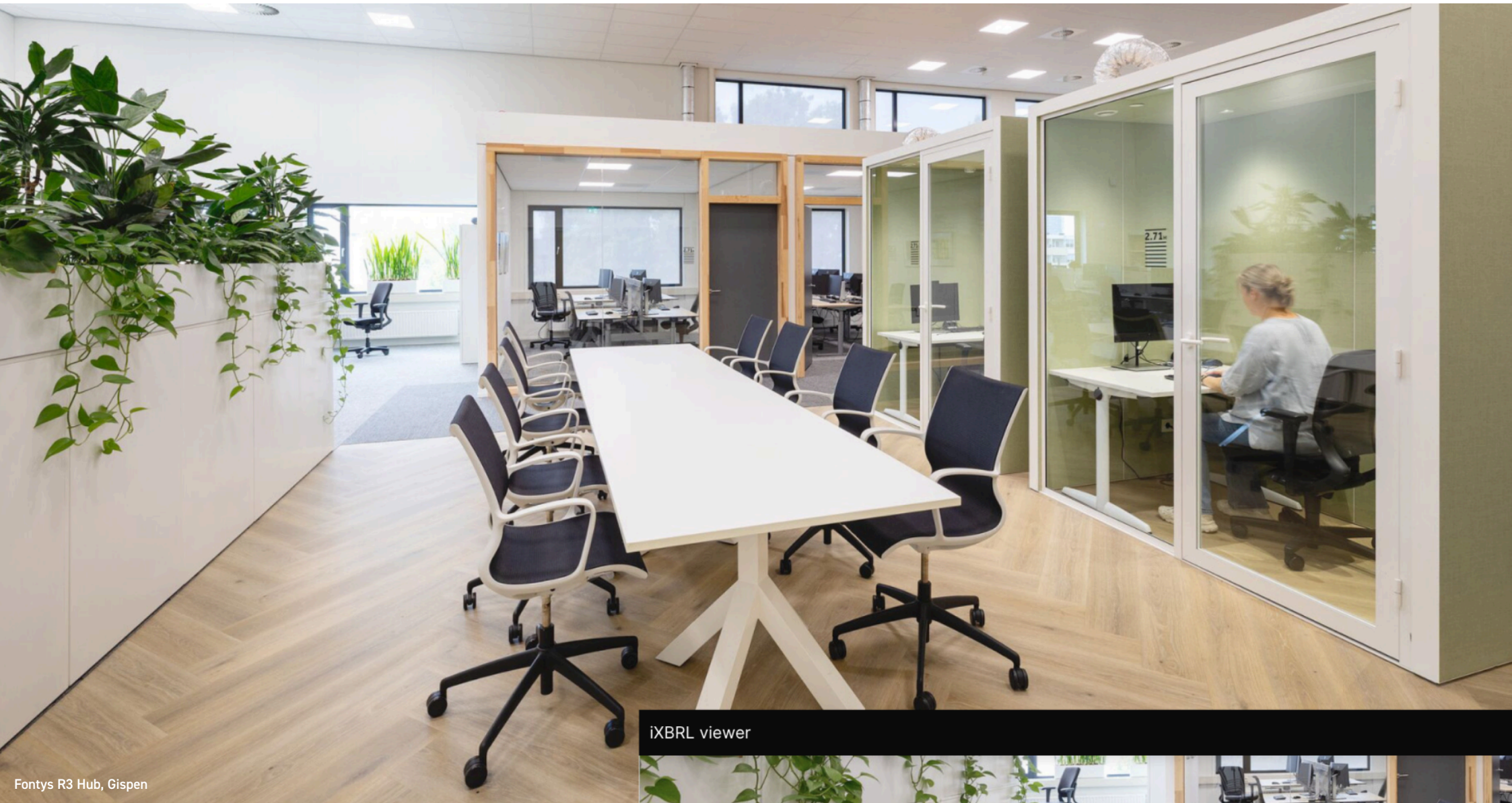
Continuously improve our environmental and social business practices

- Zero severe violations of our Code of Business Conduct
- Global sustainable supplier management
- Embed sustainability in our business processes
- Advocate and engage with value chain for a sustainable industry

Read more in the following chapters

09.1 Business conduct





iXBRL viewer

Fontys R3 Hub, Gispén

04 Performance in 2025



ABB Diegem, Ahrend

Financial performance

Operating income

The consolidated revenues of Royal Ahrend declined by 13,7% to €236,1mln (2024: €273,7mln). This decrease was driven by a lower order backlog at the end of 2024 and reduced order intake in 2025, in an environment characterised by limited availability of new projects, a restrained investment climate and budget reductions. Commercial strategic initiatives to mitigate these effects proved effective and are expected to contribute from 2026.

Direct margin on cost of raw materials and consumables remained stable at 50,2% (2024: 50,5%), supported by effective cost management that compensated for inefficiencies typically associated with lower activity levels.

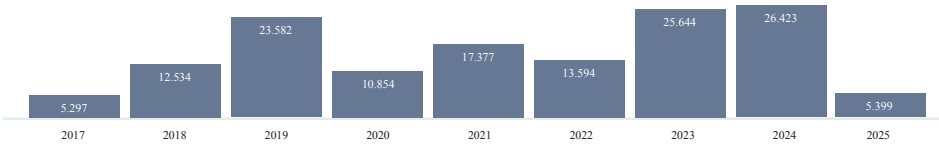
Wages and salaries were broadly stable year on year, with higher wage costs offsetting the effects of lower workforce levels resulting from reduced activity and automation. Depreciation and amortisation increased compared with the prior year, in line with higher capitalised investments. Other operating expenses remained broadly stable year on year. Management focused on actively adjusting variable and discretionary cost categories in response to lower activity levels, while continuing to invest in structural and long-term cost items that support Royal Ahrend's future operations.

Total operating income was negative. Lower volumes were not fully offset by cost savings amid continued strategic investments, including substantial focus and resources dedicated to the continued evolution of the IT landscape.

In 2025, the non-recurring expenses within operating expenses amounted to €2,1mln (2024: €3,3mln) and mainly related to costs associated with the ERP implementation and personnel-related expenses.

EBITDA

EBITDA was significantly impacted by lower activity levels during the year (€5,4mln in 2025 versus €26,4mln in 2024). EBITDA excludes non-recurring expenses.



EBITDA (in thousands of euros)

Financial expenses and taxes

Interest expenses increased year on year, mainly due to higher interest on lease arrangements and increased use of bank facilities. Net financial expenses were nevertheless lower, driven by positive currency translation differences.

Income tax expense reflected the lower result before tax and the geographic mix of taxable results.

Net result

The net result after non-recurring expenses of 2025 ended at €15,1mln negative (2024: €4,8mln positive).

Solid financial base

Solvency decreased to 37,3% following the net loss for the year, while equity remained solid. Positive operating cash flow was offset by investments and financing movements, resulting in a lower net cash position than the previous year, while the balance sheet total decreased mainly as a result of the net loss compared with 2024.

Outlook 2026 and beyond

Royal Ahrend's mid-term plan (2024–2027) focuses on targeted growth, cost discipline and further integration of the supply chain. In 2026, priorities include volume growth, backed up by the order book, continued IT transformation and portfolio optimisation to support improved future performance. The existing credit facility is expected to be sufficient to fund daily operations and planned initiatives. Management closely monitors global developments and associated risks and proactively manages potential impacts.



Wood Hub, Prague

Operational performance

Global Supply Chain integration

In 2025, we continued the integration of our global Supply Chain into one cohesive organisation, leveraging the unique competencies of each location. Prague was established as the competence center for wood production, while Arnhem now focuses on metal processing and school furniture. Sint-Oedenrode leads in assembly and refurbishment, and Veghel operates as the central hub for used furniture flows and international logistics. During the year, all wood-related production was successfully transferred from Arnhem to Prague. Additionally, a new advanced metal machinery park was installed in Arnhem, preparing for the phased transfer of metal production from Sint-Oedenrode starting in 2026.

Centralised organisation and systems

Organisationally, we are moving toward a centrally managed Supply Chain model. All production sites will adopt a unified cost-price methodology and operate within a single organisational framework. A centrally coordinated Supply Chain Office will oversee multi-site planning, procurement, and forecasting. To support this transformation, a single ERP system will be rolled out gradually across all locations in the coming years.

Portfolio optimisation

Our product portfolio remains highly diverse. Following the implementation of a new Life Cycle Management system in 2024, we continued to rationalise the portfolio in 2025. This initiative is aimed at improving inventory turnover, reducing stock-related provisions, and simplifying our

offering. A new organisational structure was also defined and aligned to support these improvements.

Service and quality performance

With growing sales of proprietary products in Central and Eastern Europe, we are strengthening our international service organisation to ensure consistent customer support. At the same time, we continued to improve our First Time Right (FTR) performance, focusing on

delivering complete, on-time, and defect-free orders. In 2025, we achieved a further 50% reduction in associated costs for the Netherlands and Belgium, with a similar improvement targeted for 2026.



Environmental performance

In 2025, Royal Ahrend followed up on 2024 initiatives to reduce environmental impact. We also took important steps to strengthen our data and target frameworks for a long-term impact.

SBTi-approved climate targets

This year, Royal Ahrend has received official approval from the Science Based Targets initiative (SBTi) for its greenhouse gas reduction targets. The validation confirms that short- and long-term climate targets are aligned with the Paris Agreement's 1.5°C pathway and cover emissions across the entire value chain, including scope 3. In parallel, we are close to finalising our climate transition plan to support the delivery of these targets.

Sustainable products

In 2025, Royal Ahrend introduced the Luvia backrest, developed as a retrofit solution for the iconic A2020 task chair. This circular innovation is designed to extend the emotional and functional lifespan of our high-quality products. The new backrest gives the A2020 a refreshed look and feel while meeting current ergonomic standards. Made from recycled plastics, it enables customers to replace only a component rather than the entire chair, supporting a shift from full product replacement to thoughtful upgrades. This launch represents an important milestone in our transition towards hybrid products that combine new and reused components.

Looking ahead to 2026, we will focus on executing our climate transition plan, building on initiatives already underway. Key priorities include lightweight product design, design for disassembly, the use of safe and circular materials, and an increased focus on low-carbon and secondary materials.



Ahrend 2020 Luvia

- › The Ahrend 2020 renewed; the Ahrend 2020 Luvia is fully adjustable and suitable for everyone.
- › Cradle to Cradle Gold certified. Components are easy to replace, reuse or recycle.
- › 50% of the total weight, of the version with plastic start base, consists of recycled materials.

Circular services

Our circular service offerings continue to grow gradually. In 2025, we held €19,86 mln in leased assets in the market - a 4% increase compared to 2024. Revenues from circular services such as consultancy, refurbishment, and Revived product sales also increased. Growth targets have been established; however, the monitoring framework and scaling activities will be further developed during 2026 and 2027.

Our scenario planner, launched in 2025, supports customers in making conscious, circular purchasing decisions. The tool makes circular workplace design tangible by presenting multiple furniture design scenarios with varying environmental performance. Through this transparent approach, we enable data-driven decision-making and actively support our customers in advancing their sustainability journey.

Climate action

Scope 1 and 2 emissions

We have set a clear ambition to reduce Scope 1 and Scope 2 emissions by 85% by 2030 compared to 2018. By the end of 2025, we had already achieved a 74% reduction, keeping us firmly on track to reach this target.

In 2025, we completed the transition to renewable electricity across our global operations. All locations now operate on wind and solar energy, marking a significant milestone towards our 2030 climate goals. In addition, our roadmap includes the full electrification of leased vehicles, a transition that will be completed before 2030.

Scope 3 Emissions

Scope 3 emissions account for 97% of our total carbon footprint. Our ambition is to reduce these emissions by 42% by 2030, compared to a 2023 baseline, with improving the environmental footprint of our furniture portfolio as a key lever. Our 2025 emissions were 12% lower compared to our baseline for various reasons.

We aim to develop Environmental Product Declarations (third party verified lifecycle assessments) for 95% of our sales volume. By the end of 2025, we had achieved 61% coverage, and existing EPDs are being updated to comply with the EN 15804+A2 standard.

We also made strong progress in sustainable logistics. In 2025, we further expanded our fleet with new electric lorries, supporting our ambition to provide electric deliveries to all customers in the Benelux by 2030.

Waste and resources

In 2025, we expanded our waste management practices to track 22 different waste streams. Of all production waste, 46% was reused or recycled, 52% was used for energy recovery and 1% was incinerated. Production waste reduced by 41% since 2023, because of the establishment of a closed loop system with wood suppliers. Hazardous waste remained low at 1%. Our water withdrawal reduced slightly to 12.071 m³.

Outlook 2026 and beyond

In 2026, we will strengthen the collaboration with our suppliers to further improve the accuracy of our Scope 3 emissions data. At the same time, we will continue executing our climate transition plan, with a strong focus on making upstream production for metals, glass and plastics more sustainable.

We also plan international expansion of our circular services, including consultancy, refurbishment and Revived product sales. These services will continue to play a key role in supporting our customers' sustainability goals and expanding our circular business model.

Finally, we will scale up our efforts to decarbonise our logistics, expanding the use of emission-free delivery options in the Benelux and exploring additional low-carbon transport solutions. Through these actions, we are confident that we will remain on track to meet our environmental targets for 2027 and 2030.



In Holland Amsterdam, Ahrend

Social performance

In 2025, Royal Ahrend continued to strengthen its social performance, focusing on integration, employee experience, health and safety and diversity.

Employee experience

Our Employee Experience Index (EXI) reached 73,2 in 2025 (2024: 72,6), further improving the 2024 index. Results highlighted the importance of leadership, communication and working conditions, which are all priorities that will be addressed in our 2026 follow-up plan.

In 2026, we will focus on strengthening integration and collaboration across our international teams, while enhancing employee engagement programs. We will also continue to invest in employee development by expanding our learning offering with a broader range of in-company

training opportunities. As our organization becomes increasingly internationally oriented, we aim to establish more consistent standards for recruitment, collaboration, and performance management across our CEE region.

Health and safety

Our commitment to health and safety remained strong in 2025. All operations are covered by a certified occupational health and safety management system (ISO 45001) or relevant legal frameworks, ensuring 99% coverage of employees and non-employees.

We recorded three work-related incidents in 2025, five fewer than in 2024. Of these, one was classified as a Medical Treatment Case (MTC). We continue to target zero severe workplace accidents by 2030. Additionally, we offered voluntary health checks at various locations,

focusing on vitality, work-life balance and lifestyle. These checks, carried out by independent providers, support long-term employability and are part of our strategy to reduce absenteeism to below 4,5%.

Diversity and Inclusion

Gender diversity remains a key focus area. In 2025, we uphold equal gender representation on the Board of Directors. Company-wide, the workforce remains stable with at least 33% male and female representation. Female representation in sub-top management is currently 8%, a decline compared to previous years and below our trajectory toward achieving the 2027 target of 28%.

Our diversity efforts also extend to social inclusion. By the end of 2025, 11% of our workforce consisted of differently-abled individuals, consistent with prior years. We will continue to encourage inclusive hiring practices and evaluate opportunities to increase diversity, especially in leadership roles, in the years to come.

Customer health and wellbeing

At Royal Ahrend, we design furniture that supports the health and well-being of users through ergonomic, adaptable and environmentally-responsible solutions. All new products follow a standardised development process, with a strong focus on indoor air quality and safe materials. By the end of 2025, 61% of our own product sales complied with the ANSI/BIFMA e3 M7.1 furniture sustainability standard, and we are on track to reach 95% by 2027.

Innovation plays a key role in enhancing user well-being. In 2025, we introduced a new backrest for our trusted A2020 desk chair, enabling customers to upgrade their existing chair by replacing just one or two components, while meeting the latest ergonomic standards. In

addition, we launched a skylight ceiling for our Qabin office pods, bringing natural daylight into the space and helping employees feel more energized when working inside. These product enhancements reflect our commitment to creating healthy, comfortable, and future-proof work environments.

Outlook 2026 and beyond

In 2026, we will build on our progress by further strengthening international collaboration and continuing to align our HR processes across all locations. A central focus will be on employee engagement, with tailored actions based on the results of our Employee Engagement Survey.

We will expand our learning and development initiatives, management development and integrating it into the Ahrend learning platform. Health and safety efforts will also be reinforced, particularly in reducing absenteeism and maintaining our goal of zero severe workplace accidents. We will continue working toward our diversity targets, especially by improving the representation of women in leadership positions and supporting inclusive practices across all levels of the organisation.

For consumers and end users, we will continue to prioritise health and well-being in our product design by expanding the use of safe, certified materials and enhancing ergonomic features across our portfolio. We aim to reach 95% compliance with the ANSI/BIFMA e3 M7.1 standard and increase supplier compliancy to Cradle to Cradle Certified® basic level requirements to 60% by 2027. Additionally, we will invest in research and innovation that supports both physical comfort and mental well-being in the workplace, ensuring our solutions remain aligned with evolving customer needs and sustainability standards.



Ahrend Showroom, Bratislava

05 Leadership and governance

Our perspective on leadership

Innovation is at the heart of our company and of our customers. We foster talent and knowledge, two principal ingredients for innovation, by encouraging our employees to come together to learn, collaborate and socially connect. A common theme which is at the core of our product offerings.

We proactively encourage the deployment of valuable knowledge and skills of employees in all parts of the organisation as well as at the highest level of decision-making. Via flat organisation structures, employee participation boards, a culture of informal communication and information sharing, collaboration across departments and empowerment of the individual.

It is important that all our employees feel comfortable and energetic at work and we want to encourage them to learn and to feel valuable at our company. We aim to employ individuals who contribute positively to our organisation in their own unique way and from their own principles, to create teams that provide new insights, new opportunities and a stable business at the same time. As a social entrepreneur, we are committed to equal opportunities and we put words into action when it comes to invigorating work environments.

Royal Ahrend management

Every member of the Royal Ahrend supervisory board and board of directors fosters and adheres to the prevailing values, culture, incentives, rules and resources. Royal Ahrend also implements structures and processes for good governance, transparency and stakeholder engagement. We adopt the principles of Cradle to Cradle production, internalising externalities and extend these principles towards the supply chain. This means we are accounting for the broader environmental or social costs of our activities in our decision-making and pricing. This ensures that impacts such as emissions or resource use are no longer borne by society, but are integrated into our business responsibilities.

The board of directors catalyses change for sustainability through envisioning, inspiring, empowering and supporting ideas. They provide a compelling vision, encourage long-term thinking, make strategic investments and promote

intergenerational equity. All members of the Royal Ahrend Management Team broaden their knowledge and skills and provide opportunities and resources for appropriate action. They also focus on creating a culture and structure that provides peer support and encouragement and which recognises achievements.

We create sustainable products inspired by Friso Kramer and his philosophy of "less is more" and "the art of omission". Through our services, we aim to extend the useful life of our products for as long as possible, while our production processes are guided by sustainable practices. Sustainability is embedded throughout our organisation and reflected in the way our people work. At the same time, we recognise that meaningful progress cannot be achieved by Royal Ahrend alone. We therefore work closely with customers, suppliers and other partners across our value chain. By working together, we can amplify our collective impact.



Kees de Boer, sketching the Gispén WIZZ

Company culture

The work environments we create contribute not only to the success of other organisations, but also to that of our own. We want our employees to approach their work with positive energy and enjoyment. This means giving them opportunities to pursue challenging goals, feel valued and have a say in matters that affect their work.

As Ahrend employees, our people experience first-hand what a vitalising work environment can offer. In 2020, we therefore introduced an ongoing survey to better understand employee satisfaction and vitality within our organisation. As part of this survey, we ask employees which words they associate with vitality in their work and working environment.

We derived four main cultural values from their responses:

- › Connection
- › Responsibility
- › Craftsmanship
- › Vitality

These cultural values are reflected in our day to day work, the interaction with colleagues, managers and clients as well as in the performance cycle. Together, these cultural values form the foundation of our vitalising work environment.

Code of Business conduct

Royal Ahrend strives for a business culture in which integrity and compliance are the norm. Our Code of Business Conduct informs employees about human rights, moral behaviour, labour conditions, environmental responsibility and anti-corruption. It sets out Royal Ahrend's principles and expectations regarding ethics, legislation and responsible business conduct. All employees are expected to comply with these ethical codes and receive regular training on these topics. Management is expected to lead by example.

The Code of Business Conduct also addresses the responsible use of artificial intelligence. As the use of AI within our business operations increases, employees are required to use only AI tools approved by Royal Ahrend and to comply with the applicable internal AI policy. AI may be used as a supporting tool where there is a valid and well-founded reason for doing so, but it should not replace human judgement, professional expertise or responsibility. Employees must always review AI-generated output for factual accuracy before using it or taking further action. We are currently developing a more comprehensive and integrated AI policy to further support the responsible, secure and transparent use of AI across the organisation.

In addition to our Code of Business Conduct, we pursue a speak-up and whistleblower policy that encourages employees to report suspected violations of ethical standards. This is supported by an integrity committee and designated confidential advisers.



Corporate governance

Royal Ahrend is a private limited liability company governed by Dutch law. Royal Ahrend has a two-tier management structure with a Board of Directors and a Supervisory Board. Royal Ahrend qualifies as a 'large company' (structuurvennootschap) within the meaning of the Dutch Civil Code and is subject to the relevant rules of Dutch corporate law.

Shareholders

HAL Trust, a Bermudian Trust, is the ultimate parent company and controlling party of Royal Ahrend (Koninklijke Ahrend BV). The financial and sustainability data of Royal Ahrend are included in the consolidated statements of both HAL Trust and HAL Holding NV. HAL Holding NV's registered address is in Willemstad, Curacao and its office is located in Rotterdam, Netherlands. The consolidated financial and sustainability statements of HAL Trust and HAL Holding NV are available at cost price at the office of HAL Holding NV and the statements of HAL Trust are also available via the website www.halholding.com.

Board of Directors

The Board of Directors of Royal Ahrend manages the strategic, commercial, sustainability, financial and organisational matters on a daily basis. An important goal is to create value, not only for our shareholders, but also for our customers, employees and society.

On 31 December 2025, the Board of Directors consists of the following members:

- › R.M. Verspuij (CEO and Statutory Director)
- › C.M.P. Mennen-Vermeule (CFO and Statutory Director)



Rolf Verspuij

***1977, the Netherlands**

2012 Joined as CFO

2023 Appointed CEO

Rolf Verspuij has been CEO of Royal Ahrend since 2023, where he works alongside a global team to design, manufacture and refurbish sustainable office furniture.

Prior to this, he was CFO at Royal Ahrend since 2012 and held various positions at Royal Gazelle, Lampenier and V&D. Rolf has also been a member of the Supervisory Board at BrabantZorg since 2018.



Claudia Mennen

***1973, the Netherlands**

2024 Joined as CFO

Claudia Mennen has been CFO of Royal Ahrend since 2024, where she plays a key role in shaping the financial strategy and driving the company's mid-term plan, MTP 2027.

She began her career over 25 years ago as an auditor at PwC and went on to hold various executive positions at Dockwise, Green Gas and BrandLoyalty. Claudia also serves as a supervisory board member at Efteling and Enstall.



Supervisory Board

The Supervisory Board consists of the following members on 31 December 2024:

Joost Van Meerbeeck

***1964, Belgium**

2013 Joined as chair
2018, 2022, 2026 Re-elected
2030 Current election period expires



Extensive and long-term experience in international finance and business, knowledge of corporate governance and investor relations. Including McKinsey, HAL Investments, Royal Ahrend. Created SUSTINVEST and nowadays working in an advisory role at HAL and as a non-executive board member at a number of HAL subsidiaries, other companies and investment funds.

Ard Vink

***1977, the Netherlands**

2016 Joined
2020, 2024 Re-elected
2028 Current election period expires



Strong international background shown in 20+ years of experience in long-term investing in listed and non-listed organizations. Extensive knowledge of businesses in his role as executive and non-executive board member in various industries.

Peter Doodeman

***1956, the Netherlands**

2018 Joined
2023 Re-elected
2027 Current election period expires



Strong international background in innovation, marketing, sales and production of fast moving consumer goods, whereby significant growth was achieved in marketshares and profitability. Managed several reorganisations and realised organic growth through acquisitions. Leadership growth and development has been key throughout his career.

Mayte Oosterveld

***1974, the Netherlands**

2023 Joined

N/A Re-elected

2027 Current election period expires



All-round finance professional, with international experience and strong strategic, M&A and legal skills. Prior to becoming CFO at Just Eat Takeaway.com she started her career in investment banking at Goldman Sachs and spent 15 years in food retail, with M&A and finance roles at Ahold Delhaize and as CFO at PLUS Supermarkets.

Ivanka Janssen

***1968, the Netherlands**

2023 Joined

N/A Re-elected

2027 Current election period expires



Seasoned Chief Supply Chain Officer (CSCO) with over 25 years of international leadership experience across industries. Her expertise includes operations, manufacturing, supply chain, digital transformation and innovation management.

Ivanka Janssen was appointed CSCO at Swarovski in July 2023. Prior to joining Swarovski, she held positions at Philips, PepsiCo, Diageo and Philip Morris.



Radboudumc, Gispén

Word from the Supervisory Board

The Supervisory Board of Royal Ahrend reviewed the annual reporting 2025 prepared by the Board of Directors. PricewaterhouseCoopers Accountants N.V. audited the statutory reporting and provided an independent auditor's report. The Supervisory Board advised the General Meeting of Shareholders to approve the annual reporting 2025 and discharge the Board of Directors.

The Supervisory Board supervises the Board of Directors and the general affairs of the company and its affiliated companies. It closely monitors the execution of the strategy. The Supervisory Board is actively involved and provides management with advice when deemed necessary.

Developments and financial results

In a challenging market environment, the focus in 2025 was on strengthening the foundation for long-term growth through targeted volume development and on cost control, while continuing to invest in key strategic initiatives. These included, but were not limited to, the ERP transition, investments in showrooms and the supply chain, expansion of the dealer and partner network, and long-term brand positioning.

During 2025, the Supervisory Board members received the management reporting of Royal Ahrend on a monthly basis.

Activities

In 2025, the Supervisory Board held five meetings in addition to several interim discussions on key developments. The Supervisory Board reviewed financial performance, strategic progress including planned investments and partnerships, operational developments and the ongoing transition to the new ERP system. The Audit Committee held three meetings to discuss financial, risk and internal control, tax, legal and IT topics. The independent auditor attended Supervisory Board and Audit Committee meetings to discuss the 2024 annual reporting, the 2025 audit plan and the management letter 2025.

Moreover, the Chairman of the Supervisory Board attended the December 2025 meeting of the Works Council, while the Chair of the Audit Committee held contact with the Chairman of the Works Council during the year.

Key decisions of the Supervisory Board in 2025 included:

- › Approval of the annual reporting 2024
- › Approval of the profit appropriation 2024
- › Approval of the 2026 budget
- › Approval of the strategic investment decisions made in 2025
- › Monitoring and guidance regarding the implementation of the new ERP system

Reflection of the Board

In the absence of the Board of Directors, the Supervisory Board evaluated the performance of the Executive Directors and assessed its own effectiveness.

The Supervisory Board expresses its appreciation to management and employees for their dedication and resilience during a challenging year.

J.L.M. Van Meerbeeck
(Chairman)



Royal Ahrend Showroom, Bratislava

Risks and uncertainties

Royal Ahrend is being confronted with a wide range of risks and uncertainties which (could) have a significant impact on the organisation. Risk management is being executed throughout the company to identify risks and determine mitigating measures if deemed needed. In general, the risk appetite of Royal Ahrend is low to moderate. Measures are being undertaken to mitigate the risks to the desired level.

Risk analysis

The following key risks are considered to be present for Royal Ahrend:

Key strategic objectives	Key Risk	Description	Main mitigating actions
Vitalising workspaces	Assortment	Product offerings may not fully align with changing market demand.	Market-driven product development and strong brand positioning
Sustainability	ESG	Sustainability performance may not fully meet stated ambitions.	Integrated sustainability strategy, clear policies and training, supplier engagement, social employment and transparent ESG reporting.
One Company	Safety	Workplace incidents could affect employee safety and wellbeing.	Strong safety culture supported by clear procedures, regular training, protective equipment and regular safety meetings and inspections.
One Company	External	External events may disrupt production, warehousing and operations.	Operational flexibility, active monitoring and business emergency and continuity planning.
One Company	Fraud	Fraud, bribery or misappropriation of assets may occur.	Robust ethical framework, clear policies, internal controls, employee training and oversight.
One Company	Legal	Non-compliance with laws and regulations could occur.	Ongoing legal monitoring, clear policies, internal controls, training and audits.
One Company	Financing	Risk of access to financing at favourable rates or foreign exchange risk.	Active treasury management and long-term financing arrangements.
One Company	Reporting	Financial or sustainability reporting may be incomplete or inaccurate.	Strong governance, qualified teams and effective internal controls.
People	People	Workforce composition, skills and behaviour may not fully support strategic goals.	Performance management, development programmes and employee engagement, incl. works council involvement. Annual personnel reviews.
Digitalisation	IT	IT systems may not sufficiently support strategic objectives and business processes.	Modern IT investments, including ERP renewal and strong controls.
Digitalisation	IT	Cyber threats and increased digitalisation, including AI, may lead to data loss or breaches.	Layered information security, monitoring, training and incident response.



06 Sustainability Statements 2025

Royal Ahrend

This is Royal Ahrend's second integrated report prepared in accordance with the European Sustainability Reporting Standards (ESRS). While the report is not yet fully aligned with all ESRS requirements, it reflects our continued commitment to transparent reporting on our environmental, social and governance (ESG) performance. Please note that this report has not been independently verified by a third party.

Our approach to sustainability

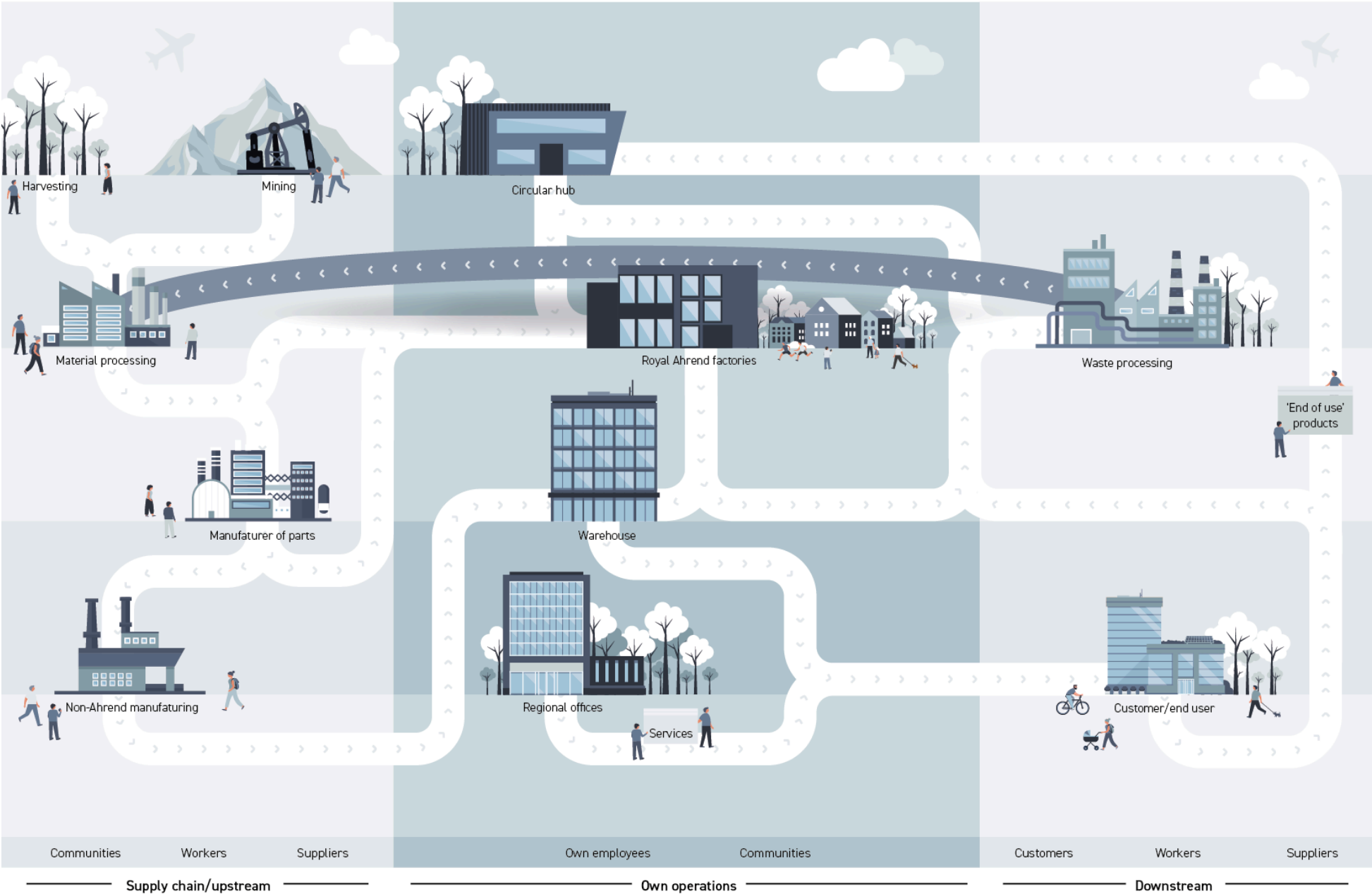
It is Royal Ahrend's mission to create vitalising workspaces worldwide, with sustainability being a cornerstone of our corporate strategy. We integrate sustainability principles into our own business operations and in relation to our value chain, focusing on the strategic pillars of our sustainability strategy.

Through vast experience in sustainable furniture design, circular business development and resource efficiency, we aim to increase our circle of influence towards our value chain to improve our mutual sustainability performance. Royal Ahrend focuses on quantitative decision-making for sustainability topics by collecting and analysing data from our value chain, including supplier-provided Environmental Product Declarations (EPDs).

This approach delivers clear benefits: customers receive transparent sustainability insights and we build a solid sustainability roadmap with supporting metrics to report to our financial stakeholders, guiding us when interacting with policymakers, NGO's and associations.

Royal Ahrend engages with upstream suppliers of materials, logistics and energy, while downstream, we provide sustainable workspace solutions to corporate clients, governments and institutions, emphasising circularity, refurbishment and end-of-life solutions. As a leader in circular office furniture, we collaborate across the industry for environmental and social impact and creating long-term value.





In 2023, we developed our Sustainability Strategy 2030, based on a double materiality assessment, to enhance environmental and social performance in collaboration with stakeholders. Our approach and outcomes are presented in the next chapter.

Ahrend's Code of Business Conduct and supporting policies—covering quality, environment, diversity, equity, inclusion and human rights—guide our sustainability efforts. The Business Partner Code of Conduct ensures alignment with our sustainability standards across the value chain, reinforcing our commitment to responsible business practices.

Revenues and business activities

Royal Ahrend's revenue is classified under NACE section C.31.01 Manufacture of office and shop furniture. C-Manufacturing is classified as high impact sector. No business activities or revenues are attributable to fossil fuel sector, chemicals production, controversial weapons or cultivation and production of tobacco. Revenues do not originate from ESRS sector classification. Royal Ahrend's business model [is described here](#).



In 2023 and 2024, Royal Ahrend performed a materiality assessment based on double materiality, emphasizing both financial and impact materiality. In 2025, we engaged with several suppliers to validate our double materiality outcomes. As a result, no changes were made to our double materiality assessment during the year.

In 2023, we engaged with stakeholders through workshops, interviews and a dialogue session facilitated by the Social Economic Council (SER). Internal stakeholders represented employees from various regions and departments. External stakeholders included suppliers, financial stakeholders, NGOs and unions representing affected stakeholders from a social and environmental perspective.

Customer views were added by assessing requests for proposals received during the year. In addition, insights from research about indoor air quality, work environments and requirements for building certificates were added to the assessment. Structural stakeholder engagement is described in the next chapter. Sustainability-related risks, impacts and opportunities are evaluated alongside other business risks, ensuring a balanced prioritisation approach. Scores are summed up to determine the importance of a material topic. We identified and prioritised financial and impact material topics related to Royal Ahrend's business and corresponding impacts, risks and opportunities.

Double materiality process and outcomes

Material impacts, risks and opportunities

During a first materiality workshop, conducted in 2023 with colleagues from headquarters (both director and management level), we determined the relevant matters for our company. At a later stage 15 of these matters have been discussed with three internal stakeholder groups and a representative group of external affected stakeholders

Following our internal risk management approach, we have scored all impacts, risks and opportunities (IRO) resulting in eight matters that were considered material for Royal Ahrend (see table). In 2026, we will add additional information to our materiality assessment and

update it to ensure that this reflects the external conditions and our organisational priorities. Any modifications will be reported in next year's Integrated Report.

For the purposes of this sustainability statement, the medium-term horizon is defined as 3 years (2027), and the long-term horizon is defined as 6 years (2030), in alignment with our strategic planning and risk assessment frameworks. Climate targets have an additional long-term horizon set at 2040 and 2050.

Material matter	Definition	IRO description	IRO classification	Value chain
Responsible materials	Responsible material selection and use in products produced by Royal Ahrend	Demand for virgin materials poses risk on the environment and exhausts natural resources	Negative impact	Upstream, own operations
		Substitute virgin materials by high quality recycled and other innovative materials, while assessing circular pathways for materials without pollutant exposure after recycling	Opportunity	Upstream, own operations
		Recycled and other innovative materials are more expensive than virgin alternatives and cause price increase for final products	Risk	Upstream, own operations, downstream
ESRS topic: Resource use and circular economy				
Circular products and systems	Create circular products and close the loop for furniture by extending product useful life	Reduce environmental impact by circular product design and scaling circular services model	Positive impact	Upstream, own operations, downstream
		Growing demand for circular services to extend product lifetime	Opportunity	Upstream, own operations, downstream
		Scalability of Revived proposition is dependent on availability of take-back stock on the market	Risk	Upstream, own operations, downstream
ESRS topic: Resource use and circular economy				
Climate action	Navigate towards Net Zero Greenhouse Gas Emissions by 2050	Scope 3 emissions are majority of all GHG emissions	Negative impact	Upstream, own operations, downstream
		Ability to influence upstream and downstream value chain in achieving climate targets	Opportunity	Upstream, downstream
ESRS topic: Climate action				

Environmental integrity in supply chain <i>ESRS topic: Governance</i>	Organise environmental friendly business operations through supplier management to protect nature	Set minimum requirements for suppliers and commodities to ensure acceptable environmental standards and reduction of environmental burden	Positive impact	Upstream
Responsible production <i>ESRS topic: Climate action & Governance</i>	Organise responsible production practices in own operations and upstream supply chain	Greenhouse gas emissions will occur during production processes	Negative impact	Upstream, own operations
		Sustainability as driver to reduce production costs through process efficiency and automation	Opportunity	Own operations
		Global supply chain is complex and difficult to manage excessive supplier base	Risk	Upstream
Employee health and wellbeing <i>ESRS topic: Own workforce</i>	Organise healthy & ethical business operations for own employees	Safe and healthy work environment leads to reduction of accidents and illness rates	Impact	Own operations
		Organise alternative worker representation in operating countries lacking union rights	Opportunity	Own operations
Customer health and wellbeing <i>ESRS topic: Customers & end-users</i>	Create office designs securing a healthy and sustainable workspace for customers and end-users	Ergonomic and adaptable furniture supports healthy working posture for office workers at their (hybrid) working environment	Positive impact	Downstream
		Materials may be a pollutant source affecting indoor air quality and thereby the health of office workers	Negative impact	Downstream
		Enhance user health by incorporating proper ventilation, sound absorption and lighting in office pods	Positive impact	Downstream



Just Eat Takeaway, Ahrend

Engaging with our stakeholders

Royal Ahrend engages with stakeholders on a regular basis and reaches affected stakeholders indirectly by consulting NGOs. With this approach we exchange knowledge with our stakeholders to ensure inclusion of their views in our sustainability approach.

Worker representation is organised per country in adherence to all applicable local labour laws and regulations. We have established works councils in the Netherlands and France. Each year, we conduct an employee engagement survey to gather feedback on our people's work experience and collect suggestions for improvement. In addition, we have a global Speak Up-policy to provide a safe, anonymous and accessible way for employees to raise concerns.

Stakeholders	Purpose of engagement	Type of engagement	Outcomes
Employees	Enabling decision making by taking into account employee experiences and views	Workshops	Leadership, culture and communication actions
		Annual employee experience survey	HR vitality program
		Quarterly board Insight Out	
		Employee representation bodies	
		Personal development dialogue	
Customers	Building trust and enable customers to reach their goals	Customer support	Improved services and products
		Project and periodic meetings	Workplace developments
		Customer satisfaction surveys	
		Review meetings	Reporting tools
		Calls and e-mails	
Suppliers	Building trust and align suppliers to Royal Ahrend goals	Supplier due diligence	Supplier onboarding process
		Project and periodic meetings	Preferred supplier pyramid
		Review meetings	Improved services and products
Financial stakeholders	Insight in implications of sustainability on insurance and financial matters	Periodic meetings	Risk evaluations
		ESG workshop days	Furniture as a Service
		Reporting	
		Calls and e-mails	Reporting standards
NGOs	Indirect insights from affected stakeholders that cannot be consulted directly	Periodic meetings	Supplier onboarding process
		Workshops	Development of stakeholder dialogue sessions
Associations	Industry collaboration and standardisation	Periodic meetings	Standards, knowledge sharing
		Workshops	
Local community	Building trust and gathering community feedback and concerns	Occasional visits	Policy for factories and transport
		Calls and e-mails	
Government and policymakers	Contributing to policy development and compliance with ESG legislation	Periodic meetings	Factory policies, energy efficiency programs, best practices sharing
		Workshops	

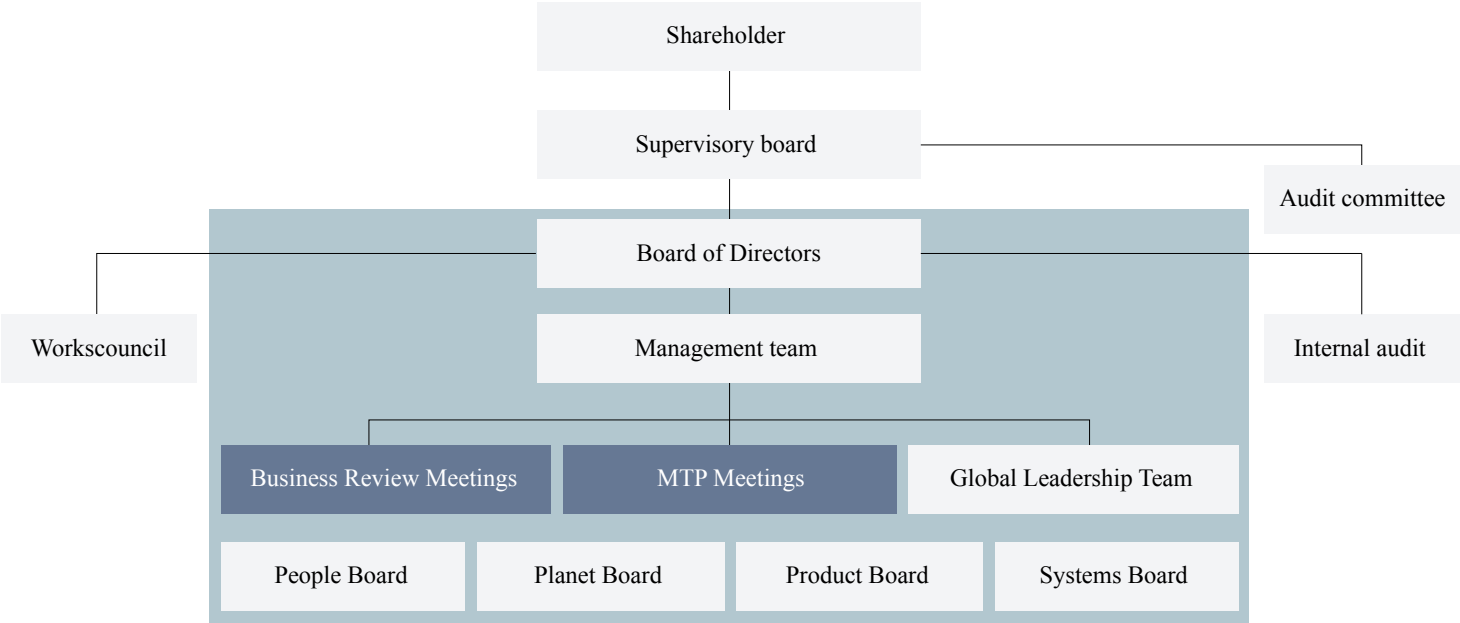


Canopi, London

Sustainability governance

Royal Ahrend's Board of Directors oversees sustainability IROs and delegates specific topics to the management team in relation to their specific expertise. Sustainability governance is embedded within internal controls and functions, fostering integration across departments. Sustainability targets are defined and approved by the Board of Directors during bi-monthly Planet Board meetings. Progress and developments towards reaching these targets are discussed during these meetings.

Royal Ahrend's sustainability team, which reports to the CEO, ensures that oversight is exercised effectively. Reporting lines and KPIs are clearly defined, ensuring alignment with management, the various departments and the Supervisory Board. The Board of Directors, management, sustainability team and the various departments have KPIs connected to variable remuneration linked to sustainability matters. These KPIs are reviewed annually.





Gispen WIZZ

Basis for preparation

This report represents Royal Ahrend's first step towards CSRD-aligned reporting. Although Royal Ahrend is not currently subject to CSRD requirements, we have chosen to proceed on a voluntary basis, as we consider transparent sustainability reporting essential for our stakeholders. We believe that corporate transparency is key to creating meaningful and lasting sustainable impact. The sustainability statements included in this report have not been externally assured by an independent third party.

Royal Ahrend reports on all its global activities, which is consistent with the financial consolidation scope. Where relevant, we included sustainability information with significant upstream and downstream impacts, risks and opportunities. For example scope 3 greenhouse gas emissions in the chapter 'climate action'.

The reporting period corresponds to the financial year, ending on December 31, 2025. Data from prior years are included whenever possible to support understanding of developments towards reaching specific targets. This report applies cross-cutting standards (ESRS 1 and ESRS 2) and topical standards:

- › ESRS E1: Climate action
- › ESRS E5: Resource use and circular economy
- › ESRS S1: Own workforce
- › ESRS S4: Customers and end-users
- › ESRS G1: Business conduct

We have considered the double materiality principle to consider both impact materiality and financial materiality. The materiality process is explained in chapter 'Double materiality process and outcomes'. In line with the double materiality assessment, we have only included disclosures that were deemed material. Omissions will be explained per chapter.

Estimates and assumptions will be explained in specific chapters. Due to data limitations we used assumptions to determine scope 3 emissions. Methodologies used are disclosed, including significant limitations or uncertainties. Data used for the preparation of the sustainability disclosures comes from internal systems, third-party providers (e.g. databases), and primary data collected from operations and suppliers. Royal Ahrend has implemented methodology documents to ensure the reliability, completeness, and consistency of the reported data.

In the upcoming reports, changes to prior years will be reported in relevant chapters. This includes changes in definitions, methodologies or scope.



Gispen Showroom, Arnhem

07 Environmental information

As a furniture company, Royal Ahrend is very aware of the environmental impact on its operations and value chain. Every day we work to improve our impact by focusing on three different projects: sustainable products, circular services and climate action. Our goal is to ultimately reduce our greenhouse gas emissions to Net Zero by 2050. Together with our suppliers and customers, we aim to reach this goal and make a real difference.

The past few years we worked on prioritising the projects that have the highest potential and impact. This resulted in a robust sustainability strategy focused on three environmental topics:

› **Sustainable products**

Our products represent approximately 30% of our scope 3 emissions and contain a wide variety of materials. The way we design and construct our products is crucial to reducing our environmental impact. We are therefore committed to making our products responsibly, with low VOC emissions and free from pollutants.

› **Circular services**

In close collaboration with our customers, we have developed services to extend our furniture's lifespan. By scaling our circular services model, we can reduce greenhouse gas emissions together with our suppliers and customers.

› **Climate action**

We have implemented ambitious climate mitigation measures to reach net zero greenhouse gas emissions by 2050. Various company wide projects contribute to reaching our goals and in collaboration with our value chain we contribute to a positive movement within the furniture industry.

Our environmental topics will be explained in the following chapters. All three contribute to ESRS standards climate action and resource use and circular economy. For example, we explain how sustainable product design contributes to taking climate action and what the effects are on resource use and circular economy. We believe that making integral decisions based on both climate action, resource use and the circular economy supports the best decision-making.



Climate action

In 2023 we committed ourselves to setting targets for reaching Net Zero emissions by 2050. In 2025, our targets have been validated by the Science Based Targets initiative (SBTi). The IRO's found in our double materiality process are described in the following table.

IRO description	IRO classification	Value chain
Scope 3 emissions make up the majority of all GHG emissions	Negative impact	Upstream, own operations, downstream
Ability to influence upstream and downstream value chain in achieving climate targets	Opportunity	Upstream, downstream
Greenhouse gas emissions will occur during production processes	Negative impact	Upstream, own operations
Sustainability as driver to reduce production costs through process efficiency and automation	Opportunity	Own operations

As for most companies, our scope 3 emissions are the majority of our greenhouse gas emissions. In 2025 97% of all our emissions are accounted for in scope 3 (compared to 95% in base year 2023).The majority of these emissions relate to material production for our own furniture, third party furniture and other products sourced for customers, non-product related spend (NPR) and transportation. And although greenhouse gas emissions will occur during production processes, there are also developments to reduce these through innovation, process efficiency and automation. Which ultimately also may result in reduced costs of operations.

Royal Ahrend has an opportunity to influence both the upstream and downstream value chain, because of our direct business model. In collaboration with our customers we can set climate targets for specific projects. Our international focus helps us to service global companies worldwide with the same expertise and products, scaling the environmental benefits. As a large furniture company in Europe we can create enough scale for most suppliers to influence their climate actions. Our focus on the value chain is crucial in climate change mitigation, because of our dependence on these stakeholders.

The responsibility for reaching our climate objectives lies with the Board of Directors, with delegated tasks to the sustainability team and key internal stakeholders like purchasing, sales and marketing. Departments and employees involved have set specific KPIs to contribute to these objectives. Corporate governance is explained in chapter 05 Leadership and governance.

Climate transition plan

In 2025 Royal Ahrend has finalised the climate transition plan in which our actions and milestones for short term (2030) have been determined to ensure progress in our reduction roadmap towards net zero emissions in 2050.



Our actions

Our actions to reduce greenhouse gas emissions in scope 1, 2 and 3 focus on several projects. Primarily: the development of sustainable products and circular services to extend the product lifespan.

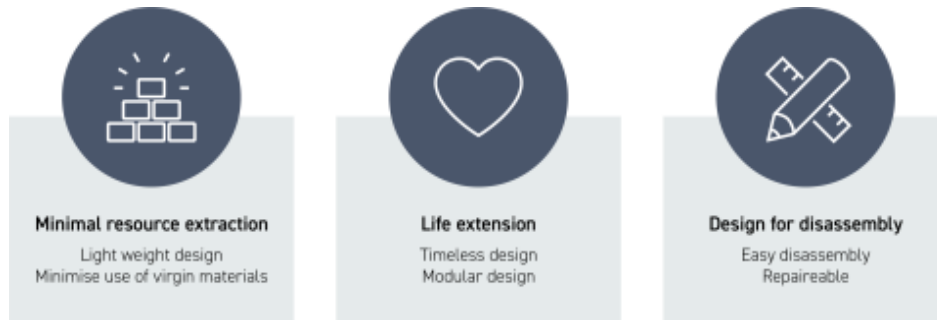
Sustainable products

Embodied carbon emissions

Since several years we are calculating the environmental impact of our furniture with lifecycle assessments (LCAs). In 2025 we calculated LCAs for various additional products, representing the majority of our product portfolio. We will improve our furniture designs compared to previous products following the Ecodesign principles. For desk chairs, desks and office pods we have set specific reduction targets as part of our broader scope 3 emissions reduction commitment.

	 Office pods	 Desking	 Screens	 Storage steel	 Storage wood	 Seating hospitality	 Soft seating	 Meeting tables	 Task seating
EPD available 2025	●	●	●	●	●	●			●

We have adopted the following design principles for new furniture: minimal resource extraction, life extension en design for disassembly. These design principles support our strategy to further grow our circular services. During the design and construction phase we calculate embodied carbon to ensure improvements in new furniture designs.



Circular services

As Royal Ahrend, we have further developed our circular business model and expanded our revenue yielding from these circular models. In the coming years, we are committed to increasing our share of circular services revenues and supporting more customers in achieving their workplace climate targets.

Circular consultancy

As in previous years, we continued working on professionalising our circular consultancy activities. Together with several customers we evaluated our furniture reuse quick scan and developed a scenario builder tool to support workplace decision making in line with climate targets. During the workspace design process we support our customers with options for refurbishment and reuse of existing furniture and available Revived furniture. With circular consultancy we are able to further grow circular workplace design together with our customers.

Revived

Revived is Royal Ahrend's brand for previously used furniture that is ready for reuse by a new owner. These products pass through the same quality checks as newly produced furniture and receive a full warranty, ensuring the products are as good as new. In 2025, we optimised our insourced refurbishment activities by including data into our ERP system. Furthermore, in 2025 we continued industrialisation of furniture refurbishment, enabling us to refurbish higher quantities and supply high-quality Revived products to our customers.

Furniture retrofit developments

Often furniture is discarded because the design, colour or function does not match current demands. Most furniture is discarded before reaching the end of its technical life. Therefore we are redesigning Royal Ahrend furniture that was designed several decades ago. For these products we are creating modular solutions that build on existing design components, while upgrading them to the latest standards. In 2025, we launched a new backrest for our A2020 desk chair series. With this development we support customers' sustainability goals, by reusing most of the product (by weight and volume), while meeting the latest ergonomic requirements.

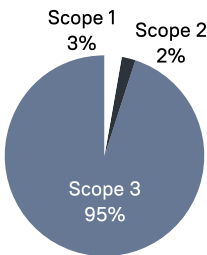


Other actions in scope 1, 2 and 3

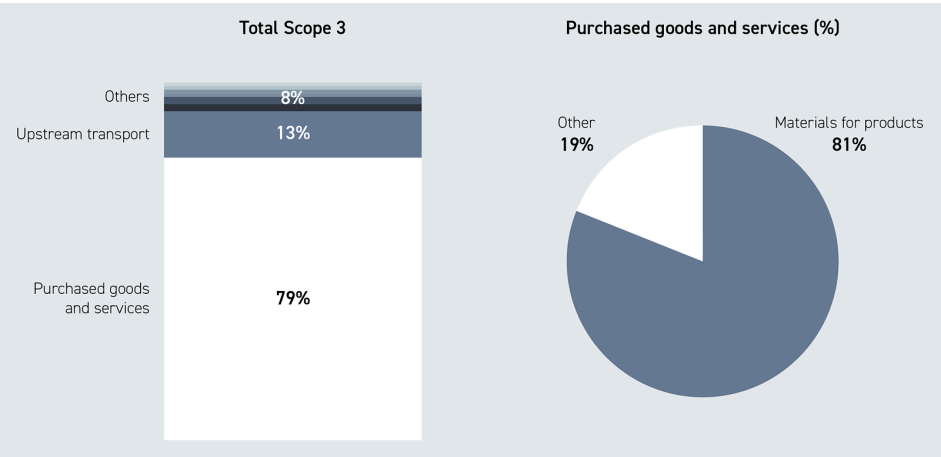
Our actions towards Net Zero in 2050 will be described in our climate transition plan. Over the past few years, we have set up an energy management plan according to ISO 50001 with yearly actions to reduce energy consumption and increase the share of renewable energy in our global operations. Our scope 3 action plan is to be finalised in 2025.

Scope 1 and 2

Royal Ahrend's scope 1 and scope 2 emissions are 3% of our total emissions. In recent years, we have reduced scope 1 and 2 emissions by 74%, putting us on track to reach 85% reduction in scope 1 and 2 by 2030. Our year to year emissions reduced by 41%, from 5.092 CO2eq in 2024 to 3.024 CO2eq in 2025. This major reduction has been achieved by purchasing renewable



energy for all of our operational electricity consumption. In the upcoming years we will further electrify our company vehicles and reduce energy consumption in our production facilities. With these actions, we are confident in reaching our 2030 goal.



Scope 3

In 2025, we calculated our scope 3 emissions for years 2024 and 2025. Through detailed supplier information, lifecycle assessments of our own product portfolio and spend analysis we were able to calculate our greenhouse gas emissions quite accurately. Although some Scope 3 emissions are still calculated using a spend-based method, this approach provides insufficient insight to effectively guide action. Therefore, in the coming year, it is important to obtain more activity-based data from suppliers.”

Transportation and logistics

Upstream transport and distribution accounts for 11% of Royal Ahrend’s global emissions. Therefore we are expanding the share of electric trucks to deliver furniture to our customers. By the end of 2025 we had five fully electric trucks on the road and we will increase this share in the upcoming years.

Another action of importance is the improvement of First Time Right (FTR) deliveries. When we deliver complete, on time and without complaints we reduce unnecessary transportation. In 2025 we made progress in reaching our targets, but also in 2026 FTR deliveries remain a key priority for our company.

At this moment, approximately 30% of our mechanic vans are fully electric. The majority of our vans belong to the service department in the Netherlands. When vans are to be replaced, they will be substituted by electric vehicles.

Our targets and progress

Scope 1 and 2

By the end of 2025 our scope 1 and 2 emissions were 74% lower compared to our base year 2018. In this report we can restate our confidence in reaching 85% reduction by 2030, because of our solid climate transition plan. From 2025 onwards, all our global operations use solar and wind renewable energy through Guarantees of Origin. In the coming years, we will further reduce our Scope 1 and 2 emissions by electrifying our leased vehicles and promoting alternative commuting options.

Scope 3

Scope 3 emissions account for 97% of Royal Ahrend’s global greenhouse gas emissions. By 2030, we aim to reduce these emissions by 42% compared to 2023.

One of the key drivers behind reducing our scope 3 emissions is reducing the footprint of our furniture portfolio. Therefore we intend to calculate LCAs for 95% of our sales volume. These LCAs are externally verified for objectification. In 2025, 68% of our sales volume is covered by an Environmental Product Declaration (EPD) and this will gradually increase in the coming years. Older EPDs will be recalculated following EN 15804+A2.

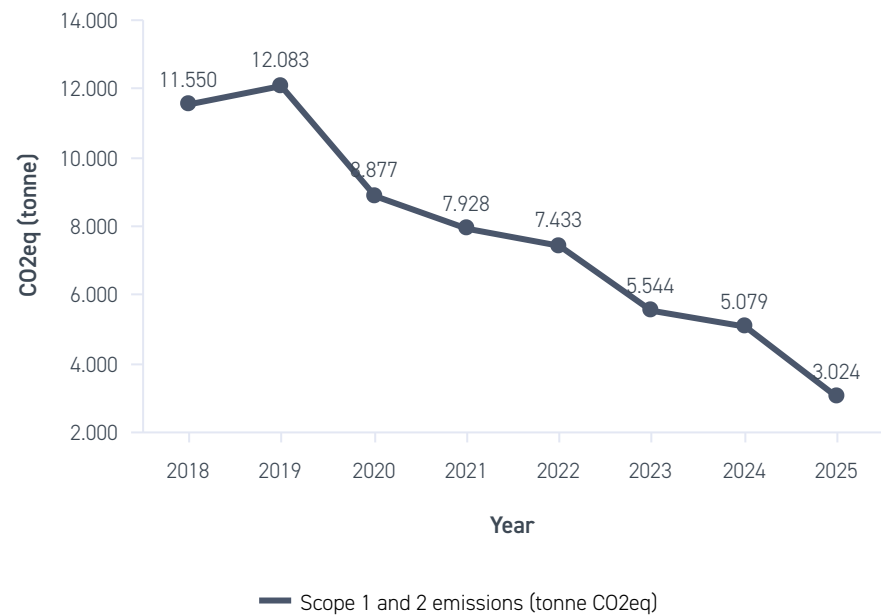
A portion of our Scope 3 emissions is calculated using a spend-based methodology. Although total expenditure was lower in 2025 (compared with 2024), our reported Scope 3 emissions increased. This was particularly evident in Category 3.1 (Purchased Goods and Services), where reported emissions were 19% higher than the previous year. The increase is primarily attributable to an update of the Exiobase database in 2025. As a result, the underlying emission factors increased. For our overall scope 3 emissions this led to a 29% rise in the emissions per € spend. Consequently, higher emissions were calculated despite lower overall spending levels.

In 2026, we aim to transition further towards activity-based accounting methods. This approach will provide a more accurate representation of our emissions profile and better reflect the progress we are making towards our net-zero ambitions.

As outlined in our 2024 Integrated Report, we are increasing the share of electric heavy-duty vehicles used for customer deliveries and implementing more emission-free solutions. One of the initiatives we are exploring is a modal shift for long-haul transport. In 2024, we began using inland waterway barges between the Port of Rotterdam and our international warehouse in Veghel to reduce transport emissions. Additional alternatives for key transport routes are currently under investigation

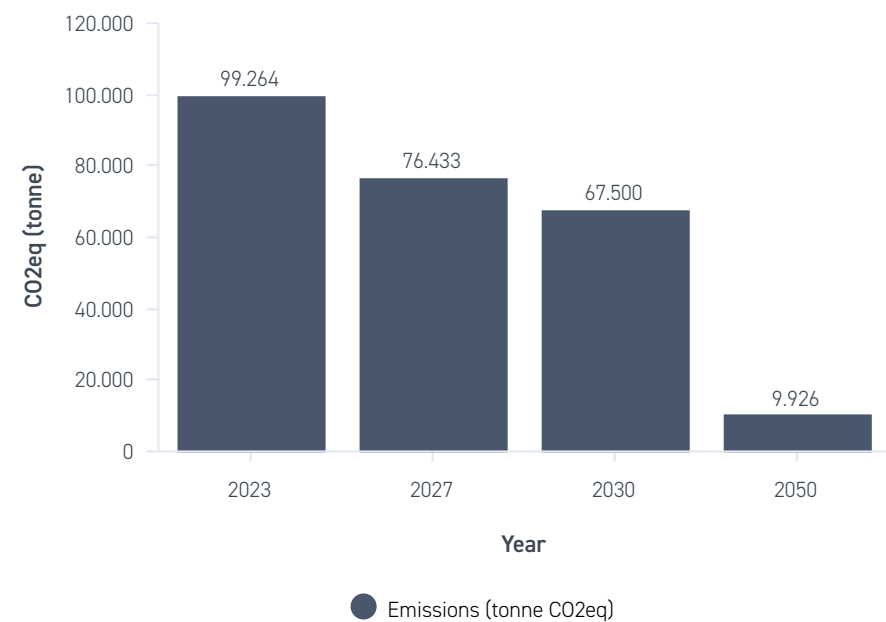
Reduction development since 2018

This table shows the development of scope 1 and 2 emissions since base year 2018. Due to change in emission factor matching in 2023 the emissions may defer from data reported in prior Integrated Reports.



Path towards net zero by 2050

Royal Ahrend's reduction targets are currently under review by SBTi and are awaiting final approval. The graph below shows the proposed pathway towards net zero emissions by 2050.



KPI	2023	2024	2025	Target 2027	Target 2030
Total scope 1 emissions (tonne CO2eq)	2.944	3.001	2.872		
1.1. Stationary combustion	2.057	2.121	2.328		
1.2. Mobile combustion	886	880	544		
Total scope 2 emissions (location based, tonne CO2eq)	3.184	2.531	2.997		
2.1. Use of electricity	3.083	2.424	2.845		
2.2. Use of heating	100	107	152		
Total scope 2 emissions (market based, tonne CO2eq)	2.600	2.078	152		
2.1. Use of electricity	2.500	1.971	0		
2.2. Use of heating	100	107	152		
Total scope 1 and 2 emissions (market based, tonne CO2eq)	5.544	5.079	3.024	3.812	1.733
GHG intensity scope 1 and 2 (tonne/€) market based*	0,021	0,019	0,013	-	-
Reduction in % compared to base year 2018	-52%	-56%	-74%	-67%	-85%
Total scope 3 emissions base year (tonne CO2eq)	99.264	86.172	90.293	76.433	67.500
3.1. Purchased goods and services	78.532	60.062	71.340		
3.2. Capital goods	1.150	6.612	1.094		
3.3. Fuel- and energy-related activities not included in scope 1 or scope 2	922	989	751		
3.4. Upstream transport and distribution	12.500	8.948	10.534		
3.5. Waste	221	116	30		
3.6. Business travel	618	622	426		
3.7. Commuting	1.473	2.940	2.998		
3.8. Downstream transport and distribution	2.763	246	148		
3.11. Use of sold products	761	2.827	670		
3.12. End-of-life of sold products	3.251	2.810	2.302		
GHG intensity scope 1, 2 and 3 (market based, tonne/€)*	0,36	0,33	0,40		
Reduction in % compared to base year 2023	-	-13%	-9%	-23%	-42%
Total energy consumption (mwh)	7.989	6.933	8.268	-	-
Increase share of renewable energy in own operations	44%	46%	100%	85%	100%
Share of own furniture portfolio with verified LCA (EPD), based on total sales volume	-	66%	68%	95%	95%

*Royal Ahrend has not set GHG emission intensity targets

** To be reported in Integrated Report 2025

Internal carbon pricing

Royal Ahrend has not implemented internal carbon pricing. From experiences in the past years we see no additional value in implementing internal carbon pricing, because other mechanisms support sustainable investments in products, locations and services. This might change in the upcoming years and will be reported in future Integrated Reports.

Carbon removals and carbon credits

In recent years, Royal Ahrend purchased carbon removals for emissions generated by process heating. Since we are working towards new targets in 2030 and 2050, we decided to reevaluate this approach. The role of carbon removals and carbon credits in our road towards net zero will be included in our Climate Transition Plan. This plan is currently under development.

EU taxonomy

Royal Ahrend is not eligible for EU taxonomy. There are no objectives or plans to report taxonomy alignment at this moment.

Changes to prior years

Scope 1 and 2 emissions over the period 2018-2023 have been recalculated due to a change in emission factors. This change resulted from a software change which includes additional databases with more accurate data per region. Our base year 2018 has been recalculated and percentages in the table above correspond to the latest calculations.

Year	Scope 1 and 2 emissions (market based, CO2eq) reported in prior reports	Revised scope 1 and 2 emissions (market based, CO2eq)
2018 (base year)	13.250	11.550
2019	12.666	12.083
2020	8.725	8.877
2021	8.689	7.928
2022	7.949	7.433
2023	5.715	5.544



Resource use and the circular economy

At Royal Ahrend we have been committed to the circular economy for a long time. What started with making products for easy disassembly in the 1990s, has grown into a circular business model that includes a service portfolio that supports the lifecycle extension of products. When it comes to furniture production, we are committed to using as little material as needed and using as much recycled content as possible. Furthermore, we are rapidly scaling our circular services model to support our customers in their journey to becoming more sustainable. The IROs found during our double materiality process are described in the table below.

IRO description	IRO classification	Value chain
Demand for virgin materials poses risk on the environment and exhausts natural resources	Negative impact	Upstream, own operations
Substitute virgin materials with high quality recycled and other innovative materials, while assessing circular pathways for materials without pollutant exposure after recycling	Opportunity	Upstream, own operations
Recycled and other innovative materials are more expensive than virgin alternatives and cause price increase for final products	Risk	Upstream, own operations, downstream
Reduce environmental impact through circular product design and scaling circular services model	Positive impact	Upstream, own operations, downstream
Growing demand for circular services to extend product lifespans	Opportunity	Upstream, own operations, downstream
Scalability of Revived proposition is dependent on availability of take-back stock on the market	Risk	Upstream, own operations, downstream

Our actions

Our actions in relation to resource use and supporting the circular economy are covered in three projects: the development of sustainable products, expansion of our circular services portfolio and climate action within our own operations. Actions to reduce the use of virgin resources have also lead to a reduction in scope 3 emissions. It is for this reason that some topics are already covered in the previous chapter.

Sustainable products

As a manufacturing company, we are committed to reducing the environmental impact of our furniture designs while delivering valuable workplace solutions to our customers and users. From Life Cycle Assessments (LCAs) of our product portfolio we know that approximately 75% of the footprint originates from material production. Therefore, we are actively involved in selecting materials with a low embodied carbon footprint.

Circular design framework

Royal Ahrend's circular design framework focuses on both a product and material level. In our design framework we incorporate four circular economy strategies:

- › **Regenerate:** clean materials, suitable for high quality and safe recycling. We approach this with Cradle to Cradle Certified® requirements.
- › **Narrow:** use fewer natural resources in our operations and furniture designs. By calculating the environmental footprint through an LCA, we know what material choices to make during the design process.
- › **Slow:** keep reusing materials and extend the lifespan of our furniture. Furniture is always designed with the end of its first use in mind, because we want to extend the lifespan after this first cycle, ensuring fast and easy refurbishment opportunities.
- › **Close:** recycle materials at highest possible level to keep materials in use. During design we ensure that our materials can be recycled and we research end of life strategies to incorporate these materials into our new products.



Material innovation

According to the Circularity Gap report 2025, only 6,9% of all materials used globally come from recycled streams and only 11% of all materials flowing out of the economy are recycled. Therefore, we focus on turning waste materials into furniture by incorporating more post-consumer recycled materials. In 2025 we successfully integrated more recycled steel in our Qabin office pods, increasing the share of 16% to 50% post-consumer recycled content. Furthermore, we launched the A2020 Luvia backrest with post-consumer recycled plastics.

Since we take back a lot of furniture, we also generate some plastic waste from used products during the refurbishment process. In 2025 we participated in a research project to estimate the recycling potential for plastics with glass fibre. The next phase includes a pilot in collaboration with suppliers to evaluate the quality of the recycled material. This pilot is scheduled for 2026.

Material safety

At Royal Ahrend we work according to the Cradle to Cradle Certified® principle that materials have to be safe in order to be circular. This contributes to our customer focus and promise to deliver furniture with healthy and safe materials. In 2025 have been working on re-certification of our major product lines under the Cradle to Cradle Certified® programme. The certificates are expected to be published in H1 2026. In the upcoming years we are expanding the Cradle to Cradle Certified® requirements to suppliers of other raw materials and parts.

Sustainable material flows

In 2025, we mapped our material flows, so we can report them both internally and externally. Due to a company wide ERP implementation project, we have decided to externally report our material flows when data quality of all entities is aligned in our new ERP system. Our primary focus is on improving the environmental footprint of steel parts, wood parts and plastics. We are seeking collaboration with material suppliers to gain insight into the post-consumer recycled content in our materials and to identify improvement areas.

By the end of 2025, the European Commission published a delay of the European Deforestation Regulation (EUDR). The goal of this regulation is to ban products from the European internal market that cause deforestation. In addition to purchasing wood from certified sustainable sources, we will have to process additional data. Royal Ahrend and suppliers have to comply to EUDR by the end of 2026.



Ahrend 2020 Luvia; designed to move with the needs of today and tomorrow

This renewed chair combines smart, modular design with a strong focus on sustainability. By introducing the new Luvia backrest, the Ahrend 2020 chair is given a contemporary look and improved functionality, while extending the life of an existing product platform. The A2020 is Cradle to Cradle Certified® Gold and is made from 50% recycled materials. Thanks to its modular construction, parts can be replaced or renewed, supporting reuse, repair and a longer product lifecycle.



Ahrend Ease Shapeknit brings comfort, quality and sustainability together

The new removable knitted cover for the Ahrend Ease task chair collection is made from 100% recycled PET and is produced with virtually no material waste. The distinctive knitting pattern gives the sleeve a premium look and feel, while the integrated pads enhance comfort for the user. By using recycled materials and a production process that reduces waste, Shapeknit supports a more responsible and resource-efficient way of designing workplace furniture.



Ahrend Alvigo is developed according to circular design principles and built to last for multiple lifecycles

Its modular design makes components easy to repair, replace, reuse, and recycle, helping to extend both the lifetime of the cabinets and the materials used. The patented connection system supports long-term durability and makes future disassembly, reuse and recycling easier. In this way, Ahrend Alvigo contributes to a circular workplace environment in which products retain their value for as long as possible.

Circular services

With the expansion of our circular services we can extend the product lifespan while reducing the carbon footprint of workspaces. We see a growing interest from our customers in our circular services due to maturing sustainability practices which demands transparency and accurate data to report reduction targets. With our focus on minimising the use of resources and our services portfolio, we support our customers in reaching their sustainability goals.

Circular hub

Since the opening of our first Circular Hub in 2021, we have experienced rapid growth in all our markets. After initially focussing primarily on the Dutch market, we have adopted an international growth strategy. In the upcoming years we will first focus on further expanding our business to other Western European countries.

As a result of both growth and further refurbishment activities we have expanded our production floor from 6.000 m² to 8.000 m². In 2025, we further strengthened our circular capabilities by establishing an integrated refurbishment process for chairs in Sint-Oedenrode. This new setup combines refurbishment and new production activities into a single process, ensuring continuity, efficiency, and consistent product quality. Looking ahead, we will extend this approach by relocating workplace refurbishment activities from Veghel to Sint-Oedenrode in 2026.

Since 2023, we refurbished 174.049 pieces of furniture in the Circular Hub.

In the upcoming years we are focusing on getting more feedstock furniture back from the market. We are currently establishing new partnerships with other furniture manufacturers to grow towards an industry-wide collaborative approach for refurbishment. This results in high-quality refurbished products with a warranty, original parts and global coverage to refurbish locally.

Services portfolio

Royal Ahrend's business model is changing rapidly from a furniture manufacturer to a workplace service provider. Our unique approach that uses direct sales channels, provides us with the opportunity to make this shift and orchestrate furniture flows. As a result, we form

closer relationships with our customers, are able to secure material flows, realise lower setup costs and make faster deliveries to our customers.

Climate action

We are taking climate action through responsible production practices, including waste management and water management at our production locations.

Waste management

Waste management has been a priority for us since the early 1990s. In total we separate 22 types of waste in our factories with the majority being wood (51%), steel (16%), paper and cardboard (8%). As for previous years, most wood waste was produced by our factory in Czech Republic. In 2022, we implemented a closed loop take back system for wood residues with a supplier from our Wood Hub in Czech Republic, resulting in 97% less wood waste. We established a circular system for several wood packaging materials, increasing the share of reused materials to 15%. All steel scrap is transported for recycling and originates mainly from our metal hubs in the Netherlands (Sint-Oedenrode) and China. In 2025 and 2026 we focus on reducing waste from packaging materials.

Water management

All production facilities consume water, but most of our water consumption is related to our metal departments in the Netherlands and China and wood hub in Czech Republic. Process water is powder coating metal parts. All water used is sourced from local suppliers of tap water. Waste water is always neutralised before being discharged and the quality is tested frequently by independent parties under regional regulation to prevent water pollution.



Circular Hub, Veghel

Our targets and progress

In 2025, we have made great progress in gathering valuable supplier data to strengthen our circular materials planning. We focus on using as much post-consumer recycled materials as possible. We have not set targets for all KPIs, because we want to monitor developments, but at the same time focus on projects with high impact. This is indicated in the table below.

Sustainable products

Our internal Lifecycle Management (LCM) process for new product developments includes a standardised set of sustainability requirements to improve the sustainability performance of our products. During the product development process we model LCA studies to assess the effects of our material choices. We have made great progress in incorporating this in our standard way of working.

For newly launched products we have incorporated more recycled plastics. By modelling the environmental effects with LCA during the product development process we were able to determine the most sustainable solution. Recycled plastics remain high on our priority list in upcoming years.

In 2025, we have added more recycled steel and have investigated strategic partnerships with energy efficient steel manufacturers. Furthermore, we are exploring sustainable glass alternatives for our space-in-space solutions.

Circular services

The share of circular services as part of Royal Ahrend's total revenues is growing gradually. By late 2025, we had €19,86 mln of leased assets in the market, a 4% increase compared to the previous year. In 2025, we invested €2,35 mln in Furniture as a Service assets, while €1,64 mln was divested following sales to customers or the Circular Hub. Divestments were relatively high due to several large contracts reaching maturity, resulting in more moderate net asset growth for the year 2025.

Service revenues did not develop as expected in 2025. The decline in overall company revenue was also reflected in lower service revenues, resulting in growth below our forecast. As market demand is expected to recover in the coming years, we are investing in strengthening and expanding our service offering to support sustainable and profitable growth.

Despite these market conditions, revenues from our circular services remained stable. These services include circular consultancy, refurbishment and the sale of Revived products. In the coming years, we will continue to expand our circular service portfolio, enabling customers to extend product lifecycles and maximise the value of existing furniture.

Climate action

Waste management led to 22 separate waste types in 2025. 8% of all production waste was reused and 38% recycled, 52% was used for energy production and 1% ended up as waste. Our production waste decreased a lot since 2024 due to closed loop recycling solutions for wood

waste from our wood hub in Prague. As a result our total production waste reduced by 41% since 2023.

We have invested a great deal in our waste management activities to make sure that we avoid hazardous waste in our production process, resulting in 1% hazardous waste in 2024, including materials contaminated with oils, varnish, paints and sludge from water treatment. No targets have been identified for water consumption or water treatment.

KPI	2023	2024	2025	Target 2027	Target 2030
Product launches according to our circular design framework			100%	100%	100%
Number of products cycled through Circular Hub	68.000	66.740	39.309	-	-
Share of Revived products of own product revenues		5%	4%		20%
Circular services revenues	€10,1 mln	€12,46 mln	€9,34 mln	€20 mln	*
Furniture as a Service assets in the market	€17,02 mln	€19,15 mln	€ 19,86	€27,2 mln	€34 mln
Total waste (tonne)	2.601	3.249	1.540	-	-
Total hazardous waste (tonne)	48	40	13,4	Uphold <50	Uphold <50
Reused waste	1%	4%	8%	-	80% reused or recycled
Recycled waste	71%	67%	38%	-	
Energy production from waste	25%	26%	52%	-	-
Non recycled waste	4%	4%	2%	Uphold <5%	Uphold <5%
Water withdrawal (surface and tap, m3)	13.350	13.090	12.071	-	-

*Targets to be determined

08 Social information

At Royal Ahrend, we believe that there is a place for everyone and that diversity should be facilitated. Over the past decades, we have seen work environments change and we have inspired many customers to look at them differently through new products, research and interior design. The standardised workplace simply does not exist. An ideal work environment is inspiring, flexible and sustainable. We therefore focus on creating a healthy, safe and inspiring workplace for our own workforce and we offer workplace solutions to our customers that have a positive impact on people.

During the process of integrating several companies into one Royal Ahrend, we have been committed to focusing on employee experience. Three topics are found to be of importance to our colleagues: leadership, communication and collaboration. Within our sustainability

strategy we have defined one social topic related to our own workforce and customers.

- Social fairness in our own operations to ensure healthy and safe working practices, happy employees and a healthy work-life balance. As a social entrepreneur, we create a diverse workforce with a focus on gender balance and creating opportunities for differently abled colleagues.
- Create office designs that provide a healthy and sustainable workspace for customers and employees by designing ergonomic and adaptable workstations that support a healthy working posture in hybrid working environments. By ensuring materials are tested on indoor air quality and space-in-space solutions with high levels of ventilation, sound absorption and lighting. With our innovations we aim to improve user health and well-being.

Our social topics will be explained in the following chapters, separated in one section about our workforce and one section describing efforts for our customers.



Lek en Linge, Gispén

Gildeopleidingen, Gispén

Our workforce

With a vast share of our employees working in various factories all over the world, we are committed to creating safe and healthy work environments. Our workforce spreads across two continents and, as an employer, we strive for gender diversity and social inclusion. The IROs found during our double materiality process are described in the following table.

IRO description	IRO classification	Value chain
A safe and healthy work environment leads to reduction of accidents and illness rates	Impact	Own operations
Organise alternative worker representation in operating countries lacking union rights	Opportunity	Own operations
Furniture manufacturing tasks are well-suited to employ and train people with disabilities, since the sector offers a variety of roles that can be adapted to different skill levels, providing valuable opportunities for skill development and career growth.	Opportunity	Own operations
Gender distribution in own workforce, management, board and supervisory board	Opportunity	Own operations

Our actions

Since 2018, we have professionalised our employee development program through the implementation of performance management. We started with our largest share of employees in the Netherlands, gradually expanding to Western European countries and, in 2026, we further integrated our processes with Central and Eastern European countries.

In the coming years, we will have a more international focus to standardise our HR approach and collaboration between HR departments globally. Our policies will be reviewed and standardised across all entities.

Employee experience

In 2025, we measured the employee experience for the 8th time among all Royal Ahrend colleagues globally, providing valuable insights into satisfaction, experiences and recommendations. We truly believe that a company is the sum of its employees who are working, innovating and creating together. The results of the survey are followed up with our managers and individual teams to determine areas of improvement.

Employee health and wellbeing

In recent years, we have invested in health and safety for our employees. All our production locations are ISO 45001 certified and we have further improved our health and safety management system. Internal and external audits on occupational health and safety provide us with valuable insights into how we can further improve employee health and well-being.

All factory colleagues are trained on occupational health and safety at work on an annual basis. During our toolbox sessions we include all relevant topics. These sessions are organised several times per year. Toolbox sessions are organised by team managers and facilitate a dialogue around one or two topics per session. In addition, local Health Safety Quality and Environment (HSQE) managers ensure that we inspect workstations in our factories to determine improvements and prevent accidents.

We also report so called 'almost accidents' to prevent actual accidents from happening. When accidents occur, they are always evaluated and corrective actions are implemented and reported back to the local HSQE manager.

Vitality program

The vitality program is one of our initiatives to improve employee health and well-being. This program does not only focus on occupational health and safety, but aims to create awareness around four themes throughout the organisation. 'Move it' facilitates active sports initiatives such as padel, running and cycling, 'Love your food' gives employees insight into healthy foods, 'Happy & Healthy' focuses on mental health and lifestyle and 'Future proof' supports employees' development for future employability, retirement and a healthy work-life balance.

In addition to raising awareness on vitality and health, the program is expected to have a positive impact on absenteeism, employee satisfaction and involvement. It also aims to keep employees healthy and fit. Furthermore, we believe that investing in our employees' vitality enables us to attract and retain talent within our company.

Engagement and collaboration

With our growing international organisation, we have intensified collaboration initiatives to create a better connection between departments globally and establish a collaborative DNA. Locally, we have organised various initiatives to enhance employee engagement through works councils and employee committees.

Training and development

Each year, our colleagues go through an individual performance cycle with their manager to determine development areas and career growth. Employees can attend in-company training courses or apply for external ones. With the introduction of our online training platform, Ahrend Learning, we support our employees through a wide variety of training courses.

We set up an onboarding program for all new employees in order to get them acquainted with our company, our way of working and market propositions. This is a major improvement, because all Royal Ahrend employees are now being onboarded on all important topics.

Diversity, equality and inclusion

Royal Ahrend offers long-term employment, with an average contract duration of 18 years. Over time, we've learned that a greater diversity improves collaboration and compatibility among colleagues. We actively focus on gender diversity and social inclusion. Our recruitment process is designed to attract diverse candidates and, for each vacancy, we assess which profile best complements the existing team.

Besides gender diversity, we also invest in equal employment opportunities for workers whom are differently abled, but do not fit into regular working processes. As a social entrepreneur we create employment in various departments through job carving, making workplaces easily accessible for colleagues with physical disabilities and career development through work-learning trajectories.

Since 2023, we have conducted annual Diversity, Equity, and Inclusion (DEI) surveys to better understand our employees' experiences. The insights help us strengthen their sense of belonging and evaluate whether employees feel empowered to speak up against discrimination and inappropriate behaviour at work.



Employees in own workforce per country

Region	Country	Headcount
European Union	Netherlands	603
	Czech republic	178
	Other EU	77
Subtotal EU		858
Europe	United Kingdom	26
	Other non-EU	1
Total Europe		885
Asia	China (people's republic of)	127
	Other Asia	14
Total Asia		141
Total headcount		1.026

All countries with over 25 employees are separately disclosed

Our targets and progress

Over the past 10 years, Royal Ahrend has undergone significant change through acquisitions and expansion. Integrating all entities has been a strategic project for the past years and we are working towards becoming one Royal Ahrend. In 2025, we further strengthened international collaboration between departments and have integrated various HR processes and procedures. We also introduced the Royal Ahrend Company Guidebook, which outlines our company strategy, structure and cultural values. This guidebook defines our way of working across the organisation.

Employee experience

In 2025, our overall employee experience score was 73,2, a positive change compared to 2024 (72,6). In 2025, this survey had a slightly lower response rate of 73,8% (2024: 83,4%). In the 2025 EXI measurement, we have seen the 4 most important Employee Experience Index drivers for Royal Ahrend broadly still proved to be important. On all these topics improvement was identified in 2025: leadership, freedom and empowerment, communication and working

conditions. The topics are included in our 2026 follow up plan to further improve our employees' experiences at work. Two deep dive sessions with Royal Ahrend managers are held to discuss results and improvement actions.

In 2026, we will focus on employee engagement with our international employees to facilitate knowledge sharing amongst teams and to anticipate topics that are important for our employees.

Development of employee experience



Health and safety

In 2025, we continued offering voluntary health checks at various locations. This anonymous check is based on vitality, work-life balance and lifestyle. Employees receive tailored advice from an independent and external party. Through these checks we aim to reach sustainable employability past the retirement age and decrease illness rates. Absenteeism prevention is high on the agenda in order to reduce absenteeism and even prevent employees from quitting their job.

Our ambition is to reduce absenteeism to below 4.5% (2025: 5.7%). Although we have not yet achieved this target in recent years, we continue to focus on creating a healthy and engaging working environment. Encouraging improvements in our EXI scores, combined with ongoing initiatives in the areas of leadership, empowerment, communication and working conditions, strengthen our confidence that absenteeism will decrease in the coming years.

In 2025, nearly all our operations were covered by our occupational health and safety management system (ISO 45001) or through legal requirements. Nearly all employees and non-employees are covered by this system. Three work related incidents were reported, of which two involved own employees and one non-employee. Our goal for 2030 is to have zero severe accidents on the workfloor. This is defined as medical treatment cases (MTC) and fatalities as a result of work-related injuries and work-related ill health. In 2025 we reported one MTC.

Diversity

Gender diversity is an important subject for Royal Ahrend, as the company has traditionally had a predominantly male workforce. To build a more diverse team, we have adopted two key approaches:

- Setting gender balance targets for our Supervisory Board, Board of Directors, and sub-top management.
- Actively encouraging the recruitment of women in specific teams and roles to strengthen overall diversity.

In 2025, our workforce-wide, gender diversity remained stable, with at least 33% male and female representation. Currently, 8% of our sub-top management positions are held by women. Our goal is to increase this to 28% by 2027. However, due to limited turnover in recent years, this target is not easy to meet. By the end of 2025, 11% of our overall workforce was differently abled. This percentage is similar to year end 2024.

KPI	2023	2024	2025	Target 2027	Target 2030
Employee Experience Index	70,9	72,6	73,2	75	-
Global headcount	1.036	1.038	1.026	-	-
Gender diversity Supervisory Board	60% male 40% female	60% male 40% female	60% male 40% female	Uphold at least 33,33% male/female	Uphold at least 33,33% male/female
Gender diversity Board of Directors	100% male 0% female	50% male 50% female	50% male 50% female	Uphold at least 50% male/female	Uphold at least 50% male/female
Gender diversity sub-top management	83% male 17% female	83% male 17% female	92% male 8% female	72% male 28% female	72% male 28% female
Gender diversity total workforce	67% male 33% female	67% male 33% female	67% male 33% female		
Differently abled people in workforce	11%	11%	11%		
Coverage of employees by the company's health and safety management system	100%	100%	99%	100%	100%
Coverage of non-employees by the company's health and safety management system	100%	100%	100%	100%	100%
Number of work-related accidents	9	8	3	-	Zero severe accidents**
Of which lost time injuries (excl. fatalities) (LTI)	7	7	2	-	-
Of which restricted work cases (RWC)	0	0	0	-	-
Of which medical treatment cases (MTC)	2	1	1	-	0
Of which fatalities	0	0	0	0	0
Number of cases of recordable work-related ill health (# employees, subject to legal restrictions on the collection of data)	18	19	19	*	*
Number of calendar days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	164	437	4		

*Targets to be determined

**Severe accidents are defined as medical treatment cases (MTC) and fatalities as result of work-related injuries and work-related ill health



Techo Fount, Ahrend A2020

Consumers and end-users

All our products and services are developed with the user in mind. And since most of our furniture users do not procure these products themselves, we are committed to creating ergonomic and adaptable furniture that supports a healthy working posture – either at the office or at home. Royal Ahrend offers a sustainable, durable and healthy workplace solution for each furniture product category. The IRO's found during our double materiality process are described in the following table.

IRO description	IRO classification	Value chain
Ergonomic and adaptable furniture supports healthy working posture for office workers at their (hybrid) working environment	Positive impact	Downstream
Materials may be a pollutant source affecting indoor air quality and thereby the health of office workers	Negative impact	Downstream
Enhance user health by incorporating proper ventilation, sound absorption and lighting in office pods	Positive impact	Downstream
Research and adopt innovations to improve user health and wellbeing at work environments	Opportunity	Downstream

Our actions

As we are committed to create vitalising workspaces for our customers. We prioritise ergonomics and good indoor air quality for healthy working environments. Our products comply with requirements from building certifications such as LEED and WELL. Research shows that certain materials may affect the indoor air quality and thereby the health of office workers. Through our circular design principles we have standardised user health in our furniture designs.

With a growing demand for space in space solutions, we promote good indoor air quality with the right levels of ventilation, but also high performance in terms of sound absorption and lighting.

Ergonomics and accessibility

All our furniture is designed to be used by a wide variety of people. That's why it's important that our furniture is intuitively adjustable by each user. As our furniture is used throughout the entire workday, it must meet international standards for ergonomics and durability. Our in-house test laboratory allows us to thoroughly test each product before it goes to market. Before launch, we always work with external testing institutes to validate our in-house results.

Our customers aim to create diverse workspaces that are also accessible for people with physical limitations. We ensure our product designs consider physical accessibility. The Qabin collection features a wide door, for example, making it accessible for wheelchair users.

Acoustics

We pay close attention to material choices in our products. For individual items, this means selecting sound-absorbing materials where needed. In addition, the overall workspace design plays a key role in achieving the right acoustic balance—by combining materials that differ in sound absorption levels. Our interior studio advises customers on furniture layout, interior design, and material selection to create the desired acoustic environment.

Indoor air emissions

The quality of our furniture is an important aspect of our market proposition. Since our furniture is designed to be used indoors, we want to make sure that materials are low on volatile organic compounds (VOCs). To ensure that products are healthy and safe for indoor use, we test our products on indoor air emissions in test chambers.

Our furniture has to comply with the highest standards for furniture, meaning that the applied materials are low on VOCs. Healthy indoor air is an important factor for creating healthy workspaces and is increasingly important to our customers who focus on employee health, well-being and productivity. This is in accordance with the LEED and WELL building certifications.

Space in space solutions

For our space-in-space solutions, it is especially important to design with the right lighting in mind. Our space-in-space solutions feature a variety of integrated lighting systems, for example biodynamic lighting that adjusts with natural daylight to create the feeling of being outdoors, even when inside the pod. Users can also dim the lights to their personal preference throughout the day.

Acoustics are another key element. Our Qabins are designed to meet the highest international standards for sound insulation. These acoustic qualities are independently tested to ensure that users can have quiet, private meetings without disturbing others in the workspace.

Indoor air quality is also increasingly important, as customers increasingly notice differences between products on the market. We have invested heavily in a silent ventilation system for Qabin. It provides continuous airflow, creating a cool breeze while silently refreshing the air

inside. This balances both perceived temperature and actual CO₂ levels, making the space comfortable throughout a meeting. Users can control the ventilation level to suit their preferences, giving them a sense of comfort and control inside the pod.

Emotional durability

We design product components to meet new standards, extend the lifespan of older products and support emotional durability. Furniture is often discarded long before it is worn out. In many cases, the main structure remains in good condition for many more years, but the component no longer fits current needs or preferences. This is why we develop our furniture to be as modular as possible, allowing individual components to be easily replaced.

We are currently designing new components for outdated furniture lines. This enables us to reuse the main components while giving the furniture a fresh look and feel that matches today's standards. This is how we extend the lifespan of older furniture and reduce unnecessary waste. In 2025, we launched a redesign of the A2020 desk chair, the A2020 Luvia. The new backrest of this chair meets the latest ergonomic standards while keeping the majority of the existing chair in use. This enables customers to only replace a part of the chair while reusing most of the previous chair.

Our targets and progress

New furniture designs follow a design and development process with standardised requirements, including ergonomics, environmental performance and adaptability to specific needs. Innovation and research is an important aspect in creating tomorrow's workspace designs. In these workspaces we also want to reuse products already in use.

In 2023, we standardised our supplier requirements based on the Cradle to Cradle Certified® Basic Level criteria. 29% of our suppliers (measured by spend) meet these requirements, helping us ensure that our products are free from hazardous substances. This percentage remained unchanged compared to 2024. We aim to increase this to 60% of our supplier spend by 2027.

To ensure healthy indoor air quality, we test our furniture according to the ANSI/BIFMA e3 7.1 furniture sustainability standard. By the end of 2025, 61% of our own product sales complied with this standard. Although this percentage decreased compared to 2024, we are still on track to reach 95% compliance by 2027 as laboratory tests are currently being performed.

Product innovations

Developments of our space-in-space collection are moving quickly, with a strong focus on technical and modular innovations over the past year. Research shows that lighting impacts mood and wellbeing. This is why we have tested new lighting features for our space-in-space collection and launched Skylight in our Cerene office pod collection. Skylight brings the sensation of daylight indoors, even in windowless spaces. Integrated into the ceiling is the innovative Signify NatureConnect lighting solution, which simulates natural daylight. This results in a bright, spacious atmosphere that feels like sitting under a skylight with a view of a clear blue sky.

We continue to improve the modularity of our products to extend their lifespan and support circular use. In 2025, we introduced Shapeknit, a removable knitted cover for the Ahrend Ease desk chair series. The back panel is designed for tool-free disassembly, requiring no screws, staples or glue. This innovation reflects our circular design principles by enabling customers to refresh the chair's appearance without replacing the entire product. By designing for emotional durability, we help keep products in use for longer and reduce the need for premature replacement.

In 2025, we also launched the Ahrend Alvido: a modular cabinet system that can be configured to individual specifications. All materials and components can be easily adjusted, making the system easy to disassemble and reassemble in a different form without unnecessary waste. The cabinet system won a Red Dot Award and was developed entirely according to circular principles.

KPI	2023	2024	2025	Target 2027	Target 2030
Share of material and parts suppliers compliant with Cradle to Cradle Certified basic requirements (based on total spend)	-	29% of total spend	29% of total spend	60% of total spend	95% of total spend
% of own product sales compliant with highest standard Ansi/Bifma M7.1 furniture sustainability (e3)	30%	72%	61%	95%	95%



Royal Ahrend Inspiration Centre, Amsterdam

09 Governance information

At Royal Ahrend, we engage with our stakeholders on a daily basis and are committed to conducting our business in an ethical and responsible manner. Our Code of Business Conduct consolidates our policies to guide colleagues in making ethical decisions. We also expect our business partners to uphold the same high ethical standards that we set for ourselves. Furthermore, we actively seek feedback from our stakeholders to continuously improve the way we do business. The IROs found during our double materiality process are described in the following table.

IRO description	IRO classification	Value chain
Set minimum requirements for suppliers and commodities to ensure acceptable environmental standards and reduction of environmental burden	Positive impact	Upstream
Global supply chain is complex and difficult to manage excessive Risk supplier base		Upstream

Our actions

Our value chain plays a key role in achieving our sustainability goals and conducting business ethically. Since 2023, we have increased engagement with our upstream value chain to identify gaps in supplier relationship management. A key step has been setting minimum requirements for suppliers and specific commodities to ensure responsible practices and acceptable standards.

While most of our suppliers are located near our factories, we recognise that risks can exist deeper in the value chain. To manage this effectively and select the right partners, we also hold ourselves accountable—working from a shared moral foundation outlined in our Code of Business Conduct.

Business conduct

Collaboration with stakeholders in many different countries, industries and situations demands a clearly defined ethical compass from our colleagues. In 2025, our Code of Business Conduct and accompanying policies were updated. Furthermore, we have trained our colleagues to become more aware of ethical business behaviour both online and offline. In 2025, 200 offline trainings were held on business ethics. Online, 576 colleagues were trained on whistleblower directive and our speak-up policy and 660 colleagues on anti-bribery, corruption and Royal Ahrend's policy on gifts, entertainment and improper payments. Through these training courses we aim to keep our company values and principles, while enabling colleagues to make ethical decisions in their daily activities.

Supplier management

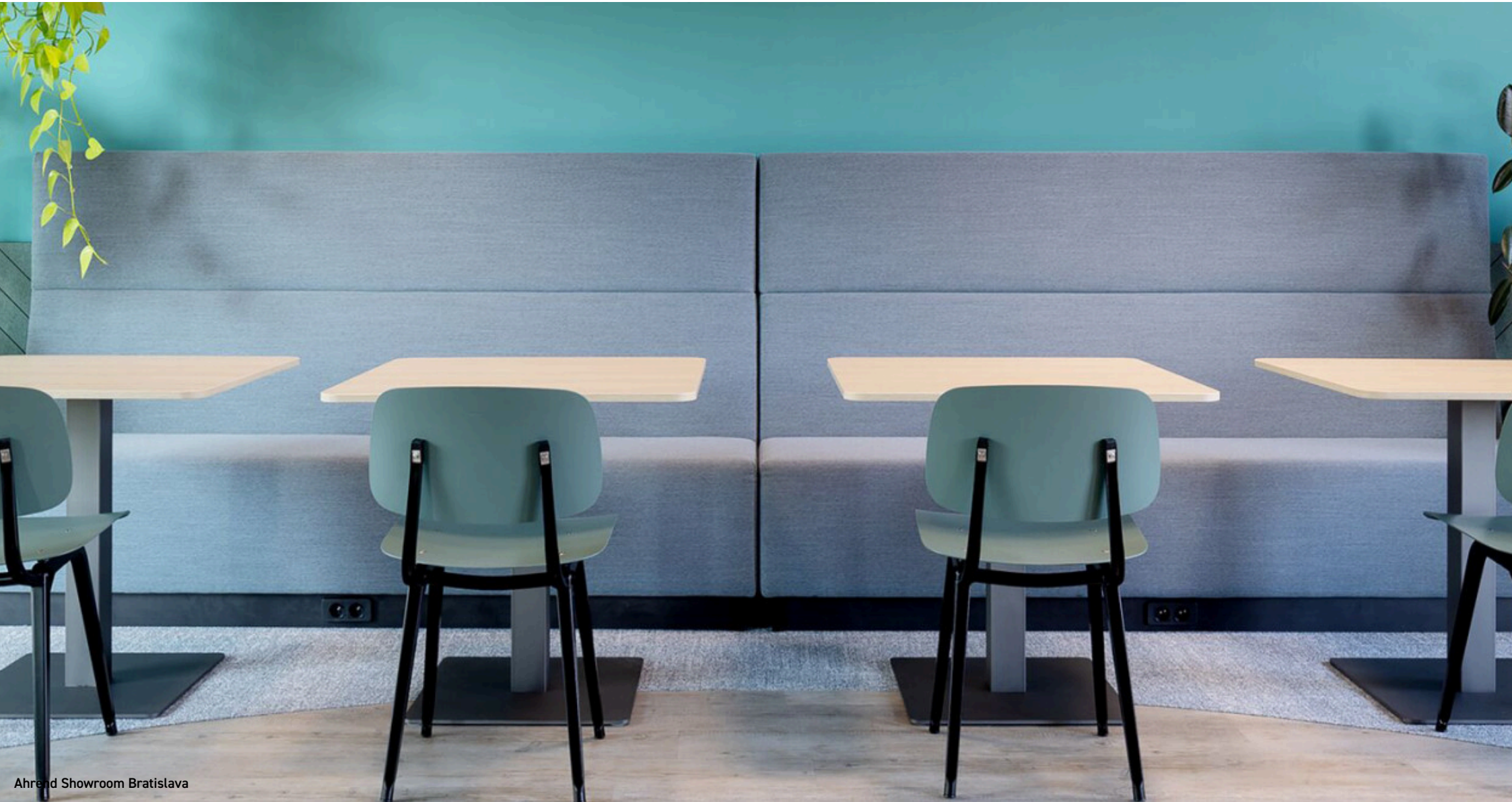
After evaluating our supplier due diligence process in 2023, we decided to update our supplier onboarding and evaluation processes to generate objective information about supplier performance and risk profile. Our risk profile focuses on several topics, including financial, operational, environmental, social and governance.

In 2024, we finalised a high-level risk map based on supplier location, commodity, spending and several ESG topics. Through this first analysis, we were able to benchmark supply chain risks throughout our supplier base and manage these risks in more detail in the coming years. The main risks in our supply chain are attributable to health and safety in our suppliers' operations. In 2025, we finalised our responsible sourcing policy and initiated a supplier questionnaire which will be sent out in Q1 2026. Based on this questionnaire, we will set out a supplier audit schedule.

Our targets and progress

KPI	2023	2024	2025	Target 2027	Target 2030
Number of violations on Code of Business Conduct	0	0	0	0	0
Number of notifications on potential violations of the Code of Business Conduct (incl. speak-up)	4	4	3	-	-
Number of employees trained on Code of Business Conduct	Offline: 159 Online: 401	Offline: 67 Online: 379	Offline: 200 Online: 576 and 660	-	-
Fines for violation of anti-corruption and anti-bribery laws	0	0	0	0	0
Business Partner Code of Conduct signatory (representing % of total spend)	-	30%	32%	Uphold 80%	Uphold 80%

*Some spend at incidental or small suppliers will not be included in onboarding or BPCOC signing



Ahrend Showroom Bratislava

10 Other sustainability information



CSRD content index

This Integrated Report is drafted in line with ESRS standards, but not fully compliant to meet external assurance. Sustainability statements in this Integrated Report have not been verified by an independent third party. From this year onwards, we will improve our Integrated Report and gradually ensure compliancy with CSRD requirements. The following table shows the CSRD content in this report and chapter navigation. The content table will be refined with specific datapoints in the coming years.

ESRS	Reporting requirement	Description	Chapter
ESRS 2	BP-1	General basis for preparation of the sustainability statement	Basis for preparation
ESRS 2	BP-2	Disclosures in relation to specific circumstances	Basis for preparation
ESRS 2	GOV-1	The role of the administrative, management and supervisory bodies	Sustainability governance
ESRS 2	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Sustainability governance
ESRS 2	GOV-3	Integration of sustainability-related performance in incentive schemes	Sustainability governance
ESRS 2	GOV-4	Statement on due diligence	Phase in 2025
ESRS 2	GOV-5	Risk management and internal controls over sustainability reporting	Phase in 2025
ESRS 2	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	Double materiality process and outcomes
ESRS 2	IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	CSRD content index
ESRS 2	SBM-1	Strategy, business model and value chain	Company overview
ESRS 2	SBM-2	Interests and views of stakeholders	Engaging our stakeholders
ESRS 2	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Double materiality process and outcomes
ESRS E1	E1.GOV-3	Integration of sustainability-related performance incentive schemes	Sustainability governance
ESRS E1	E1.IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Double materiality process and outcomes
ESRS E1	E1.SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	Double materiality process and outcomes
ESRS E1	E1-1	Transition plan for climate change mitigation	Climate action
ESRS E1	E1-2	Policies related to climate change mitigation and adaptation	Climate action
ESRS E1	E1-3	Actions and resources in relation to climate change policies	Climate action
ESRS E1	E1-4	Targets related to climate change mitigation and adaptation	Climate action
ESRS E1	E1-5	Energy consumption and mix	Climate action
ESRS E1	E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Climate action
ESRS E1	E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Climate action
ESRS E1	E1-8	Internal carbon pricing	Climate action
ESRS E1	E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Phase in 2025
ESRS E5	E5-1	Policies related to resource use and circular economy	Resource use and circular economy
ESRS E5	E5-2	Actions and resources in relation to resource use and circular economy	Resource use and circular economy
ESRS E5	E5-3	Targets related to resource use and circular economy	Resource use and circular economy
ESRS E5	E5-4	Resource inflows	Phase in 2025
ESRS E5	E5-5	Resource outflows	Phase in 2025
ESRS E5	E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Phase in 2025
ESRS E5	E5.IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	Double materiality process and outcomes

ESRS S1	S1-1	Policies related to own workforce	Own workforce
ESRS S1	S1-11	Social protection	Own workforce
ESRS S1	S1-12	Persons with disabilities	Own workforce
ESRS S1	S1-14	Health and safety metrics	Own workforce
ESRS S1	S1-2	Processes for engaging with own workers and workers' representatives about impacts	Engaging our stakeholders
ESRS S1	S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	Engaging our stakeholders
ESRS S1	S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Own workforce
ESRS S1	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Own workforce
ESRS S1	S1-9	Diversity metrics	Own workforce
ESRS S1	SBM-2	Interests and views of stakeholders	Engaging our stakeholders
ESRS S1	S1.SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	Double materiality process and outcomes
ESRS S4	S4-1	Policies related to consumers and end-users	Phase in 2025
ESRS S4	S4-2	Processes for engaging with consumers and end-users about impacts	Engaging our stakeholders
ESRS S4	S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Engaging our stakeholders
ESRS S4	S4-4	Taking action on material impacts on consumers and end-users, and approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Customers and end-users
ESRS S4	S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Customers and end-users
ESRS S4	SBM-2	Interests and views of stakeholders	Engaging our stakeholders
ESRS S4	S4.SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	Double materiality process and outcomes
ESRS G1	G1-1	Corporate culture and business conduct policies	Company culture
ESRS G1	G1-2	Management of relationships with suppliers	Governance information
ESRS G1	G1-3	Prevention and detection of corruption or bribery	Phase in 2025
ESRS G1	G1-4	Confirmed incidents of corruption or bribery	Governance information
ESRS G1	G1.GOV-1	The role of the administrative, supervisory and management bodies	Governance information
ESRS G1	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Leadership and governance
ESRS G1			Double materiality process and outcomes

Overview of our contribution to the SDGs



- › Occupational health & safety management systems in all our facilities
- › No exposure to hazardous chemicals in work environments
- › Solutions for maintaining a healthy work-life balance
- › Product portfolio to enable good health & well-being for our customers
- › Safe products for our customers
- › Sustainable material and chemical management

By creating vitalising workspaces, we contribute to healthy work environments. Our products are made with safe materials and without hazardous chemicals. We believe that all work environments, including production facilities, should support people in working in a productive, healthy and safe way.



- › Gender representation across teams and in company leadership
- › Diverse hiring practices with equal pay for equal work
- › Create a safe and inclusive culture for all
- › Equal opportunities in our company

Promote gender equality by offering equal opportunities, diverse hiring practices and equal pay for equal work. We foster a safe, inclusive culture and encourage diverse gender representation across all teams and leadership levels.



- › Promote inclusive production by employing diverse and inclusive teams
- › Ensure proper working conditions with equal pay in our value chain
- › End modern slavery, trafficking and child labour in our value chain
- › Safeguard labour rights and safe working environments in our value chain
- › Awareness on ethical business conduct by employees
- › Long-term relationships with local and social entrepreneurs
- › Perform continuous supplier due diligence to be ensured of social and environmentally responsible value chain.
- › Promote responsible and durable supplier relationships

By performing continuous supplier due diligence and promoting sustainable, inclusive and sustainable economic growth through policies and business conduct, we strive towards socially responsible, full and productive employment and proper working conditions for all.



- › Environmental management systems in all our facilities
- › Water management to reduce water consumption and treat waste water to improve the water quality and facilitate safe reuse
- › Energy management to reduce energy consumption, produce renewable energy and purchase local, renewable energy sources
- › Material management to reduce use of natural resources
- › Product lifecycle management to design products with circular design properties and facilitate product takeback solutions to facilitate optimal use of our designs

Through sustainable production processes we minimise our negative environmental impact or even contribute to the environment. Our circular business model reduces the use of natural resources. Production process innovation enables us to reduce energy consumption and production waste while implementing sustainable technologies. Product and material innovation are key to reducing the use of natural resources and making optimal use of our products.



- › Promote circular systems to customers in order to stimulate conscious consumption
- › Offer circular services to reduce demand for natural resources
- › Takeback systems and refurbishment of furniture to match technical lifetime
- › Sustainable sourcing to ensure responsible materials management
- › Chemicals management to ensure responsible materials
- › Waste management to reduce waste generated in production
- › Integrate sustainability information in reporting cycle
- › Provide customers with transparent and relevant sustainability information

Our goal is to stimulate conscious consumption by taking the next step in our circular business model and, by doing so, avoiding overconsumption through our circular services and orchestrating function to extend furniture lifecycles. This will lead to reducing material consumption and safely cycling materials by sourcing materials from sustainable sources with trusted ingredients.



- › Net zero emissions defined in a Science Based Targets Initiative (SBTi) commitment by 2050
- › Transition towards a circular business model to detach our financial results from raw material consumption
- › Integrate climate action into our corporate strategy
- › Knowledge sharing within our value chain about our circular strategy and how this can positively impact the climate

Those in our value chain take climate action to reduce our joint footprint on the planet. This is realised by providing our clients with sustainable and circular products and services to lower the environmental footprint of their real estate. In addition, we challenge our suppliers and other partners to take climate action by implementing sustainable business practices and ensure climate adaptability.



- › Avoid excessive water use in dry regions, both in our own operations and across our upstream value chain.
- › Source wood exclusively from sustainable sources to prevent deforestation.
- › Raise awareness of biodiversity impacts within our upstream value chain and take action to prevent loss of biodiversity.
- › Invest in reforestation and forest management projects as part of our climate transition plan.

Committed to protecting life on land by sourcing sustainable wood to prevent deforestation and invest in sustainable forestry and biodiversity as part of our climate transition plan.



- › Raise awareness of material sustainability issues across our value chain.
- › Collaborate with suppliers worldwide to improve sustainable business practices.
- › Invest in strategic partnerships with suppliers to create meaningful, lasting positive impact.
- › Support capacity building in our operating countries to drive higher sustainability standards across the globe.

Through collaboration and awareness, we build strategic partnerships for a meaningful and lasting sustainable impact across our value chain.



11 Financial Statements 2025

Royal Ahrend

Notes to the Financial Statements 2025

The financial statements as included in the following pages are derived from the statutory annual report 2025 of Koninklijke Ahrend BV. The financial statements as included in the following pages are explicitly not a complete and audited annual report 2025 of Koninklijke Ahrend BV. The audited annual report 2025 is filed and available at the Dutch Chamber of Commerce.

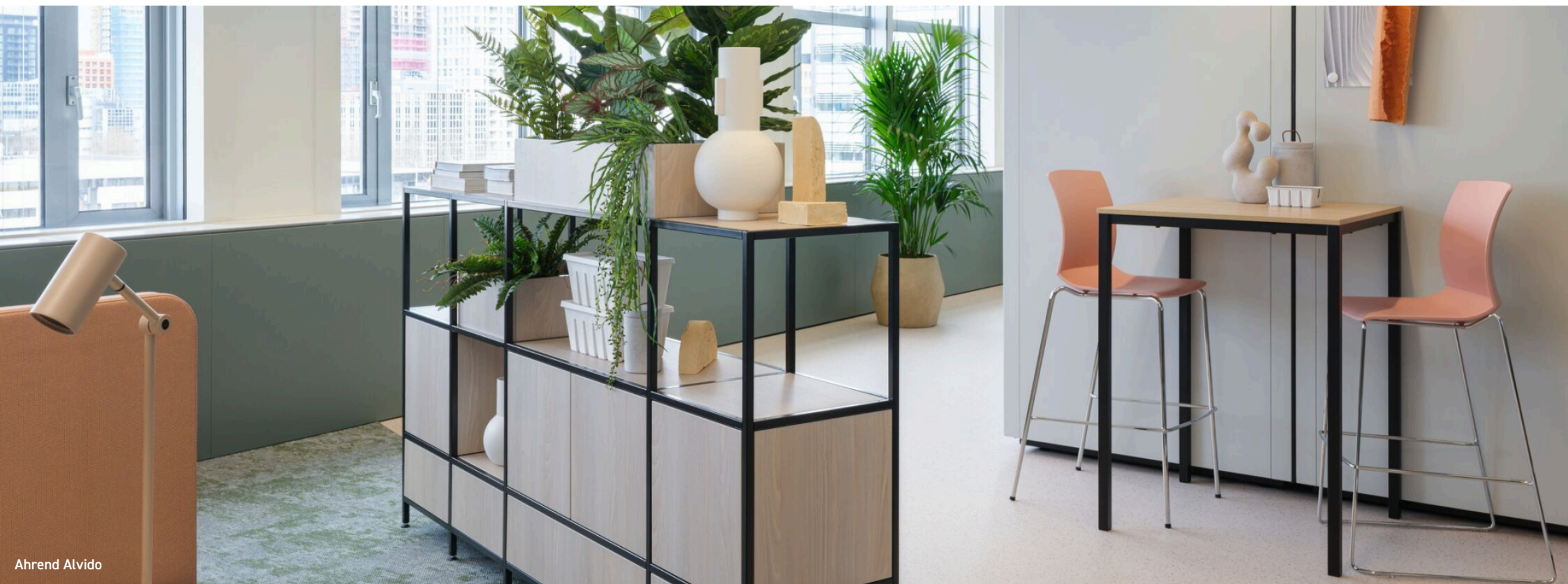
Company information

Legal form: Besloten Vennootschap (B.V.) (*English: Limited Liability Company under Dutch Law*)

Registered office: Amsterdam

Address: Laarderhoogtweg 25 1101 EB Amsterdam

File number at Trade Registry of the Chamber of Commerce and Industry: 33120814



Ahrend Alvido

Key Figures

(in millions of euros unless stated otherwise)

	2025	2024
Net turnover	236,1	273,7
Net result	(15,1)	4,8
Cash flow from operating activities	0,1	30,3
Balance sheet total	196,2	201,8
Group equity	73,2	89,0
Solvency ratio	37,3%	44,1%
Current ratio	1,0	1,4
Average FTE, including temps	1.165	1.238

Consolidated balance sheet as at 31 December 2025

Assets

(before proposed appropriation of result)

(in thousands of euros)

	31 December 2025	31 December 2024
Fixed assets		
Intangible fixed assets (1)	15.452	3.654
Tangible fixed assets (2)	37.593	39.696
Right of use assets (3)	35.398	38.757
Financial fixed assets (4)	17.519	16.733
	105.962	98.840
Current assets		
Inventories (5)	28.560	26.779
Current receivables (6)	51.499	52.225
Cash at bank (7)	10.162	23.949
	90.221	102.953
Total assets	196.183	201.793

Group equity and liabilities

(before proposed appropriation of result)

(in thousands of euros)

	31 December 2025	31 December 2024
Group equity (8)		
Equity	73.231	88.971
Minority interests	0	0
Group equity	73.231	88.971
Provisions (9)	5.846	3.974
Long-term liabilities (10)	27.757	34.126
Current liabilities (11)	89.350	74.722
Total group equity and liabilities	196.183	201.793

Consolidated income statement for the year ended on 31 December 2025

(in thousands of euros)

	2025	2024
Net turnover (12)	236.102	273.725
Change in inventories of finished goods and work in progress	91	(378)
Total operating income	236.193	273.346
Cost of raw materials and consumables (13)	(117.567)	(135.411)
Wages and salaries (14)	(62.591)	(62.621)
Social security charges (15)	(14.016)	(13.949)
Amortisation and depreciation of intangible, tangible fixed and right of use assets (16)	(15.711)	(14.581)
Other operating expenses (17)	(38.612)	(38.037)
Total operating expenses	(248.496)	(264.598)
Operating result	(12.303)	8.748
Financial income and similar income (19)	709	0
Financial expense and similar charges (19)	(2.182)	(2.707)
Financial expense and similar charges (19)	(1.473)	(2.707)
Result before taxation	(13.776)	6.041
Income taxes (20)	(278)	(846)
Result after taxation	(14.054)	5.195
Share in result of participating interests (4)	(1.093)	(371)
Group net result	(15.147)	4.824
Minority interests in result (8)	0	0
Net result	(15.147)	4.824

Consolidated cash flow statement for the year ended on 31 December 2025

(in thousands of euros)

	2025	2024
Cash flow from operating activities		
Operating result	(12.303)	8.748
Adjustments for:		
Depreciation and amortisation (16)	15.711	14.581
Movements in provisions (9, 22)	(446)	(17)
Other movements	0	528
Changes in working capital (22):		
(increase)/decrease in trade receivables (6)	656	9.158
(increase)/decrease in prepayments (6)	(114)	352
(increase)/decrease in inventories (5)	(1.781)	3.426
increase/(decrease) in trade payables (11)	(3.290)	2.368
increase/(decrease) in taxes (11)	(178)	(1.204)
increase/(decrease) in accruals (11)	5.474	(5.484)
eliminating change in pre-acquisition working capital acquired group companies (22)	(561)	
	207	8.617
Cash flow generated from business operations	3.168	32.457
Interest and similar expenses paid (22)	(1.888)	(1.421)
Income tax paid (22)	(1.131)	(705)
	(3.019)	(2.127)
Cash flow generated from operating activities	149	30.331
Cash flow from investing activities		
Acquisition of group companies (22)	333	0

Additions to intangible fixed assets (1)	(4.884)	(878)
Additions to tangible fixed assets (2)	(5.556)	(13.689)
Disposals of tangible fixed assets (2)	0	167
Acquisition of non-consolidated participating interest (4, 22)	(5.526)	(230)
Cash flow used in investing activities	(15.632)	(14.629)
Cash flow from financing activities		
Repayment of long-term liabilities and bank loans (10)	(830)	(843)
Lease payments (3, 22)	(6.820)	(7.762)
Drawdown (repayment) on credit facility (11)	10.000	(2.005)
Cash flow generated from (used in) financing activities	2.350	(10.610)
Exchange differences on cash and cash equivalents	(654)	0
(Decrease) / increase in cash and cash equivalents (21)	(13.787)	5.091

The movements in cash and cash equivalents are as follows:

	2025	2024
Balance as at 1 January	23.949	18.858
Change in financial year	(13.787)	5.091
Balance as at 31 December	10.162	23.949

Consolidated statement of comprehensive income for the year ended on 31 December 2025

(in thousands of euros)

	2025	2024
Net result for the year ended 31 December 2025	(15.147)	4.824
Translation differences concerning foreign activities (24)	(660)	528
Net other comprehensive income (expense) recognised directly in group equity	(660)	528
Total comprehensive income (expense) for the period	(15.807)	5.352

Accounting policies used in preparing the consolidated financial statements

General

The consolidated financial statements are prepared in accordance with the provisions of Title 9, Book 2 of the Dutch Civil Code and the firm pronouncements in the Dutch Accounting Standards, as published by the Dutch Accounting Standards Board ('Raad voor de Jaarverslaggeving').

Assets and liabilities are generally valued at historical cost, production cost or at fair value at the time of acquisition. If no specific valuation principle has been stated, valuation is at historical cost. In the balance sheet, income statement and the cash flow statement, references are made to the notes.

For the purposes of this consolidated annual report, Koninklijke Ahrend B.V. is referred to as "Royal Ahrend" or "Group". Unless explicitly stated otherwise, "Royal Ahrend" or "Group" comprises Koninklijke Ahrend B.V. and all its subsidiaries.

Group activities

Royal Ahrend is an international leader in office furniture committed to delivering contemporary and highly sustainable office lifestyles to corporate end-users around the world. Products and interiors are designed to encourage the wellbeing and productivity of the people. Ahrend operates from offices in 15 countries on five continents. Royal Ahrend delivers furniture and services for office, education, healthcare and retail environments through a portfolio of leading furniture brands such as Ahrend, Gispen and Techo. These recognised brands are often leaders in their relevant markets and some look back at a heritage of more than 125 years.

Going concern

The financial statements are prepared on the basis of the going concern assumption. This is based on management's judgment that there are no events or circumstances that give rise to significant doubt about the company's ability to meet its obligations.

Change in accounting policies

As from the financial year 2025, Royal Ahrend applies cash flow hedge accounting for foreign currency risks. Reference is made to the accounting policy on Derivatives and hedge accounting.

This constitutes a change in the accounting policy applied to financial instruments. In accordance with Dutch GAAP (RJ), cash flow hedge accounting is applied prospectively from the date of formal designation and documentation of the hedge relationship. Comparative figures have therefore not been restated. If hedge accounting had been applied in 2024, the impact on the income statement would have been nihil, while other comprehensive income, as part of equity, would have increased by approximately €0,2mln.

There are no other changes in the accounting policies.

Judgments and estimates

In applying the principles and policies for drawing up the financial statements, the management of Royal Ahrend makes different estimates and judgments that may be essential to the amounts disclosed in the financial statements.

Estimates are used to verify the correct valuation of assets included in the balance sheet. Deferred tax assets are considered to be the assets with the most significant valuation risk. The valuation is verified using long-term forecasts of financial performances. The estimates used are based on the actual results, the operational budget 2026 and the long-term forecast. Based on the performed analysis it is concluded that no indicator for impairment is present by the end of 2025.

Estimates are used in the calculation of the Right of Use assets and corresponding Lease Liabilities. Especially determining whether or not extension or termination options will be exercised or not. This could have a significant impact on the expected duration of a lease contract and thus impact the related balances.

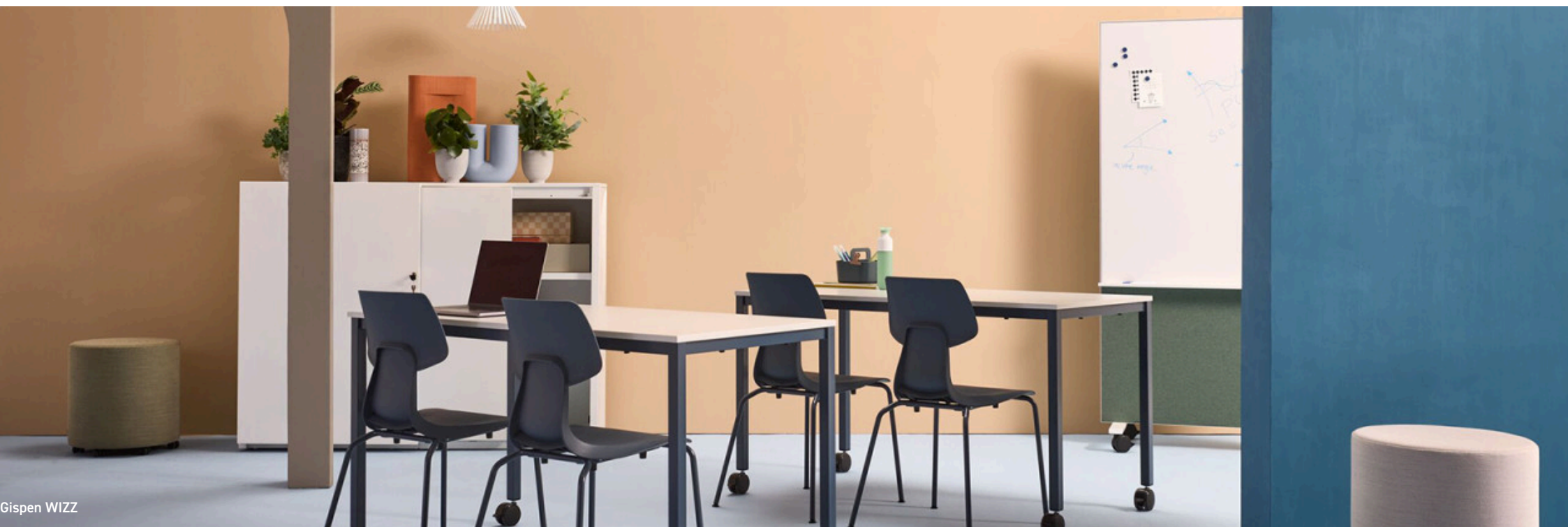
Estimates are applied in determining the recognition and measurement of the contingent consideration liability. The contingent consideration liability is initially recognised at the present value of the expected future payments. The measurement is based on management's estimates and is reassessed when relevant assumptions change. Changes in these assumptions may result in an adjustment to the carrying amount of the liability.

Other provisions, such as the warranty and jubilee provisions, and accruals, including the bonus accrual, also contain estimates to a certain (limited) extent. If it is necessary in order to provide the true and fair view required under Book 2, article 362, paragraph 1, the nature

of other estimates and judgments, including related assumptions, is disclosed in the notes to the relevant financial statement item.

Changes in accounting estimates

The accounting estimates did not change compared to prior year's financial statements.



Gispen WIZZ

Equity interests

Ultimate parent company

HAL Trust, a Bermudian Trust, is the ultimate parent company and controlling party of Royal Ahrend (Koninklijke Ahrend BV). The financial data of Royal Ahrend are included in the consolidated financial statements of both HAL Trust and HAL Holding NV. HAL Holding NV's registered address is in Willemstad, Curacao, and its office is located in Rotterdam, the Netherlands. The consolidated financial statements of HAL Trust and HAL Holding NV are available at cost price at the office of HAL Holding NV and the financial statements of HAL Trust are also available via the website www.halholding.com.

The immediate shareholder of Koninklijke Ahrend B.V. is Stonehaven 2006 B.V.

Fully consolidated companies

- Ahrend Produktiebedrijf Zwanenburg BV, Zwanenburg: wholly-owned subsidiary (2024: 100%)
- Ahrend Produktiebedrijf Sint-Oedenrode BV, Sint-Oedenrode: wholly-owned subsidiary (2024: 100%)
- Ahrend Nederland BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Ahrend International BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Ahrend NV, Brussels, Belgium: wholly-owned subsidiary (2024: 100%)
- Ahrend France SAS, Meudon, France: wholly-owned subsidiary (2024: 100%)
- Ahrend Beteiligungs.Mbh, Köln, Germany: wholly-owned subsidiary (2024: 100%)
- Ahrend GmbH & Co. KG, Köln, Germany: wholly-owned subsidiary (2024: 100%)
- Ahrend Espana BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Ahrend UK Ltd., Hove/London, UK: wholly-owned subsidiary (2024: 100%)
- Ahrend Support BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Ahrend Group BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Ahrend Europe BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Gispén BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Ahrend APAC BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Gispén Nederland BV, Culemborg: wholly-owned subsidiary (2024: 100%)
- Ahrend Onroerend Goed BV, Amsterdam: wholly-owned subsidiary (2024: 100%)
- Ahrend Onroerend Goed II BV, Culemborg: wholly-owned subsidiary (2024: 100%)
- NgispeN BV, Culemborg: wholly-owned subsidiary (2024: 100%)
- Suzhou Antriol Sheet Metal Production Company Ltd., Suzhou, China: wholly-owned subsidiary (2024: 100%)
- Ahrend Furniture (Suzhou) Co., Ltd., Suzhou, China: wholly-owned subsidiary (2024: 100%)
- Ahrend Gulf FZCO, Dubai, United Arab Emirates: 66.7% controlling interest (2024: 33.3%)
- Roels BV, Sint-Oedenrode: wholly-owned subsidiary (2024: 100%)
- Presikhaaf Schoolmeubelen BV, Arnhem: wholly-owned subsidiary (2024: 100%)
- Ahrend a.s., Prague, Czech Republic: wholly-owned subsidiary (2024: 100%)
- Interier Rícany, Prague, Czech Republic: wholly-owned subsidiary (2024: 100%)
- Ahrend Services s.r.o., Prague, Czech Republic: wholly-owned subsidiary (2024: 100%)
- Techo s.r.o., Prague, Czech Republic: wholly-owned subsidiary (2024: 100%)
- Ahrend s.r.o., Bratislava, Slovakia: wholly-owned subsidiary (2024: 100%)
- Ahrend Rumania S.r.l., Bucharest, Romania: wholly-owned subsidiary (2024: 100%)
- Ahrend Kft, Budapest, Hungary: wholly-owned subsidiary (2024: 100%)
- Ahrend d.o.o., Zagreb, Croatia: wholly-owned subsidiary (2024: 100%)
- TOB Ahrend Ltd, Kiev, Ukraine: wholly-owned subsidiary (2024: 100%)
- Ahrend Austria GmbH, Vienna, Austria: wholly-owned subsidiary (2024: 100%)
- Ahrend Poland sp.z.o.o., Warsaw, Poland: wholly-owned subsidiary (2024: 100%)
- Ortsalip Deutschland GmbH i.L., Frankfurt, Germany: wholly-owned subsidiary (2024: 100%)
- Circulaire Hub BV, Sint-Oedenrode: wholly-owned subsidiary (2024: 100%)
- Circular Interiors BV, Sint-Oedenrode: no interest held by Koninklijke Ahrend BV (refer to paragraph below).

The percentages stated represent the equity interests held.

Koninklijke Ahrend BV has issued downstream guarantees pursuant to Section 403 of Book 2 of the Dutch Civil Code for almost all Dutch group companies.

Circular Interiors BV is, like Koninklijke Ahrend BV, a fully-owned group subsidiary of Stonehaven 2006 BV. The main activity of Circular Interiors BV is acting as a lessor of operational leases of office furniture. The concerning furniture is sold by Royal Ahrend to Circular Interiors BV. The Board of Directors of both companies is equal. As such policy-

making influence by Royal Ahrend management is deemed to be present (RJ 217.202/205/206). Circular Interiors BV is therefore included in the scope of consolidation of Royal Ahrend.

Beginning of November 2025, Royal Ahrend acquired an additional one-third interest in Ahrend Gulf FZCO, Dubai, United Arab Emirates. As a result of this transaction, Royal Ahrend's ownership interest increased from 33.3% to 66.7%. As from this acquisition date, Royal Ahrend obtained control over Ahrend Gulf FZCO.

Following this acquisition of an additional equity interest and the resulting change in control, a non-controlling interest arose. As at year-end 2025, this non-controlling interest amounts to nil and is therefore presented as zero in the consolidated financial statements.

Non-consolidated companies and equity interests

Participating interests over which significant influence is exercised are accounted for using the net asset value method.

Carried at net asset value:

- › Despace Holding Pte. Ltd., Singapore: 33.4% participating interest (2024: 33.4%)
- › WJB Beteiligungen AG, Switzerland: 45% participating interest (2024: 0%)
- › designfunktion Beteiligungs GmbH, Germany: 26% participating interest (2024: 0%)

Basis of consolidation

The consolidated financial statements include the financial data of Koninklijke Ahrend B.V. and its group companies, together referred to as Royal Ahrend, at 31 December of the financial year. Group companies are legal entities and companies over which Koninklijke Ahrend B.V. exercises control. In connection with this, financial instruments containing potential voting rights are also taken into account.

Group companies are fully consolidated as from the date on which control is obtained and until the date that control no longer exists. The items in the consolidated financial statements are determined in accordance with consistent accounting policies. The accounting policies of group companies and other consolidated entities have been changed where necessary, to align them to the prevailing group accounting policies.

Intragroup transactions included both in balance sheet and income statement are eliminated in full.

Minority interests are presented separately in the consolidated financial statements. Minority interests in group companies are part of group equity. Minority interests in profit or loss of group companies are deducted from group profit or loss after taxation.

If the losses attributable to the minority interest exceed the minority interest in equity of the group companies, the balance as well as any further losses are charged in full to Royal Ahrend, unless and to the extent that the minority shareholder is liable for, and able to bear, those. If the group companies subsequently achieve profits, those profits accrue in full to Royal Ahrend until the losses borne by Royal Ahrend are recovered.

The application of Article 402

Since the income statement for 2025 of Koninklijke Ahrend B.V. is included in the consolidated financial statements, an abridged income statement has been disclosed in the company financial statements in accordance with Section 402, Book 2 of the Dutch Civil Code.

Related parties

All legal entities that can be controlled, jointly controlled or significantly influenced are considered to be a related party. Legal entities belonging to the same group are also related parties. Also, entities which can control the company are considered to be a related party. In addition, statutory directors, other key management of Royal Ahrend and of the ultimate parent company and close relatives are regarded as related parties. All transactions between related parties are considered to be at arm's length.

Significant transactions with related parties are disclosed to the extent that they are not entered into under normal market conditions. This includes disclosing the nature and extent of the transaction and any other information necessary for providing the required insight.

Mergers and acquisitions

Acquisitions are recognised in the financial statements according to the purchase accounting method. This means that any assets and liabilities acquired are carried at fair value as at the acquisition date. The difference between cost and the company's share of the fair value of the

identifiable assets and liabilities acquired at the time of the transaction of a participating interest is recognised as goodwill.

In the case of a transaction under common control, the carry-over accounting method is applied. This means that the transaction is stated at the carrying amount in the financial statements for the financial year, in line with the amount included in the financial statements of the parent, as of the merger date. The comparative figures are not restated. The difference between cost and the carrying amounts of the acquired assets and liabilities is recognised in equity.

Foreign currency translation

The consolidated financial statements are prepared in euros, the functional and presentation currency of Royal Ahrend. Each entity in the group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

The majority of Royal Ahrend's transactions are denominated in euros (EUR). In addition, Royal Ahrend conducts significant operating activities in British pounds (GBP), Czech koruna (CZK), Chinese Yuan (CNY) and to a lesser extent US dollars (USD). Royal Ahrend's foreign currency exposure primarily relates to operating activities and working capital positions in these foreign currencies, which represent a significant portion of Royal Ahrend's non-euro transactions.

Transactions denominated in foreign currencies are initially carried at the functional exchange rates ruling at the date of transaction. Monetary balance sheet items denominated in foreign currencies are translated at the functional exchange rates ruling at the balance sheet date. Non-monetary balance sheet items that are measured at historical cost in a foreign currency are translated at the functional exchange rates ruling at the date of transaction. Non-monetary balance sheet items that are measured at current value are translated at the functional exchange rates ruling at the date of valuation.

Exchange rate differences arising on the settlement or translation of monetary items denominated in foreign currencies are taken to the income statement, except for exchange rate differences resulting from net investments in foreign activities, or from loans taken out to

finance or effectively hedge net investments in foreign activities. These exchange rate differences are taken directly to the foreign currency translation reserve. The foreign currency translation reserve is included under the legal reserves.

Exchange rate differences arising from the translation of non-monetary balance sheet items denominated in foreign currencies that are carried at current value are taken directly to the revaluation reserve, provided the changes in value of the non-monetary items are likewise taken directly to reserves.

Goodwill and fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition of a foreign activity are treated as assets and liabilities of the foreign activity and translated at the rate of exchange ruling at the balance sheet date.

The assets and liabilities of foreign activities are translated into the presentation currency (euros) at the rate of exchange ruling at the balance sheet date and the income and expenses of these foreign activities are translated at the annual average exchange rates. Resulting exchange rate differences are taken directly to the legal foreign currency translation reserve. On the disposal of a foreign activity, the cumulative exchange rate differences taken directly to the reserves are taken to the income statement as part of the gain or loss on the sale.

Offsetting

Assets and liabilities are only offset in the financial statements if and to the extent that:

- An enforceable legal right exists to offset the assets and liabilities and settle them simultaneously;
- and
- The positive intention is to settle the assets and liabilities on a net basis or simultaneously.

Financial instruments

Financial instruments include both primary financial instruments, such as receivables, securities and payables, and derivative financial instruments.

All purchases and sales of financial assets made according to standard market conventions are recognised as at the transaction date, being the date on which Royal Ahrend enters into a binding agreement.

For the accounting policies applicable to primary financial instruments, please refer to the treatment of individual balance sheet items. For the valuation and recognition of derivatives, please refer to the separate section on Derivatives and hedge accounting.



Gispen showroom Arnhem

Intangible fixed assets

General

An intangible fixed asset is recognised in the balance sheet if:

- The asset is identifiable.
- Royal Ahrend has control (power to obtain benefits from the asset).
- It is probable that the future economic benefits that are attributable to the asset will accrue to Royal Ahrend.
- The cost of the asset can be reliably measured.

Costs relating to intangible fixed assets not meeting the criteria for capitalisation (for example, cost of research, internally developed brands, logos and client databases) are taken directly to the income statement.

Intangible fixed assets obtained on the acquisition of a group company are carried at fair value as at the date on which they are obtained.

Intangible fixed assets are carried at cost of acquisition or production net of accumulated amortisation and accumulated impairment losses where applicable.

Intangible fixed assets are amortised on a straight-line basis over their expected useful economic lives, subject to a maximum of 20 years when the economic useful life could be measured reliably. If not the maximum timespan is 10 years. The economic useful life and the amortisation method are reviewed at each financial year-end.

Development costs

Internally generated development costs are capitalised if they satisfy all technical, commercial and financial feasibility criteria set for them (RJ 210). A legal reserve equivalent to the carrying amount is formed. Ultimo 2025 the amount of capitalised internally generated development costs is limited to the development costs of the large scale ERP-project.

Development costs are amortised on a straight-line basis over the estimated economic useful life of the asset, depending on the nature and type of asset, generally being 5 years, but no longer than 20 years.

Trademark

Trademarks are recognised if future economic benefits are probable. These costs are amortised on a straight-line basis over the estimated economic useful life of the asset. The newly capitalised trademark relates to the purchase of the Gispen Classics intellectual property rights and is amortised in 20 years. The estimated useful life is based on management's estimate, but does not exceed intellectual property right registrations. The longer existing trademark is amortised in 15 years.

Software

Software is capitalised in case the standard requirements for capitalisations are met. Purchased software is capitalised using the cost method. These costs are amortised on a straight-line basis over the estimated economic useful life of the asset being 5 years.

Software being an operating system for machinery (hardware) is included in the valuation of the tangible fixed assets (PPE). The economic useful life of this software is considered to be equal to the economic useful life of the hardware of the machinery.

Internally developed software is charged to the income statement unless the following capitalisation requirements are met: technological feasibility, probable future benefits, intent and ability to use or sell the software, resources to complete the software, and ability to measure cost. Further reference is made to the paragraph on internally generated development costs regarding intangible fixed assets.

Costs of externally acquired goodwill

Positive goodwill resulting from acquisitions is capitalised and amortised on a straight-line basis over the estimated economic life, with a rebuttable presumption that this period does not exceed 20 years. If the useful life cannot be estimated reliably, goodwill is amortised over a maximum period of ten years in accordance with Dutch law.

Negative goodwill is released in the income statement to the extent that charges and losses occur, where it is taken into account in the allocation of the acquisition and these charges and losses can be measured reliably. If expected charges and losses have not been taken into account, the negative goodwill is released based on the weighted average of the remaining life of the acquired amortisable assets. Insofar as the negative goodwill exceeds the fair value of the non-monetary assets identified, the surplus is recognised directly in the income statement.

Tangible fixed assets

Tangible fixed assets in use by the company are carried at the cost of acquisition or production net of accumulated depreciation and, where applicable, accumulated impairment losses. Tangible fixed assets carried at cost do not include capitalised interest charges.

Tangible fixed assets are depreciated on a straight-line basis over their estimated useful economic lives, taking into account the residual value, as follows:

- Land is not depreciated.
- Buildings are depreciated in 30 to 40 years.
- Machinery and equipment are depreciated in 5 to 15 years.
- Other tangible fixed assets are depreciated in 5 to 10 years.
- Assets under construction and prepayments are not depreciated.

If important components of a tangible fixed asset can be distinguished from each other and differ in useful life or expected use pattern, these components are depreciated separately. If the expected depreciation method, useful economic life and/or residual value are subject to changes over time, they are treated as a change in accounting estimate.

Costs of major maintenance are capitalised if the recognition criteria are met. Individual major maintenance activities are capitalised as component and are depreciated on a straight-line basis over the estimated useful economic life of the individual components. The carrying amount of the components to be replaced will be regarded as a disposal and taken directly to the income statement. All other repair and maintenance costs are taken directly to the income statement.

Retired tangible fixed assets are carried at the lower of cost and their fair value less costs to sell.

A tangible fixed asset is derecognised upon sale or when no further economic benefits are expected from its continued use. The gain or loss arising on the disposal is taken to the income statement under the other operating expenses.

Leasing

Royal Ahrend as lessee

Royal Ahrend applies IFRS16 regarding Leases. This is allowed under RJ292 Leasing.

Contracts may contain both lease and non-lease components. Royal Ahrend allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of cars for which Royal Ahrend is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by Royal Ahrend. Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by Royal Ahrend under residual value guarantees
- the exercise price of a purchase option if Royal Ahrend is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects Royal Ahrend exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases by Royal Ahrend, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. To determine the incremental borrowing rate, Royal Ahrend:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by Royal Ahrend, which does not have recent third-party financing, and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

Royal Ahrend is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between principal and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- › the amount of the initial measurement of lease liability
- › any lease payments made at or before the commencement date less any lease incentives received
- › any initial direct costs, and
- › restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If Royal Ahrend is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in the income statement.

Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture.

Royal Ahrend as lessor

Lease income from operating leases where Royal Ahrend is a lessor (via Circular Interiors BV) is recognised in income on a straight-line basis over the lease term (note 3). Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the balance sheet based on their nature.

Financial fixed assets

Participating interests

Non-consolidated participating interests over whose financial and operating policies Royal Ahrend exercises significant influence are valued using the net asset value method. To determine whether there is significant influence, the financial instruments containing potential voting rights are also considered. Under the net asset value method, participating interests are carried at Royal Ahrend's share in their net asset value. Royal Ahrend's share in the results

of the participating interests is recognised in the income statement. If and to the extent the distribution of profits is subject to restrictions, these are included in a legal reserve. In addition, the company recognises its share in non-distributable equity movements of participating interests in a legal reserve. Equity movements arising from transactions with shareholders of the participating interest, such as capital contributions or distributions, are excluded from the legal reserve.

If the carrying amount of a participating interest under the net asset value method has been reduced to nil, the application of this method is discontinued. Further losses are recognised only to the extent that the entity has long-term interests which, in substance, form part of its net investment in the participating interest. If and to the extent that the entity has guaranteed the debts of the participating interest or has a constructive obligation to provide financial support, a provision is recognised.

A subsequently acquired share of the profit of the participating interest is recognised only if and to the extent that the accumulated share of the previously unrecognised loss has been recovered.

Following application of the net asset value method, Royal Ahrend determines whether an impairment loss has to be recognised in respect of the participating interest. At each reporting date, Royal Ahrend assesses whether there are objective indications of impairment of the participating interest. If any such indication exists, Royal Ahrend determines the impairment loss as the difference between the recoverable amount of the participating interest and its carrying amount, taking it to the income statement.

Participating interests over whose financial and operating policies no significant influence is exercised are carried at cost less any impairment. Dividend is designated as income and recognised under financial income and expense.

Results from transactions with or between non-consolidated participating interests carried at net asset value are recognised proportionally. Results from transactions with or between non-consolidated participating interests carried at cost are recognised in full, unless they are effectively unrealised.

Provisional accounting

The accounting for the acquisition of equity interest is based on the information available as at the acquisition date. As the determination of the acquisition cost and/or the valuation of certain identifiable assets and liabilities involves the use of estimates, the initial accounting for the transaction may be provisional. If additional information becomes available about facts and circumstances that existed at the acquisition date, adjustments to the values of the identifiable assets and liabilities, and the related goodwill included in the carrying amount of the investment, will be recognised up to and including the end of the first financial year that commenced after the acquisition date.

Loans to participating interests

Loans granted to participating interests are classified under financial fixed assets and are initially recognised at fair value and subsequently measured at amortised cost, less any impairment losses.

(Subordinated) loans to associates that, in substance, form part of Royal Ahrend's net investment are considered part of the net investment for the purpose of applying the net asset value method. Losses of the associate are allocated to the carrying amount of the investment and such loans. Reference is made to the paragraph on Participating interests.

Deferred tax assets

For the valuation and recognition of deferred tax assets, please refer to the separate section on Taxes.



Impairment of fixed assets

On each balance sheet date, the company assesses whether there are any indications that a fixed asset may be subject to impairment. If there are such indications, the realisable value of the asset is determined. If it is not possible to determine the realisable value of the individual asset, the realisable value of the cash-generating unit to which the asset belongs is determined. Impairment occurs when the carrying amount of an asset is higher than the realisable value; the realisable value is the higher of the fair value less cost to sell and the value in use. An impairment loss is directly recognised in the income statement while the carrying amount of the asset concerned is concurrently reduced.

The realisable value is initially based on a binding sale agreement; if there is no such agreement, the realisable value is determined based on the active market, whereby usually the prevailing bid price is taken as market price. The costs deducted in determining net realisable value are based on the estimated costs that are directly attributable to the sale and are necessary to realise the sale. For the determination of the value in use, an estimate is made of the future net cash flows in the event of continued use of the asset / cash-generating unit; these cash flows are discounted.

If it is established that an impairment that was recognised in the past no longer exists or has reduced, the increased carrying amount of the asset concerned is set no higher than the carrying amount that would have been determined if no impairment value adjustment for the asset concerned had been reported. An impairment of goodwill cannot be reversed.

Royal Ahrend assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. If any such evidence exists, the impairment loss is determined and recognised in the income statement. The amount of an impairment loss incurred on financial assets stated at amortised cost is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition). If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss shall be reversed. The reversal shall not result in a carrying amount of the financial asset that exceeds

what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal shall be recognised through profit or loss in the income statement.

Inventories

Inventories of raw materials and consumables, work in progress being semi-manufactured goods, finished goods and goods for resale are carried at the lower of cost of acquisition or production and net realisable value.

The costs of raw materials, consumables and goods for resale are calculated based on the first in, first out principle. The costs of finished goods and work in progress being semi-manufactured goods represent the cost of raw materials used and direct production costs, plus a mark-up for indirect cost of production based on normal production capacity, excluding interest on loans. Indirect costs included under inventories carried at cost relate to depreciation and maintenance of plant and machinery, as well as salary costs of the factory's management and administrative staff.

The net realisable value is the estimated selling price less directly attributable selling costs. In determining the realisable value, the obsolescence of the stocks is taken into account.

Current receivables

Current receivables not forming part of the trading portfolio are initially measured at fair value and subsequently carried at amortised cost less a provision for doubtful debts where necessary. If there are no discounts and premiums and transaction costs, the amortised cost is equal to the nominal value of the receivables.

Cash at bank

Cash at bank includes cash in hand, bank balances, notes and checks. Cash at bank not expected to be at Royal Ahrend's free disposal for over twelve months is classified as financial fixed assets. Cash at banks is carried at nominal value.

Classification of equity and liabilities

A financial instrument or its separate components are classified in the consolidated financial statements as liability or as equity in accordance with the substance of the contractual agreement underlying the financial instrument. In the company financial statements, a financial instrument is classified in accordance with the legal reality. Interest, dividends, gains and losses relating to a financial instrument, or part of a financial instrument, are included in the financial statements in accordance with the classification of the financial instrument as liability or equity.

Provisions

A provision is formed if Royal Ahrend has a legal or constructive obligation as at the balance sheet date if it is probable that an outflow of resources will be required to settle the obligation and the amount of the liability can be reliably estimated. The amount of the provision is determined based on a best estimate of the amounts required to settle the liabilities and losses concerned at the balance sheet date. Provisions for one-off events (restructuring, environmental clean-up, settlement of a lawsuit, etcetera) are measured at the most likely amount. Provisions for large populations of events (warranties) are measured at a probability-weighted expected value. Provisions are carried at discounted value, unless the value of discounting is immaterial.

If third-party reimbursement of expenses required to settle a provision is probable, the reimbursement is recognised as a separate asset.

Pension provisions

Contributions payable to the pension plan administrator are recognised as an expense in the income statement. Contributions payable or prepaid contributions as at year-end are recognised under accruals and deferred income, and prepayments and accrued income, respectively.

A provision is formed for liabilities other than the contributions payable to the pension plan administrator if, as at the balance sheet date, Royal Ahrend has a legal or constructive obligation towards the pension plan administrator and/or to its own employees, if it is

probable that settlement of these liabilities will entail an outflow of resources and if a reliable estimate can be made of the amount of the liabilities.

The provision for additional liabilities to the pension plan administrator and/or the employees is based on a best estimate of the amounts required to settle these liabilities concerned at the balance sheet date. The provision is carried at present value if the effect of the time value of money is material.

Provision for deferred taxation

For the valuation and recognition of the provision for deferred taxation, please refer to the separate section entitled Taxes.

Contingent consideration liability

Royal Ahrend may enter into arrangements under which additional consideration may become payable, contingent upon future conditions specified in the relevant contractual agreements.

A liability for contingent consideration is recognised when a present obligation arises from a past event, settlement is probable and the amount can be estimated reliably. At initial recognition, the liability is measured at the present value of the expected future payments and, where applicable, forms part of the acquisition cost of the related investment.

Subsequently, changes in the estimated amount of the contingent consideration are recognised as an adjustment to the carrying amount of the related investment. Where settlement is expected beyond one year after the reporting date, the liability is measured at present value, with the unwinding of the discount recognised as finance expense.

The measurement of the contingent consideration involves management judgement and estimates. Reference is made to the section on Judgements and estimates.

Other provisions

The other provisions include mainly the jubilee provision, restructuring provision, warranty provision and environmental provision.

The jubilee provision is actuarially calculated on an annual basis taking into account the actual employee data (including starting date), mortality table AG2024 and a discount rate of 3.60%. The warranty provision is measured at a probability-weighted expected value. Experience figures are used to estimate the change of warranty complaints. The environmental provision is related to one specific former production facility. In the past an investigation was executed by an external consultant who estimated the expected costs to remove the polluted soil. The provision was aligned with the consultant's report.

Taxes

Current taxes

Taxes are calculated on the profit as disclosed in the income statement based on current tax rates, allowing for tax-exempt items and cost items which are non-deductible, either in whole or in part.

Tax assets and liabilities are netted if the general conditions for netting are met.

Taxes are settled as if each company is an independent taxable entity. Royal Ahrend and its Dutch group companies constitute a fiscal unity together with Stonehaven 2006 BV. For further details about the valuation of deferred tax assets refer to the next paragraph.

Deferred taxes

A deferred tax liability is recognised for all taxable temporary differences between the valuation for tax and financial reporting purposes. A deferred tax asset is recognised for all deductible temporary differences between the valuation for tax and financial reporting purposes and carry-forward losses, to the extent that it is probable that future taxable profit will be available for set-off. Deferred tax assets and liabilities are recognised under financial fixed assets and provisions, respectively.

Deferred tax liabilities and deferred tax assets are carried on the basis of the tax consequences of the realisation or settlement of assets, provisions, liabilities or accruals and deferred income as planned by Royal Ahrend at the balance sheet date. Valuation is based on the tax rates prevailing at year-end, or at the rates that will apply in future years, as far as they have already been determined by law. Deferred tax liabilities and deferred tax assets are carried at non-discounted value.

Deferred tax assets and liabilities are netted if Royal Ahrend has a legally enforceable right to set off tax assets against tax liabilities within the same tax jurisdiction.

Valuation of deferred tax assets

Royal Ahrend's management recognises a deferred tax asset to the level that convincing evidence is available to sustain the valuation. This evidence is based on the actual results, the operational budget 2026 and the long-term forecast.

Long-term liabilities

On initial recognition long-term debts are recognised at fair value. Transaction costs which can be directly attributed to the acquisition of the long-term debts are included in the initial recognition. After initial recognition long-term debts are recognised at the amortised cost price, being the amount received taking into account premiums or discounts and minus transaction costs.

The difference between the carrying amount and the mature redemption value is accounted for as interest cost in the income statement based on the effective interest rate during the estimated term of the long-term debts.

The effective interest rate takes into account the expected future cash flows. If the expected cash flows change due to contractual changes, the carrying amount is adjusted to reflect the actual cash flows and the revised estimated cash flows. The carrying amount is calculated by discounting the revised estimated cash flows at the adjusted effective rate, if there is a change due to changes in the market interest rate or, if this is not the case, the original effective rate. The adjustment is recognised as income or expense in the income statement.

Current liabilities

Current liabilities are initially recognised at fair value. Short-term liabilities are subsequently measured at amortised cost, being the amount received taking into account premiums (agio) or discounts (disagio) and minus transaction costs. If there are no premiums, discounts, or transaction costs, then this is the nominal value.

Amortised cost

Amortised cost is the amount at which a financial asset or liability is measured at initial recognition less repayments of the principal, plus or less the cumulative amortisation using the effective interest method for any difference between this initial amount and the maturity amount, and less any reductions (effected directly or through a provision being formed) for impairment and doubtful debts.

Derivatives and hedge accounting

Royal Ahrend uses derivative financial instruments such as forward currency contracts and interest rate swaps to hedge its exposure to foreign currency fluctuations and interest rate risks on borrowings.

Royal Ahrend separates an embedded derivative from the host contract if the following conditions are met:

- There is no close relationship between the economic characteristics and risks of the embedded derivative and those of the host contract.
- A separate instrument having the same characteristics as the embedded derivative would be classified as a derivative;
- and
- The compound instrument is not measured at fair value with changes in fair value recognised through profit or loss.

The separated derivative is initially recognised at historical cost price (nihil) and subsequently measured against fair value through P&L. The fair value is derived from quoted market prices.

Hedge accounting is applied on forward currency contracts. Reference is made to the paragraph on hedge accounting.

Hedge accounting

Royal Ahrend applies hedge accounting on forward currency contracts. At the time of entering into a hedging relationship, this is documented by the company. The company periodically establishes the effectiveness of the hedging relationship by means of a test. This can be done by comparing the critical characteristics of the hedging instrument with those of the hedged

item and / or by comparing the change in fair value of the hedging instrument and the hedged item. If there is an indication of ineffectiveness, the company determines this possibly ineffective part by means of a quantitative ineffectiveness measurement.

In 2025 Royal Ahrend applies cash flow hedge accounting only.

Cash flow hedge accounting

When applying cash flow hedge accounting, derivatives are recognised at fair value in the balance sheet. The effective portion of changes in the fair value of the hedging instrument is recognised directly in equity in the cash flow hedge reserve. The ineffective portion is recognised immediately in the income statement under financial income and expenses.

The accounting treatment depends on the nature of the hedged item:

- › If the hedge relates to a forecast transaction that subsequently results in the recognition of a non-financial asset or liability (for example inventory), the cumulative gain or loss previously recognised in the cash flow hedge reserve is included in the initial carrying amount of that asset or liability (basis adjustment).
- › If the hedge relates to forecast cash flows that affect profit or loss (for example future interest payments or forecast purchases / sales), the cumulative gain or loss recognised in equity is reclassified to the income statement in the same period(s) during which the hedged cash flows affect profit or loss.
- › If the hedged forecast transaction is no longer expected to occur, the cumulative amount recognised in equity is immediately recognised in the income statement.

Cash flow hedge accounting is discontinued when:

- › The hedging instrument expires, is sold, terminated or exercised;
- › The hedge no longer meets the conditions for hedge accounting;
- › The forecast transaction is no longer highly probable.

If hedge accounting is discontinued while the forecast transaction is still expected to occur, the cumulative gain or loss remains in equity until the transaction affects profit or loss.

Application by Royal Ahrend

Royal Ahrend applies cash flow hedge accounting to forward exchange contracts used to hedge forecast purchases in Chinese yuan (CNY) and forecast sales in euro (EUR), and to a forward exchange contract used to hedge contracted sales in United States dollar (USD) and forecast costs in euro (EUR). The effective portion of changes in the fair value of these contracts is recognised in equity and reclassified to the income statement when the hedged transaction affects profit or loss.

If applicable, the ineffective portion of changes in the fair value of forward exchange contracts is recognised in the income statement under financial income and expenses. Ultimo 2025 there is no ineffectiveness of the hedge relationship.

Cash flow hedge reserve

The effective portion of changes in the fair value of hedging instruments designated in cash flow hedge relationships is recognised in equity within the cash flow hedge reserve. In accordance with Dutch law, a legal reserve is maintained for the amount recognised in this reserve, as long as the underlying hedged cash flows have not yet affected profit or loss or have not been included in the carrying amount of an asset or liability.

Derecognition of financial assets and liabilities

A financial instrument is derecognised if a transaction results in the transfer, to a third party, of all or nearly all rights to economic benefits and of all or nearly all the risks attached to the position.

Income

General

The result is the difference between the realisable value of the goods/services provided and the costs and other charges during the year. The results on transactions are recognised in the year in which they are realised.

Profit or loss is determined taking into account the recognition of unrealised changes in fair value of derivative financial instruments not designated as hedging instruments.

Net turnover

An agreement may include several performance obligations (agreed-upon commitments to deliver distinct goods or services). Revenue is recognised for each separate performance obligation. The following performance obligations are distinguished:

- › Revenues from sale of goods
- › Revenues from provision of services
- › Other revenues

The total transaction price is allocated in proportion to the value of the performance obligations where an agreement contains several such obligations (commitments).

The obligation to repair or replace defective products under the legal warranty period is recognised as a provision.

The table below details the method of allocation of revenues to the financial year, including the method of determining the degree of completion of services contracts. In accordance with RJ270.

Performance obligation	Method of allocation	Method of determining the degree of completion of services
Sale of goods	Proportional value where an agreement contains multiple performance obligations	Once all major rights to economic benefits and significant risks relating to the goods have been transferred to the buyer
Provision of services		Stage of completion is based on the costs incurred in providing the services up to the balance sheet date in proportion to the estimated costs of the total services to be provided.
Other turnover (lease income)	Straight-line over the lease term	Lease income from operating leases is recognised on a straight-line basis over the lease term

Sale of goods

Income from the sale of goods is recognised in the income statement once all the major rights to economic benefits and significant risks relating to the goods have been transferred to the buyer, the income can be reliably measured and the income is probable to be received. Royal

Ahrend believes that the economic benefits and significant risks are transferred to the buyer when the goods are delivered at client site. Although some contracts include a required acceptance procedure, based on experience it is concluded that this is rather a formality. As such, revenue of goods is in general recorded after delivery.

Provision of services

In addition to the sale of goods Royal Ahrend provides several services to its customers, such as fit-out services (light construction work at client site), project management and installation services. If the result of a transaction relating to a service can be reliably estimated and the income is probable to be received, the income relating to that service is recognised in proportion to the service delivered.

Stage of completion is based on the costs incurred in providing the services up to the balance sheet date in proportion to the estimated costs of the total services to be provided.

Other turnover

Other turnover primarily comprises lease income generated by Circular Interiors B.V., which acts as a lessor of office furniture. Lease income from operating leases is recognised in profit or loss on a straight-line basis over the lease term, in accordance with the underlying lease agreements.

Expenses

Expenses are determined with due observance of the aforementioned accounting policies and allocated to the financial year to which they relate. Foreseeable and other obligations as well as potential losses arising before the financial year-end are recognised if they are known before the financial statements are prepared and provided all other conditions for forming provisions are met.

Costs of raw materials and consumables

Costs of raw materials and consumables are allocated to the period concerned.

Employee cost (employee benefits)

Salaries, wages and social security contributions are charged to the income statement based on the terms of employment, where they are due to employees and the tax authorities respectively.

Royal Ahrend applies the liability approach for all pension schemes. The premium payable during the financial year is charged to the result. Please also refer to the valuation principles for assets and liabilities, under Provision for pensions.

Depreciation and amortisation

Intangible assets, including goodwill, are amortised and tangible fixed assets are depreciated over their estimated useful lives as from the moment they are ready for use. Land is not depreciated. Future depreciation and amortisation is adjusted if there is a change in estimated future useful life.

Interest

Interest is allocated to successive financial reporting periods in proportion to the outstanding principal. Premiums and discounts are treated as annual interest charges so that the effective interest rate, together with the interest payable on the loan, is recognised in the income statement, with the amortised cost of the liabilities being recognised in the balance sheet.

Foreign currencies

Transactions in foreign currencies are stated in the financial statements at the exchange rate of the functional currency on the transaction date. The income and expenses in functional currencies that are not equal to the presentation currency, are translated into the presentation currency at annual average exchange rates.

Income tax

Tax on the result is calculated based on the result before tax in the income statement, taking account of the losses available for set-off from previous financial years (to the extent that they have not already been included in the deferred tax assets) and exempt profit components and

after the addition of non-deductible costs. Due account is also taken of changes which occur in the deferred tax assets and deferred tax liabilities in respect of changes in the applicable tax rate.

Result from participations

The result is the amount by which the carrying amount of the participation has changed since the previous financial statements as a result of the earnings achieved by the participation to the extent that this can be attributed to Royal Ahrend.

Consolidated cash flow statement

The cash flow statement has been prepared in accordance with the indirect method.

Cash and cash equivalents consists of cash at bank. Cash flows in foreign currencies are translated at estimated average foreign exchange rates. Cash flows in foreign currencies stemming from working capital movements and other balance sheet movements are translated at year-end foreign exchange rates.

Interest received and paid, including foreign exchange differences in the income statement, and income taxes are included under cash flows from operating activities.

Investments in (in)tangible fixed assets are recognised as cash flows from investing activities. Transactions for which no cash or cash equivalents are exchanged are not included in the cash flow statement.

Lease payments are considered to be cash outflows from financing activities, as they relate to repayment of installments. The interest on leases is considered part of the operational cash outflows.

Bank debts are part of Royal Ahrend's cash management and are included in the cash flow statement. Both repayments of the long-term bank loan and usage of the credit facility are recognised as cash flows from financing activities.

Notes to the consolidated balance sheet

Intangible fixed assets (1)

Movements in intangible fixed assets were as follows:

<i>(in thousands of euros)</i>	Product development	Trademark	Software	Under construction and prepayments	Goodwill	Total
Balance at 1 January 2025						
Cost	243	3.120	10.413	0	22.270	36.047
Accumulated amortisation and impairments	(213)	(2.180)	(7.730)	0	(22.270)	(32.393)
Carrying amount at 1 January 2025	31	940	2.683	0	0	3.654
Exchange rate differences	(2)	0	18	0	0	16
Additions	2	500	469	3.913	7.474	12.357
Disposals cost	0	0	(94)	0	0	(94)
Disposals amortisation	0	0	14	0	0	14
Reclassification cost	0	0	977	109	0	1.086
Amortisation	(15)	(243)	(1.324)	0	0	(1.581)
Carrying amount at 31 December 2025	16	1.197	2.743	4.022	7.474	15.452
Balance at 31 December 2025						
Cost	229	3.620	11.886	4.022	29.744	49.501
Accumulated amortisation and impairments	(213)	(2.423)	(9.143)	0	(22.270)	(34.049)
Carrying amount at 31 December 2025	16	1.197	2.743	4.022	7.474	15.452

The addition to goodwill relates to the acquisition of additional participating interest in Ahrend Gulf FZCO and the acquisition of associates, further reference is made to the note on financial fixed assets. As the initial allocation of the acquisition cost of one of the associates is provisional, the amount of goodwill may be adjusted if additional information becomes available regarding facts and circumstances that existed at the date of equity acquisition. The goodwill is amortised over a period of 20 years.

In the beginning of the year, Royal Ahrend acquired a trademark. The trademark relates to the intellectual property rights of the Gispen Classics. Gispen Classics represents the Dutch design heritage collection of Gispen. The asset is amortised over a period of 20 years.

The additions to software contain investments in various software solutions aimed at supporting and optimising Royal Ahrend's operational processes, digital infrastructure and business applications. The construction in progress balance comprises capital expenditures primarily related to a multi-year, large-scale ERP implementation project replacing Royal

Ahrend's existing ERP systems. The remainder relates to other software solutions that were still under development at year-end. Intangible fixed assets under construction include internally generated development costs relating to the ERP project. Further details are disclosed in the operating expenses note.

The total net reclassification amount of €1,1mln has been transferred from tangible fixed assets under construction, where the intangibles under construction had been presented at 2024 year-end.

At balance sheet date the presence of any indicators of assets being subject to impairments was analysed. No indicators for impairment were identified.

A right of pledge has been established on all intellectual property rights of the Dutch members of the Group, being Ahrend APAC BV, Gispen Nederland BV, Ahrend Onroerend Goed BV, Koninklijke Ahrend BV, Ahrend Group B.V. and Presikhaaf Schoolmeubelen BV. The right of pledge applies to the credit facility of Koninklijke Ahrend BV.

Tangible fixed assets (2)

Movements in tangible fixed assets were as follows:

<i>(in thousands of euros)</i>	Land and buildings	Machinery and equipment	Other fixed operating assets	Under construction and prepayments	Total
Balance at 1 January 2025					
Cost	35.183	63.627	36.466	4.132	139.408
Accumulated depreciation and impairments	(27.161)	(48.239)	(24.312)	0	(99.712)
Carrying amount at 1 January 2025	8.021	15.388	12.155	4.132	39.696
Exchange rate differences	(114)	336	(80)	(8)	134
Consolidation adjustments	0	117	0	0	117
Additions	356	1.303	2.506	1.391	5.556
Disposals cost	(1.302)	(516)	(3.412)	0	(5.231)
Disposals depreciation	1.298	405	3.181	0	4.884
Depreciation	(843)	(2.490)	(3.143)	0	(6.477)
Reclassification	911	1.260	1.199	(4.457)	(1.086)
Carrying amount at 31 December 2025	8.326	15.804	12.405	1.058	37.593
Balance at 31 December 2025:					
Cost	34.965	66.059	36.566	1.058	138.648
Accumulated depreciation and impairments	(26.639)	(50.255)	(24.161)	0	(101.055)
Carrying amount at 31 December 2025	8.326	15.803	12.405	1.058	37.593

The disposal of land and buildings concerns fully depreciated leasehold improvements relating to our showroom in Amsterdam, which were removed following the recent renovation. As the assets were fully depreciated, the disposal did not result in a gain or loss. Reclassifications of land and buildings mainly relate to completion of projects transferred from assets under construction, including leasehold improvements in the recent renovation of showroom Amsterdam and other capital expenditure to our buildings.

Additions and reclassifications from assets under construction to machinery and equipment during the year mainly relate to investments in machinery, primarily for Presikhaaf in Arnhem. An amount of €0,1mln relates to consolidation of Ahrend Gulf.

Other fixed operating assets primarily contain the investments in the CI lease asset portfolio and investments in new showroom furniture, including Amsterdam and our newly rented building in Düsseldorf, and hardware renewal.

As at year-end, the balance of assets under construction amounts to €1,1mln. The closing balance mainly consists of capital expenditure to our buildings, machinery, showrooms and IT hardware renewals. Upon completion of the projects the amounts will be reclassified to the relevant asset categories and depreciation will commence.

The total net reclassification amount of €-1,1mln has been transferred to intangible fixed assets, reference is made to note 1.

A first ranking mortgage is applicable on the properties located at Sint-Oedenrode (Ahrend) and the remaining property located at Culemborg (Gispen). A right of pledge has been established on all business equipment of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic). A mandate to the first ranking floating charge (pand handelszaak) is present on all Belgian members of the group and will be converted in a first ranking pledge on business equipment (pand op ondernemingsgoederen).

Leasing arrangements Circular Interiors BV

The other fixed operating assets includes €11,5mln (2024: €11,9mln) of furniture assets leased to tenants with monthly rental payables. The lessor Circular Interiors BV remains the juridical owner of these leases (2:366 lid 2 BW). Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Where considered necessary to reduce credit risk, Circular Interiors BV may obtain bank

guarantees for the term of the lease.

Circular Interiors BV is exposed to residual value risk on leased assets. This risk is managed through active remarketing, re-leasing and refurbishment of returned assets. Royal Ahrend as a group also benefits from an established second-hand furniture market within the wider group, which supports the realisation of residual values. Residual values are reviewed periodically and reflected in the carrying amount of the assets.

Minimum lease payment receivable on leases of assets are as follows:

<i>(in thousands of euros)</i>	31-12-2025	31-12-2024
Within 1 year	3.096	3.343
Between 1 and 5 years	8.778	9.046
Later than 5 years	1.643	2.347
	13.516	14.736

Leases (3)

This note provides information for leases where Royal Ahrend is a lessee in accordance with IFRS16.

Amounts recognised in the balance sheet

Right of use assets

Movements in right of use assets were as follows:

<i>(in thousands of euros)</i>	Land & buildings	Machinery & Equipment	Other	Total
Balance at 1 January 2025				
Cost	41.663	2.032	8.525	52.220
Accumulated depreciation and impairments	(9.172)	(704)	(3.587)	(13.463)
Carrying amount at 1 January 2025	32.491	1.328	4.938	38.757
New lease contracts	785	176	1.096	2.057
Ended lease contracts cost	(345)	(47)	(1.157)	(1.548)
Ended lease contracts depreciation	345	47	1.157	1.548
Remeasurements	2.421	0	(185)	2.236
Depreciation	(5.322)	(416)	(1.914)	(7.653)
Carrying amount at at 31 December 2025	30.376	1.088	3.934	35.398
Balance at 31 December 2025:				
Cost	44.525	2.161	8.279	54.964
Accumulated depreciation and impairments	(14.149)	(1.073)	(4.344)	(19.567)
Carrying amount at at 31 December 2025	30.376	1.088	3.934	35.398

Lease liabilities

Movements in lease liabilities were as follows:

<i>(in thousands of euros)</i>	2025
Balance at 1 January	39.630
New lease contracts	2.057
Lease payments	(8.388)
Accrued interest	1.566
Remeasurements	2.236
Balance at 31 December	37.102
Current	11.427
Non-current	25.675
Balance at 31 December	37.102

Amounts recognised in the income statement

<i>(in thousands of euros)</i>	2025	2024
Depreciation charge of right-of-use assets		
Land & Buildings	(5.322)	(4.347)
Machinery & Equipment	(416)	(332)
Other	(1.914)	(1.944)
Interest expense	(1.567)	(1.286)
	(9.220)	(7.909)

Undiscounted cash outflows on on-balance sheet leases

Undiscounted cash outflows on on-balance sheet leases are as follows:

<i>(in thousands of euros)</i>	2025
On-balance sheet leases < 1 year (2026)	11.427
On-balance sheet leases 1 < 3 years (2027 - 2028)	17.045
On-balance sheet leases 3 < 5 years (2029 - 2030)	10.540
On-balance sheet leases > 5 years (2031 - ...)	12.651
Total	51.663

The new and remeasured lease contracts mainly relate to new real estate contracts and extension of existing contracts and new car leases, including the lease of the new office in Düsseldorf (Germany). The category "other" contains mostly car lease contracts. The cash outflow for leases in 2025 was €8,4mln (2024: €7,8mln). Next to the amounts shown in the table above the income statement also includes the costs related to short-term leases and low-value leases. These leases are not capitalised on the balance sheet as the expedient is applied.

Royal Ahrend's leasing activities and how these are accounted for

Royal Ahrend leases various offices, warehouses, showrooms, equipment and vehicles. Lease contracts are typically entered into for fixed terms of three to ten years and may include extension options and indexation clauses.

Extension and termination options are included in a number of property and equipment leases across the Royal Ahrend group. These are used to maximise operational flexibility in terms of managing the assets used in the Royal Ahrend group's operations. The majority of extension and termination options held are exercisable only by Royal Ahrend and not by the respective lessor.

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of warehouses, retail stores and equipment, the following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), Royal Ahrend is typically reasonably certain to extend (or not terminate).
- If any leasehold improvements are expected to have a significant remaining value, Royal Ahrend is typically reasonably certain to extend (or not terminate).
- Otherwise, Royal Ahrend considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset.

Most extension options in offices and vehicles leases have not been included in the lease liability, because Royal Ahrend could replace the assets without significant cost or business disruption.

The lease term is reassessed if an option is exercised (or not exercised) or Royal Ahrend becomes obliged to exercise (or not exercise) it.

The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

Similar to changes in the lease term, the leased area (e.g. square metres) or the lease payments (e.g. price increase due to indexation) may change, which need to be reflected in the value of the lease assets and liabilities through remeasurement.

During the current financial year, the financial effect of revising lease terms to reflect the effect of exercising extension and termination options, indexation and changes in the leased object, was an increase in recognised lease liabilities and right-of-use assets of €+2,2mln. This remeasurement mainly relates to the extension and indexation of real estate rental contracts, including the lease of additional square meters at our premises in Veghel (the Netherlands).

Financial fixed assets (4)

Movements in financial fixed assets were as follows:

<i>(in thousands of euros)</i>	Participating interest	Loans to participating interests	Deferred tax asset	Total
Carrying amount at 1 January 2025	223	0	16.510	16.733
Exchange differences	0	0	33	33
Additions	332	766	696	1.794
Reductions	0	0	(132)	(132)
Impairments	(330)	(766)	0	(1.096)
Share in result of participating interests	3	0	0	3
Other movements	184	0	0	184
Carrying amount at 31 December 2025	412	0	17.107	17.519

Participating interests

Participating interests comprise investments in associates over which Royal Ahrend exercises significant influence. These investments are accounted for using the net asset value method.

The share in result of participating interests as presented in the consolidated income statement comprises the share in the results of associates and any impairments recognised on participating interests during the year.

During the year, Royal Ahrend acquired two associates. In connection with these acquisitions, goodwill was recognised and, for one associate, a subordinated loan was provided. Both the goodwill and the subordinated loan form part of the net investment in the associates. The initial measurement of the investment in one of them is provisional, as certain elements of the acquisition cost and the allocation thereof are based on estimates. Any adjustments resulting from additional information relating to conditions existing at the acquisition date will be reflected in the carrying amount of the investment.

Following a subsequent event, it was confirmed that the carrying amount of the net investment in the associate WJB Beteiligungen AG was not recoverable as at 31 December 2025. Consequently, the equity interest and related subordinated loan were fully impaired, and outstanding receivables were written down to their recoverable amount as at that date. Further losses have not been recognised as Royal Ahrend has no legal or constructive obligation to provide additional financial support.

No impairment indicators were identified for the other participating interests as at 31 December 2025.

Beginning of November 2025, Royal Ahrend acquired an additional one-third interest in Ahrend Gulf FZCO, Dubai, United Arab Emirates. As a result of this transaction, Royal Ahrend's ownership interest increased from 33,3% to 66,7%. As from this acquisition date, Royal Ahrend

obtained control over Ahrend Gulf FZCO. Consequently, the entity has been included in the consolidation as from that date.

The total consideration for the additional interest amounted to €0,3mIn, incl. acquisition-related costs. The identifiable assets and liabilities of Ahrend Gulf FZCO have been recognised at their fair values at the acquisition date. The excess of the consideration transferred, together with the fair value of the previously held interest, over the fair value of the identifiable net assets acquired amounted to €0,8 million, which has been recognised as goodwill.

From acquisition date until year-end, Ahrend Gulf FZCO contributed €0,8mIn to revenue and €0,2mIn to the result after taxation of Royal Ahrend.



Deferred tax assets

The deferred tax asset consists of temporary differences and available forward loss relief. Deferred tax liabilities amounting to €9,2mln (2024: €9,8mln) are netted against deferred tax assets. These liabilities primarily relate to temporary differences caused by IFRS16.

The deferred tax asset consists of recognised operating losses and temporary differences. The amount of losses recognised for the fiscal unity in which Royal Ahrend is included in the Netherlands is €33,9mln ultimo 2025, which represents 26,6% of the available tax losses (2024: 30,1%). The amount of unrecognised losses for the Dutch fiscal unity is €93,4mln (2024: €78,0mln). The amount of losses recognised for countries outside the Netherlands is €5,2mln, whereas the amount of losses unrecognised is €162,2mln. Approximately €156,4mln thereof consists of unrecognised tax losses in Germany. The temporary differences included in the deferred tax assets are calculated based on the (future) tax rates at the time these differences will be realised.

Expiration unrecognised tax losses

Expiration schedule of unrecognised tax losses is as follows:

<i>(in thousands of euros)</i>	2025
Within one year	2.327
Within two to five years	4.701
After five years	1.682
No expiration date	285.847
Carrying amount at 31 December 2025	294.557

Royal Ahrend management recognises a deferred tax asset to the level that convincing evidence is available to sustain the valuation. This evidence is based on the actual results, the operational budget 2026 and the long-term forecast, and any other events which are highly probable and relevant in this respect. The actions undertaken in 2025, including but not limited to the investments in software and the new machinery, improved Royal Ahrend's estimated future profits.

The deferred tax asset is considered long-term.

Inventories (5)

<i>(in thousands of euros)</i>	31-12-2025	31-12-2024
Raw materials and consumables	10.794	10.520
Work in progress	4.020	3.523
Finished products and goods for resale	13.440	12.540
Prepayments on stock	307	195
Total	28.560	26.779

Inventories are carried at the lower of cost of acquisition or production and net realisable value. The acquisition or production value of the inventories is deducted by a provision amounting to €5,2mln (2024: €4,8mln). The carrying amount of inventories stated at net realisable value is €11,0mln (2024: €9,9mln).

A right of pledge has been established on inventories of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic) as security to the bank. The right of pledge applies to the credit facility of Koninklijke Ahrend BV.

Current receivables (6)

<i>(in thousands of euros)</i>	31-12-2025	31-12-2024
Trade receivables	42,356	43,200
Receivables from related parties	27	23
Corporate income tax receivables	0	0
Other current assets	66	62
Other receivables and prepayments	9,050	8,940
Total	51.499	52.225

All receivables fall due within one year after balance sheet date. A right of pledge has been established on trade and intercompany receivables of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic) as security to the bank. The right of pledge applies to the credit facility of Koninklijke Ahrend BV.

Receivables from related parties concern outstanding invoices for regular sales transactions. Neither a repayment schedule nor interest is applicable.

The fair value of the receivables approximates the carrying amount due to their short-term character and the fact that provisions for bad debt are recognised, where necessary. Trade receivables include a provision for doubtful debts of €1.7mln (2024: €1.3mln).

The inclusion of Ahrend Gulf in the consolidation scope added €2mln to year-end receivables.

Movements in the provision for doubtful debts were as follows:

<i>(in thousands of euros)</i>	2025	2024
Balance at 1 January	1,268	752
Additions	692	582
Utilisation and releases	(233)	(67)
Balance at 31 December	1.727	1.268

Cash at bank (7)

All cash is at Royal Ahrend's free disposal.

A right of pledge has been established on all bank balances/accounts of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic) as security to the bank. The right of pledge applies to the credit facility of Koninklijke Ahrend BV.

Group equity (8)

Equity

For details on equity, please refer to the note on equity in the company financial statements.

Provisions (9)

<i>(in thousands of euros)</i>	31-12-2025	31-12-2024
Provision for deferred taxation	135	316,44
Other provisions	5,711	3,657
Total	5.846	3.974

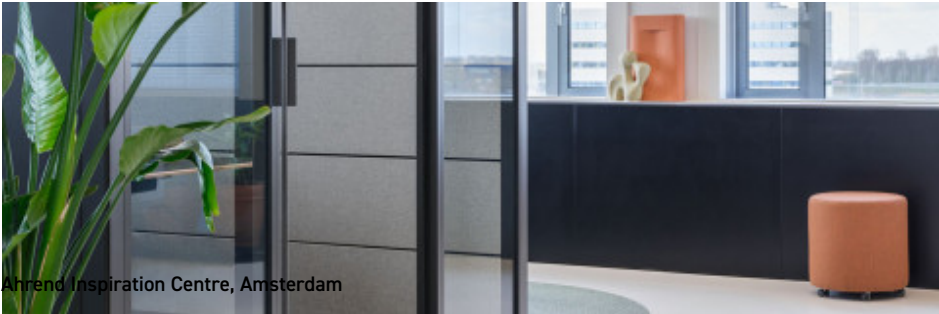
Pension provision

Participation is mandatory in the pension fund for the employees and directors of Koninklijke Ahrend B.V. and its Dutch group companies. Koninklijke Ahrend B.V. and its Dutch group companies are only required to pay the premiums. There is no obligation to make additional payments or right of return or premium. It consists of average pay. The yearly increase of entitlements is 1,875% of the salaries base consisting of the gross salaries minus franchise. The base is maximised at €95K.

The financial position of pension funds has traditionally been expressed by means of funding ratios. However, following the introduction of the new Dutch pension legislation (Wet toekomst pensioenen), pension funds will transition to a system in which no nominal pension obligations are maintained and funding ratios will no longer be determined or reported after transition. The funding ratios at 31 December 2025 (where applicable under the current pension system) were as follows:

- PME – 125,3% (policy funding ratio over last 12 months: 120,1%). PME will transition to the new Dutch pension system as of 1 January 2027. Until that date, PME continues to operate under the current pension system and funding ratios remain applicable and are published in accordance with existing regulations.
- As from 1 January 2025, the APG pension fund has transitioned to the new Dutch pension system (Wet toekomst pensioenen). Under this system, no nominal pension obligations are maintained at fund level and funding ratios are no longer determined or reported.
- For the Oak Pension Fund (formerly Meubelpensioenfond), the traditional funding ratio as published under the former pension system is no longer determined after the transition to the new Dutch pension system as of 1 January 2026. As a result, no official funding ratio for the year ending 31 December 2025 is available. The last published funding ratio under the old system relates to 31 December 2024.

The total pension provision ultimo 2025 is €0 (2024: €0).



Provision for deferred taxation

Movements in the provision for deferred taxation were as follows:

<i>(in thousands of euros)</i>	2025
Balance at 1 January	316
Exchange differences	(19)
Additions	0
Reductions	(163)
Impact change future tax rates	0
Balance at 31 December	135

The temporary differences included in the deferred tax liability are calculated based on the (future) tax rates at the time these differences will be realised.

The deferred tax liability is considered long-term.

Other provisions

Movements in the other provisions were as follows:

<i>(in thousands of euros)</i>	Jubilee provision	Warranty provision	Environment provision	Contingent consideration liability	Total
Balance at 1 January 2025	2.225	1.226	207	0	3.657
Additions	31	149	0	2.500	2.680
Charged to provision	(25)	(204)	(37)	0	(266)
Releases	(68)	(315)	0	0	(383)
Exchange rate differences	0	22	0	0	22
Balance at 31 December 2025	2.163	878	170	2.500	5.711
term of less than or equal to 1 year	4	120	38	0	162
term of more than 1 year	2.159	757	132	2.500	5.549

Provisions are recognised based on the best estimate of the expenditure required to settle the present obligation at balance sheet date. Provisions for one-off events (restructuring, environmental clean-up, settlement of a lawsuit, etcetera) are measured at the most likely amount.

Jubilee provision

The jubilee provision is recorded to cover gratifications to be paid on certain jubilee dates. The provision is calculated actuarially taking into account employee records, life expectancy and chance of meeting the employment terms. The discount rate used is 3,60% (2024: 3,15%). In 2025 interest expenses of €70K were recognised and actuarial gains of €146K. The jubilee provision has a long term duration (primarily longer than 5 years).

Warranty provision

The warranty provision is recorded to cover warranty costs that arise during and after a sales event. In general a warranty period of 1 till 5 years is applied based on the type of product or

services. The provision is measured at a probability-weighted expected value. It is expected that the provision will be used between 1 and 5 years after reporting date.

Environmental provision

The environmental provision is recorded to cover the costs keeping the environmental situation regarding a specific production facility at the current situation. The provision is based on a best estimate based and it is expected that the provision will be used in more than 5 years after reporting date.

Contingent consideration liability

In connection with the acquisition of an associate, Royal Ahrend has recognised a contingent consideration liability. The liability is measured at the present value of the expected future payments and forms part of the acquisition cost of the investment. The amount ultimately

payable depends on the achievement of key measures to profitability and business activity over the period 2025 and 2029, and may be adjusted as new information becomes available over time.

Long-term liabilities (10)

<i>(in thousands of euros)</i>	31-12-2025	31-12-2024
Lease liabilities	25.675	31.215
Bank loan	2.082	2.912
Total	27.757	34.126

Lease liabilities

The non-current lease liabilities are disclosed in note 3 'Leases'.

Bank loan

For the financing of the wood hub facility Royal Ahrend engaged in additional financing in the form of a bank loan (original nominal amount of €5mln) with CSOB in the Czech Republic. The bank loan was drawn in full on 27th of July 2023 and will be repaid in equal quarterly installments until maturity date 31st of May 2029. Ultimo 2025 the amount payable within one year is classified as part of current liabilities, refer to note 11. The total amount outstanding ultimo 2025 is equal to €2,9mln, of which €2,1mln is long-term (2024: €3,7mln, of which €2,9mln long-term).

The fair value of the bank loan approximates the carrying value of the loan.

Bank loan (long-term part)

<i>(in thousands of euros)</i>	2025
Balance at 1 January	2.912
Additions	0
Repayments	(829)
Balance at 31 December	2.082

Current liabilities (11)

<i>(in thousands of euros)</i>	31-12-2025	31-12-2024
Short term part of lease liabilities	11.427	8.415
Short term repayments on long-term loans	835	833
Liabilities to credit institutions	10.000	0
Prepayments received on orders	7.325	2.753
Trade creditors/suppliers	32.691	35.763
Payables to related parties	36	113
Corporate income tax payable	82	201
Other taxes and social security charges	9.210	9.440
Pension-related liabilities	1.151	1.099
Other liabilities	16.593	16.104
Total	89.350	74.722

All current liabilities fall due within one year after balance sheet date. The fair value approximates the carrying amount.

Payables to related parties concern outstanding invoices for regular purchase and cost reimbursement transactions. Neither a repayment schedule nor interest is applicable.

The inclusion of Ahrend Gulf in the consolidation scope added €1,6mln to year-end current liabilities.



Lease liabilities

The current lease liabilities are disclosed in note 3 'Leases'.

Liabilities to credit institutions

Per 20 March 2023 Royal Ahrend renewed its facilities with KBC-bank. Royal Ahrend, a number of group companies and Circular Interiors BV are jointly and severally liable for the facility. Ultimo 2025 the facility is €43,5mln consisting of: 1) overdraft credit facility Royal Ahrend of €28mln (2024: €29mln), 2) contingent liability facility of €3mln (2024: €2mln) and 3) overdraft credit facility of €12,5mln for Circular Interiors BV specifically. The interest rate is a floating rate plus a variable margin depending on the quarterly EBITDA. The interest rate varies per currency account (EUR, CZK, USD, GBP). The bandwidth of the actual interest rate on negative compensated EUR-balances was 2,71% - 3,82%. The final maturity date for the facilities is 31 March 2028. Ultimo 2025 the overdraft credit facility of Royal Ahrend was not used, the

overdraft credit facility of Circular Interiors BV was used for an amount of €10mln. The contingent liability facility was used for an amount of €2,3mln, in the form of outstanding bank guarantees to customers.

The company provided the following security for the credit facility granted by the bank:

- Pledge on all stocks of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic)
- Pledge on all business equipment of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic)
- Pledge on all receivables of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic)
- Pledge on all bank balances/accounts of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic)

- Pledge on all intercompany receivables of the Dutch group companies, Ahrend NV (Belgium) and Ahrend a.s. (Czech Republic) against all members of the Royal Ahrend group
- Pledge on all intellectual property rights of the Dutch group companies.
- The mandate to the first ranking floating charge (pand handelszaak) on all Belgian members of the Royal Ahrend group will be converted in a first ranking pledge on business equipment (pand op ondernemingsgoederen).
- First ranking mortgage on the properties located in Sint-Oedenrode (Ahrend) and Culemborg (Gispen).

The covenant with the bank contains the following requirements:

- If the solvency ratio drops below 25%, the credit facilities are due on demand. The solvency ratio is reported to the bank at each quarter-end. At 37,3% the year-end solvency ratio meets this minimum limit. During the year no breach was reported.
- If the leverage ratio for Royal Ahrend excluding Circular Interiors BV exceeds 3,5 per the 31st of December of any year, the credit facilities are due on demand. With a net positive cash balance for Royal Ahrend excluding CI the current leverage ratio meets the requirements, no breach was reported.

Besides the above-mentioned securities provided to KBC bank a mandate to the first ranking floating charge (pand handelszaak) of €660K on Ahrend NV (Belgium) is present to cover bank guarantees issued by BNP Paribas in the past. The actual amount of outstanding guarantees at BNP Paribas is €156K ultimo 2025.

The facility is expected to be sufficient to fund daily operations and planned projects.

For the financing of the wood hub facility Royal Ahrend engaged in additional financing in the form of a bank loan (original nominal amount of €5mln) with CSOB in the Czech Republic. The bank loan was drawn in full on 27th of July 2023 and will be repaid in equal quarterly installments. Maturity date is 31st of May 2029. The interest rate is a floating rate plus a fixed margin. The interest rate risk is hedged via an interest rate swap with a cap at 3,48%. The bandwidth of the actual interest rate excluding margin and not considering the hedge was 1,87%-2,86%. The fair value of the swap was €-70K (negative) ultimo 2025.

The company provided the following security for the loan provided by the bank:

- Pledge on substantially all receivables of Ahrend a.s. (Czech Republic)

- Pledge on all stock of Ahrend a.s. (Czech Republic)

The covenant with the bank contains the same requirements as the credit facility.

The securities serving the credit facility with KBC also serve the bank loan with CSOB and the securities serving the bank loan with CSOB also serve the credit facility with KBC.

Other liabilities

Other liabilities can be broken down as follows:

<i>(in thousands of euros)</i>	31-12-2025	31-12-2024
Invoices to be paid	3.772	4.630
Employee bonuses	2.549	2.777
Holiday allowance	3.193	3.121
Customer bonuses	331	340
Deferred revenues	1.053	1.822
Other costs payable	5.695	3.414
Total	16.593	16.104

Financial instruments

General

The information included in the notes for financial instruments is useful in estimating the extent of risks relating to both on-balance and off-balance financial instruments.

Royal Ahrend's primary financial instruments, not being derivatives, serve to finance Royal Ahrend's operating activities or directly arise from these activities. Royal Ahrend also enters into transactions in derivatives, particularly forward currency contracts and interest rate swaps, to hedge foreign exchange and interest rate risks arising from Royal Ahrend's operating and financing activities. Royal Ahrend's policy is not to trade in financial instruments for speculation purposes. The principal risks arising from Royal Ahrend's financial instruments are foreign exchange risk, interest rate and cash flow risks, other price risk, credit risks and liquidity risks.

Royal Ahrend's policy to mitigate these risks is set out below.

Foreign exchange risk

Royal Ahrend is exposed to foreign exchange risks arising from purchase and sales transactions denominated in a currency other than Royal Ahrend's functional currency. Royal Ahrend's policy is to hedge foreign exchange risks by entering into forward currency contracts by assessment of Royal Ahrend's management. Ultimo 2025 the outstanding forward currency contracts relate to EUR/CNY and EUR/USD forward contracts. For EUR/CNY and EUR/USD contracts cash flow hedge accounting is applied as described in the accounting policies. At 31 December 2025, forward exchange contracts are outstanding with a total positive fair value of €66K. The effective portion of the fair value changes is recognised in equity in the cash flow hedge reserve. No hedge ineffectiveness was recognised in the income statement during 2025.

All other forward currency contracts were settled before year-end or had an immaterial fair value.

Currency risks regarding net asset investments in foreign currencies are not being hedged.

Interest rate and cash flow risks

Interest rate risk is the risk of the fair value of future cash flows from financial instruments fluctuating due to changing market interest rates. The risk of market rate fluctuations run by the Royal Ahrend group mainly relates to Royal Ahrend's variable-interest long-term commitments. The interest rate risk on the bank loan is hedged via an interest rate swap with a cap at 3,48%. Refer to "Liabilities to credit institutions". Ultimo 2025 Royal Ahrend has no other derivatives to cover risks for interest rate or cash flows.

Royal Ahrend chose to have a significant part of her funding as short-term, which enables the company to adjust to its financing needs in a flexible manner. The interest rate risk involved with short-term debt is not hedged.

Credit risk

Royal Ahrend trades only with creditworthy parties and has implemented procedures to check the creditworthiness of parties. Royal Ahrend has also drawn up guidelines for limiting the credit risk associated with each financial institution and debtor. Furthermore, Royal Ahrend applies strict credit control and dunning procedures. Royal Ahrend's credit risk is minimal due to the above measures. No significant concentrations of credit risk exist within the Royal Ahrend group.

Liquidity risk

Royal Ahrend manages liquidity risk through short term monitoring and by making adjustments where necessary. A cash pool is applicable throughout the Royal Ahrend group optimising group cash positions. For details of the liquidity risk relating to interest rate swaps, please refer to the note on interest rate swaps. For details of the credit facility made available and the related covenants, please refer to the notes on liabilities to credit institutions.

Related parties

Transactions between related parties are affected at arm's length conditions. There are no specific related parties' transactions to report.

Arrangements and commitments not shown in the balance sheet

Legal claim

At balance sheet date no material claims exist.

Other commitments not shown in the balance sheet

At 31 December 2025, Royal Ahrend has bank guarantees outstanding with KBC related to normal trading activities for a total amount of €2,3mln (2024: €1,5mln). Securities provided to BNP Paribas Fortis, relating to the first ranking floating charge (pand handelszaak), amount to €660K at 31 December 2025 (2024: €660K).

Royal Ahrend has a call option to acquire additional shares in one of its associates.

Royal Ahrend has undertaken to make up to €1mln in subordinated financing available to one of its associates, subject to specified conditions.

Koninklijke Ahrend BV and its Dutch subsidiaries form a fiscal unity for corporate income tax purposes with Stonehaven 2006 BV and Circular Interiors BV, and as such, are jointly and severally liable for the tax liabilities of the Dutch group companies forming part of the fiscal unit. All Dutch subsidiaries within the Royal Ahrend Group are included in one fiscal unity regarding the value added taxes.

Notes to the consolidated income statement

Net turnover (12)

Business sectors

The breakdown of net turnover by category is as follows:

<i>(in thousands of euros)</i>	2025	2024
Goods	207.624	243.969
Services	24.926	26.346
Other	3.552	3.410
Total	236.102	273.725

Net turnover decreased by €37,6mIn (-14%) compared to prior year. The decrease is primarily attributable to lower order intake, driven by changes in the economic environment, including reduced availability of projects, slower decision-making across the market and budget cuts within governmental and educational sectors.

As from November 2025, Ahrend Gulf FZCO has been fully consolidated following the acquisition of a controlling interest. Due to the timing of the acquisition, the contribution to consolidated revenue in 2025 was limited.

Geographical areas

<i>(in thousands of euros)</i>	2025				
	The Netherlands	Czech Republic	United Kingdom	Other	Total
Net turnover	119.898	34.055	16.120	66.028	236.102

(in thousands of euros)

	2024				
	The Netherlands	Czech Republic	Romania	Other	Total
Net turnover	152.957	31.707	16.879	72.181	273.725

The reported net turnover divided to geographical area is based on the country of residence of the customer (RJ 350.208). All countries with a net turnover of at least 10% of the consolidated net turnover are included in the overview (RJ 350.203). The amount other region of €66mIn is mainly related to other European countries.

Cost of raw materials and consumables (13)

<i>(in thousands of euros)</i>	2025	2024
Costs of raw materials and consumables	(87.208)	(94.398)
Costs of merchandise sold	(21.065)	(30.941)
Installation costs	(9.294)	(10.072)
Total	(117.567)	(135.411)

Wages and salaries (14)

<i>(in thousands of euros)</i>	2025	2024
Wages and salaries own personnel	(56.201)	(55.437)
Wages and salaries temporary personnel	(6.390)	(7.184)
Total	(62.591)	(62.621)

Social security charges (15)

<i>(in thousands of euros)</i>	2025	2024
Pension charges	(4.391)	(4.482)
Other social security charges	(9.625)	(9.467)
Total	(14.016)	(13.949)

Workforce

The average number of staff (in FTEs) employed, including temps, by the group in 2025 was 1.165 (2024: 1.238), specified by segments as follows:

	2025	2024
Sales	335	336
Operations	608	657
Back-office	222	245
Total	1.165	1.238
Employed in the Netherlands	679	736
Employed outside the Netherlands	486	502
Total	1.165	1.238

The total average number of FTE decreased by 73. This decline in workforce is mainly related to the flexible workforce in operations in the Netherlands.

Amortisation and depreciation of intangible, tangible fixed assets and right of use assets (16)

<i>(in thousands of euros)</i>	2025	2024
Other intangible fixed assets	(1.581)	(1.384)
Tangible fixed assets	(6.477)	(6.574)
Right of use assets	(7.653)	(6.623)
Total	(15.711)	(14.581)

Other operating expenses (17)

<i>(in thousands of euros)</i>	2025	2024
Other personnel costs	(2.791)	(3.053)
Car and travel expenses	(3.365)	(3.368)
Transportation and installation costs	(12.255)	(12.377)
Housing costs	(4.246)	(4.655)
Production costs	(2.403)	(2.596)
Office costs	(1.449)	(1.267)
EDP costs	(6.554)	(4.945)
Marketing and advertising costs	(1.586)	(1.650)
Other operating expenses	(3.962)	(4.125)
Total	(38.612)	(38.037)



Municipality Land van Cuijk, Gispén

Research and development costs

During the financial year, ERP project research costs of €0,4mln were recognised directly in operating expenses as part of EDP costs. Other research costs and development costs not qualifying for capitalisation were recognised directly as salary and operating expenses amounting to €1,5mln (2024: €1,7mln). These costs did not meet the recognition criteria for capitalisation under Dutch GAAP.

Development costs that met the criteria for capitalisation were recognised as intangible fixed assets and are therefore not included in operating expenses. Ultimo 2025, internally generated development costs related to the new ERP project amounting to €2,7mln were capitalised (2024: €16K). The increase compared to prior year is explained by the transition of the ERP project from research to development phase in 2025. Capitalised development costs amortised in the year amounted to nil (2024: €18K).

Audit fees

The costs of the Royal Ahrend Group for the external independent auditor PricewaterhouseCoopers Accountants N.V., the audit organisation and the entire network to which the audit organisation belongs charged to the financial year are set out below.

*(in thousands of euros)***2025**

	PWC Accountants NV	Other PWC Network	Total
Audit of the financial statements	291	243	534
Other audit engagements	0	0	0
Tax advisory services	0	0	0
Other non-audit services	0	290	290
Total	291	533	824

*(in thousands of euros)***2024**

	PWC Accountants NV	Other PWC Network	Total
Audit of the financial statements	277	265	542
Other audit engagements	0	0	0
Tax advisory services	0	0	0
Other non-audit services	0	403	403
Total	277	668	945

The fees listed above relate to the procedures applied to the company and its consolidated group entities by the external and independent auditor as referred to in Section 1, subsection 1 of the Audit Firms Supervision Act ('Wet toezicht accountantsorganisaties - Wta'). These fees relate to the audit of the 2025 financial statements, regardless of whether the work was performed during the financial year.

Financial income and expense (19)

(in thousands of euros)

	2025	2024
Interest income and similar income	709	0
Interest expense and similar charges	(615)	(1.421)
Interest on leases	(1.567)	(1.286)
Total financial income and expense	(1.473)	(2.707)

In 2025 currency translation differences of €0,8mln (2024: €-1,1mln) were included in profit and loss as part of interest income and expense and similar charges.

Income taxes (20)

The tax charge on the profit or loss in the consolidated income statement can be broken down as follows.

<i>(in thousands of euros)</i>	2025	2024
Result before tax	(13.776)	6.041
Corporate income tax	(1.005)	(1.028)
Deferred corporate income tax	728	181
Total tax credit/charge	(278)	(846)

	2025	2024
Applicable tax rate home-market NL	25,8%	25,8%
Applicable tax rate foreign countries	23,0%	21,0%
Effective tax rate	7,3%	14,0%



ORS Lek en Linge, Gispén

The applicable tax rate in the home-market the Netherlands is 25,8% (2024: 25,8%). The applicable tax rate in the foreign countries is 23% (2024: 21%) and is based on the proportion of the contribution to the result by the group entities and the tax rate applicable in the respective countries. The tax rate did not change in most countries. For the Dutch fiscal unity the total amount of available deductible losses per end of 2025 is equal to €127,2mln (2024: €111,8mln based on submitted CIT return). For countries outside the Netherlands the total amount of available deductible losses per end of 2025 is equal to €167,4mln. Approximately €156mln thereof consists of unrecognised tax losses in Germany.

The effective tax rate deviates from the applicable tax rate as a result of permanent differences between commercial (accounting) profit and taxable profit, which can arise as a result of, amongst others, non-deductible expenses or non-recognisable profits and usage of unrecognised operating losses. The reconciliation between the applicable tax rate (NL) and effective tax rate for the Group as a whole is:

Amounts in thousands of Euros

Result before tax	(13.776)
CIT against applicable tax rate of 25.8%	3.554
<i>Non deductible costs / non-recognisable profit NL</i>	(221)
<i>Recognition / usage of tax losses NL</i>	(3.970)
<i>Tax impact of foreign operations</i>	(369)
Total tax credit/charge	(1.006)

Remuneration of members of the board of directors and supervisory board

The remuneration, including pension charges and other benefits, of current and former members of the board of directors and supervisory board charged to the company, its subsidiaries in the financial year amounted to €1,1mln (2024: €2,0mln) and €118K (2024: €118K) respectively.

Notes to the consolidated cash flow statement

Breakdown of cash and cash equivalents (21)

(in thousands of euros)

Cash at bank and in hand at 1 January 2025	23.949	
Cash and cash equivalents of the group at 1 January 2025		23.949
Balance sheet movements in cash and cash equivalents in 2025		(13.787)
Cash at bank and in hand at 31 December 2025	10.162	
Cash and cash equivalents of the group at 31 December 2025		10.162

All cash and cash equivalents available at 31 December 2025, €10,2mIn (2024: €23,9mIn) is freely available to the group as a whole, taking into account currency exchange restrictions.

Notes to the consolidated cash flow statement (22)

The line items in the cash flow statement are referenced to the corresponding notes. For certain items, additional clarification is provided below.

- The change in working capital and provisions reflects the movements in the related balance sheet accounts, adjusted to the extent that these movements have already been recognised as actual cash inflows or outflows elsewhere in the cash flow statement, such as interest paid, and the elimination of Ahrend Gulf's working capital deltas until acquisition date;
- Interest and similar expenses paid reflect the actual interest paid during the year, including the interest component of lease payments;
- Income tax paid reflects the actual corporate income tax payments made during the year;
- Acquisition of group companies reflects the net cash flow relating to the acquisition and consolidation of Ahrend Gulf;
- Acquisition of non-consolidated participating interest reflects the actual contributions made to the minority interests acquired and paid up in 2025;
- Lease payments reflect the actual lease instalments paid during the year, excluding interest paid.

Events after the balance sheet date for the consolidated financial statements

Following a subsequent event, it was confirmed that the carrying amount of a net investment in an associate was not recoverable as at 31 December 2025. Consequently, the equity interest and related subordinated loan were fully impaired, and outstanding receivables were written down to their recoverable amount as at that date. Accordingly, the post balance sheet event has no additional impact on the financial position as at the balance sheet date.

No other events after the balance sheet date occurred.

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Note to the financial statements

The financial statements as included in this integrated report are derived from the statutory annual report 2025 of Koninklijke Ahrend BV. The financial statements as included in this integrated report are explicitly not a complete and audited annual report 2025 of Koninklijke Ahrend BV. The audited annual report 2025 is filed and available at the Dutch Chamber of Commerce.

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