

EKORNES®

ANNUAL REPORT

2025

EKORNES
QM HOLDING





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Company history and ownership

Ekornes QM Holding AS was founded 4 January 2018 with the purpose of acquiring the Ekornes Group. In May 2018, an offer was made to purchase the shares of all Ekornes shareholders. The share purchase was completed in August 2018 and Ekornes AS was delisted from the Oslo Stock Exchange in October 2018.

Norwegian ultimate parent company Ekornes QM Holding AS is a subsidiary of Qumei Home Furnishings Group. Qumei Group owns 94,89% of the shares in Qumei Runto S.à.r.l and Hillhouse owns the remaining shares.

Qumei Runto S.à.r.l owns 100% of the shares in Ekornes QM Holding AS. The Ekornes Group is the only operational part of the Ekornes QM Holding Group. The consolidated financial statements comprise the financial statements of the parent company Ekornes QM Holding AS and its subsidiaries as at 31 December 2025.

Ekornes QM Holding AS had, as at 31 December 2025, 100% shareholding and voting rights in Ekornes AS who in its turn has a 100% ownership share and voting rights for all other consolidated companies.

Ownership chart as at 31 December 2025



Group management



TINE HAMMERNES LEOPOLD (1971)

CEO Ekornes Group

Education: Bachelor of Science Business Administration, California State University, Sacramento, 1993. Orkla and INSEAD executive leadership program.

Experience: More than 25 years of experience in leading branded consumer businesses across the Nordics and internationally. Holding CEO roles in Pierre Robert Group, Orkla Health and Salmon Brands AS. Various Board of Directors experience across industries e.g. Wonderland and Carpe Diem Beds, Motek AS and currently holding position on Board of Directors at Kavli Holding.

CEO of Ekornes and member of Ekornes Group Management since September 2023.



FREDRIK ØDEGÅRD NILSEN (1988)

EVP & CFO Ekornes Group

Education: Masters of Economics and Business Administration at the Norwegian School of Economics (NHH) and Master in Management at the University of Mannheim.

Experience: Various position at ISS Facility Services within Finance, Pricing and Business Development. CFO at Haut Nordic.

CFO of Ekornes since April 2021 and EVP of Ekornes since September 2023. Member of Ekornes Group management team since August 2020.



JANNE STRØMMEN (1972)

CMO, Marketing & Innovation Ekornes Group

Education: MBA Brand Management at the Norwegian School of Economics (NHH) and Bachelor in Marketing at BI Norwegian Business School/Suffolk University Madrid, Spain.

Experience: Senior marketing leader with 20+ years of global experience in premium consumer goods. Proven track record in building international brands and leading high-performing global marketing organizations. Progressed through leadership roles at Stokke AS and served on the executive management team at Devold of Norway. Experienced board member..

Member of Ekornes Group management team since January 2022



LASSE RUUD-HANSEN (1980)

SVP Strategy & Organization Ekornes Group

Education: Master of Science in Business Administration (Siviløkonom), Norges Handelshøyskole, 2004. Bachelor of Science (Organizational Psychology), University of Oslo, 2005. Strategic Leadership Programme, IMD, 2021.

Experience: Over 20 years of experience from management consulting and branded consumer goods companies. Experienced executive and board member, previously holding CEO roles in snacking and personal care companies.

Member of Ekornes Group management since October 2024.



FREDRIK SAMSON (1974)

COO Ekornes Group

Education: MSc Electrical Engineering & Computer Science from Institute of Technology Linköping University 2004. LEAN/Six Sigma Black Belt. Westinghouse and Ottobock leadership programs.

Experience: More than 15 years of senior management experience within nuclear, med-tech and food industry, from Westinghouse Electric, Ottobock and Lantmännen Unibake.

Member of Ekornes Group management since October 2024.



HENRIK BODEKÆR THOMSEN (1971)

CCO Ekornes Group

Education: HD degree in Marketing Management, Copenhagen Business School 1999. Carlsberg Group leadership program.

Experience: 30 years international management experience with leading Nordic FMCG companies Carlsberg Group and Anora Group.

Member of Ekornes Group management team since February 2025.



HANNE RØLLING NYMAND (1978)

CPO Ekornes Group

Education: Master of Science in International Business Administration, Copenhagen Business School 2005. Bachelor in Marketing, Internationalization and Management, BI Norwegian Business School/ University of Wisconsin Madison 2002. Executive Leadership Development program, IMD 2018.

Experience: 20 years of management experience in global category management and innovation development, within leading FMCG companies like Beiersdorf, Red Bull and Orkla.

Member of Ekornes Group management team since February 2026.

The Board of Directors in Ekornes AS



Ruihai Zhao (1965), Chair

Position: Chair and CEO of Qumei Group.

Education: MBA (Cheung Kong Graduate School of Business, China), degrees in global business management from Tsinghua University, China and University of Minnesota, USA.

Experience: Founder and chair of Qumei Home Furnishings Group, with more than 30 years' experience of the furniture industry.



Lars I. Røiri (1961), Vice-Chair

Board memberships: Chair in Flokk Holding AS and Protan AS. Board member in Glamox AS.

Education: Master of International Management/Siviløkonom (BI Norwegian Business School).

Experience: Commercial management positions at Tomra ASA, Saba Mølnlycke AS, Jordan AS and Coloplast AS. CEO of Flokk Holding AS and HÅG ASA. Membership of the boards of numerous companies, including Molift AS, Netonnet AB, Enghav AS and Design & Architecture Norway, and of the Norwegian Advisory Board of the private equity company Ratos.



Stian Ekornes (1963), Director

Position: Investor.

Education: The Norwegian Merchants Institute (today BI Varehandel).

Experience: 30 years' experience of the furniture industry. Extensive experience as CEO, board chair and director within the furniture industry, chain management and property development.



Tine Hammernes Leopold (1971), Director

Position: CEO Ekornes Group.

Education: Bachelor of Science Business Administration, California State University, Sacramento, 1993. Orkla and INSEAD executive leadership program.

Experience: More than 25 years of experience in leading branded consumer businesses across the Nordics and internationally. Holding CEO roles in Pierre Robert Group, Orkla Health and Salmon Brands AS. Various Board of Directors experience across industries e.g. Wonderland and Carpe Diem Beds, Motek AS and currently holding position on Board of Directors at Kavli Holding.



Rui Liu (1995), Director

Position: Vice President in Hillhouse Investment.

Education: BSc in Quantitative Economics and Mathematics at Tufts University.

Experience: Associate at HSBC Global Banking Division Hong Kong office, with experience in capital market financing and M&A.



Atle Berntzen (1967), Director (employee elected)

Position: Team leader and deputy manager, warehouse/goods inwards at Ekornes Beds AS.

Education: Upper secondary school (commercial studies major).

Experience: Sales person and warehouse operative at General Motors AS. Warehouse operative at Ekornes Beds AS.



Edvard Lie (1966), Director (employee elected)

Position: 31 years working in the steel department at Ikorner.

Education: 1 year basic vocational training in machining and mechanical mechanics.

Board memberships: Chief Union Representative for the union Styrke.



Bente Johnsen, 1972, Director (employee elected)

Position: Facilitator at dep. Aure .

Education: Studies in carpentry and upholstery, craft certificate as upholsterer.

Board memberships: Cashier of the union Styrke , department Ikorner.

Experience: I have various experience working as a florist, in the food and travel industry, as a caretaker at an assisted living facility and production worker at upholstery and sewing departments at Ekornes since 1997.

Code of conduct for the Ekornes Group

1. Scope and responsibility

Ekornes' Code of Conduct outlines our ethical commitments and requirements. It supports our business by setting clear expectations for personal behavior and business practices. It also defines what employees can expect from their workplace at Ekornes. The Code is rooted in our culture and core values: honest, Genuine, enthusiastic and Adaptable.

The Code applies to everyone performing work for Ekornes – board members, leaders, employees, and partners – and is aligned with our global policies, instructions, and applicable legal requirements.

Board of Directors' Responsibility

The Board of Directors is responsible for ensuring that the Code is implemented throughout the Ekornes organization and that ethical conduct issues are properly addressed.

Leader's Responsibility

Leaders must act as role models by living the Code and promoting its principles. They are also responsible for communicating the Code's requirements to their teams and monitoring compliance.

Employee's Responsibility

Employees must always represent Ekornes in the best possible way. The Code is mandatory but does not provide exhaustive guidance for every situation. Employees are expected to exercise sound judgment and common sense when making decisions, and to speak up and seek advice whenever in doubt.

2. Compliance with laws and regulations

Ekornes is committed to comply with all applicable laws, rules and regulations in every country where the company operates or maintains business relationships.

What does this mean for you?

- You comply with all applicable laws and regulations relevant to your place of work

- You comply with all company policies and procedures
- If you are uncertain concerning a law, regulation or policy, ask your supervisor for clarification

3. Anti-corruption

Ekornes strictly prohibits all forms of corruption, bribery and any form of unethical influence. Neither Ekornes nor its employees shall engage in practices such as bribe or similar actions to gain special advantages or access to such.

Employees may only participate in trips, dinners or events organized by suppliers and business connections when the activity has a clear professional purpose or provides legitimate business opportunities. Participation requires openness and prior approval from the employee's immediate manager. In the event of such participation, all expenses related to the employees' travel, accommodation and entertainment must always be covered by Ekornes.

What does this mean for you?

- You are familiar with and follow the established rules and internal procedures for anti-corruption
- You report any suspicions of corruption
- You never accept financial or other undue benefits or offer such benefits
- You report offers of gifts or other benefits from suppliers, customers or other parties

4. Conflict of interest

Employees at Ekornes must not accept undue benefits or gifts - such as of products, services, travel, etc. - beyond small promotional items of insignificant value from business partners.

Personal purchases of goods at discounted prices from Ekornes suppliers are not permitted without prior company approval. Employees must also avoid situations that could create dependency on customers or suppliers.

Both Ekornes and its employees must avoid any circumstances

where personal interests' conflict with the company's best interests. Any potential conflicts of interest must be disclosed promptly and managed in a transparent manner.

What does this mean for you?

- You avoid situations, personally and professionally, where your independence, integrity or loyalty can be questioned.
- You are open about and report any circumstances which may result in a conflict of interest.

5. Notification and protection of whistleblowers

Non-disclosure obligations in work regulations, employment agreements or job instructions do not prevent employees from notifying their supervisor if they become aware of a breach of company policies, laws or official regulations. This also includes breaches of internal guidelines, provisions or conditions that may damage Ekornes's reputation or undermine trust.

Ekornes have established mechanisms that encourage and protect whistleblowers who report unethical behavior within the company's value chain.

Ekornes is committed to ensuring confidentiality and protection against reprisals for anyone who reports non-compliance. Ekornes encourage an open and secure reporting culture, where employees are encouraged to report concerns without fear of retaliation.

What does this mean for you as an employee?

- If you become aware of or suspect any unacceptable circumstances, you report these in accordance with the whistleblowing procedures for Ekornes.

6. Business ethics

Ekornes is committed to providing accurate and transparent information to customers, employees, and stakeholders.

In all interactions with suppliers of raw materials, equipment, auxiliary materials and services of any kind, as well as contact with customers and business relationships in general, we shall strive for honesty, fairness, openness and sound business practices. Our goal is to deliver the best solutions for Ekornes, while maintaining integrity and trust.

Additionally, Ekornes seeks to make a positive contribution to the communities in which we operate.

What does this mean for you?

- You communicate openly, honestly and clearly.
- You give all stakeholders correct and timely information.
- You speak up if something is not right.

7. Business connections

Ekornes is committed to providing accurate and transparent information in all business relationships, including with customers, employees, stakeholders, and official authorities.

Business connections, as mentioned above, must not be given more information about Ekornes than needed to make full offers regarding price, service level, delivery times, technology and specifications. In other words, what is needed to conduct business contact with Ekornes. Suppliers and business connections must not, under any circumstances, receive information about other suppliers and business connections via Ekornes.

What does this mean for you?

- You only provide the information necessary for the supplier or business partner in a business interaction.
- You never disclose information about other suppliers or business partners.

8. Ethics in the Supply Chain

We set high standards for our suppliers and partners regarding ethics and sustainability. Ekornes is committed to maintaining strong ethical principles and promoting sustainability in all business relationships.

We will ensure that our suppliers comply with our ethical standards, provide decent working conditions, and respect fundamental human rights in accordance with the requirements outlined in the Norwegian Transparency Act (Åpenhetsloven).

What does this mean for you?

- You ensure that suppliers and partners comply with Ekornes' ethical standards and legal requirements.
- You report any concerns about human rights violations or unethical practices in the supply chain.
- You promote sustainability and responsible business practices in all supplier interactions.

9. Sustainability and Environmental Responsibility

We are committed to actively reducing greenhouse gas emissions, managing waste responsibly, and protecting the ecosystems in which we operate. Our actions must always reflect our responsibility toward the environment, and we aim to contribute positively to achieving global sustainability goals.

What does this mean for you?

- You make decisions that minimize environmental impact in your daily work.
- You follow Ekornes' guidelines for waste management, energy efficiency, and resource conservation.

- You actively support initiatives that contribute to reducing greenhouse gas emissions and protecting ecosystems.

10. Zero Tolerance for Discrimination, Harassment, and Bullying

Ekornes maintains a zero-tolerance policy for any form of discrimination, harassment, or bullying. We are committed to providing a safe, inclusive, and respectful work environment where everyone is treated with dignity. Any behavior that undermines these principles will not be accepted and will lead to appropriate disciplinary action.

What does this mean for you?

- You treat all colleagues and partners with respect and dignity.
- You do not engage in or tolerate any form of discrimination, harassment, or bullying.
- You report any incidents or concerns immediately through the appropriate channels.

11. Accounting and internal control requirements

Ekornes requires transparency in all operations. All entities within the Group must ensure that transactions are accurately recorded and supported by proper documentation, in accordance with local and international accounting principles.

In accordance with anti-corruption laws, Ekornes must maintain effective internal accounting controls and keep books and records that accurately reflect all transactions. Every entity is responsible for correctly accounting for income and expenditure and ensuring that no payments are misrepresented in company records.

All expenses shall be approved through standard company procedures, fully documented and recorded in accordance with appropriate accounting standards.

12. Social Media

Employees and elected representatives are expected to exercise caution when using social media, even in a private capacity, as statements made online may be perceived as representing Ekornes. Posts should reflect professionalism and respect for colleagues, customers, and partners. Sharing confidential company information or making comments that could harm Ekornes' reputation is strictly prohibited.

What does this mean for you?

- You exercise caution when posting on social media, even privately, to avoid harming Ekornes' reputation.
- You never share confidential company information online.
- You maintain professionalism and respect in all online interactions related to colleagues, customers, and partners.

13. Continuous improvement

Ekornes will regularly review and update its ethical guidelines to reflect changes in the business environments and evolving societal expectations.

Ekornes strive to foster a culture characterized by continuous improvement and ethical awareness throughout the value chain. Suppliers and business partners will be informed of the content of this document and be made aware that any attempts to breach these ethical rules could lead to exclusion.

What does this mean for you?

- You embrace and strive for continuous improvement
- You promote ethical awareness and follow Ekornes' ethical guidelines

14. Organization and follow-up

This document, "Ekornes Code of Conduct", has been drawn up and distributed to all employees. The policies stated in this document are presented during onboarding of new employees. The document is annually audited and updated.

The guidelines have been shared with relevant stakeholders and published on our intranet. It is the responsibility of everyone to comply with and uphold these regulations. All employees are made aware that it is everyone's responsibility to report conditions that may lead to human rights violations. Management across all parts of the company carries a special responsibility for ensuring proper communication and follow-up.

15. Sanctions and consequences for breaches of Code of Conduct

Violations of these guidelines, laws, or regulations will be met with appropriate sanctions and may have consequences for the individual's employment. Ekornes managers are authorized to impose measures proportionate to the severity of the breach. These may include warnings, termination of employment, dismissal, or other corrective actions.

Managers must consult with the HR support contact to ensure that consequences are handled fairly and proportionately. Any criminal acts will be reported to the relevant authorities.

By adhering to these ethical standards, we actively demonstrate and strengthen the culture we strive to maintain at Ekornes.

Sustainability report

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ESRS 2 - General Requirements

[BP-1] General basis for preparation of sustainability statement and
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General Basis for Preparation of the Sustainability Statement

About This Report

Ekornes' 2025 Sustainability Statement is the company's second sustainability statement. The report has been prepared on a voluntary basis with reference to the European Sustainability Reporting Standards (ESRS), which provide the framework for structure, content, and disclosure requirements. Although Ekornes is not currently subject to mandatory CSRD reporting obligations, the company has chosen to apply ESRS as its reporting framework, reflecting its approach to transparent and decision-useful sustainability disclosure. The sustainability statement has not been subject to external assurance for the 2025 reporting period. The report provides an overview of the company's sustainability strategy, governance framework, material impacts, risks, and opportunities, and their integration into the business model. As a member of the UN Global Compact, this report also serves as the Group's communication on progress for 2025.

General Basis for Preparation of the Sustainability Statement (BP-1)

Ekornes' sustainability statement is prepared on a

consolidated basis, covering all operations under the same scope as the financial statements. It includes both upstream and downstream value chain elements, ensuring a full disclosure of sustainability impacts. This is the second year of reporting with reference to ESRS disclosure data points.

Omissions & Exemptions

No exclusions under ESRS 1, section 7.7 (classified and sensitive information) or 7.8 (intellectual property and innovation protection) have been applied.

Disclosures in relation to specific circumstances

Accounting Estimates and Judgements

Preparing sustainability disclosures requires the use of estimates and assumptions, particularly for Scope 3 emissions (E1) and resource inflow and outflow calculations (E5). These estimates draw on available data, industry benchmarks, and internal methodologies, and will continue to be refined in future reporting periods as more precise data becomes available. Building on the first year of reporting, Ekornes has taken steps to improve data quality. The overall level of accuracy is assessed as medium based on internal review. Judgements applied in sustainability-related accounting policies are disclosed alongside the relevant data points to maintain transparency.

The basis for preparation and the resulting level of accuracy is described below, together with the steps Ekornes is taking to strengthen accuracy in future reporting cycles.

Material topic	Indirect data sources	Level of accuracy
E1	Spend data, supplier-specific emission factors, activity data, DEFRA and other secondary databases* * more details in the table Emissions factor sources of emissions factors applied to Scope 1-3 GHG emissions in E1 chapter	Medium Based on supplier provided data, activity data and spend. Increased primary supplier data; data model under improvement
E5	Spend data, material weights, packaging data, and waste contractor reports, industry standards	Medium Internal procurement and waste records used; more work needed on supplier-level material traceability, data model under improvement

Sources of Estimation

- **Internal systems** (Procurement)
- **Spend analysis systems** (for Scope 3 estimation)
- **Supplier-provided documentation**, where available
- **Public emissions and conversion factors** (e.g. DEFRA, Ecoinvent)
- **Industry and NGO benchmarks** (e.g. social metrics)

Ekornes plans to improve accuracy in the next years reporting cycles.

Forward-Looking Statements

Certain sections of this sustainability statement include forward-looking statements. These are grounded in assumptions about anticipated developments, planned initiatives, and expected market and regulatory trajectories. Such statements inherently carry uncertainty — actual results may diverge from those projected due to evolving regulatory requirements, changes in market dynamics, or other factors beyond the company's control. As reporting frameworks and sector-level practices advance, Ekornes is committed to updating and improving its disclosures accordingly. Forward-looking statements should be read in light of the assumptions and limitations described throughout this report.

[GOV-1] Role of the Administrative, Management and Supervisory Bodies

Composition of Administrative, Management and Supervisory Board

Ekornes' governance structure comprises a management team and a supervisory board, each with defined

responsibilities for strategic direction, risk management, and sustainability oversight.

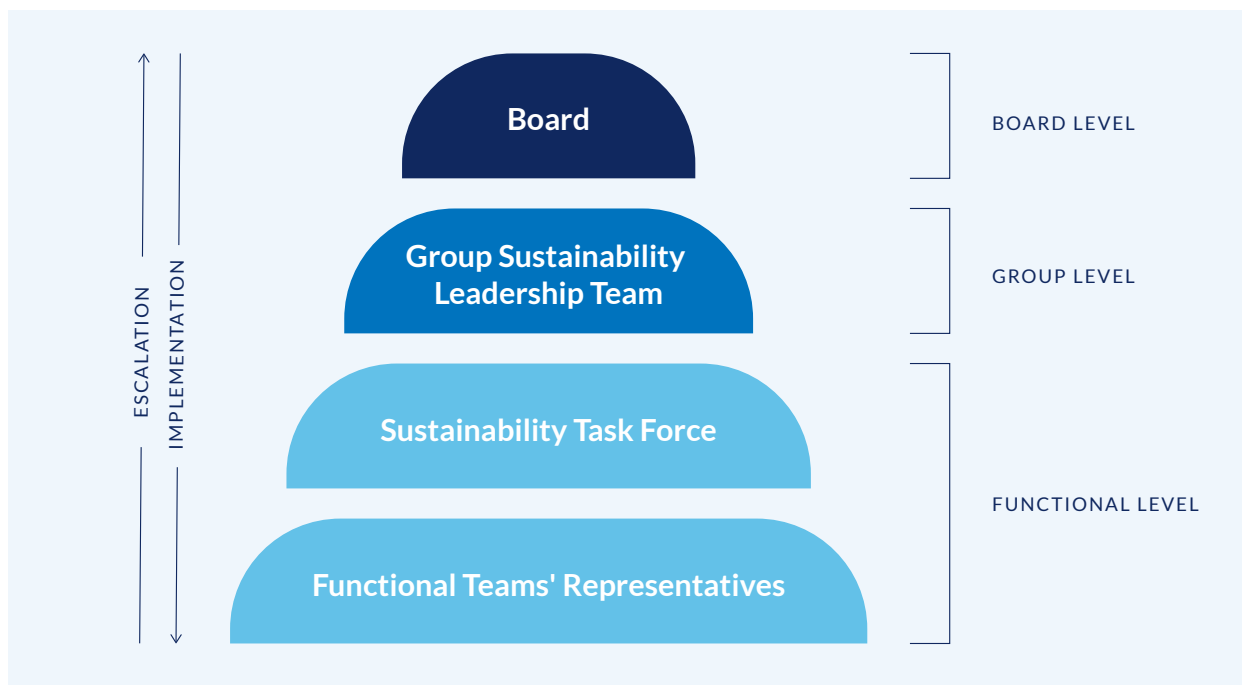
- The board is composed of 1 executive member and 7 non-executive members, including 3 employee representatives, ensuring balanced leadership and independent oversight.
- Board members bring experience relevant to Ekornes' core operations, spanning furniture manufacturing, supply chain management, and commercial activities across key markets in Europe, North America, and Asia. A detailed description of individual board member qualifications and experience is provided in the Annual Report, section.
- The gender composition of the board is 37.5% female and 62.5% male, calculated as the average ratio of female to male members over the reporting period.

Independent members represent 25% of the board, supporting impartial oversight and decision-making.

Roles and Responsibilities in Managing Sustainability Impacts, Risks, and Opportunities

Ekornes operates a structured ESG governance framework designed to ensure effective oversight, informed decision-making, and consistent delivery of sustainability initiatives. The governance model functions across three levels:

1. The **board level** provides strategic oversight and approval of sustainability-related decisions related to material impacts, risks and opportunities.
2. The **group level** focuses on strategy execution and issue resolution.
3. The **functional level** handles implementation and operational execution



The ESG governance structure is built around the following key bodies:

- The board approves and oversees the group's sustainability strategy.
- The Group Sustainability Leadership Team orchestrates and drives the sustainability strategy based on identified IROs, monitors progress, and resolves escalations.
- The Sustainability Task Force (STF) prepares and maintains key documents including strategy papers, policies, and process manuals related to IROs and broader sustainability topics. It coordinates sustainability projects across the organisation and escalates critical matters as needed.
- Functional team representatives carry out sustainability projects and initiatives in line with approved targets. They are responsible for reporting required data on policies, actions, targets, and metrics to track progress and ensure compliance with sustainability objectives.

At management level, IROs are reviewed and approved by the Group Sustainability Leadership Team. The full list of reviewed material IROs is presented in the IRO 1 section of the report. The Group Sustainability Leadership Team consists of the following members:

- Chief Executive Officer (CEO)
- Chief Financial Officer (CFO)
- Chief Operating Officer (COO)

- Senior Vice President, Strategy & Organisation
- Chief Marketing Officer (CMO)
- Vice President, ICT & Digitalisation
- Chief Commercial Officer (CCO)
- Chief Product Officer (CPO)
- VP Strategy & Sustainability
- Head of ESG
- Sustainability controller

During 2025, Ekornes has progressed the development of specific controls and procedures to manage material IROs. The Group Sustainability Leadership Team has played a central role in designing these procedures and strengthening internal controls.

Clear reporting lines connect the board, management, the Group Sustainability Leadership Team, the Sustainability Task Force, and functional teams.

In 2025, the board continued to oversee the strategic development of sustainability at Ekornes. As part of its governance role, the board reviewed and signed the sustainability statement and took a more active role in approving the company's sustainability strategy and associated targets. This structured involvement has strengthened accountability, ensuring sustainability considerations remain integrated into overall business strategy and decision-making at the highest level.

Expertise and Skills in Sustainability Matters

Ekornes ensures its governance bodies are equipped with the expertise and resources needed to effectively oversee sustainability matters. The company regularly assesses the skills and competencies of its leadership to maintain governance structures that are effective and aligned with long-term sustainability objectives.

- Board members and executive leaders receive periodic briefings on sustainability developments within the organisation, including evolving regulatory requirements and their implications for Ekornes.
- The company engages external sustainability advisors and participates in industry networks to strengthen board- and management-level expertise across material IROs and broader topics such as climate strategy, biodiversity, circular economy, and supply chain sustainability.
- Dedicated sessions with internal subject matter experts have been integrated into governance meetings as a recurring practice. These sessions equip governance bodies with the knowledge required to oversee Ekornes' material sustainability topics, impacts, risks, and opportunities, and also provide them with latest regulatory updates.

[GOV-2] Information provided to and sustainability matters addressed by administrative, management and supervisory bodies

Information of Impacts, Risks, and Opportunities

Ekornes identifies material impacts, risks, and opportunities (IROs) through its annual Due Diligence and Materiality Assessment (DMA) process. Building on the DMA first conducted in 2024, Ekornes has refined its assessment for the 2025 reporting year. The IROs deemed material for this reporting period are presented on page 25/26.

Consideration of Impacts, Risks, and Opportunities in Decision-Making

Ekornes is progressively integrating sustainability-related risks, impacts, and opportunities into its general risk framework. This structured approach aims to ensure that sustainability-related factors are systematically considered alongside financial and operational risks in corporate decision-making.

Key risks identified through the IRO process have been reviewed, and mitigation actions are under development. These measures will be reported in upcoming cycles to ensure transparency and accountability.

[GOV-3] General requirements on integration of sustainability-related performance in incentive schemes

As of the reporting date, sustainability-related performance has not been formally integrated into incentive schemes for members of Ekornes' administrative, management, and supervisory bodies.

The organisation continues to evaluate approaches for incorporating sustainability-related targets into performance evaluations and remuneration policies.

[GOV-4] Statement on Due Diligence

Ekornes' due diligence approach, as described below, remained unchanged during the 2025 reporting period. The framework continues to cover the following core elements across the value chain.

Core Elements of Due Diligence:

Core elements of due diligence	Paragraphs in the sustainability statement
a) Embedding due diligence in governance, strategy and business model	GOV-1 Management responsibilities GOV-1 Oversight of sustainability IROs GOV-2 Sustainability matters addressed by management SBM-3 Double materiality assessment
b) Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 GOV-2: Stakeholder overview GOV-2 Sustainability matters addressed by management IRO-1 Double materiality assessment process
c) Identifying and assessing adverse impacts	SBM-3 Double materiality assessment
d) Taking actions to address those adverse impacts	E1-3 Climate action plans E4-2 Managing impacts on biodiversity E5-2 Managing impacts on resources and circularity S1-4 Managing impacts on our people
e) Tracking the effectiveness of these efforts and communicating	ESRS 2 MDR-M per every material topic

(*ESRS ESRS 2-GOV-4-32, ESRS 2-GOV-4-AR 10-(a), (b), (c), (d), (e))

[GOV-5] Risk management and internal controls over sustainability reporting

In 2024, Ekornes established its internal control system for sustainability reporting, formalised in an Internal Control Policy. During the first year of reporting with reference to ESRS, the company implemented a foundational set of internal controls centred on data collection oversight through a four-eye validation approach. For the 2025 reporting cycle, a gradual rollout of expanded sustainability controls has been carried out.

To strengthen data management and reduce reporting risks, Ekornes has implemented SAP Sustainability Control Tower (SAP SCT) as its central platform for managing sustainability data. The system supports structured data collection, validation, and consolidation across reporting topics, reducing reliance on manual processes and improving data traceability.

Risk Assessment Approach

A formalised risk assessment methodology is not yet in place during this reporting cycle. Risk identification and prioritisation were carried out by the Sustainability Task Force through structured discussions on potential risks

and corresponding mitigation approaches. The Task Force drew on input and guidance from internal subject matter experts and external advisors.

Risk prioritisation was based on three key factors:

1. Likelihood of occurrence — assessing how probable it is that an identified risk could affect sustainability reporting.
2. Potential impact — evaluating the degree of disruption a risk could cause, particularly concerning regulatory compliance, reporting accuracy, and reputational consequences.
3. Mitigation complexity — considering the feasibility and resources required to implement risk mitigation measures, including internal capacity and system development needs.

Although qualitative in nature, this approach enabled the Sustainability Task Force to rank risks by urgency and initiate mitigation actions, including engaging external expertise, strengthening internal training, and exploring automation solutions.

Ekornes is working to establish a more structured risk assessment framework and to integrate it with existing enterprise risk management processes, enabling consistent evaluation and monitoring of sustainability reporting risks.

Main Risks Identified and Mitigation Strategies

The key risks related to sustainability reporting identified during the initial reporting cycles include:

- Lack of fully integrated automated systems and reliance on manual data input

Ekornes adopted a targeted approach to address these sustainability reporting risks:

Risk Identified	Mitigation Strategy
Lack of automated systems	Full implementation of a data collection framework covering regulatory requirements and its integration with other systems
High dependency on manual input	Implementation of a four-eye validation approach for data accuracy

While these initial control measures and mitigating actions ensured compliance with current sustainability reporting obligations, Ekornes plans to further strengthen governance in 2026 through enhanced internal control mechanisms.

[SBM-1] Strategy, business model and value chain

General Strategy and Sustainability-Related Elements

Ekornes is a global furniture company headquartered in Sykkylven on the west coast of Norway. The Group houses the Stressless® and Svane® brands, offering premium seating and sleep category furniture respectively, alongside quality furniture through its discovery brands and private-label IMG business.

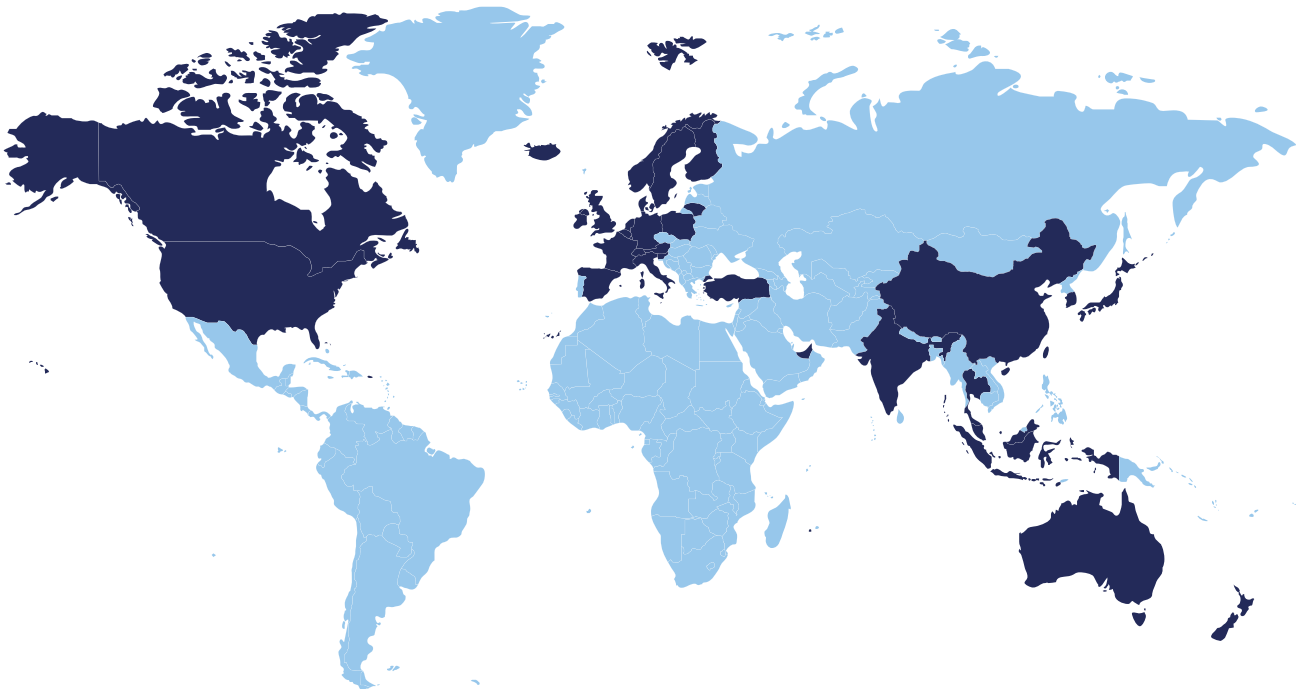
Ekornes manages the design, development, manufacturing, and distribution across its total operations. The company’s key product categories are:

- Recliners
- Sofas
- Chairs
- Beds
- Dining

In 2025, there were no newly introduced or discontinued product categories.

Ekornes operates eight factories situated in Norway, the USA, Thailand, and Lithuania.

Ekornes serves a global customer base through a business-to-business model, selling primarily to furniture retailers and dealers who in turn serve end consumers. The company’s market reach is illustrated below:



The company employs 2259 people across its operations, distributed as follows:

- **Norway** – 995 employees
- **Lithuania** – 314 employees
- **USA** – 107 employees
- **Thailand** – 629 employees
- **Other regions** – 214 employees

Revenue Breakdown and Significant ESRS Sectors

Ekornes does not report revenue breakdowns by ESRS sectors. The company operates within the furniture manufacturing sector.

Sustainability-Related Goals and their link to key products and markets

Sustainability is one of Ekornes' strategic priorities. The company's sustainability goals are aligned with the four material impact areas identified through the double materiality assessment:

- **Climate** – reduce CO₂ emissions across operations and the value chain
- **Nature** – ensure key raw materials are sourced from renewable, recycled, or certified sustainable sources
- **Circular economy** – transition toward a circular product portfolio, increasing recyclability and material reuse
- **Own workforce** – targets for workforce and social aspects are being finalised and are expected to be confirmed in Q2 2026, aligned with the updated organisational structure and People Policy

Ekornes is in the process of finalising specific targets for climate, nature, and circular economy. These are expected to be confirmed in Q2 2026. Once established, these targets will be integrated into strategic decision-making processes. The health and safety targets disclosed under S1-5 are already in use operationally. Specific actions supporting each goal area are disclosed under E1-3 (climate actions), E4-3 (biodiversity actions), E5-2 (circularity actions), and S1-4 (workforce actions).

Link to key products and markets

The majority of Ekornes' emissions arise through the production and distribution of its key product categories. Reducing emissions has direct implications for how materials are sourced and transported, how products are designed, and how sustainability value is communicated to the market.

Material choices in production directly affect the environmental profile of the final product. Transitioning to sustainably sourced and recycled raw materials may increase production costs, with potential effects on pricing for both retailers and end customers. Market readiness for sustainable products varies across Ekornes' 48 markets, requiring targeted and tailored communication to different regions.

Achieving a circular business model depends on close collaboration with retailers and end customers. The end customer determines how long the furniture remains in use and whether the theoretical product lifetime is fully realised. At end of life, Ekornes has limited direct influence over disposal or recycling of its products. However, the company addresses this through product design: by embedding circularity principles – including durability, repairability, modularity, and recyclability – into the design process, Ekornes ensures that its products are suited for extended use, component reuse, and material recovery at end of life. The target to design 100% of new products according to circular principles by 2028 directly supports this approach.

Business Model and Value Chain

Ekornes operates a vertically integrated business model covering design, sourcing, manufacturing, distribution, and sales. The value chain is structured as follows:

Upstream

- **Raw material production** – Primary materials include wood, leather, textiles, plastics, foam, steel, electronics, and chemicals.
- **Inbound logistics** – Transportation of materials to manufacturing sites.

Own Operations

- **Manufacturing** – Ekornes operates production facilities in Norway, Lithuania, Thailand, and the USA.

Downstream

- **Outbound logistics** – Finished products are distributed through global logistics networks.
- **Sales** – Key customers include large furniture retailers and corporate clients.
- **End-user engagement** – Consumers purchasing premium furniture products for residential and commercial use

Main inputs and outputs

Ekornes sources a range of raw materials including wood, leather, textiles, plastics, wadding, foam, steel, aluminium, electronics, chemicals, cardboard, and expanded polystyrene. Detailed information on material inputs and sourcing regions is provided in the E5 chapter.

To maintain a stable and responsible supply chain, the company applies sustainable sourcing criteria and supplier engagement programmes. These include certifications such as Forest Stewardship Council® (FSC® C163127) for wood and LWG for leather, periodic supplier audits, and long-term partnerships with key suppliers. This approach strengthens supply chain sustainability while building resilience against material availability risks.

In addition to raw materials, Ekornes relies on its manufacturing infrastructure, specialised equipment, and a skilled workforce. The company invests in upholding compliance with international labour standards and continuously upgrades production facilities to maintain efficiency and quality. Intellectual assets — including product designs, brand reputation, and relationships with suppliers, retailers, and logistics partners — are safeguarded through trademark registrations, contractual agreements, and active market engagement.

These inputs are transformed into recliners, chairs, sofas, beds, and other products in the Ekornes portfolio. Beyond physical products, the company's operations generate additional outcomes including waste and emissions, economic contributions such as tax and duty revenues, social impacts through employment and competitive wages, and intellectual contributions through participation in developing furniture industry standards for recyclability and circularity.

Through ongoing assessment of risks and opportunities across sourcing, production, and workforce management, Ekornes seeks to secure the long-term availability and sustainability of its key inputs — supporting business resilience in an evolving regulatory and market landscape.

[SBM-2] Interests and views of stakeholders

1. Stakeholder Engagement

Ekornes engages with a broad range of stakeholders to integrate their interests and views into its strategy and business model. Engagement takes place through structured surveys, interviews, audits, participation in industry associations, direct communication, and reporting mechanisms. The purpose is to ensure transparency, strengthen product and service offerings, support compliance, and advance sustainability efforts. The key stakeholder groups and engagement approaches are described in the table on the next page.

The key stakeholders and engagement approaches are detailed below:

Stakeholder Group	Stakeholder Interests and Purpose of Engagement	How Ekornes Engages	Impact on Operations, Business Model, Strategy
Customers (Dealers & Retailers)	Timely product delivery, regulatory compliance, marketing support, and efficient claims handling. Engagement strengthens commercial relationships, improves service levels, and ensures alignment on sustainability and quality expectations.	Customer satisfaction surveys, involvement in the DMA process, direct sales meetings, marketing collaboration.	Production planning, distribution efficiency, and sustainability-focused product development.
End-Users (Consumers)	Safe, sustainable products free from harmful chemicals, meeting environmental and quality standards. Engagement supports understanding of evolving preferences and integration of sustainability into the user experience.	Customer satisfaction surveys, involvement in the DMA process, direct communication, marketing collaboration.	Product innovation, sustainability direction, and brand perception.
Suppliers	Clear specifications, predictability, fair payment terms, and compliance with sustainability requirements (ethical sourcing, human rights, environmental standards). Engagement aligns expectations and fosters resilient, long-term partnerships.	Annual supplier audits, self-assessments, FSC® and LWG certifications, EUDR legality questionnaires, ongoing collaboration on sustainability compliance.	Supply chain resilience, ethical sourcing policies, and risk management.
Industry Associations	Adherence to industry standards, participation in expert groups and sustainability initiatives. Engagement contributes to responsible industry development and shared learning.	Active involvement in sustainability committees (including CEN TC207-WG10 on furniture circularity), industry exhibitions, peer collaborations.	Strengthens industry influence, enhances regulatory compliance readiness, fosters innovation.
Authorities & Regulators	Compliance with environmental permits, waste management, land use, and sustainability regulations (CSRD, EU Taxonomy, EUDR). Engagement ensures regulatory alignment and risk management.	Compliance programmes, sustainability reporting, engagement with regulators as required.	Reporting obligations, regulatory risks, and long-term strategic planning.
NGOs	Transparency, ethical responsibility, and collaboration on sustainability topics. Engagement provides external insights and advances responsible business practices.	Partnerships on sustainability initiatives, collaboration on material sourcing transparency (e.g. leather value chain).	Credibility, reputational risk management, and responsible business practices.
Employees	Safe working conditions, fair wages, career development, and inclusion in sustainability efforts. Engagement supports well-being, fosters inclusion, and strengthens employee contribution.	Employee Engagement Survey, PEP process, health and safety programmes, training initiatives (Ekornes Training Week, Ekornes Academy), union collaboration.	Talent retention, productivity, and workplace culture
Owners	Strong financial performance, quality production, and compliance with sustainability regulation. Engagement ensures transparency, strategic alignment, and resilience in financial and ESG performance.	Quarterly earnings calls, financial and sustainability performance updates, briefings.	Capital allocation, long-term strategic planning, and risk management.

2. Stakeholder Views and Strategic Integration

Ekornes integrates stakeholder perspectives into its strategy through its materiality assessment and due diligence processes. These involve structured analyses of stakeholder interests and expectations, incorporating direct feedback. The degree to which stakeholder views influence decision-making is evaluated through data-driven insights (e.g. survey results, interview analysis), ensuring concerns are systematically addressed.

Key insights from stakeholders inform product innovation, supply chain policies, and sustainability initiatives. During the 2025 reporting period, examples include:

- Strengthening sustainable product offerings in response to customer demand, with focus areas identified through market insights and sustainability dialogues
- Enhancing supplier auditing processes to address evolving ESG expectations from regulators and industry associations, including the integration of biodiversity and EUDR-related criteria into audit frameworks
- Expanding sustainability certifications and improving reporting to meet expectations from customers, partners, and authorities for greater transparency and accountability
- Strengthening employee engagement through the launch of the global Engagement Survey, continued PEP rollout, and the introduction of the Ekornes Training Week and Academy programmes

3. Board Oversight and Integration of Stakeholder Views

The board receives regular updates on stakeholder views through structured reporting and engagement mechanisms. This includes presentation of DMA results, stakeholder engagement outcomes, and other material stakeholder insights as part of the biannual board meeting agenda.

These processes ensure that stakeholder interests are systematically considered in strategic decision-making.

(*ESRS S1-ESRS 2 SBM-2 -12)

[SBM-3] Material impacts, risks and opportunities and their interaction with strategy and business model

This section presents Ekornes' material impacts, risks, and opportunities (IROs) and their interaction with the company's strategy and business model. An overview of positive and negative impacts, as well as the identified risks and opportunities, is provided below. The current and anticipated effects of these IROs on the business model, value chain, strategy, and decision-making are then discussed.

Detailed descriptions of material IROs specific to each material topic are presented under the respective SBM-3 sub-sections for E1, E4, E5, and S1, in accordance with ESRS 2 and the applicable topical standards.

1. Overview of Material Impacts, Risks, and Opportunities (IROs)

Ekornes conducted its first double materiality assessment (DMA) in 2024, aligned with ESRS requirements. For the 2025 reporting period, the company carried out a refreshment exercise to review the identified material topics and IROs. The review confirmed that all material topics and IROs remain valid and unchanged. No IROs were added, removed, or reclassified.

The IROs originate from Ekornes' operations and value chain and influence the company's business model, strategy, and resource allocation. The assessment identified the following key IROs:

Material Negative Impacts

Category	Impact Description	Value Chain Scope	Time Horizon
GHG Emissions & Energy Usage	Contributing to climate change and increasing the GHG emissions through indirect emissions scope 3 (e.g.; commuting, procurement, use phase of products and services).	Upstream, Downstream	Medium-term, long-term
GHG Emissions & Energy Usage	Ekornes' operations contribute to global climate change due to energy consumption and emissions from manufacturing processes.	Own Operations	Medium-term, long-term
GHG Emissions & Energy Usage	Sourcing products increases emissions across the value chain, particularly from transportation, raw material extraction, and supplier operations.	Upstream	Medium-term, long-term
Ecosystem and Biodiversity Degradation	Ekornes' reliance on large amounts of raw materials contributes to ecosystem degradation, including deforestation, soil depletion, and biodiversity loss.	Upstream	Medium-term, long-term
Circular Design & Quality Products	Ekornes products contribute to global waste generation throughout the lifecycle, increasing resource consumption and disposal challenges.	Own Operations, Downstream	Medium-term, long-term
Circular Design & Quality Products	As a production company, Ekornes depends on raw materials, leading to resource exploitation and increased pressure on finite natural resources.	Upstream, Own Operations	Medium-term, long-term
Working Conditions	Manufacturing environments are not 100% safe, posing risks to employee health and safety despite mitigation efforts.	Own operations	Short-term, Medium-term, long-term

Material Positive Impacts

Category	Impact Description	Value Chain Scope	Time Horizon
Working Conditions	Providing permanent contracts and enabling a healthy life through good working conditions can enhance employee well-being, satisfaction, and a more motivated and engaged workforce.	Own Operations (Thailand)	Actual impact, Short-term, Medium-term, long-term

Description of Financial Impact

Category	Description of Financial Impact	Scope	Time-horizon
GHG Emissions & Energy Usage	Proactive disclosure of scope 3 emissions can result in valuable insights on the business and value chain activities that are the most emitting. Therefore, disclosing scope 3 emissions can lead to better-informed decision-making, investment choices, and improved supply chain collaboration.	Opportunity	Short-medium-term
GHG Emissions & Energy Usage	Switching to low-carbon footprint products can result in additional costs. This is due to higher production expenses, the use of more sustainable but costly materials, and the need for new technologies or processes. In many cases, supply chains for low-carbon alternatives are less developed, leading to higher procurement and operational costs. [1.1][MU1.2]	Risk	Medium-term
Ecosystem and Biodiversity Degradation	Switching to materials from sustainable production processes can lead to increased costs. This is because these materials often require more responsible sourcing, stricter environmental standards, and certifications that add expenses. Additionally, sustainable production methods may have lower yields or involve more labor-intensive practices, raising costs compared to conventional alternatives. Limited supply and higher demand for sustainably produced materials can also drive up prices. [1.1][MU1.2]	Risk	Medium-term
Circular Design & Quality Products	Designing recyclable and durable products and furniture can increase costs. This is because it often requires higher-quality materials, advanced engineering, and more complex manufacturing processes. Ensuring recyclability may involve specialized material selection, disassembly-friendly designs, and compliance with circular economy standards, all of which can add to production expenses. Additionally, durability testing, certifications, and potential redesigns to balance longevity with sustainability further contribute to higher upfront costs for manufacturers.[1.1][MU1.2]	Risk	Short-medium-long-term

2. Interaction with business model, value chain, strategy, and decision-making

Ekornes has assessed the current and anticipated effects of its material IROs on its business model, value chain, strategy, and decision-making. The company has responded, or is planning to respond, to these effects as described below.

Business Model

Ekornes is progressively integrating sustainable sourcing, low-carbon practices, and circularity principles into product design and manufacturing. This includes investment in durable, repairable furniture and the use of sustainably certified raw materials. These adjustments are intended to reduce the company's exposure to resource scarcity and evolving regulatory requirements. During 2025, Ekornes increased its share of FSC®-certified wood from 40.42% to 94.83%, demonstrating a significant shift in the sourcing model.

Value Chain

Sustainable sourcing policies are in place, with a focus on FSC®-certified wood, LWG-certified leather, and the evaluation of green steel alternatives. Scope 3 emissions monitoring is being strengthened to improve upstream data quality and reduce environmental risk across the supplier base. Through the Sourcemap partnership and EUDR preparedness activities, Ekornes has expanded its supplier screening and traceability capabilities, particularly for wood and leather supply chains in high-risk geographies. Risk-based due diligence is applied to manage ESG dependencies across the upstream value chain.

Strategy and Decision-Making

Climate and biodiversity risks (including extreme weather events, regulatory changes, and raw material scarcity) are evaluated for their implications on supply security, material costs, and product demand. Strategic investments include the development of alternative materials and supplier partnerships to mitigate dependency risks. During 2025, the company's decision to partner with Sourcemap for

EUDR compliance and to accelerate the transition to FSC®-certified wood are examples of strategic responses directly informed by the identified IROs.

These measures respond to material impacts, risks, and opportunities identified in the double materiality assessment and are designed to strengthen Ekornes' long-term operational resilience.

Current and anticipated financial effects of material IROs

Current financial effects

During the 2025 reporting period, the following sustainability-related financial effects have been identified:

- Recurring costs associated with sustainability reporting compliance, including external advisory support, data management (SAP SCT), and the Sourcemap EUDR compliance platform
- Procurement costs related to certified material sourcing (FSC®, LWG), which are integrated into standard procurement budgets
- Internal resource allocation for sustainability governance, including the Sustainability Task Force and related training activities

These costs are incorporated into the company's financial statements and operational budgets. Based on management's assessment, no sustainability-related impacts have been identified during the reporting period that would require material adjustments to asset or liability values, or that would significantly affect the company's overall financial position, performance, or cash flows.

4. Resilience of Strategy and Business Model

Ekornes integrates sustainability considerations into its business model to address key climate, biodiversity, and workforce-related risks. The company's approach to resilience is structured around the following areas.

Risk assessment and strategic evaluation

Ekornes evaluates the resilience of its strategy by considering various climate and biodiversity risk scenarios. These include physical risks such as supply chain disruptions from extreme weather and constraints on raw material availability, as well as transition risks including regulatory developments (CSRD, EUDR, ESPR) and shifting market expectations for sustainable products. These evaluations are currently qualitative in nature, informed by internal expertise, supplier data, and external

regulatory monitoring. Findings inform strategic planning and resource allocation decisions. Ekornes intends to develop a more formalised scenario analysis methodology as its data capabilities and risk assessment frameworks mature.

Sustainable sourcing and supply chain partnerships

To reduce dependency on vulnerable raw materials and mitigate transition risks, Ekornes has expanded its certified and traceable sourcing. During 2025, the company increased its share of FSC®-certified wood to 94,83% and maintained 100% LWG-certified leather sourcing. The partnership with Sourcemap for EUDR compliance has strengthened supply chain traceability for wood and leather. The company continues to evaluate the feasibility of green steel alternatives. These measures reduce exposure to supply disruption and support long-term sourcing stability.

Circularity and resource efficiency

Ekornes is transitioning its product portfolio toward circularity by embedding durability, reparability, and material recovery into product design. This is supported by the company's participation in developing furniture circularity standards through CEN (TC207-WG10) and the target to design 100% of new products according to circular principles by 2028.

Workforce stability

With production facilities in Norway, Thailand, Lithuania, and the USA, Ekornes supports operational resilience through a stable and adaptable workforce. This includes a high proportion of permanent employment contracts, competitive remuneration, and structured workplace safety management. Labour policies are aligned with international standards, including the ILO Core Conventions and the UN Global Compact Principles. During 2025, Ekornes further strengthened workforce adaptability through the rollout of the People Engagement & Performance Process (PEP), which provides a structured framework for performance dialogue and goal alignment across all regions. The launch of the global Employee Engagement Survey provides ongoing insight into employee sentiment, enabling the company to identify and respond to workforce risks and engagement gaps. The introduction of the Ekornes Training Week and Academy programmes supports competence development and organisational learning capacity across all locations.

[IRO-1] Description of process to identify and assess material impacts, risks and opportunities and [IRO-2] Disclosure requirements in ESRS covered by the undertaking's sustainability statement

ESRS2 – General requirements on sustainability-related process to identify and assess material impacts, risks and opportunities

1. Overview of the Materiality Assessment Process

Ekornes conducted its first double materiality assessment (DMA) in 2024 to identify and assess impacts, risks, and opportunities (IROs) across its operations and value chain. The methodology aligns with ESRS 1 principles and incorporates both impact materiality (effects on people and the environment) and financial materiality (effects on the company's financial position and performance).

For the 2025 reporting period, the company carried out a refreshment exercise in which sustainability experts reviewed each material topic and the associated IROs. The results were subsequently reviewed and approved by the Group Sustainability Leadership Team. The refreshment confirmed that all material topics and IROs remain valid and unchanged, and that the underlying methodology does not require revision at this stage.

The DMA is subject to annual review to ensure continued relevance of the identified material topics and IROs.

The DMA methodology applied is described below.

1. **Mobilisation** — team onboarding, review of existing sustainability materials (policies, strategies, departmental standards), and establishment of governance structures
2. **Definition** — compilation of a long list of ESG topics, mapped against the value chain and narrowed to form the basis for further assessment
3. **Assessment** — workshops, internal analysis, and stakeholder engagement to identify and score IROs against materiality thresholds
4. **Conclusion** — determination of material topics based on aggregated materiality scores

Ekornes applied a combination of qualitative and quantitative methods to identify, assess, and prioritise IROs:

- **Internal expert review** — cross-functional teams assessed impacts, risks, and opportunities based on likelihood and severity
- **Stakeholder engagement** — interviews and workshops were conducted with internal and external stakeholders
- **Benchmarking** — the long list of IROs was compared against industry practices and peer disclosures to ensure completeness
- **Scoring** — IROs were ranked using predefined methodologies for impact materiality (severity, scope, likelihood, irremediability) and financial materiality (financial effects, likelihood of occurrence, strategic relevance)

Scope of Analysis

The assessment considered the entire value chain, from raw material sourcing to end-of-life product disposal, identifying specific activities, business relationships, and geographies that contribute to heightened sustainability risks. This included analysis of sourcing regions for leather, wood, textiles, and steel, based on environmental risks (deforestation, emissions) and workers' rights risks identified through due diligence.

Stakeholder engagement in the DMA

The assessment incorporated insights from employees (workshops and surveys), customers and dealers (interviews and satisfaction surveys), suppliers (audits and compliance checks), and internal subject matter experts.

Prioritisation criteria

Negative impacts were prioritised based on severity (scale and scope), likelihood (probability of occurrence), irremediability (difficulty of mitigation or reversal), and time horizon (short-, medium-, or long-term relevance).

Positive impacts were prioritised based on severity, likelihood, and time horizon.

Financial risks and opportunities were assessed based on the size of the potential financial effect and the likelihood of occurrence.

Scoring and thresholds

A scoring model was applied to enable consistent and transparent evaluation. Each impact was assessed using the criteria described above, and risks and opportunities were scored on a standardised scale. Thresholds for identifying material topics were established by analysing score distributions and identifying natural breakpoints to distinguish high-priority IROs. This approach ensured balanced representation of both actual and potential impacts as well as financial relevance, in line with the principles of double materiality under ESRS.

The scoring and threshold-setting process was validated through internal workshops and reviewed by senior management.

Integration with governance and risk management

The results of the DMA are reported to senior management and the board. These results informed an ambition-setting workshop to support understanding of risks and strategic priorities. Based on this input, management approved the development of an internal control framework for sustainability reporting.

Integration of sustainability risk criteria within the broader enterprise risk management framework has not yet been implemented. Ekornes recognises this as an area for development and intends to advance this work in future reporting periods.

6. Changes Compared to the Previous Reporting Period

No changes have been made to the list of material topics, the identified IROs, or the underlying DMA methodology compared to the 2024 reporting period. The 2025 refreshment exercise confirmed the continued validity of the 2024 baseline assessment. Future reporting cycles will build upon this baseline to track developments and refine methodologies where needed.

Materiality Assessment Process - Double Materiality Analysis (DMA) Template

The DMA process table presents the approval and input process used for ESRS assessment.

ESRS	DMA Assessment Performed By	Internal Subject-Matter Experts	External Advisory and Input
E1 - Climate Change	Sustainability&strategy team, quality and compliance, procurement and financial teams	Sustainability&strategy team, procurement team	External advisors were used to review the relevance for the topics and provide input on the best practices
E4 - Biodiversity and Ecosystems	Sustainability&strategy team, quality and compliance, procurement and financial teams	Sustainability&strategy team, procurement team	External advisors were used to review the relevance for the topics and provide input on the best practices
E5 - Resource Use & Circular Economy	Sustainability&strategy team, quality and compliance, procurement and financial teams	Sustainability&strategy team,	External advisors were used to review the relevance for the topics and provide input on the best practices
S1 - Own Workforce	Group HR, Finance team, CFO	HR	External advisors were used to review the relevance for the topics and provide input on the best practices
E2-Polution – not material	Sustainability&strategy team, quality and compliance, procurement and financial teams	Sustainability&strategy team	External advisors were used to review the relevance for the topics and provide input on the best practices
E3-Water and marine resources – not mtaerial	Sustainability&strategy team, quality and compliance, procurement and financial teams	Sustainability&strategy team	External advisors were used to review the relevance for the topics and provide input on the best practices
S2- workers in the value chain – not materail	Sustainability&strategy team, quality and compliance, procurement and financial teams, HR	Sustainability&strategy team	External advisors were used to review the relevance for the topics and provide input on the best practices
S3 – affected communities – not material	Sustainability&strategy team, quality and compliance, procurement and financial teams	Sustainability&strategy team	External advisors were used to review the relevance for the topics and provide input on the best practices
S4 – Consumers&End-Users – not material	Sustainability&strategy team, quality and compliance, procurement and financial teams	Sustainability&strategy team	External advisors were used to review the relevance for the topics and provide input on the best practices
G1 Business Conduct - not material	Sustainability&strategy team, quality and compliance, procurement and financial teams	Sustainability&strategy team	External advisors were used to review the relevance for the topics and provide input on the best practices

Input Parameters Used	First Review Conducted by	Final Review and Approval Conducted by	Materials for Board approved by	Final DMA Approved by
Policies, internal guiding documents, desk reviews, interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Policies, internal guiding documents, desk reviews interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Policies, internal guiding documents, desk reviews interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Policies, internal guiding documents, desk reviews interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Desk reviews, interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Desk reviews, interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Desk reviews, interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Desk reviews, interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Desk reviews, interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board
Desk reviews, interviews, workshops, assessment templates	Head of Strategy	CFO	SVP Strategy&Organization	Board

[IRO-2] DISCLOSURE REQUIREMENTS IN ESRS COVERED BY THE UNDERTAKING'S SUSTAINABILITY STATEMENT

To identify the applicable disclosure requirements under ESRS, Ekornes conducted targeted consultations with internal stakeholders across key business functions, including finance, sustainability, procurement, and operations. Stakeholders were selected based on their operational knowledge of material topics. The consultations focused on mapping specific IROs and ESRS data points to the company's targets, strategies, and actions.

Findings were reviewed and validated through a leadership review process to ensure consistency with existing activities and management systems. This approach enabled the company to identify the relevant content for disclosure and confirm its accuracy and completeness in line with CSRD requirements.

Omission of projected financial effects

In accordance with the transitional provisions available under ESRS, Ekornes has omitted detailed disclosures on the projected financial effects of sustainability-related matters for the 2025 reporting period. This includes the

projected allocation of capital and operating expenditures for environmental initiatives. The company intends to develop and refine these disclosures as its financial assessment capabilities for sustainability matters mature. The complete IRO-2 table of applicable disclosure requirements is provided below. Data points that derive from other EU legislation are presented in Table A1 at the end of this report.

IRO CLIMATE-RELATED RISKS IDENTIFICATION(IRO 1)

As part of the 2024 DMA, Ekornes identified and assessed climate-related IROs by screening its operations and value chain for actual and potential sources of GHG emissions across Scope 1, 2, and 3. This included emissions from production processes, purchased electricity, logistics, and employee commuting. The assessment used available spend and activity data, internal calculations, and industry benchmarks. Findings directly informed the classification of material IROs and the prioritisation of climate action areas.

For the 2025 reporting period, the identified climate-related IROs were reviewed as part of the DMA refreshment exercise and confirmed as unchanged.

Material IROs identified

IRO identified during DMA	Type of impact	Scope	Time horizon
Scope 3 emissions: Contributing to climate change and increasing the GHG emissions through indirect emissions scope 3 (e.g.; commuting, procurement, use phase of products and services).	Negative impact Physical	Upstream, Downstream	Medium-term, long-term
Energy consumption and emissions: Ekornes' operations contribute to global climate change due to energy consumption and emissions from manufacturing processes.	Negative impact Physical	Own operations	Medium-term, long-term
Supply chain GHG emissions: Sourcing products increases GHG emissions across the value chain, particularly from transportation, raw material extraction, and supplier operations.	Negative impact Physical	Upstream	Medium-term, long-term
Data driven Scope 3: Proactive disclosure of scope 3 emissions can result in valuable insights on the business and value chain activities that are the most emitting. Therefore, disclosing scope 3 emissions can lead to better informed decision-making and investment choices and improved supply chain collaboration.	Opportunity Transition	Upstream, Downstream	Short-term, medium-term
Low-carbon products: Switching to low-carbon footprint products can result in additional costs. This is due to higher production expenses, the use of more sustainable but costly materials, and the need for new technologies or processes. In many cases, supply chains for low-carbon alternatives are less developed, leading to higher procurement and operational costs.	Risk Transition	Upstream	Medium-term

Resilience of Strategy and Business Model:

Ekornes conducted a climate resilience analysis in 2024 to assess the strength of its strategy and business model in relation to climate change. The analysis has not been updated for the 2025 reporting period, as the underlying risk landscape and strategic positioning remain materially unchanged. The methodology and findings are summarised below.

Scope

The analysis covers own operations in Norway, the USA, Lithuania, and Thailand; supply chain risks related to sourcing from Europe, Brazil, China, and other key regions; and logistics risks including shipping delays from extreme weather. No significant risks were excluded.

(*ESRS E1-ESRS 2 SBM-3-19-(a))

Climate hazards and transition risks considered

Physical risks were identified using IPCC and NGFS sources: flood risk and sea level rise (affecting operations, logistics, and ports); droughts and heatwaves (impacting wood and leather supply); and storms and extreme precipitation (affecting shipping and regional production). Key exposures assessed include manufacturing facilities in Norway and Lithuania (flood risk), leather supply from Brazil (drought and deforestation-related climate shifts), and shipping routes (storm and port disruption).

Transition risks were identified through review of regulatory, market, and technology developments informed by a 1.5°C scenario, including EU and Norwegian sustainability regulations and market shifts toward low-emission materials.

Methodology and Timing of the Resilience Analysis

The analysis follows a structured approach aligned with the TCFD framework, conducted in collaboration with

Operations, Procurement, Finance, and Sustainability teams. Three scenarios were applied:

- 1.5°C scenario (Paris Agreement-aligned): high regulatory pressure, increased carbon pricing, strict sustainability compliance
- 2°C scenario (moderate climate action): gradual regulatory tightening, moderate supplier adaptation costs, steadily increasing market demand for sustainability
- 4°C scenario (high-risk): severe physical risks disrupting operations and supply chains, increased insurance costs, material sourcing instability

Key assumptions include rising carbon pricing (particularly in the 1.5°C and 2°C scenarios), accelerating energy transition toward renewables, a policy- and market-driven shift toward low-emission and circular materials, climate-induced disruptions to raw material availability (more severe in the 4°C scenario), and the need for more resilient supply chains under all scenarios.

Time horizons applied: short-term (1–5 years), medium-term (5–10 years), long-term (10+ years).

(*ESRS E1-ESRS 2 SBM-3-AR 6)

Results of the Resilience Analysis

The resilience analysis identified Ekornes' climate resilience as moderate, reflecting a balance between strategic adaptation efforts and inherent vulnerabilities related to the financial impact of transitioning to low-carbon footprint products and managing Scope 3 emissions throughout the supply chain.

Ekornes' overall climate resilience is assessed as moderate, reflecting a balance between strategic adaptation efforts and inherent vulnerabilities related to the cost of transitioning to low-carbon products and managing Scope 3 emissions.

	1.5°C scenario	2°C scenario	4°C scenario
Strengths	Compliance positioning through certified materials, renewable energy, Scope 3 transparency	Gradual adaptation to market-driven demand, eco-design adoption	Minimal — high physical risk exposure
Vulnerabilities	High short-term costs from carbon pricing and certification	Moderate transition costs, operational efficiency challenges	Severe supply chain disruption, increased production costs and insurance
Opportunities	Growing demand for sustainable products, green financing access	Stable demand, incremental supply chain improvements	Limited — economic strain may reduce sustainability focus

The most material risk is increased costs associated with transitioning to low-carbon products and maintaining regulatory compliance. Proactive Scope 3 disclosure is assessed as an opportunity to generate actionable insights and strengthen supply chain collaboration.

(*ESRS E1-ESRS 2 SBM-3-19-(c))

Ability to Adjust or Adapt Strategy and Business Model:

Ekornes has a moderate capacity to adjust its business model over the short, medium, and long term. Current adaptation measures include investment in energy-efficient and circular manufacturing equipment, and the progressive transition toward more durable, repairable, and recyclable product designs.

Uncertainties in the Resilience Analysis and Ability to Adapt Strategy and Business Model

The analysis includes uncertainties related to the timing and scale of regulatory changes across regions, the availability and affordability of certified raw materials under ambitious climate scenarios, the pace of consumer demand shifts toward sustainable products, and the severity and frequency of physical climate events at specific supply chain locations. Ekornes manages these uncertainties through scenario range analysis (1.5°C, 2°C, 4°C) and a flexible planning approach.

TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

Ekornes is in a target definition finalisation process, and a final decision will be made on GHG emissions reduction targets during 2026. Based on our future targets and the resilience plan, our goal is to develop a transition plan in upcoming years.

IRO-1 BIODIVERSITY DESCRIPTION OF PROCESS TO IDENTIFY AND ASSESS IROS FOR E4

Impact Identification and Assessment

As part of its double materiality assessment, Ekornes analysed the value chain to identify which segments are most exposed to biodiversity-related changes. A series of discussions and interviews with internal and external stakeholders identified the most significant biodiversity impacts as occurring upstream in the value chain.

The assessment process included a full inventory of impacts, risks, and opportunities across the value chain; validation through interviews and workshops with internal stakeholders; identification of eight biodiversity-related impacts across the value chain, of which the material impacts are disclosed under E4 SBM-3. The remaining impacts were assessed as below the materiality threshold and are not disclosed.

For the 2025 reporting period, the identified biodiversity-related IROs were reviewed as part of the DMA refreshment exercise and confirmed as unchanged.

Dependencies Identification and Assessment

During the impact assessment, Ekornes identified key dependencies on biodiversity and ecosystem services across its operations and value chain. These dependencies are directly linked to business continuity and supply chain stability.

Raw materials and sustainable sourcing: Ekornes relies on raw materials including wood, leather, steel, and textiles, the availability and stability of which are critical for operations. Sourcing practices influence ecosystem degradation, including deforestation, soil depletion, and biodiversity loss. Growing market and regulatory pressure — notably through the EU Deforestation Regulation (EUDR) — requires the transition to verified sustainable sourcing to mitigate environmental risks and maintain market access.

Sustainable forestry for wood supply: Wood sourcing, particularly if uncertified, can contribute to deforestation and biodiversity loss, affecting both ecosystems and long-term supply stability. Reliable access to wood is a fundamental dependency, with FSC® certification ensuring a compliant and stable supply. During 2025, Ekornes increased its share of FSC®-certified wood to 94,83%.

Stable ecosystems in proximity to facilities: Ekornes' manufacturing sites and operational activities (emissions, waste, land use) may contribute to habitat degradation near nature-preserved areas and sensitive ecosystems. Business continuity depends on stable ecosystems surrounding facilities and on regulatory compliance to avoid operational disruptions.

Risks and Opportunities Identification and Assessment Approach

Ekornes applies a structured process to identify and assess biodiversity-related risks and opportunities, integrating internal expertise and external perspectives:

Internal assessment: Cross-functional workshops involving sustainability, procurement, compliance, finance, and operations teams mapped potential risks and opportunities. External consultants provided input on regulatory developments and market expectations.

Prioritisation: Risks and opportunities were classified using the DMA framework based on likelihood of occurrence, potential impact on operations, compliance, and financial performance, and irremediability.

Regulatory alignment: The assessment evaluated how emerging biodiversity regulations – including the EUDR, CSRD, and local biodiversity policies – may affect the supply chain and business model, including changes to certification requirements, supplier availability, and costs of sustainable materials.

Risk categorisation

Ekornes distinguishes between three categories of biodiversity-related risk:

Physical risks: Assessed through supplier and geography mapping to evaluate exposure to biodiversity loss, deforestation, and habitat degradation in sourcing regions. Location-specific risks (e.g. Brazil) were reviewed using tools including the WWF Risk Filter and Global Forest Watch. In 2025, the Sourcemap EUDR legality scan covering 40 suppliers in the wood and leather supply chains provided additional input on deforestation-related risk exposure.

Transition risks: Evaluated based on the potential impact of evolving regulations (EUDR, CSRD), shifts in customer and investor expectations, and changes to certification standards. The assessment considered how supplier readiness and material substitution could affect compliance costs and operational continuity.

Systemic risks: Identified through scenario discussions focused on long-term disruptions such as supply chain fragility from ecosystem collapse or biodiversity-linked reputational damage, including compounded risks from climate-biodiversity interlinkages.

All risks were prioritised using the DMA framework.

Ekornes has not yet conducted consultations with affected communities or indigenous peoples in its sourcing regions as part of the biodiversity impact assessment. The company recognises this as an area for development and intends to assess the need for such engagement in future reporting periods.

Material Impact, risks and opportunities on Biodiversity and Ecosystems (IRO-1, SBM-3)

Ekornes' primary biodiversity-related impacts occur upstream in the value chain, where sourcing activities contribute to ecosystem degradation, including deforestation, soil depletion, and biodiversity loss. For the 2025 reporting period, the identified biodiversity-related IROs were reviewed as part of the annual DMA refreshment exercise and confirmed as unchanged.

Summary of IROs related to Biodiversity

IRO identified during DMA	Type of impact	Scope	Time horizon
Ekornes' reliance on large amounts of raw materials contributes to ecosystem degradation, including deforestation, soil depletion, and biodiversity loss.	Negative impact	Upstream	Medium-term, long-term
Switching to materials from sustainable production processes can lead to increased costs. This is because these materials often require more responsible sourcing, stricter environmental standards, and certifications that add expenses. Additionally, sustainable production methods may have lower yields or involve more labor-intensive practices, raising costs compared to conventional alternatives. Limited supply and higher demand for sustainably produced materials can also drive-up prices.	Financial risk	Upstream	Medium-term

Biodiversity-Sensitive Areas Impacted

While the material impact is concentrated in the upstream value chain, Ekornes also monitors biodiversity-related impacts and risks at its own operational sites. Two sites have been identified in proximity to biodiversity-sensitive areas:

Site	Biodiversity-Sensitive Area
Ikkornnes, Norway	Habitat for bat species
Fetsund, Norway	Proximity to biodiversity preservation area

Based on current assessments, no direct negative impact on these areas from Ekornes' operations has been identified. Ekornes has not yet conducted consultations with affected communities near these sites. The company recognises this as an area for development and intends to assess the need for such engagement in future reporting periods.

Impact drivers and mitigation measures

The principal biodiversity impact drivers in Ekornes' value chain are deforestation and land-use change associated with wood and leather sourcing, and land degradation linked to raw material extraction in supply chain activities. To mitigate these impacts and manage associated risks, Ekornes has implemented the following measures:

- Sustainable sourcing — the company has set a target to source 100% of materials from renewable, recycled, or sustainably certified sources by 2030. During 2025, the share of FSC®-certified wood increased from 40.42% to 94.83%, and all leather sourcing remained 100% LWG-certified.
- Supplier engagement — due diligence has been strengthened in high-risk sourcing regions, including the launch of the Sourcemap EUDR traceability system covering 40 suppliers in the wood and leather supply chains, with the first round of legality questionnaires completed in December 2025.
- Circular design — integration of eco-design and circularity principles into product design to reduce material demand and extend product lifecycles, thereby reducing upstream pressure on ecosystems.

IRO CIRCULARITY IDENTIFICATION OF IMPACTS RISKS AND OPPORTUNITIES

Ekornes has identified and assessed the material impacts, risks, and opportunities associated with resource use and the circular economy. The assessment covers both the company's own operations and the upstream and downstream value chain. For the 2025 reporting period, the identified circularity-related IROs were reviewed as part of the annual DMA refreshment exercise and confirmed as unchanged

Material IRO Identified

IRO identified during DMA	Type of IRO	Value chain allocation	Time Horizon
Ekornes products contribute to global waste generation throughout the lifecycle, increasing resource consumption and disposal challenges.	Negative impact	Own operations, Downstream value chain	Medium-term, long-term
As a production company, Ekornes depends on raw materials, leading to resource exploitation and increased pressure on finite natural resources.	Negative impact	Upstream value chain, Own operations	Medium-term, long-term
Designing recyclable and durable products and furniture can increase costs. This is because it often requires higher-quality materials, advanced engineering, and more complex manufacturing processes. Ensuring recyclability may involve specialized material selection, disassembly-friendly designs, and compliance with circular economy standards, all of which can add to production expenses. Additionally, durability testing, certifications, and potential redesigns to balance longevity with sustainability further contribute to higher upfront costs for manufacturers.	Risk	Upstream value chain	Medium-term, long-term

Impact, Risks, and Opportunities Identification and Assessment

The identification process involved a series of discussions and interviews with internal and external stakeholders. The assessment highlighted that the most significant circularity-related impacts, risks, and opportunities occur across the full value chain. The approach included identification of circularity IROs across material sourcing, product design, and waste management; validation through interviews and workshops with internal stakeholders and external experts; and assessment using criteria including scale, scope, irremediability, and likelihood.

Risks and opportunities were assessed through internal workshops with key stakeholders and external experts, using magnitude and likelihood of occurrence to determine materiality. Internal stakeholders identified Ekornes' main production facilities as the key units in terms of resource inflows, outflows, and waste generation.

Ekornes has not yet conducted consultations with affected communities on circularity-related matters.

Key material resources and sourcing regions

As part of the assessment, Ekornes mapped its key material resources and their sourcing geographies:

- Wood — Finland, Lithuania, Slovakia, Germany, Hungary, Thailand
- Leather — Brazil
- Textiles — Norway, Belgium, China, Italy
- Plastics — Norway, Finland, China
- Chemicals — Norway, Lithuania, Thailand
- Steel — Finland, Sweden, Germany, Italy, Thailand, China
- Electronics — China

IRO S1 – OWN WORKFORCE RELATED IMPACTS, RISKS AND OPPORTUNITIES IRO 1-SBM 3

The material IROs identified for S1 Own Workforce are set out below. All permanent and temporary employees across all operational regions are within scope.

For the 2025 reporting period, the identified workforce-related IROs were reviewed as part of the annual DMA refreshment exercise and confirmed as unchanged.

Impact	Type of impact	Value chain allocation	Time Horizon
Providing permanent contracts and enabling a healthy life through good working conditions can enhance employee well-being, satisfaction and a more motivated and engaged workforce	Positive actual	Own operations (Thailand)[S]	Short-term, medium-term, long-term
Manufacturing environments are not 100% safe, posing risks to employee health and safety despite mitigation efforts.	Negative actual impact related to individual incidents	Own operations	Short-term, medium-term, long-term

Health and safety incidents in manufacturing operations may carry financial implications, including costs related to lost working time, insurance, and corrective measures. These costs are managed within existing operational budgets and are not currently assessed as material to the company's overall financial position.

Connection between workforce impacts and business strategy

Ekornes' workforce is a key factor in ensuring long-term operational performance and business continuity. The company's strategic focus on secure employment, fair working conditions, and employee well-being is embedded in its business model.

The DMA identified that permanent employment contracts, competitive remuneration, and safe working conditions directly contribute to workforce stability and satisfaction. These factors support productivity, reduce turnover, and help maintain the high product quality and customer satisfaction on which Ekornes' market position depends.

Workforce policies are aligned with international labour standards, including the ILO Core Conventions and the UN Global Compact Principles. Strategic decisions are informed by workforce considerations, including talent development (Ekornes Training Week and Academy), workplace safety programmes, and social dialogue across all operational sites.

The company does not operate in regions with a high risk of forced or child labour. No incidents, complaints, or severe human rights impacts were recorded during the reporting period.

Workforce risks and opportunities in the sustainability transition

Ekornes is in the process of developing its sustainable transition plans, which will define how the company adapts to climate-related challenges and opportunities. At this stage, it is not yet possible to evaluate in detail how these changes will affect the workforce. As the transition plans take shape, the company intends to assess potential workforce implications, including reskilling needs, changes to production processes, and any effects on employment levels or working conditions.

Potentially affected workforce groups

Ekornes has identified employees in production and manufacturing roles as the group most likely to be affected by both health and safety risks and potential transition-related changes. This assessment is based on internal expertise, analysis of incident data, and structured discussions within the HSE and HR functions.

Production employees face higher exposure to workplace safety risks due to the nature of manufacturing operations, particularly in activities involving machinery operation and chemical handling. Ekornes mitigates these risks through structured health and safety protocols, internal policies, regular training, and ongoing monitoring through the TQM case handling system and quarterly management reviews.

DISCLOSURE REQUIREMENTS BY REFERENCE

ESRS 2 General Disclosures

ESRS Standard	Standard Description	Chapter	Page
BP-1	General basis for preparation of sustainability statements	Sustainability statement	15-16
BP-2	Disclosures in relation to specific circumstances	Sustainability statement	15-16
GOV-1	Role of the administrative, management and supervisory bodies	Sustainability statement	16-18
GOV-2	Information provided to and sustainability matters addressed by administrative, management and supervisory bodies	Sustainability statement	18
GOV-3	Integration of sustainability-related performance in incentive schemes	Sustainability statement	18
GOV-4	Statement on Due diligence	Sustainability statement	18-19
GOV-5	Risk management and internal controls over sustainability reporting	Sustainability statement	19-20
SBM-1	Strategy, business model and value chain	Sustainability statement	20-22
SBM-2	Interests and views of stakeholders	Sustainability statement	22-24
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Sustainability statement	24-32
IRO-1	Description of process to identify and assess material impacts, risks and opportunities	Sustainability statement	32-43
IRO-2	Disclosure Requirements in ESRS covered by sustainability statements	Sustainability statement	32-43

E 1 Climate Change

ESRS Standard	Standard Description	Chapter	Page
ESRS 2, GOV-3	Integration of sustainability-related performance in incentive schemes	Sustainability statement	18
E1-1	Transition plan for climate change mitigation	Sustainability statement	34
ESRS 2, SBM-3	Climate related impacts, risks and opportunities	Sustainability statement	32-35
ESRS 2, IRO-1	Climate related process to identify and assess material impacts, risks and opportunities	Sustainability statement	30-33
E1-2	Policies related to climate change mitigation and adaptation	Sustainability statement	46-47, 52
E1-3	Actions and resources in relation to climate change policies	Sustainability statement	53
E1-4	Targets related to climate change mitigation and adaptation	Sustainability statement	53
E1-5	Energy consumption and mix	Sustainability statement	54
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Sustainability statement	56
E1-7	GHG removals and GHG mitigation projects financed through carbon credits		-
E1-8	Internal carbon pricing	Sustainability statement	-
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Sustainability statement	-

E4 Biodiversity

ESRS Standard	Standard Description	Chapter	Page
E4-1	Transition plan on biodiversity and ecosystems in strategy and business model	Sustainability statement	62
ESRS 2, SBM-3	Biodiversity related impacts, risks and opportunities	Sustainability statement	34-35
ESRS 2, IRO-1	Biodiversity related process to identify and assess material impacts, risks and opportunities	Sustainability statement	30-31
E4-2	Policies related to biodiversity and ecosystems	Sustainability statement	64-65
E4-3	Actions and resources related to biodiversity and ecosystems	Sustainability statement	67
E4-4	Targets related to biodiversity and ecosystems	Sustainability statement	65
E4-5	Impact metrics related to biodiversity and ecosystems change	Sustainability statement	68
E4-6	Anticipated financial effects from material biodiversity and ecosystem-related risks and opportunities	Sustainability statement	-

E5 Resource use and circular economy

ESRS Standard	Standard Description	Chapter	Page
ESRS 2, IRO-1	Circularity related process to identify and assess material impacts, risks and opportunities	Sustainability statement	30-31
E5-1	Policies related to resource use and circular economy	Sustainability statement	69
E5-2	Actions and resources related to resource use and circular economy	Sustainability statement	70-71
E5-3	Targets related to resource use and circular economy	Sustainability statement	70
E5-4	Resource inflows	Sustainability statement	71
E5-5	Resource outflows	Sustainability statement	74
E5-6	Anticipated financial effects from material resource use and circular economy-related risks and opportunities	Sustainability statement	-

S1 Own Workforce

ESRS Standard	Standard Description	Chapter	Page
ESRS 2, SBM-2	Own workforce-related interests and views of stakeholders	Sustainability statement	38
ESRS 2, SBM-3	Own workforce related impacts, risks and opportunities	Sustainability statement	37
S1-1	Policies related to own workforce	Sustainability statement	80
S1-2	Processes for engaging with own workers and workers' representatives about impacts	Sustainability statement	84
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Sustainability statement	85
S1-4	Actions 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	Sustainability statement	81
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Sustainability statement	82
S1-6	Characteristics of undertaking's employees	Sustainability statement	85
S1-7	Characteristics of non-employees in undertaking's own workforce	Sustainability statement	-
S1-8	Collective bargaining coverage and social dialogue	Sustainability statement	86
S1-10	Adequate Wages	Sustainability statement	87
S1-11	Social protection	Sustainability statement	87
S1-14	Health and safety metrics	Sustainability statement	87

A1 IRO 2 DATA POINTS THAT DERIVE FROM OTHER EU LEGISLATION

The table below contains all disclosure requirements and related data points originating from other EU legislation as set out in Annex B of ESRS 2, indicating where the data points can be found in the annual report and which data points are assessed as non-material.

Disclosure Requirement	Data Point	Description	SFDR reference	Pillar 3 reference	Benchmark regulation	EU Climate Law reference	Materiality	Page
ESRS 2 GOV-1	21 (d)	Board's Gender Diversity paragraph	X		X		Material	16
ESRS 2 GOV -1	21 (e)	Percentage of independent board members			X		Material	16
ESRS 2 GOV-4	30	Statement of due diligence	X				Material	16
ESRS 2 SBM-1	40(d) i)	Participation in activities related to the fuel sector	X	X	X		Material	N/A
ESRS 2 SBM-1	40(d) ii)	Participation in activities related to the chemicals production	X		X		Material	N/A
ESRS 2 SBM-1	40(d) iii)	Participation in activities related to controversial weapons	X		X		Material	N/A
ESRS 2 SBM-1	40(d) iv)	Participation in activities related to cultivation and production of tobacco			X		Material	N/A
ESRS E1-1	14	Transition plan to reach climate neutrality by 2050				X	Material	34
ESRS E1-1	16 g)	Undertakings excluded from Paris-aligned Benchmarks		X	X		Material	33
ESRS E1-4	34	GHG emission reduction targets	X	X	X		Material	53
ESRS E1-5	37	Energy consumption and mix paragraph	X				Material	54
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	X				Material	N/A
ESRS E1-5	40-43	Energy intensity associated with activities in high climate impact sectors	X				Material	N/A
ESRS E1-6	44	Gross Scope 1, 2, 3 and Total GHG emissions		X	X		Material	60
ESRS E1-6	53-55	Gross GHG emissions intensity		X	X		Material	61
ESRS E1-7	56	GHG removals and carbon credits				X	Not Material	N/A
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			X		Material, Phase In	N/A
ESRS E1-9	66 a)	Disaggregation of monetary amounts by acute and chronic physical risk		X			Material Phase in	N/A

Disclosure Requirement	Data Point	Description	SFDR reference	Pillar 3 reference	Benchmark regulation	EU Climate Law reference	Materiality	Page
ESRS E1-9	66 c)	Location of significant assets at material physical risk		X			Material, Phase in	N/A
ESRS E1-9	67 c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes					Material, Phase In	N/A
ESRS E1-9	69	Degree of exposure of the portfolio to climate- related opportunities			X		Material, Phase in	N/A
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the EPRT Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	X				Not Material	N/A
ESRS E3-1	9	Water and marine resources	X				Not Material	N/A
ESRS E3-1	13	Dedicated policy	X				Not Material	N/A
ESRS E3-1	14	Sustainable oceans and seas	X				Not Material	N/A
ESRS E3-4	28 c)	Total water recycled and reused	X				Not Material	N/A
ESRS E3-4	29	Total water consumption in m3 per net revenue on own operations	X				Not Material	N/A
ESRS 2 SBM-3 E4	16 a) i)	Activities negatively affecting biodiversity sensitive areas	X				Material	N/A
ESRS 2 SBM-3 E4	16 b)	Material negative impacts with regards to land degradation, desertification or soil sealing	X				Material	N/A
ESRS 2 SBM-3 E4	16 c)	Operations that affect threatened species	X				Material	N/A
ESRS 2 E4-2	24 b)	Sustainable land/agriculture practices or policies	X				Material	N/A
ESRS 2 E4-2	24 c)	Sustainable oceans/seas practices or policies	X				Material	N/A
ESRS 2 E4-2	24 d)	Policies to address deforestation	X				Material	N/A
ESRS E5-5	37 d)	Non-recycled waste paragraph	X				Material	77-78
ESRS E5-5	39	Hazardous waste and radioactive waste paragraph	X				Material	77-78
ESRS 2 SBM-3 S1	14 f)	Risk of incidents of forced labour	X				Material	N/A
ESRS 2 SBM-3 S1	14 g)	Risk of incidents of child labour	X				Material	N/A
ESRS S1-1	20	Human rights policy commitments	X				Material	80
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			X		Material	80

Disclosure Requirement	Data Point	Description	SFDR reference	Pillar 3 reference	Benchmark regulation	EU Climate Law reference	Materiality	Page
ESRS S1-1	22	Processes and measures for preventing trafficking in human beings	X				Material	N/A
ESRS S1-1	23	Workplace accident prevention policy or management system	X				Material	80-81
ESRS S1-3	32 c)	Grievance/complaints handling mechanisms	X				Material	80-81
ESRS S1-14	88 b) and c)	Number of fatalities and number and rate of work-related accident	X		X			87
ESRS S1-14	88 e)	Number of days lost to injuries, accidents, fatalities or illness	X				Not Material	N/A
ESRS S1-16	97 a)	Unadjusted gender pay gap	X		X		Not Material	N/A
ESRS S1-16	97 b)	Excessive CEO pay ratio	X				Not Material	N/A
ESRS S1-17	103 a)	Incidents of discrimination paragraph	X				Not Material	N/A
ESRS S1-17	104 a)	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	X		X		Material	N/A
ESRS 2 SBM-3 S2	11 b)	Significant risk of child labour or forced labour in the value chain	X				Not Material	N/A
ESRS S2-1	17	Human rights policy commitments	X				Not Material	N/A
ESRS S2-1	18	Policies related to value chain workers	X				Not Material	N/A
ESRS S2-1	19	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	X		X		Not Material	N/A
ESRS S2-1	19	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			X		Not Material	N/A
ESRS S2-1	24 d)	Policies to address deforestation	X				Material	N/A
4	36	Human rights issues and incidents connected to its upstream and downstream value chain	X				Not Material	N/A
ESRS S3-1	16	Human rights policy commitments	X				Not Material	N/A
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	X		X		Not Material	N/A
ESRS S3-4	36	Human rights issues and incidents	X				Not Material	N/A

Disclosure Requirement	Data Point	Description	SFDR reference	Pillar 3 reference	Benchmark regulation	EU Climate Law reference	Materiality	Page
ESRS S4-1	16	Policies related to consumers and end-users	X				Not Material	N/A
ESRS S4-1	17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	X		X		Not Material	N/A
ESRS S4-4	35	Human rights issues and incidents	X				Not Material	N/A
ESRS G1-1	10 b)	United Nations Convention against Corruption	X				Not Material	N/A
ESRS G1-1	10 d)	Protection of whistle-blowers	X					Not Material
ESRS G1-4	24 a)	Fines for violation of anti-corruption and anti-bribery laws	X		x			Not Material
ESRS G1-4	24 b)	Standards of anti-corruption and anti-bribery	X					Not Material

TABLE FOR EKORNES POLICIES RELATED TO MATERIAL IROS

More detailed information on policies for material topics is allocated in designated topic chapters.

Policy	Description of key content	Scope of policy, value chain
Ekornes Environmental Policy	Ekornes Environmental Policy outlines how company will improve our own environmental performance and be a driving force in the sustainability work within the industry. The general objective of the policy is to provide clearly defined commitments related to Ekornes' environmental performance and environmental targets.	Upstream, Own operations, Downstream
Ekornes Supplier Code of conduct	The Supplier Code of Conduct outlines Ekornes' expectations to suppliers and business partners. It touches on several topics, including; management systems, forced labour, freedom of association, child labour and young workers, discrimination, health and safety, decent wage, working hours, regular employment, environmental regulations and corruption and bribery.	Upstream
Sustainability Position Paper on Nature	The Sustainability Position Paper on Nature outlines Ekornes' key biodiversity priorities for 2024-2026. These include minimizing negative impacts on biodiversity and ecosystems, ensuring compliance with biodiversity regulations and standards, and promoting ecosystem restoration and resilience across our value chain.	Upstream, Own operations, Downstream
Sustainability Position Paper on Climate	The Sustainability Position Paper on Climate outlines Ekornes' key climate and energy priorities for 2024-2026. These include emissions reduction, sustainable product design, supplier engagement and collaboration, transparency and reporting, and continuous improvement on climate-related metrics and sustainable practices.	Upstream, Own operations
Sustainability Position Paper on Circularity	The Sustainability Position Paper Circularity outlines Ekornes' commitment to embedding circularity principles across our value chain. The Position Paper covers which key principles guide Ekornes' circularity efforts, Ekornes' approach to circularity and the key activities linked to managing risks and seizing opportunities related to circularity. The general objective of the position paper is to outline key principles, approaches and measures related to circularity and will form the basis for a Circularity policy which is in the making.	Upstream, Own operations, Downstream
Sustainable Leather Sourcing Policy	The Sustainable Leather Sourcing Policy outlines criteria and quality specifications all leather suppliers to Ekornes must comprehend, sign and comply with. Notably the policy details which substances and chemicals are permitted by suppliers and which are considered restricted.	Upstream, Own operations
FSC® Certification Policy	Ekornes is a member of the FSC® Chain of Custody (COC) Certification and complies with the FSC® Member Instruction Manual. This policy outlines the people responsible for COC at Ekornes, employee training requirements, documentation requirements, material sourcing and storage requirements, supplier control and monitoring requirements, production specifications when using FSC® wood, volume control and accounting best practices, sale of certified products, and use of the FSC® label.	Upstream, Own operations, Downstream
Ekornes Quality Policy	Ekornes Quality Policy outlines Ekornes' overall quality policy, which is to deliver products and services that satisfy our customers' assumed expectations and needs. These expectations are defined in the product specification used in manufacturing. The general objective of the policy is to ensure Ekornes focuses on continual improvement to ensure that our products have the right/correct quality, in line with product specifications.	Upstream, Own operations, Downstream

	Scope of policy, geography	Accountability and monitoring process	Third-party standards or initiatives	Availability	Material Topic
	All geographies	Quality, Health, Safety and Environment Manager Regular monitoring and update process.	ISO 14001:2015	Available via TQM – internal Ekornes portal/ management system	E1 E4 E5
	All geographies	VP Procurement Procurement Category Managers Regular monitoring and update process.	UN Global Compact International Labour Organization's Convention NO 138 and NO 182	Actively communicated to suppliers and business partners. Publicly available through the Ekornes website.	E1
	All geographies	Head of Strategy & Sustainability Annual review to incorporate advancements in biodiversity science, regulatory updates Supplier audits, biodiversity performance reviews and traceability measures in the supply chain.	Kunming-Montreal Global Biodiversity Framework EU Biodiversity Strategy for 2030 FSC® certification schemes for sustainable forestry practices The Leather Working Group standards for responsible leather sourcing	Available internally through TQM	E4
	All geographies	Head of Strategy & Sustainability Annual review	UN Sustainable Development Goals Paris Agreement GHG protocol CSRD	Available internally through TQM	E1
	All geographies	Head of Strategy & Sustainability Annual review of policy to account for scientific advances, regulatory updates and changing stakeholder expectations.	EU Packaging and Packaging Waste Regulation (PPWR), EU Circular Economy Action Plan (CEAP)	Available internally through TQM	E5
	All geographies	VP Procurement Procurement and supply chain teams (ensure supplier compliance, integrate sustainability requirements into sourcing contracts) Own inspectors take part in leather selection and random sample testing	Leather Working Group World Health Organization by Animal Health EU Deforestation Regulation EUDR EU 23/1115	Available internally through TQM and made available to suppliers	E4
	All geographies	CEO Central Multisite Manager Local FSC®-managers oversee compliance at facility level	Forest Stewardship Council FSC-STD-40-004 V3-1 (Standard for Chain of Custody certification) FSC-STD-50-001 V2-1 (FSC®-labeling requirements) FSC-PRO-20-001 V1-1	Available internally through TQM	E4
	All geographies	Quality, Health, Safety and Environment Manager Regular monitoring and update process.	ISO 9001:2015	Available internally through TQM	E5

Policy	Description of key content	Scope of policy, value chain
Furniture Compliance Specification (Ekornes Compliance Handbook)	This compliance specification outlines the standards and requirements that furniture products must meet to ensure safety, durability, and compliance with relevant regulations and industry standards. Furniture test standards are a set of guidelines and specifications used to evaluate the safety, durability, and performance of various types of furniture. This policy ensures Ekornes products are of high quality and safe to use.	Upstream, Own operations, Downstream
Ekornes People Policy	The policy is a high-level framework that outlines Ekornes commitment to managing its workforce in a fair, inclusive, and ethical manner across all regions. It acts as a tool to give clear understanding what's expected from employees and what employees can expect from the business. This policy has been developed, but not yet implemented.	Own operations
Whistleblowing at Ekornes (poster)	The policy guides employees on how to report wrongdoing or causes for concern at work.	Own operations
Whistleblowing procedure (full scale, Norwegian only)	The policy describes the Global whistleblowing procedure of Ekornes AS and all group companies.	Own operations in Norway
Health, safety and Environmental policy	The health, safety and environmental policy outlines Ekornes' guidelines for health, safety and environmental issues, as well as the objectives related to these topics.	Own operations
Ekornes Management Handbook – Quality, HSE, Environment	Ekornes AS have chosen to have a management system for Quality, HSE and Environment in accordance with the quality management standard ISO 9001 and the environmental management standard ISO 14001. This Management handbook includes management of Quality, HSE and Environment.	Own operations

	Scope of policy, geography	Accountability and monitoring process	Third-party standards or initiatives	Availability	Material Topic
	All geographies	Quality, Health, Safety and Environment Manager Periodic review to ensure it remains up to date with evolving regulations and industry best practices.	Public Procurement Requirements (Norway), Møbelfakta, Svensk Møbelfakta, Svanemarket	Available internally and communicated to suppliers, vendors and customers as needed.	
	All geographies	SVP Strategy&Organisation		N/A	S1
	All geographies	CEO		Available internally (intranet)	S1
	All geographies	CEO	Norwegian Employment Law	Available internally (intranet)	S1
	All geographies	Quality, Health, Safety and Environment Manager Regular monitoring and update process.		Available internally through TQM	S1
	All geographies	Quality, Health, Safety and Environment Manager Regular monitoring and update process.	ISO 9001 ISO 14001	Available internally through TQM	S1

Environment

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ESRS E1 – Climate Change

E1 – Climate related impacts, risks and opportunities

[MDR-P & E1-2] POLICIES RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

Ekornes has implemented a set of policies to manage the material impacts, risks, and opportunities related to climate change mitigation and adaptation, energy efficiency, and renewable energy deployment. These policies and their connection to the material IROs for E1 are described below. A consolidated overview of all policies is provided in Table ABLE FOR EKORNES POLICIES RELATED TO MATERIAL IROs page 46.

(*ESRS E1-2-24)

Ekornes Environmental Policy

The Ekornes Environmental Policy sets out the company's approach to improving its environmental performance. The general objective is to provide clearly defined commitments related to environmental performance and targets. As Ekornes is finalising in a target-definition process, this policy will be updated in 2026. The policy establishes Ekornes' position on climate change through the following commitments:

- Transparent and continuous improvement of environmental performance across the group
- Development of environmental awareness and competence at all organisational levels
- Active collaboration with research institutions, public authorities, and relevant external organisations
- Public availability of environmental information
- Implementation of environmental management systems to coordinate and track environmental activities

The policy relates to the identified negative impacts from Scope 3 and supply chain emissions through its emphasis on performance improvement and stakeholder

collaboration. Its focus on environmental management systems and structured internal communication also connects it to the opportunity for data-driven Scope 3 emissions management.

Sustainability Position Paper on Climate

This position paper sets out Ekornes' climate and energy priorities for the 2024–2026 period.

It addresses five areas:

- Target-setting and emissions reductions through improved energy efficiency and a shift toward renewable energy sources
- Lower-carbon product development by embedding eco-design and circularity principles into the design process
- Supply chain collaboration to drive climate-related improvements together with key partners
- Transparent disclosure of climate-related performance, risks, and stakeholder engagement activities
- Ongoing monitoring of climate-related metrics and investment in sustainable technologies and practices

By defining these areas as strategic priorities, the position paper directly addresses climate change mitigation, energy efficiency, and renewable energy deployment. It links to material IROs through its supplier engagement goals (relevant to Scope 3 and supply chain GHG emissions) and its operational focus on energy efficiency and emissions reductions (relevant to energy consumption and direct emissions).

Ekornes Supplier Code of Conduct

The Supplier Code of Conduct communicates Ekornes' expectations to suppliers and business partners across a range of topics, including environmental responsibility. On climate-related matters, the Code obliges suppliers to comply with applicable environmental legislation and calls on them to actively reduce greenhouse gas emissions

Summary of policies related to climate change mitigation and adaptation

Policy	IRO addressed	Climate change topic addressed
Ekornes Environmental Policy	- Negative impact of scope 3 emissions - Negative impact of supply chain GHG emissions - Opportunity of data driven scope 3 emissions	- Climate change mitigation - Energy efficiency and renewable energy deployment
Sustainability Position Paper on Climate	- Negative impact of scope 3 emissions - Negative impact of supply chain GHG emissions - Negative impact of energy consumption and emissions - Risk of switching to low carbon footprint products	- Climate change mitigation - Energy efficiency and renewable energy deployment
Ekornes Supplier Code of Conduct	- Negative impact of scope 3 emissions - Negative impact of supply chain GHG emissions	- Climate change mitigation - Energy efficiency and renewable energy deployment

across their operations and product portfolios. A precautionary approach to environmental challenges is expected. Suppliers are additionally required to complete a self-assessment covering energy usage and related environmental indicators.

Through these provisions, the Code supports climate change mitigation and emissions reduction across the upstream value chain. It connects to the material IROs for Scope 3 emissions and supply chain GHG emissions by establishing clear expectations for supplier-level emissions performance.

[MDR-T & E1-4] TARGETS RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

Ekornes is currently in the process of defining its climate change and emissions reduction targets. While internal discussions have taken place, no targets have been finalized at this stage. A final decision on climate change and emissions targets is expected in 2026.

[MDR-A & E1-3] ACTIONS AND RESOURCES IN RELATION TO CLIMATE CHANGE POLICIES

Scope 3 – Assessment of suppliers

Ekornes conducts supplier assessments to verify compliance with applicable laws, regulations, and the company's Supplier Code of Conduct. These assessments also serve as a basis for informed supplier selection and for driving improvements in energy and climate practices across the supply chain.

The assessment covers environmental topics including compliance with environmental legislation, the existence of monitoring systems and designated responsible persons for environmental matters, whether the supplier maintains an environmental policy, actions taken to reduce GHG emissions, pollution and waste management practices, energy usage and efficiency, and water consumption.

Based on assessment outcomes, a shortlist of high-risk suppliers is identified for in-depth auditing. Following audits, Ekornes engages in continuous follow-up to ensure that identified deviations are addressed within agreed timeframes. Where deviations remain unresolved, the process follows a structured escalation:

- The procurement department evaluates whether discontinuation is a viable option for both parties
- If escalation does not lead to compliance or demonstrable progress, the procurement department informs the relevant internal entity that it can no longer endorse the supplier and recommends termination of the cooperation
- The decision to discontinue a supplier relationship also considers the severity of the deviation, distinguishing between minor and major non-conformances

Supplier assessments are carried out across all Ekornes operations, countries, and brands. This is an ongoing activity conducted on a periodic basis, approximately every two years, given the comprehensive and resource-intensive nature of the process.

At present, it is not possible to reliably quantify the achieved or expected GHG emission reductions resulting from supplier assessments and follow-up measures.

Variation in supplier operations, geographies, and reporting maturity creates significant uncertainty in estimating measurable climate impact. Ekornes continues to develop its supplier engagement approach and data collection capabilities to improve traceability and strengthen future estimation of emission reduction outcomes.

The implementation of supplier assessments does not require material operational or capital expenditure beyond existing resources. The activity is managed within the procurement and sustainability functions as part of standard ESG due diligence, and no risk to the company's ability to carry out this action has been identified.

[E1-5] ENERGY CONSUMPTION AND MIX

Accounting principles for energy consumption and energy intensity

Total energy consumption is disclosed in accordance with ESR5 E1-5. Total energy consumption related to own operations covers the purchased and generated quantities of electricity and district heating for manufacturing, warehouses and distribution centers in Norway, Lithuania, Thailand and USA, as well as fuel consumption in owned and leased vehicles. Electricity use from sales offices is also included.

Energy consumption data is reported by each market per energy type, except for electricity, where the breakdown is done based on estimates using country energy mix, as described in detail below. All data calculations are based on actual numbers, except for some sales offices, which have been estimated.

Fuel consumption from natural gas stems from the Morganton, Lithuanian, Thailand and Fetsund facilities. Fuel consumption from renewable sources stems from district heating at the Ålesund office.

The sources of electricity consumed have been estimated according to the country's energy mix (Norway, USA, Lithuania and Thailand), based on energy distribution

statistics from the International Energy Agency (www.iea.org). This provided an overview per country of how much electricity stems from fossil sources, nuclear sources and renewable sources. These numbers were then aggregated to provide Group level electricity consumption per energy source.

Ekornes self-generates renewable energy at the Tynes, Aure, Grodås and Ikornnes facilities through offcuts from the wood production. The generated heat is either distributed internally to the facility or like at the Ikornnes facility it is sold to the neighborhood and donated to the swimming pool in the nearby area. Some of the self-generated energy is consumed and some of it is either sold or donated. The consumed self-generated energy is shown in the table below. Self-generated energy that is sold is not included in the energy consumption figures but listed as a separate line item. The amount of MWh own generation of renewable energy from wooden heating is estimated from a calorific value of 4,69 kwh/kg according to the NS 3165 standard.

Energy use from sales offices and regular offices is either based on actual consumption or estimated based on area. The energy mix of the consumed energy is determined using a global average energy mix, considering Ekornes has offices all around the world.

Ekornes energy intensity per net revenue for 2025 was calculated as the total energy consumption in MWh divided by the revenue in million NOK. Net revenue entails revenue from manufacturing activities and wholesale and retail trade, which are considered Ekornes' high climate impact sectors. The figure for revenue used in the calculation is as reported in the Financial statements. The revenue used in the calculation is NOK 3 835 411 000,00. The methodology for calculating total energy consumption is described in the above chapter. The energy consumption is either directly related to manufacturing or sales, or support these objectives. Consequently, there is no difference in scope when comparing total energy consumption and total net revenue.

Energy consumption and energy mix – quantitative data

	Energy consumption and mix	Year 2024 (MWh)	Unit
1	Fuel consumption from coal and coal products	-	MWh
2	Fuel consumption from crude oil and petroleum products	1509	MWh
3	Fuel consumption from natural gas	2862	MWh
4	Fuel consumption from other fossil sources	-	MWh
5	Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	27 604	MWh
6	Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	31975	MWh
	Share of fossil sources in total energy consumption (%)	80	%[TF1.1]
7	Consumption from nuclear sources (MWh)	-	MWh
	Consumption of purchased or acquired electricity, heat, steam, and cooling from nuclear sources	170	MWh
	Total nuclear energy consumption (MWh)	170	MWh
	Share of consumption from nuclear sources in total energy consumption (%)	0,4	%
8	Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	170	MWh
9	Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	-	MWh
10	The consumption of self-generated non-fuel renewable energy (MWh)	7492	MWh
11	Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	7662	MWh
	Share of renewable sources in total energy consumption (%)	19	%
	Total energy consumption (MWh) (calculated as the sum of lines 6, 7 and 11)	39807	MWh[T
	Energy intensity per net revenue Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors (MWh/Million NOK)	8,34	MWh / M NOK
	Production of self-generated non-fuel renewable energy (MWh)	8026	MWh

[E1-6] GROSS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS

Accounting principles for GHG emissions

GHG emissions are calculated based on either direct activity data from own operations or suppliers, or estimated using spend data, statistics, or similar activity data. The sources of emission factors used in the calculations are provided in the Table “Emission factors applied to Scope 1–3 GHG emissions” at the end of this chapter.

There is high data uncertainty related to GHG emissions, as the estimates are based on different data types. In particular, converting currencies to harmonise spend data for Scope 3 emissions introduces discrepancies. Additionally, various adjustments made during the calculation process may not accurately reflect actual emissions. The manual distribution of emissions across different scopes and categories further adds to this uncertainty.

Scope 1

Scope 1 emissions refer to direct emissions from sources owned or controlled by the organisation. All Ekornes production facilities are included in Scope 1.

Scope 1 emissions are calculated with support from Normative, which receives data from Ekornes and aligns calculations with ESRS requirements. Ekornes changed its calculation provider to Normative during the reporting period. This change brought updated emission sources, which has increased reported emissions compared to previous reporting cycles. Scope 1 emissions are calculated as energy consumption, fuel usage, and combustion usage multiplied by relevant emission factors. See the emission factors table at the end of this chapter for details. Fuel for transportation: Within the category of fuel for transportation the emissions are related to fuel for own trucks, leased vehicles and cars for internal transportation in factories and sales office. These numbers are based on actual volume usage of diesel and petrol.

- Stationary combustion: The emissions related to stationary combustion is related to the burning of Natural gas at the US, Thailand and Lithuania facilities, oil at the Ikornnes facility and propane at the Fetsund facility. These numbers are based on actual volume usage of natural gas, oil and propane.

- Chemical process: Ekornes' scope 1 emissions additionally reflect emissions from polyurethane production. Emissions from this production process is based on actual emissions data from the manufacturing facilities at Ikornnes, Fetsund and Lithuania, and is based on volume produced and the ingoing CO₂ in the production process.

Biogenic emissions not included in Scope 1 include CO₂ emissions from the combustion of biomass, biofuels and biogas at our manufacturing sites or in company vehicles. For Ekornes biogenic emissions arise from transportation fuel combustion (diesel) and burning of wood chips for energy recovery. This was calculated by Normative based on activity data.

Scope 2

Scope 2 emissions cover emissions resulting from electricity consumption in all Ekornes locations, including the manufacturing facilities in Norway (including the showroom Ekornes-bua), USA, Lithuania and Thailand, as well as district heating to the Showroom facility in Aalesund (Ekornes-bua). Scope 2 emissions are calculated with support of an external supplier, Ekornes has changed the provider and using Normative, which receive data from Ekornes about the kWh of electricity and district heating and use appropriate emission factors to calculate GHG emissions and further align calculations with ESRS requirements. The Scope 2 emissions data are calculated based on actual input kwh numbers or estimated based on area. See Table Emission factors applied to scope 1-3 GHG emissions at the end of this chapter for details on emission factor sources for Scope 2.

For the location-based calculations, country-specific emission factors based on statistics from the International Energy Agency (IEA) (2025), the Association of Issuing Bodies (AIB) (2024), and the EPA (2023) are used. These emission factors are updated annually to keep up with changes in the energy mix in individual countries. For the market-based calculation, default emission factors related to the residual mix have been used. Ekornes has not bought Guarantees of Origin nor RECs in 2025, and so the emission factors represent the untracked or unclaimed energy. For countries outside Europe, grid-average emission factors have been applied.

No material biogenic emissions were identified within scope 2.

Scope 3

Scope 3 emissions cover indirect emissions from Ekornes' value chain, both upstream and downstream, including emissions associated with the 9 categories listed below. Emissions within Scope 3 are calculated using a mix of spend data, emission data and activity data with assistance from third-party suppliers, namely Normative, transportation companies and other suppliers. Some emissions are manually calculated or estimated internally at Ekornes. All calculation methodologies use appropriate emissions factors for the given emissions category. For calculations related to scope 3, all Ekornes locations in Norway, Thailand, USA and Lithuania and sales offices have been included.

The following emissions categories are not considered significant for Ekornes and are therefore not included in scope 3 calculations: C8 Upstream leased assets, C10 Processing of sold products, C11 Use of sold products, C13 Downstream leased assets, C14 franchises and C15 Investments. C8 Upstream leased assets and C13 Downstream leased assets are considered insignificant because the financial range of both of these categories is small relatively to the other categories. C10 Processing of sold products is not considered significant because Ekornes' products do not require further processing or transformation before use by the end consumer. C11 Use of sold products is not considered significant because Ekornes' products do not emit CO₂ during the customers' use of them. C14 Franchises is not relevant because Ekornes does not operate franchises. C15 Investments is not relevant because Ekornes doesn't have any financial investments or client services. No material biogenic emissions were identified within scope 3.

A higher degree of uncertainty is present in the input data, especially due to mostly relying on spend data to calculate GHG emissions. 19% of emissions are calculated using primary data obtained from suppliers or value chain partners, through EPDs for specific products or based on activity data. Spend data is the basis for most other emissions estimates. Activity data has been used for 8% of emissions and GHG emissions have been used for 11% of emissions. GHG emissions from end of life (see details in accounting principles below) are calculated based on EPD data. As this emissions category is substantial, it drives up the fraction of emissions based on primary data.

C1 Purchased goods and services include upstream GHG emissions related to production and processing of purchased raw materials required in the production process and packaging, third-party production and other goods and services not captured elsewhere. These GHG emissions are calculated based on activity data or spend data in Normative. GHG emission data is also provided by suppliers.

C2 Capital goods include upstream GHG emissions related to capital expenditures on capital goods purchased or acquired by Ekornes. These GHG emissions are calculated based on spend data in Normative.

C3 Fuel and energy-related activities upstream GHG emissions not already captured in Scope 1 or Scope 2, including emissions from the extraction, production, and transportation of fuels and energy purchased by Ekornes. This category covers well-to-tank emissions for fuels consumed in own operations (Scope 1) and transmission and distribution losses and upstream emissions associated with purchased electricity and district heating (Scope 2). These emissions are calculated by Normative

C4 Upstream transportation and distribution include GHG emissions related to transportation and distribution that Ekornes pays for. This includes inbound transportation of raw materials and packaging materials (including return transportation of reused packaging materials), third-party distribution and transportation of third-party production volumes. It also includes GHG emissions related to transportation and distribution to distribution centers and retail facilities of sold products in vehicles not owned or controlled by Ekornes and emissions related to storage in third-party warehouses and distribution centers and retail facilities. Emissions in this category were calculated based on a mix of spend (in Normative) and emissions reports from transportation companies.

C5 Waste generated in operations includes downstream GHG emissions related to waste treatment of waste from Ekornes manufacturing sites. Waste was reported in kilos divided into waste fractions and treatment methods (recycled, energy recovered, landfilled). Emissions were calculated based on relevant emissions factors through Normative.

C6 Business traveling includes GHG emissions related to business-related travel activities of Ekornes' employees paid for by Ekornes, including third-party transportation services, reimbursed transport in employees' own vehicles (mileage allowance) and reimbursed accommodation. Meals during travel are not included. The GHG emissions are calculated based on travel agency reports for flight travel, internal calculations for flights, and spend data for the remaining activities through Normative.

C7 Employee commuting includes GHG emissions related to Ekornes' employees' commute from home to work and from work to home. This has been estimated based on average commutes in km (country statistics) for Norway, Thailand, Lithuania and USA and emissions factors showing CO₂eq per km travelled. The emission factor represents unknown fuel and average sized cars. The estimated GHG emissions do not include employees at Ekornes' sales offices, as they usually work from customer sites and significant emissions for this employee group are included in Scope 1. The estimate covers employee commuting emissions from 89% of Ekornes employees, the total amount of employees that work in our manufacturing operations, either directly or as administration and management. When reporting for 2026, the plan is to perform a survey to map commuting mode of transportation and distance from home to work location. In addition to emissions from fuel used during commutes (Tank-To-Wheel), the emissions linked to production of fuel volumes have been estimated (Well-To-Tank). An emission factor for unknown fuel and average sized car has been used to calculate these emissions. These emissions were estimated and calculated outside of Normative and then added to the Normative results to provide a total overview.

C9 Downstream transportation includes GHG emissions related to transportation and distribution of sold products from Ekornes facilities to retailers that Ekornes does not pay for. Ekornes pays for the transportation of 98,04% of its products, and retailers pay the remaining 1,96% (evaluated based on value of sold products). The emissions related to transportation of sold products that Ekornes does not pay for have been based on the emissions for the transportation that Ekornes does pay for and scaled to the value of sold products where retailers pay for transportation. Exact data for value of sold products is available for Ekornes and Svane, with detailed breakdown between sold products where transportation is paid by

Ekornes and its retailers. The value of sold products is also available for IMG, but not the breakdown between those who pay for transportation. The distribution for Ekornes and Svane has been used to estimate emissions from transportation IMG does not pay for. These emissions were estimated and calculated outside of Normative and then added to the Normative results to provide a total overview.

C12 End-of-life treatment of sold products includes GHG emissions related to waste treatment at the end of life of Ekornes' furniture and its packaging. The GHG emissions are calculated based on data from Environmental product declarations (EPD) calculated by sold products. One product is considered as representative of all products in each key product group (power recliners, recliners, dining chairs, sofas). Svane does not currently have EPDs for beds. The end-of-life emissions for beds were estimated based on EPD data for sofas. These emissions were estimated and calculated outside of Normative and then added to the Normative results to provide a total overview.

Ekornes China

GHG emissions for Ekornes China did not have detailed data available. Emissions tied to these operations were calculated based on relevant spend by Normative. The emissions in question were linked to emission category C1, C2, C6, and C9.

Several measures have been implemented to avoid double counting. Spend from sales companies and production facilities have been distributed across relevant categories. Spend items related to suppliers that provide readily calculated GHG emissions have been removed from this spend overview and added manually to Normative. There have been several internal audits and quality checks to ensure appropriate distribution across relevant emissions categories.

Total GHG emissions

Total location-based GHG emissions are calculated according to ESRS, by adding Gross Scope 1, Gross Scope 2 (location-based) and Gross Scope 3 Total together. Market-based GHG emissions are calculated according to ESRS, by adding Gross Scope 1, Gross Scope 2 (market-based) and Gross scope 3 together.

Changes to the methodology

This year Ekornes has refined its methodology for GHG emissions calculations. Key updates include:

Scope 1 – Stationary combustion: Data coverage has been expanded to include direct measurements from the Thailand production facility, improving the accuracy of stationary combustion reporting.

Scope 1 – Mobile combustion: Fuel consumption data previously reported under business travel has been reclassified to Scope 1 mobile combustion, ensuring correct categorisation in line with the GHG Protocol.

Scope 2 – Heating: The emission factor for district heating in Norway has been updated to reflect the latest available factor provided by Normative, improving alignment with current grid conditions.

Scope 2 – Electricity: Data collection has been extended to include additional sales offices. Where metered data is not available, consumption has been estimated based on office area, broadening the reporting boundary.

Scope 3 – Purchased goods and services: The calculation methodology has been strengthened through increased use of activity-based data and supplier-specific emission factors, reducing reliance on spend-based estimates.

Scope 3 – Capital goods: More accurate primary data has been collected from the Thailand and Lithuania production facilities, replacing previously estimated figures. Additionally, reported spend increased during the reporting period due to investment in new product development, which is reflected in the emissions figure.

Scope 3 – Upstream transport: Data quality has been improved through extended use of emission data provided directly by transport companies, replacing generic estimates.

Scope 3 – Waste: The calculation platform has been transitioned from previous provider to Normative, applying updated waste emission factors and improving methodological consistency across reporting categories.

Corrections to 2024 reported data

As part of continuous data quality improvement, the following corrections have been applied to the 2024 baseline figures:

Scope 1: Emissions corrected from 830 tCO₂e to 1,100 tCO₂e following identification of a calculation error in the original reporting.

Scope 2: Emissions corrected from 1,593 tCO₂e to 1,531 tCO₂e based on updated data received after the reporting period and correction of an error in the source data file.

Scope 3 – Waste: Emissions corrected from 289 tCO₂e to 255 tCO₂e following recalculation by Normative using the updated methodology and errors in the calculations during the previous reporting cycle.

Gross Scales 1, 2, 3 and Total GHG Emissions

	Retrospective				Milestones and target years			
	Base year 2024	Comparative	2025	% 2024/ 2025	2025	2030	(2050)	Annual % target / Base year
Scope 1 GHG Emissions								
Gross Scope 1 GHG emissions (tCO ₂ eq)	1100 tCO ₂ eq	N/A	1522 tCO ₂ eq	+38,4%	N/A	N/A	N/A	N/A
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0 %	N/A	0 %	0%	N/A	N/A	N/A	N/A
Scope 2 GHG Emissions								
Gross location-based Scope 2 GHG emissions (tCO ₂ e)	1531 tCO ₂ e	N/A	2050 tCO ₂ e	+33,9%	N/A	N/A	N/A	N/A
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)	13977 tCO ₂ e	N/A	13636 tCO ₂ e	-2,4%	N/A	N/A	N/A	N/A
Significant scope 3 GHG emissions								
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ eq)	87326 tCO ₂ eq	N/A	100033 tCO ₂ eq	+14,5%	N/A	N/A	N/A	N/A
1 Purchased goods and services	65676 tCO ₂ eq	N/A	76902 tCO ₂ eq	+17,1%	N/A	N/A	N/A	N/A
2 Capital goods	685 tCO ₂ eq	N/A	1443 tCO ₂ eq	+110,7%	N/A	N/A	N/A	N/A
3 Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	-	N/A	975 tCO ₂ eq	N/A	N/A	N/A	N/A	N/A
4 Upstream transportation and distribution	13490 tCO ₂ eq	N/A	13 965 tCO ₂ eq	+3,5%	N/A	N/A	N/A	N/A
5 Waste generated in operations	255 tCO ₂ eq	N/A	73 tCO ₂ eq	-71,4%	N/A	N/A	N/A	N/A
6 Business traveling	709 tCO ₂ eq	N/A	943 tCo ₂ e	+33%	N/A	N/A	N/A	N/A
7 Employee commuting	6178 tCO ₂ eq	N/A	5342 tCO ₂ eq	-13,5%	N/A	N/A	N/A	N/A
8 Upstream leased assets	-	N/A	-	N/A	N/A	N/A	N/A	N/A
9 Downstream transportation	242 tCO ₂ eq	N/A	301 tCO ₂ eq	24,4%	N/A	N/A	N/A	N/A
10 Processing of sold products	-	N/A	-	N/A	N/A	N/A	N/A	N/A
11 Use of sold products	-	N/A	-	N/A	N/A	N/A	N/A	N/A
12 End-of-life treatment of sold products	91 tCO ₂ eq	N/A	88 tCO ₂ eq	-3,3%	N/A	N/A	N/A	N/A
13 Downstream leased assets	-	N/A	-	N/A	N/A	N/A	N/A	N/A
14 Franchises	-	N/A	-	N/A	N/A	N/A	N/A	N/A
15 Investments	-	N/A	-	N/A	N/A	N/A	N/A	N/A
Total GHG emissions								
Total GHG emissions (location-based) (tCO ₂ eq)	89956 tCO ₂ eq	N/A	103 605 tCo ₂ e	+15,6%	N/A	N/A	N/A	N/A
Total GHG emissions (market-based) (tCO ₂ eq)	102 390 tCO ₂ eq	N/A	115 191 tCO ₂ e	+12,5%	N/A	N/A	N/A	N/A
Biogenic emissions:								
Biogenic emissions not included in Scope 1 GHG emissions	tCO ₂ eq	2680						

Accounting principles for GHG Intensity

GHG intensity based on net revenue for 2025 was calculated as the total GHG emissions in tCO₂eq divided by the revenue in million NOK. GHG intensity is calculated using both market-based and location-based total GHG emissions. As with energy intensity, net revenue entails revenue from our manufacturing activities and wholesale

and retail trade, which are considered Ekornes' high climate impact sectors. The figure for revenue used in the calculation is as reported in the Financial statement. The revenue used in the calculation is NOK 3 835 411 000. The methodology for total GHG emissions is described above.

GHG Intensity based on net revenue

Total GHG Emissions location based per net revenue (tCO ₂ eq / Million NOK)	tCO ₂ eq/m NOK	27,0
Total GHG Emissions market based per net revenue (tCO ₂ eq / Million NOK)	tCO ₂ eq/m NOK	30,0

Activity data	Source of emission factor applied in calculations
Scope 1	• DESNZ (2025)
Scope 2	• IEA – Emission – Factors (2025) • SSB (2024) & DESNZ (2024) • AIB (2024) • EPA (2023)
Scope 3	C1 Purchased goods and services • Normative: Exiobase (3.8.2) (2019) • Normative: Ecoinvent (3.12) • Normative: DESNZ (2025) • Normative: Idemat (2023 REV8A) C2 Capital goods • Normative: Exiobase (3.8.2) (2019) • Normative: Ecoinvent (3.12) C4 Upstream transportation and distribution • Normative: Exiobase (3.8.2) (2019) C5 Waste generated in operations • Normative: DESNZ (2025) C6 Business travels • Normative: Exiobase (3.8.2) (2019) • Normative: DESNZ extrapolated (2025) C7 Employee commuting • Internal estimates: DEFRA (2024) C9 Downstream transportation: • Internal estimates based on transportation emissions upstream transport C12 End-of-life treatment of sold products (based on EPD information) • Ecoinvent 3.6 (2019)

ESRS E4 - Ecosystems and Biodiversity

[E4-1 AND SBM-3] CONSIDERATION OF BIODIVERSITY AND ECOSYSTEMS IN STRATEGY AND BUSINESS MODEL

As part of its double materiality assessment, Ekornes has identified key biodiversity and ecosystem-related impacts, risks, and opportunities (IROs) associated with its operations and value chain.

Material impact identified:

Ekornes' operations and sourcing activities contribute to ecosystem degradation, including deforestation, land degradation, and soil depletion. The most significant impacts occur upstream in the supply chain, particularly in connection with wood and leather sourcing:

- Deforestation — wood sourcing in Europe and leather procurement from regions with elevated deforestation risk, including Brazil, contribute to habitat loss and biodiversity decline.

- Soil depletion — land-use changes associated with raw material extraction can reduce soil fertility, affecting long-term ecosystem stability.

These impacts are accompanied by a financial risk: transitioning to materials sourced through verified sustainable production processes may lead to higher procurement costs.

Resilience of business model and strategy to biodiversity and ecosystems-related risks

Resilience of Ekornes strategy and business model: Ekornes has assessed the resilience of its strategy and business model in relation to biodiversity and ecosystem-related risks, drawing on the findings of the double materiality assessment. The business model is particularly exposed to the availability and cost of key raw materials, which are essential to production but also contribute to ecosystem degradation, deforestation, and biodiversity loss.

To support long-term business resilience, Ekornes integrates sustainable sourcing criteria and risk mitigation measures into its procurement processes.

Key Resilience Challenges & Strategic Responses

Risk Identified	Resilience Challenge	Strategic Response
Reliance on raw materials contributing to ecosystem degradation	Ensuring a stable, sustainable supply of certified materials without disrupting production capacity.	• Expansion of FSC® certified wood and LWG-certified leather sourcing to reduce deforestation risks. • Supplier partnerships to improve environmental practices and secure long-term sustainable material sources.
Increased costs due to transition to sustainable materials	Managing cost volatility and financial risks associated with sourcing higher-cost certified materials.	• Procurement strategy adjustments to secure stable pricing and diversify sustainable supplier base. • Exploring alternative materials and circular economy models to reduce dependence on virgin raw materials.

(*ESRS E4-1-11,12))

Resilience assessment and scope of analysis:

Ekornes assessed resilience in relation to the supply chain impact and risk associated with biodiversity and ecosystems.

Biodiversity Resilience Plan focuses on Ekornes' operations and value chain to identify and address biodiversity and ecosystems-related risks and opportunities. The scope includes the following components:

Upstream Value Chain

• Raw Material Sourcing:

- Wood: Prioritize and ensure full transition to FSC®-certified wood to reduce deforestation risks and support sustainable forestry.
- Leather: Evaluate sourcing from Brazil with attention to deforestation, animal welfare, habitat destruction, and water-intensive practices.
- Textiles: Focus on reducing biodiversity risks from production in regions.
- Plastics and Chemicals: Address the ecological impacts of extraction, processing, and use in manufacturing.

- **Supplier Practices:** Collaborate with suppliers to ensure adherence to sustainable practices and biodiversity conservation.

Own operations and Downstream Value Chain

• Product Design and Lifecycle:

- Integration of eco-design principles to extend product life, reduce resource use, and ensure recyclability and reparability.

Geographic Focus

- Key sourcing regions include:
 - Europe: Wood from Finland, Lithuania, Slovakia, Germany, and Hungary. Steel from Finland, Sweden, Germany, Italy.
 - Brazil: Leather supply.
 - Asia: Textiles, steel and plastics from China and chemicals and wood from Thailand.
- Addressing local biodiversity risks in these regions is critical to mitigating global ecosystem impacts.

(*ESRS E4-1-13-(a))

(*ESRS E4-1-13-(b))

Key Assumptions:

Ekornes Biodiversity Resilience Plan is based on the following assumptions, which guide company's approach to identifying risks and opportunities and implementing mitigation strategies:

Biodiversity and Ecosystem Conditions

- Global efforts to conserve biodiversity, such as reforestation programs and ecosystem restoration initiatives, will continue to expand, creating opportunities for sustainable sourcing and minimising financial risks.
- Regions critical to Ekornes' supply chain (e.g., Brazil, Europe, and Asia) will face varying levels of biodiversity risks, such as deforestation, water scarcity, and habitat destruction, influenced by climate change and human activities.

Regulatory Environment

- Biodiversity-related regulations, such as the EU Deforestation Regulation (EUDR), will become increasingly stringent, driving demand for certified and sustainably sourced materials.
- Certification standards (e.g., FSC®, and Leather Working Group) will remain key benchmarks for responsible sourcing and biodiversity-friendly practices.

Market Dynamics

- Consumer demand for products aligned with biodiversity and sustainability goals will continue to grow, influencing product design and sourcing decisions.
- Operational and Supply Chain Resilience
- Upstream suppliers will adapt to biodiversity requirements through capacity building and improved practices, ensuring the availability of certified materials.

Collaboration and Innovation

- Collaboration with stakeholders, including certification bodies, NGOs, and suppliers, will enable Ekornes to address biodiversity risks more effectively.
- Technological advancements, such as traceability tools and resource-efficient production methods, will support Ekornes' efforts to mitigate biodiversity impacts.

(*ESRS E4-1-13-(c))

Time Horizons Used:

The Plan considers short-(1-5 years), medium-(5-10 years), and long-term (10+ years) time horizons to address biodiversity and ecosystems-related impacts and risks. These timeframes guide Ekornes' strategic actions and align with global sustainability goals.

(*ESRS E4-1-13-(d))

Results of Analysis:

Biodiversity resilience assessment

Ekornes assesses its biodiversity resilience level as moderate, reflecting the company's reliance on natural raw materials as a core element of its business model.

The resilience analysis evaluates biodiversity and ecosystem-related risks and identifies opportunities across operations and the supply chain. The assessment distinguishes between physical, transition, and systemic risks.

Physical risks

Within the supply chain, deforestation and habitat loss represent key concerns, particularly in connection with wood sourcing from Europe and leather sourcing from Brazil. Water scarcity in raw material production regions — including Brazil, China, Thailand, and Italy — could affect material availability and quality, with potential consequences for long-term sourcing stability. In 2025 it hasn't affected Ekornes operation, but company keeps close monitoring of the situation.

Transition risks

Increasing regulatory and market expectations for biodiversity-conscious practices give rise to transition risks. Compliance with biodiversity-related legislation, such as the EU Deforestation Regulation (EUDR), may lead to higher operational costs through enhanced supply chain due diligence, certification requirements, and supplier audits. The shift toward certified sustainable materials (e.g. FSC®-certified wood, LWG-certified leather) also entails higher procurement costs, which could affect profitability in the short to medium term. In addition, reputational risk may arise if the company does not meet evolving sustainability expectations from customers and other stakeholders.

Systemic risks

Broader global biodiversity loss could disrupt supply chains and limit access to critical natural resources, affecting operational resilience across the industry.

Strategic response

To address these risks, Ekornes is focusing on expanding traceability systems, strengthening procurement criteria aligned with nature-positive sourcing principles, and further integrating circular economy principles into product design and manufacturing. The company is investing in digital traceability tools, supplier audits, and biodiversity monitoring frameworks to support compliance with evolving regulations.

(*ESRS E4-1-13-(e))

[MDR-P & E4-2] POLICIES RELATED TO BIODIVERSITY AND ECOSYSTEMS

This section covers all MDR-P requirements (in combination with the policies overview) and topic specific requirements as stated in E4-2 (E4-2 20-24)

Ekornes maintains a set of policies to manage impacts, risks, and opportunities related to biodiversity and ecosystems. These are the Ekornes Environmental Policy, the Sustainability Position Paper on Nature, the Sustainable Leather Sourcing Policy, and the FSC® Certification Policy. The latter two specifically address responsible material sourcing to prevent direct harm to ecosystems through the upstream value chain. The most senior level accountable for policy implementation is the Chief Executive Officer (CEO).

A consolidated overview of all policies is provided in Table on page 46, prepared in accordance with ESRS 2 MDR-P and ESRS E4-2.

(*ESRS E4-2-20-21)

Ekornes Environmental Policy

The Environmental Policy is a group-wide document setting out the company's approach to improving its environmental performance. It provides a framework of commitments related to environmental performance and targets. Among other topics, the policy addresses biodiversity and ecosystems through a focus on selecting materials with long service life and, where feasible, from recycled sources. This directly supports mitigation of the identified negative impact associated with over-consumption of raw materials contributing to ecosystem degradation.

The policy covers climate change, pollution, and direct exploitation of natural resources. It also supports traceability of products and raw materials across the value chain.

Sustainability Position Paper on Nature

The Position Paper on Nature sets out Ekornes' biodiversity priorities for the 2024–2026 period. These priorities include minimising negative impacts on biodiversity and ecosystems, ensuring compliance with biodiversity-related regulations and standards, and promoting ecosystem restoration and resilience across the value chain. The position paper serves as a transitional document between the company's Environmental Policy and a dedicated Nature Policy, which is planned for development in 2026.

For the upstream value chain — where the material impacts and risks are concentrated — this translates into sourcing key materials such as leather, wool, textile, wood, and steel with the objective of avoiding deforestation and land-use change. The position paper specifies the following measures:

Prohibiting material sourcing from areas associated with deforestation, habitat destruction, or biodiversity loss.

Integrating biodiversity considerations into product design by prioritising materials and processes that minimise ecosystem impacts.

Monitoring of these commitments is conducted through supplier audits and biodiversity performance reviews within the supply chain.

The position paper targets direct exploitation and the minimisation of impacts on the extent and condition of ecosystems. It supports plans to improve traceability of products and raw materials along the value chain and addresses sourcing from ecosystems managed to enhance conditions for biodiversity through collaborative supplier engagement.

Sustainable Leather Sourcing Policy

The Sustainable Leather Sourcing Policy defines Ekornes' approach to responsible leather procurement, covering environmental impact, animal welfare, supply chain transparency, and regulatory compliance. The policy establishes the following requirements:

- Leather is sourced exclusively from cattle bred for food production (meat and dairy), with no sourcing from endangered or prohibited species
- Leather suppliers must not source from deforested or protected areas

Through these provisions, the policy is linked to the identified negative material impact of reliance on large volumes of raw materials. Supplier management under this policy mitigates deforestation, soil depletion, and biodiversity loss in the upstream value chain.

The policy targets direct exploitation impacts on the state of species, and impacts on ecosystems. It supports supply chain traceability and addresses sourcing from ecosystems managed to enhance biodiversity conditions.

FSC® Certification Policy

Ekornes holds FSC® Chain of Custody (CoC) certification and complies with the FSC® Member Instruction Manual. The manual defines the monitoring system required for certification, including written procedures, operating instructions, document templates, and supporting documentation to ensure responsible sourcing of wood-based materials. The FSC® Chain of Custody system applies to Ekornes production sites in Norway, Lithuania, and Thailand, and primarily covers the upstream value chain with a focus on procurement of FSC®-certified wood materials.

FSC® certification provides a structured framework for implementing responsible wood purchasing practices that counter deforestation and forest degradation. The policy integrates FSC® principles into procurement, warehousing, production, logistics, and sales functions, and is directly linked to the identified negative impact of material sourcing contributing to ecosystem degradation.

The certification contributes to mitigating the following direct drivers of biodiversity loss: land-use change and direct exploitation. It is also relevant to reducing impacts on the condition of ecosystems, as land degradation and desertification are core concerns addressed through FSC® requirements. The certification ensures traceability of wood-based products and raw materials.

[MDR-T & E4-4] TARGETS RELATED TO BIODIVERSITY AND ECOSYSTEMS

Ekornes is in the process of finalising its biodiversity and ecosystem targets. Internal discussions have been ongoing throughout 2024 and 2025, and the remaining targets are expected to be confirmed during Q2 2026. Biodiversity offsets have not been used in the setting of targets.

One target has already been defined and is disclosed here in accordance with ESRS 2 MDR-T and ESRS E4-4:

Sourcing 100% of materials from renewable, recycled, or sustainably and environmentally certified sources by 2030

Ekornes has set a target to source 100% of ingoing materials — including raw materials, semi-manufactured goods, and products — from renewable, recycled, or sustainably certified sources (through third-party certification or verified internal assessment) by 1 January 2030. The target includes a requirement that no materials linked to deforestation or high-risk biodiversity areas are used in production.

This target is directly linked to the identified negative material impact on biodiversity, as the company's reliance on large volumes of raw materials contributes to ecosystem degradation, including deforestation, soil depletion, and biodiversity loss. Achieving sustainable sourcing across all material categories supports the mitigation of these impacts.

Target specifications

- Target level: 100% for each material category
- Target date: 1 January 2030
- Type: relative — measuring the percentage of materials used in manufacturing that are recycled, sustainably certified, or from renewable sources
- Scope: all suppliers in Ekornes' upstream value chain, with implications for procurement decisions within the company's own operations
- Monitoring: progress is tracked annually within the reporting cycle
- Geographic considerations: specific attention is given to high-risk sourcing regions, including Brazil (leather) and Europe (wood)

The baseline value for the target is summarized in the table below, showing what the status is for each materials category for 2024:

Materials category	Percentage
Wood	40,42%
Leather	100%
Steel	0%

Additional group of materials to be reviewed on the annual basis.

Alignment with national or international policy goals

This target is aligned with the EU Biodiversity Strategy for 2030, which seeks to restore ecosystems, protect biodiversity, and reduce environmental pressures across Europe. Through responsible sourcing and avoidance of biodiversity-sensitive areas, the target supports the sustainable use of ecosystems, preservation of natural habitats, and reduction of biodiversity loss across the supply chain.

Methodology and Assumptions

Baseline calculation and ongoing progress tracking are based on procurement data, supplier certifications, audits, and environmental impact assessments conducted by Ekornes and external third parties. Double counting is avoided through the application of a single certification methodology per material category.

The feasibility of reaching the target by 2030 rests on three key assumptions:

1. Sufficient availability of sustainably or environmentally certified materials — this applies to FSC®-certified wood, LWG-certified leather, textiles, and steel. The transition to fully certified sourcing depends on supplier readiness and industry-wide certification adoption rates.
2. Supplier compliance capacity — existing and new suppliers are assumed to be able to achieve and maintain compliance with relevant sustainability certifications. Ekornes engages with suppliers through long-term collaborative relationships and periodic audits to support compliance. Certified suppliers are prioritised in procurement decisions.
3. Traceability infrastructure — it is assumed that systems for tracking material origins (e.g. certification databases, digital traceability tools) will continue to develop and become more widely available. This is necessary for accurate reporting and verification of sustainable sourcing claims.

Conclusive Scientific Evidence and alignment with existing policy goals

Ekornes has not conducted proprietary scientific impact modelling for biodiversity loss. The target is informed by global biodiversity science and policy frameworks, including:

- The EU Biodiversity Strategy for 2030
- The EU Deforestation Regulation (EUDR)
- The Kunming-Montreal Global Biodiversity Framework

These frameworks call for deforestation-free supply chains and sustainable material sourcing as key measures for biodiversity protection. The target is also aligned with industry certification standards, including FSC® certification for wood, Leather Working Group (LWG) standards for leather, and ISO environmental management systems.

Stakeholder Involvement in Target Setting

Target development and definition initially involved Ekornes' supply chain team, sustainability team, and company leadership. During 2025, the company broadened its engagement to include suppliers, third-party consultants, and other relevant external stakeholders in the target-setting and review process.

Tracking Progress and Performance Monitoring

Ekornes conducts annual supplier audits to verify compliance with the Supplier Code of Conduct, the Environmental Policy, the Sustainable Leather Sourcing Policy, and FSC® certification requirements. For the 2025 reporting cycle, the scope of these audits has been expanded to include biodiversity topics.

As part of its EU Deforestation Regulation (EUDR) preparedness, Ekornes has engaged key suppliers from the wood and leather supply chains through a legality questionnaire. This process supports improved traceability and verification of material origins, strengthening the company's ability to track progress toward the 2030 sourcing target.

No changes made to this target.

[MDR-A & E4-3] ACTIONS AND RESOURCES RELATED TO BIODIVERSITY AND ECOSYSTEMS

Ekornes has identified and initiated two key actions related to biodiversity and ecosystems, in line with the target of 100% sustainable sourcing by 2030.

Include Environmental and Biodiversity Topics in Supplier Audits

Action 1: Integration of environmental and biodiversity criteria in supplier audits

Ekornes conducts supplier audits based on risk assessments, with formal criteria set out in the Supplier

Code of Conduct. The Code includes general environmental compliance requirements and encourages responsible environmental management, compliance with environmental legislation, sustainable material sourcing, and greenhouse gas emissions reduction. While these provisions indirectly support biodiversity conservation, the Code does not yet explicitly reference biodiversity and ecosystems.

Linkage to material IROs:

This action is connected to the identified negative material impact whereby Ekornes' reliance on large volumes of raw materials contributes to ecosystem degradation, including deforestation, soil depletion, and biodiversity loss. It also addresses the financial risk that transitioning to sustainably produced materials may lead to increased procurement costs.

During 2025, Ekornes has begun incorporating environmental and biodiversity-related criteria into its supplier audit framework, including applicable biodiversity regulations. The expanded audit criteria cover key material groups. The implementation follows a phased approach consisting of risk assessment, supplier selection and audit planning, followed by audit execution. All suppliers in scope are assessed against the added criteria to establish a baseline of current performance. These audits primarily address the upstream value chain, with implications for both suppliers and internal procurement and compliance teams responsible for ensuring responsible sourcing practices.

At present, it is not possible to reliably quantify the achieved or expected biodiversity impact of this action. Ekornes will continue to develop its assessment methodology to enable future quantification.

The implementation of this action does not require material operational or capital expenditure and is managed within existing procurement and sustainability functions. No risk to the company's ability to carry out this action has been identified.

Action 2: EUDR traceability system for key raw materials

In August 2025, Ekornes entered into a partnership with 3 party provider to establish an end-to-end EUDR compliance solution focused on traceability of key raw materials, with primary emphasis on leather and wood. The platform provides a structured workflow for EUDR

compliance, encompassing supplier legality assessments, geospatial data validation, due diligence statement (DDS) preparation, and automated submission to the EU TRACES system.

During the reporting period, Ekornes completed the following milestones:

- Configured Ekornes platform for EUDR traceability requests
- Completed onboarding of 40 suppliers across the wood and leather supply chains
- Completed the first round of the Annual Legality Questionnaire in December 2025

The system supports verification of material origins and ensures that supply chains are free from deforestation-linked sources. It covers relevant HS code categories applicable to Ekornes' operations, including raw hides and leather, wood and articles of wood, and furniture.

Linkage to material IROs:

This action is directly linked to the identified negative impact of material sourcing contributing to ecosystem degradation and deforestation. By establishing digital traceability infrastructure, Ekornes strengthens its ability to verify sustainable sourcing claims, supports compliance with the EU Deforestation Regulation, and underpins progress toward the 2030 sustainable sourcing target.

[E4-5] IMPACT METRICS RELATED TO BIODIVERSITY AND ECOSYSTEMS CHANGE

Biodiversity-Sensitive Raw Material Sourcing

Ekornes' primary impact on biodiversity originates from raw material sourcing in the upstream value chain. The company does not directly alter ecosystem conditions at its operational sites. The key metric for tracking progress is therefore the percentage of sustainably certified raw materials procured from suppliers accredited by recognised certification bodies, relative to total raw material volume.

Among the raw materials purchased, leather and wood carry the highest potential deforestation impact. Ekornes prioritises sourcing from suppliers that adhere to recognised environmental and social certification standards.

Raw Material	Certification	% of sustainably certified materials	% of all other
Wood	FSC® certified	94,83%	5.17%
Leather	LWG certified	100%	0%
Steel	Green still	0%	100%

Methodology

The proportion of raw materials sourced from sustainably certified suppliers is calculated using procurement data, including supplier certifications, purchase volumes, and material origin documentation.

Leather: All current suppliers hold LWG certification. New suppliers are only accepted if they hold valid LWG certification at the time of onboarding.

Wood: During 2025, Ekornes undertook a significant transition toward FSC®-certified wood sourcing, increasing the certified share from 40.42% to 94.83%. Procurement teams record total purchase volume per material number, and supplier documentation is reviewed to verify FSC® certification status. Ekornes considers FSC® certification to be the most comprehensive standard for wood sourcing and tracks it as the primary metric for the 2030 sustainable sourcing target. The remaining 5.17% consists of uncertified wood. The company continues to work toward full FSC® certification across all wood sourcing.

The calculation formula applied is:

$$\text{FSC}^{\circ} \text{ Certified Sourcing (\%)} = (\text{Volume of FSC}^{\circ}\text{-Un-certified Materials} / \text{Total Volume Purchased}) \times 100$$

Procurement data is consolidated and analysed periodically to track progress toward sustainability targets.

Biodiversity-sensitive sites

Ekornes operates two sites adjacent to biodiversity-sensitive areas. Based on current assessments, no direct negative impact on these areas has been identified.

ESRS E5 – Resource Use and Circular Economy

This chapter outlines the policies, targets and actions related to resource use and circular economy, as well as relevant information about Ekornes' inflows and outflows.

[MDR-P & E5-1] POLICIES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

Ekornes maintains a set of policies to manage the material impacts and risks related to resource use and the circular economy. A consolidated overview of all policies is provided in Table on page 46, prepared in accordance with ESRS 2 MDR-P and ESRS E5-1.

Ekornes Environmental Policy

The Environmental Policy sets out the company's approach to improving environmental performance, with resource efficiency and circular design as central elements. The policy addresses both material negative impacts and the identified financial risk related to E5. Resource efficiency and circular design contribute to reducing negative impacts from waste generation through increased recycling, while also mitigating resource depletion through reuse of materials.

Ekornes Quality Policy

The Quality Policy defines Ekornes' approach to delivering products and services that meet customer expectations and requirements. These expectations are captured in product specifications used in manufacturing and serve to ensure high product quality. The policy is relevant to both material impacts under E5, as high-quality, durable products reduce the consumption of finite natural resources by extending the useful life of furniture and enabling reuse across multiple ownership cycles before end-of-life recycling.

Sustainability Position Paper - Circularity

The Sustainability Position Paper on Circularity sets out Ekornes' approach to embedding circularity principles across the value chain. It covers the key principles guiding the company's circularity efforts, the overall approach to circular transition, and the activities linked to managing risks and opportunities related to circularity. The position paper addresses both material negative impacts under E5 by describing how Ekornes will reduce waste generation, increase circularity in product design and manufacturing, and improve sourcing practices to reduce resource exploitation.

Compliance handbook

The Compliance Handbook outlines the standards and requirements that furniture products must meet to ensure safety, durability, and compliance with relevant regulations and industry standards. The handbook is linked to the identified negative impact of waste generation, as compliance with industry standards for durability and material composition can facilitate recyclability and thereby reduce overall waste volumes. It is also relevant to the financial risk of rising costs associated with increasing recyclability and durability requirements.

Summary

The policies collectively address the following matters:

- Transitioning away from use of virgin resources, including increasing the relative share of secondary (recycled) resources (*ESRS E5-1-15-(a))
- Sustainable sourcing and use of renewable resources (*ESRS E5-1-15-(b))
- The overarching approach to circular transition within Ekornes' product portfolio

[MDR-T & E5-3] TARGETS RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

Ekornes is in the process of finalising its remaining resource use and circular economy targets. These are expected to be confirmed in Q2 2026.

One target has been defined and is disclosed below in accordance with ESRS 2 MDR-T and ESRS E5-3.

One target has already been defined and is disclosed here in accordance with ESRS 2 MDR-T and ESRS E5-3:

Target: Integration of circular principles in design and manufacturing

Ekornes has set a target to design 100% of new products with circularity as a core focus by 2028. Following this milestone, the company intends to extend circular design principles to the full product portfolio; the target year for portfolio-wide coverage is yet to be defined.

Target specifications

- Unit of measurement: percentage of products designed according to circular principles
- Target level: 100% of new products by 2028; full portfolio timeline to be confirmed
- Type: voluntary, though increasingly supported by regulatory developments including the Ecodesign for Sustainable Products Regulation (ESPR) at EU level and related national legislation
- Scope: all Ekornes brands and geographical regions, primarily within the company's own operations but also extending to purchasing and procurement decisions
- Monitoring: reviewed annually through a manual counting process
- Baseline: as of the reporting date, certain product ranges are designed according to circular principles, notably the Stressless® dining chairs.

[MDR-A & E5-2] ACTIONS AND RESOURCES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

Action 1: Development of circular economy standards for the furniture industry through CEN

Ekornes participates in the development of circular economy standards for the furniture industry through the CEN Technical Committee (TC207-WG10) – Furniture Circularity, which operates under the European Committee for Standardization. The company's involvement is facilitated through membership in the Norwegian Design Industry working group for sustainability. The first standard developed through this process (EN 17902 – Furniture Circularity: Evaluation method for dis/re-assembly capability) was published in January 2024.

This is an ongoing, multi-year action. The HSE Manager represents Ekornes in committee meetings and is responsible for translating findings into internal processes. During 2025, Ekornes continued its participation in standards development work.

Linkage to material IROs:

Industry-wide circular economy standards are relevant to all material impacts and risks under E5. Standardised approaches to circular design can reduce negative impacts from waste generation by increasing recyclability and reuse, and can mitigate resource depletion by promoting more efficient use of materials. While more recyclable and durable furniture may entail higher production and design costs, early involvement in standards development allows Ekornes to anticipate requirements and adapt its processes accordingly, thereby reducing the associated financial risk.

At present, it is not possible to reliably quantify the achieved or expected resource use or waste reduction impact of this action, as the outcomes are indirect and depend on industry-wide adoption of the standards.

The implementation of this action does not require material operational or capital expenditure beyond the time allocated by the HSE Manager and is managed within existing operational functions. No risk to the company's ability to continue this action has been identified.

No new actions related to resource use and circular economy were initiated during the 2025 reporting period.

Action 2: Transition to paper-based compression packaging for Svane mattresses

During 2025, Ekornes progressed the transition from plastic stretch film to paper-based compression packaging

for Svane® mattresses. The new packaging solution, developed in collaboration with Mondi, uses FunctionalBarrier Paper 95/5 as the inner vacuum wrap and FunctionalBarrier Paper Reduce as the outer wrapper. Both materials are designed for recycling in accordance with the 4evergreen Circularity by Design Guidelines and the CEPI Recyclability Laboratory Test Method.

The transition to paper-based packaging was completed for Svane mattresses during 2025, with work to extend the solution to remaining product lines, including toppers, ongoing. From the initial rollout in August 2025 through to March 2026, approximately 41,000 kg of plastic stretch film was replaced by paper-based packaging. The paper solution runs on existing compression machinery without modification and at equivalent production line speeds to the previous solution. Early customer feedback on the new packaging has been positive, and operational performance has met or exceeded expectations.

Linkage to material IROs: This action directly addresses Ekornes' material negative impact of waste generation under E5. By transitioning from non-recyclable plastic packaging to a paper-based alternative designed for recycling in standard paper mills, the action reduces the volume of packaging waste generated per unit sold that cannot re-enter material cycles. The 41,000 kg of plastic

replaced represents material that, under the previous solution, had no viable recycling pathway. The action also supports mitigation of the identified financial risk related to rising costs from recyclability requirements, as it aligns Ekornes' packaging with the trajectory of European packaging regulation (EU Packaging and Packaging Waste Regulation).

[E5-4] RESOURCE INFLOWS

In alignment with the established requirements, Ekornes offer an overview of our resource inflows for the year 2025 to enable an understanding of the resource use in our own operations and upstream value chain.

Material Inflows Overview

Ekornes is dependent on several types of raw materials, semi-manufactured goods and products in its production of furniture and packaging for the final products. These resource inflows are sourced from various countries around the world and are utilized in the manufacturing processes across the company's eight production facilities. The column for sourcing region refers to the origin of the material inflows.

Inflow type	Material / Product	Sourcing region
Raw material	Wood	Europe, Thailand, China
Raw material	Leather	Brazil, Europe, India
Raw material	Textiles	Norway, Belgium, China, Italy, Turkey, Spain
Raw material	Yarn	Austria
Raw material / semi-manufactured goods or parts	Plastic components	Norway, China, Thailand
Raw material / semi-manufactured goods or parts	Wadding	Norway, Lithuania, US
Raw material / semi-manufactured goods or parts	Steel	Finland, Sweden, China, Thailand, Vietnam, Italy, Germany
Semi-manufactured goods or parts	Aluminum	Norway, Sweden, Vietnam China, Italy
Semi-manufactured goods or parts	Electrical components	China, Norway, Denmark
Raw material	Chemicals	Germany, Sweden, Netherlands, US, Saudi-Arabia, Poland, Austria
Packaging	Glue	Sweden
Cardboard	Norway, Lithuania, Thailand, USA	Norway, Lithuania, Thailand, USA
Packaging	Styropor	Norway, USA
Packaging	Plastic wrap	Norway, Lithuania, Thailand, USA

Wood: Ekornes sources wood from European and Asian forests in the form of veneer, solid wood, and plywood. Veneer is dried, laminated, and processed into wooden components for recliners and dining chairs. Solid wood is used for detailing and visible wooden finishes and is processed internally. Plywood serves as a structural material in beds, recliners, and sofas.

Leather: The leather sourced is genuine bovine leather, tanned externally and subsequently cut and sewn at Ekornes facilities globally.

Textile: Textiles are sourced globally and vary in composition. The range includes textiles with high wool content, such as the Silva, Calido, and Peony collections, as well as blended textiles incorporating recycled polyester. Ekornes also offers a range of textiles made entirely from polyester.

Yarn: Yarn is used in the 3D knitting process, a production method that reduces material waste by producing covers in the exact shape required for dining chairs.

Plastic components: Plastic components are injection-moulded parts produced from materials including polypropylene, polyethylene, and polyoxymethylene. Ekornes is progressively increasing the share of recycled plastic in these components.

Wadding: Wadding is produced from polyester and serves as a middle layer between the cover and the polyurethane foam.

Chemicals: Ekornes produces the majority of its polyurethane foam internally, in both injection-moulded and block-moulded forms, using chemical inputs. Other chemicals used include varnish, adhesives, glue, stain, protective coatings, hardener, release agents, and chemical solvents.

Steel: Steel inflows consist primarily of pipes and wires, processed further at Ekornes' own facilities in Norway and Thailand and distributed to other factories. Steel also includes fasteners.

Aluminium: The aluminium used consists of die-cast parts moulded for the bases of recliners and footstools in the Stressless® collection.

Electrical components: Electrical parts are finished components such as actuators, power supplies, and batteries. These are assembled into recliners, sofas, and beds.

Cardboard: Cardboard is used as the outer layer for packaging, while Styropor is used as an inner protective layer for Stressless® products to ensure safe transportation. Newer products are being launched without Styropor packaging.

Styropor: Styropor is used to package finished goods and protect them during transportation.

Resource inflows - numerical

The following reporting requirements are provided with data at Ekornes Group level. For each of the required disclosures, the relevant accounting principles are described in a separate section.

Overall total weight of products and materials

Inflow	Weight	Unit
Technical inflows	7225	Tons
Biological inflows	10573	Tons
Total weight of inflows	17798	Tons

Sustainable sourcing of biological materials

Ekornes sources biological materials from certified suppliers where available. The table below presents the total weight and percentage of sustainably sourced biological materials by certification scheme for the 2025 reporting period.

Biological material	Weight total	Percentage sustainably sourced	Certification scheme used
Wood	6666,95 tons	94,83%	FSC®
Leather	1158,91 tons	100,00%	Leather Working Group
Textile	178,11 tons	99,14%	OEKO-TEX®, EU Ecolabel
Yarn	1,77 tons	-	-
Cardboard	2567,47 tons	-	-
Total	10573,21 tons	72,43%	See abovementioned schemes

Recycled materials in Ekornes products

The total weight, recycled weight and percentage of recycled content in materials, components and products in production for 2025 is described in the following. There are no secondary reused materials, components nor products.

Materials	Weight total	Weight recycled	Percentage recycled
Wood	6666,95 tons	-	-
Leather	1158,91 tons	-	-
Textiles	178,11 tons	53,43 tons	29,99 %
Yarn	1,77tons	-	-
Cardboard	2567,47 tons	1412,11 tons	55,00 %
Plastic components	507,19 tons	218,71 tons	43,12 %
Wadding	229,7 tons	7,8 tons	3,39%
Steel	2758,1 tons	1268,7 tons	45,99 %
Aluminum	688,71 tons	624,41 tons	90,66 %
Electrical components	182,6 tons	-	-
Plastic wrap	74,01 tons	-	-
Chemicals	2686,2 tons	-	-
Styropor	98,82 tons	87,27tons	88,31%
Total	17798,54	3672,43	20,63%

Accounting principles for numerical resource inflow calculations

The following describes the data sources, conversion factors, and methodological choices applied to calculate resource inflows for the 2025 reporting period. All data is reported at Ekornes Group level.

Wood

Weight is based on actual wood product and component usage. Volume data was converted to weight using the dried density factor for beech wood (*Fagus sylvatica*) of 680 kg/m³, as provided by the Norwegian Hardwood Association (Foreningen Norske Lauvtrebruk). There is no recycled content in wood inflows.

Leather

Weight is based on actual usage in m² through 2025 for Stressless® and IMG. Svane® does not use leather in its products. Weight was estimated using a conversion factor for weight per area, based on supplier-provided weights per leather quality, averaged across qualities.

All leather used in Ekornes production is certified through the Leather Working Group (LWG). There is no recycled content in the leather inflows.

Textiles

Weight is based on actual usage through 2025. All textiles are weighed and an average is used to calculate total weight. Ekornes considers a material sustainably sourced when it originates from a certified supplier. Textiles used in manufacturing are certified under either OEKO-TEX® or EU Ecolabel. The majority is OEKO-TEX® certified, with the remainder certified under EU Ecolabel. It was not possible to calculate the exact split between the two certification schemes. While E5-4 focuses on biological materials, Ekornes uses a range of biological and synthetic textiles, often in combination. Both OEKO-TEX® and EU Ecolabel cover biological and synthetic materials, and Ekornes therefore discloses the percentage of certified textiles inclusive of both types. Approximately 80% of the textiles used by Stressless® in 2025 contained recycled materials. To be classified as recycled by Ekornes, a fabric must contain at least 50% recycled content. On average, 30% of global textile consumption by weight contains recycled materials.

Yarn

The weight of yarn inflows is based on actual usage data for all brands. There is no recycled content in the yarn inflows.

Plastic components

Weight is based on actual usage data for Stressless® and IMG. Usage data from Stressless®'s main supplier is sourced from a supplier-provided LCA report. The recycled content percentage (43%) is also based on this LCA report.

Wadding

Weight is based on supplier-provided procurement data for all brands through 2025. Wadding contains a small amount (approximately 3%) of recycled content.

Steel

Weight is based on actual usage data for 2025 for Stressless®, IMG, and Svane®, drawing on supplier data and internal records. Recycled content is provided by suppliers and varies from 20% to 77% depending on the steel type. The total recycled content was calculated per steel type using the corresponding recycling rate. Overall, approximately 46% of steel inflows consist of recycled material.

Aluminum

The weight of aluminum inflows is based on actual usage in 2025. The recycled content of 91% is provided and documented by the aluminum suppliers.

Electrical components

Weight is based on actual usage data for all brands through 2025. Usage is counted in units, multiplied by the average weight per component as provided by suppliers. There is no recycled content in the electrical components.

Chemicals

The weight of chemicals inflows is based on actual usage data for 2025 for all brands and locations. There is no recycled content in the used chemicals.

Cardboard

The weight of cardboard inflows is based on actual usage data for 2025 for all brands and locations. The recycled content of 55% is obtained through dialogue with suppliers.

Styropor

Total weight is based on usage data for Norway and the USA. Weight per product is provided by suppliers. The Styropor used for transportation of finished goods from Norway consists of 100% recycled materials, certified by REDcert2. Ekornes operates a closed-loop recycling flow with its Norwegian supplier, through which all Styropor material from Ekornes' Norwegian facilities is recycled. The total recycled content across all Styropor inflows is 88%.

Plastic wrap

Total weight of plastic wrap inflows was based on the use of plastic wrap for Norway and the US. Data on weight was provided by suppliers.

There is no recycled content in the plastic wrap.

Total weight of inflows

The overall total weight of resource inflows encompasses the materials and components that are incorporated into final products, as well as the packaging materials (cardboard, Styropor, plastic wrap) used for finished goods. The accounting principles applied per material type are described in the preceding section.

Materials are classified as follows:

Biological inflows: wood, leather, the biological content of textiles, yarn, and cardboard.

Technical inflows: steel, aluminium, the technical content of textiles, polyamide), adhesives, plastic components, wadding, electrical components, chemicals, and Styropor.

[E5-5] RESOURCE OUTFLOWS

Design of Products in line with Circular Economy Principles

This section describes how Ekornes designs products and selects materials in accordance with circular economy principles, and how the company promotes recirculation of products, materials, and waste beyond the first cycle of use.

Description of key products placed on the market

- Recliners
- Sofa
- Chairs
- Beds

(*ESRS E5-5-35)

Circular principles in design of key products

The table below summarizes how circularity principles are currently reflected in the design of our products.

Circular principle	Ekornes consideration of circular principle	Key products
Durability	All key products are made with high quality materials and craftsmanship to enable long product lifespans.	Recliners, Sofa, Chairs, Beds
Reusability	All key products have a high value on the secondhand market due to high product quality and long product life.	Recliners, Sofa, Chairs, Beds
Repairability	Because Ekornes products have a classic and timeless design and the core product offering is not changed frequently, spare parts are available in our warehouses, because these parts are still used in new products. This makes it easier for customers to repair products.	Recliners, Sofa, Chairs, Beds
Disassembly	Stressless® Dining chairs are modular based and designed for easy disassembly.	Chairs, specifically Stressless® Dining Chairs
Recycling	Recyclability depends on products being disassemblable and composed of recyclable materials. Dining chairs are currently the only product category designed to account for disassembly. All key products contain recyclable components, though no product is currently 100% recyclable.	Chairs, specifically Stressless® Dining Chairs
Circular business models	Ekornes has set a target to design 100% of new products with circularity as a core focus by 2028, with the intention to extend circular design principles to the full portfolio thereafter. Circular design principles are already partially implemented for new products, supporting the transition toward a more circular business model.	Chairs, specifically Stressless® Dining Chairs

Expected durability of products

Ekornes produces furniture designed for long product lifespans. A structured approach has been applied to estimate product durability by product group, drawing on internal testing data, industry benchmarks, and available product documentation.

Group of product	Durability rate comparing to industry practice
Recliners	100%
Sofas	100%
Chairs	100%
Beds	100%

There is currently no harmonised industry-wide method for calculating service life in the furniture sector. The durability estimates presented are based on the following inputs:

- Testing data from durability tests, including load capacity and cycle testing (e.g. back and seat durability tests)
- Comparison to industry standards, in particular NS-EN 1728:2012
- Warranty periods offered across all product groups, used as a reference point for minimum expected durability

The durability requirements applied by Ekornes are aligned with recognised testing thresholds:

- Recliners, sofas, and chairs are tested externally following standard protocols using 100 kg weight and 100,000 cycles.
- Beds: mechanical durability testing is not currently performed on fully assembled beds. However, Ekornes conducts extensive testing on individual components such as pocket springs (EN 1957:2012) and wooden frames. These components have demonstrated strong long-term performance, supported by a 25-year warranty against frame and spring breakage. The number of warranty claims related to these components is low. Compared to leading domestic competitors offering equivalent warranty terms, Ekornes' beds are assessed as performing at a comparable durability level. A conservative 100% durability estimate is applied given the absence of full-system mechanical testing and limited end-of-life data.

These are best estimates based on available testing data and assumptions. Actual service life may vary depending on usage conditions and maintenance.

Limitations and planned improvements

While testing data provides a sound basis for durability estimation, Ekornes has not yet systematically collected end-of-life data from customers. Exact service lifespans under real-world conditions are therefore not verified. The company plans to refine these estimates in future reporting periods through customer surveys, expanded warranty data analysis, and product returns assessment.

Repairability rating of products

There is no established repairability rating system for furniture in the EU, and Norway does not operate with a repairability index for this sector. Once such a system is introduced, Ekornes will rate its products accordingly. In the interim, the company discloses repairability

qualitatively, using the structure of France's Repairability Index (launched in 2021 for electronic products) as a guiding framework. The table below describes how Ekornes' products and customer interaction address the most relevant repairability criteria.

Repairability Index Requirement	Ekornes consideration of requirement	Key products
Availability of technical documentation (such as instructions for use and maintenance)	Instructions for use and maintenance are available for Ekornes products through the company website. Video tutorials on YouTube provide step-by-step guidance. Stressless® also provides care kits for fabric and leather, enabling owners to maintain their furniture during use.	Recliners, Sofa, Chairs, Beds
Ease of disassembly (number of steps needed to disassemble, tools needed, characteristics of fasteners)	Ease of disassembly varies by product range. Stressless® dining chairs are modular-based: most components (legs, frame, covers, seats) are separable, encouraging circular use and enabling user-led replacement. Disassembly instructions are provided for fully disassemblable products. Recliners, home office chairs, sofas, and beds are not yet intentionally designed for disassembly. Ekornes is working to implement disassembly as a design criterion for new products as part of the 2028 circular design target.	Chairs, specifically Stressless® Dining Chairs
Spare parts availability	Spare parts availability is high, as Ekornes' designs are consistent over time, and similar components are used across product ranges. Customers can obtain spare parts by contacting the distributor or retailer where the product was purchased. The process for obtaining spare parts is not yet streamlined into a centralised system.	Recliners, Sofa, Chairs, Beds
Spare parts price	Spare parts pricing varies across product groups and models, depending on the size and complexity of the part (ranging from individual fasteners to larger components such as armrests). Transportation and material handling costs may also affect the total cost. Spare parts requested within the warranty period are provided at no cost to the customer.	Recliners, Sofa, Chairs, Beds

Recyclable content of products

The tables below present the percentage of recyclable content in Ekornes' four key product groups and in the main packaging materials. The recyclable content rates and the principal barriers to achieving full recyclability are unchanged from the 2024 reporting period.

Key product group	Percentage recyclable content	Main barriers to 100% recyclability
Recliners	77%	Foam, polyester fibre, glue and paint not recyclable
Dining chairs	98%	Polyester textile not recyclable
Sofas	8%	Only steel components are recyclable
Beds	20%	Only steel springs are recyclable

Key packaging material group	Percentage recyclable content	Main barriers to 100% recyclability
Cardboard	100%	-
Styropor	100%	-
Plastic wrap	100%	-

Accounting principles

For each key product group, one representative model was selected as the basis for estimating recyclable content. The materials and components in the selected model were analysed by the Head of Risk and Compliance to assess whether each material or part can be recycled. The weight of recyclable components was calculated using actual data from the bill of materials to determine the total recyclable weight. The recyclable percentage was derived by dividing the recyclable weight by the total weight of the model.

As one model is used to represent all products within a product group, the percentages disclosed are estimates.

Each product group contains multiple models, and individual models may also have different variations. The estimates therefore provide a broad indication of recyclable content across Ekornes' final products. Cardboard, plastic wrap, and Styropor are composed of mono-materials and are fully recyclable.

Waste

Ekornes is in the process of finalizing its waste management strategy. The following sections describe current waste management practices. All data is reported at Ekornes Group level.

Resource outflows: Waste

Resource outflows	Units	Weight 2024	Weight 2025
Waste generated (total)	Tons	2569	3056
Waste diverted from disposal (total)	Tons	1011	1155
Hazardous waste (total)	Tons		
Preparation for reuse	Tons	-	
Recycling	Tons	-	
Other recovery operations	Tons	-	
Non-hazardous waste (total)	Tons	1011	1155
Preparation for reuse	Tons	215	360
Recycling	Tons	796	790
Other recovery operations	Tons	0	4,9
Waste directed to disposal (total)	Tons	1558	1901
Hazardous waste (total)	Tons	202	338
Incineration	Tons	-	277
Landfill	Tons	66	61
Other disposal operations	Tons	136	-
Unknown disposal operations	Tons	-	-
Non-hazardous waste (total)	Tons	1356	1563
Incineration	Tons	940	1503
Landfill	Tons	391	53
Other disposal operations	Tons	25	7,5
Non-recycled waste (total)	Tons	1558	1901
Non-recycled waste (percentage)	%	60,7%	62,2%

Accounting principles

Waste calculations are based on data available during the fiscal period from all eight production sites. Complete data has been obtained from all factories. Actual data from the factories (direct measurements) has been consolidated to provide a group-level overview.

The amount of waste sent to landfill in 2025 was lower than in 2024. The 2024 figure was elevated due to waste generated in connection with Hurricane Helene in September 2024 at the Morganton (USA) facility.

Hazardous waste accumulates at the factories in Norway, Lithuania, and Thailand. All hazardous waste in Norway and Lithuania is sent to landfill. In Thailand, hazardous waste is sent to incineration.

Waste composition

Ekornes' waste streams consist of defect products and product components; overproduction and obsolete inventory; production waste (scraps, leftover material, and water waste); end-of-life waste from the consumer waste stream; packaging waste from resource inflows; and transportation waste.

The waste is composed of the following material categories: biomass (including wood and cardboard), metals, plastics, textiles, hazardous materials (chemicals, oils, varnish), electrical waste, and residual waste.

Closed-loop recycling

Ekornes operates several closed-loop waste streams between its factories and suppliers. Styropor is 100% recycled and reused in a closed loop between Ekornes and its Norwegian supplier. Wadding polyester fibre at the Norwegian facilities follows a similar closed-loop process. Thread spools, a by-product from sewing operations, are transported directly to a plastic supplier for grinding and production of new products.

Social

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S1 Own workforce

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1. ESRS S1 - Own workforce

[MDR-P & S1-1] POLICIES RELATED TO OWN WORKFORCE

Ekornes maintains a set of policies to manage the material impacts and risks related to its own workforce. A consolidated overview of all policies is provided in Table Page 46, prepared in accordance with ESRS 2 MDR-P and ESRS S1-1.

People Policy

The People Policy is a group-wide framework that sets out Ekornes' approach to managing its workforce in a fair, inclusive, and ethical manner across all regions of operation. The policy was developed during 2024 and has been implemented during the 2025 reporting period. It covers key aspects of employment and working conditions, including health, safety, and environmental management, ensuring equitable treatment of employees across all locations. The policy addresses all material impacts identified under S1.

The People Policy integrates human rights and labour rights principles applicable to the company's own workforce. It supports workforce engagement and well-being through structured approaches to performance management, career development, compensation, and benefits. It also addresses measures to remedy human rights impacts by integrating social protection and ensuring adequate remuneration and support for employees.

The policy is aligned with key international frameworks, including the UN Guiding Principles on Business and Human Rights, the ILO Core Conventions, the OECD Guidelines for Multinational Enterprises, and the UN Global Compact Principles. It sets clear expectations for

ethical conduct, equal treatment, and decent working conditions across all regions.

Compliance is monitored through structured HR governance, internal audits, the People Engagement & Performance (PEP) process, whistleblowing mechanisms, and regular employee feedback. Global and local HR teams ensure implementation through aligned processes, with oversight provided by the "grandfather principle" in key decisions.

Whistleblowing at Ekornes

The whistleblowing procedure applies to all employees across Ekornes' global operations, including permanent and temporary employees, apprentices, students, and candidates in practical training. It establishes a transparent and ethical reporting environment where individuals can raise concerns without fear of retaliation. Ekornes considers the ability to voice concerns a prerequisite for good working conditions, linking this procedure to the material impact on working conditions.

The procedure covers reporting of matters of concern, defined as violations of laws and regulations, the company's ethical guidelines, and ethical norms widely supported within society. This includes matters such as economic crime, environmental crime, violations of health, safety, and environmental regulations, harassment, and situations posing a risk to life and health.

To ensure accessibility and trust, the procedure offers three reporting channels:

- Non-anonymous reporting, where the reporter's identity is known to Ekornes but shared only with those involved in case handling
- Reporting anonymous toward Ekornes but with identity known to the external case handler (EY)
- Fully anonymous reporting, where neither Ekornes nor EY knows the reporter's identity

In all cases, the reporter receives credentials for ongoing communication with the case handler. Reporters who disclose their identity are entitled to whistleblower protection under the Norwegian Working Environment Act, including the right to claim compensation if retaliation occurs. Retaliation against any reporter is prohibited. The procedure is aligned with the Norwegian Working Environment Act and supports the remediation of human rights impacts by providing a structured and protected mechanism for raising concerns.

Health, Safety and Environmental Policy

The Health, Safety and Environmental (HSE) Policy sets out Ekornes' approach and objectives related to occupational health, safety, and the environment. The policy directly addresses the material impact related to health and safety and is aligned with the Norwegian Working Environment Act.

Ekornes Management Handbook – Quality, HSE, Environment

Ekornes operates a management system for Quality, HSE, and Environment in accordance with ISO 9001 (quality management) and ISO 14001 (environmental management). The Management Handbook covers the governance and operational procedures for these areas and addresses the material impact related to health and safety.

All policies referenced in this section – including the People Policy, Whistleblowing Procedure, HSE Policy, and Management Handbook – are made available to employees through the company's internal digital platforms, including the Ekornes intranet and TQM system. Policies are introduced during onboarding and reinforced through manager-led dialogues and ongoing internal communication.

For details about the policies see Table on page 46, where all policies are listed in accordance with ESRS 2 MDR-P and ESRS E1-2.

[MDR-A & S1-4] ACTIONS RELATED TO OWN WORKFORCE

Ekornes has taken a number of actions during the 2025 reporting period to address identified material impacts, risks, and opportunities related to its own workforce.

These actions focus on promoting fair working conditions, strengthening employee engagement, and building organisational capability across all regions of operation.

Action 1: People Engagement & Performance Process (PEP)

Ekornes has implemented a People Engagement & Performance Process (PEP) as the primary group-level action to align workforce practices globally. The process is embedded within the broader People Policy framework and applies across all brands, departments, and geographies. It addresses material workforce impacts by fostering structured engagement, improving goal-setting consistency, and strengthening the connection between employee performance and organisational objectives.

The first phase of the PEP rollout commenced in 2024 and continued throughout 2025, with orientations and training sessions conducted to introduce the framework.

The PEP process is linked to the identified negative material impact related to working conditions, as structured performance management and engagement practices contribute to a safer, more transparent, and more equitable working environment.

The implementation of PEP does not require significant additional financial resources beyond existing HR operational budgets and is managed within current people management functions.

Action 2: SAP SuccessFactors HR Portal

During 2025, Ekornes launched a new global HR Portal built on SAP SuccessFactors. The system is now live for all managers and employees in scope, with rollout and training managed locally by HR representatives. The initial priority is to establish the portal as a reliable source of core global HR master data, requiring coordinated effort from HR, managers, and employees across the company. Further developments are planned for 2026.

This action supports improved data quality and consistency in workforce management, which underpins the company's ability to monitor and address material workforce impacts across all regions.

Action 3: Employee Engagement Survey

In November 2025, Ekornes launched a global Employee Engagement Survey. The survey provides an anonymous assessment of employee sentiment and workplace

experience. All employees were included – those with company email addresses received personal survey links, while employees without email access were provided with personal codes and QR-based access in multiple languages. The survey results will inform action prioritisation and shape initiatives to improve the workplace. This action is linked to the identified material impacts on working conditions and supports the company's approach to structured stakeholder engagement on workforce matters.

Action 4: Ekornes Training Week

In 2025, Ekornes developed the Ekornes Training Week concept – two to three dedicated weeks per year during which the global organisation focuses on structured learning and development. The first Training Week take place in March 2026, offering a mix of classroom sessions at various locations and online courses.

This initiative complements the Ekornes Academy courses launched in 2025 and supports the company's broader investment in workforce capability. Training Weeks are planned and communicated in advance to enable high participation across all regions.

This action is linked to the positive impact on working conditions by supporting employee development, competence building, and engagement.

Approach to action identification and stakeholder involvement

Ekornes uses a combination of stakeholder engagement (discussions and workshops) and workforce data (e.g. turnover, absenteeism) to identify material impacts and determine relevant actions. Resource allocation for workforce actions is integrated into existing HR planning cycles; no separate budget lines are allocated per individual action.

Employees and their representatives have not yet been formally involved in setting specific workforce targets. However, insights from the Employee Engagement Survey and local dialogues influence action prioritisation. As PEP and the SuccessFactors platform mature, Ekornes intends to explore more structured avenues for employee participation in shaping future targets.

Providing for positive impacts

Beyond the actions described above, Ekornes promotes positive impacts for its workforce through stable employment contracts, with a large proportion of permanent positions, and fair payment practices monitored

through internal HR reviews. These practices are particularly relevant to the positive material impact identified for the workforce in Thailand. I

Preventing contribution to negative impacts

Ekornes ensures its own practices do not contribute to negative workforce impacts through internal compliance and risk reviews at factory level covering HSE, payroll, and working hours; internal policies ensuring minimum standards on health, safety, non-discrimination, and fair pay; and the Supplier Code of Conduct, which reinforces these principles where functions are outsourced (e.g. transportation, catering).

[MDR-T & S1-5] TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES

Targets related to own workforce

Ekornes is in the process of finalising its remaining targets related to working conditions. These are expected to be confirmed in Q2 2026.

Four targets have been defined and are disclosed below in accordance with ESRS 2 MDR-T and ESRS S1-5. Three relate to health and safety, and one relates to human rights.

Stakeholder involvement in target-setting

Health and safety targets have been defined with the involvement of key HSE stakeholders and workforce representatives, including safety delegates from across departments. Targets were reviewed and approved through the management review process. For all health and safety targets, the following process is in place for identifying lessons and improvements based on performance:

1. Case handling system (TQM) – reviewed quarterly
2. Management review
3. Departmental committee meetings

Target 1: Zero injuries and accidents

Ekornes has set a target of zero work-related injuries and accidents. The company considers any work-related injury

to be unacceptable and works to prevent all incidents each year. The target is documented in the Ekornes HSE Policy and Objectives.

Element	Detail
Target level	Zero injuries and accidents
Scope	All employees, across all brands and geographies
Type	Absolute, annual (same target level each year)
Baseline year	2024
Baseline value	20 injuries (LTI)
2025 value	24 injuries[TF1.1]
Basis	Internal HSE principle: no acceptable level of injury
Voluntary / regulatory	Voluntary

No estimates or assumptions were applied in defining this target. The target is based on the internal principle that any target permitting injuries would be inappropriate. Revision status: No changes since the target was first disclosed in the 2024 reporting period.

Target 2: Sick leave below country average and below 5% for Norway

Ekornes has set a target that sick leave shall not exceed 5% in its Norwegian entities. In entities outside Norway, sick leave shall not exceed the average level for the respective country. The target is documented in the Ekornes HSE Policy and Objectives.

Element	Detail
Target level	≤5% (Norway); ≤ country average (all other locations)
Scope	All employees, across all brands and geographies
Type	Relative, annual (adjusted if country averages change)
Baseline year	2025
Basis	Historical data and country standards; for Norway, average data from Norsk Industri is used as a reference
Voluntary / regulatory	Voluntary

Region	Sick Leave in Percentage
Norway factories	6,42%
Norway administration	2,53%
USA	3,54%
Thailand factory	0,97%
Lithuania	6,90%
Finland	3,09%
UK	0,88%
Central Europe	3,21%
Southern Europe	0,91%
Asia	0,83%
Japan	0,00%
Australia/NZ	2,55%

Sick leave is calculated as: $(\text{Total Sick Days} / \text{Total Work Days (FTE)}) \times 100$, where Total Sick Days is the sum of all days employees are absent due to sickness, and Total Work Days is adjusted for full-time equivalent employment. Revision status: No changes since the target was first disclosed in the 2024 reporting period, with the exception that 2025 is now confirmed as the baseline year for calculations.

Target 3: Zero impositions from external inspections

Ekornes has set a target of zero impositions from external controls and inspections, to be achieved through proactive HSE management. The target is documented in the Ekornes HSE Policy and Objectives.

Element	Detail
Target level	Zero impositions
Scope	All employees in across all brands and geographies
Type	Absolute, annual (same target level each year)
Baseline year	2024
Baseline value	1 imposition
2025 value	0 impositions (Norwegian factories – see note below)
Basis	Proactive compliance approach
Voluntary / regulatory	Voluntary

Revision status: No changes since the target was first disclosed in the 2024 reporting period.

Note on data coverage: For the 2025 reporting period, imposition data is available for the Norwegian factories only, where zero impositions were recorded. Data collection from factories outside Norway is being expanded, and complete group-wide data is expected to be available in future reporting periods. The target scope remains all factories across all geographies.

Target 4: Zero human rights violations

Ekornes has set a target of maintaining zero human rights violations across its operations. The company expects all entities and employees to uphold the human rights standards set out in the People Policy, which is aligned with the UN Guiding Principles on Business and Human Rights, the ILO Core Conventions, the OECD Guidelines for Multinational Enterprises, and the UN Global Compact Principles.

Element	Detail
Target level	Zero human rights violations
Scope	All employees, across all brands and geographies
Type	Absolute, annual
Baseline year	2024
Baseline value	0 violations in 2024 (1 substantiated Complaint regarding human rights, zero violations)
2025 value	0 (3 substantiated complaints regarding human rights, zero violations)
Monitoring	Whistleblowing procedure, internal compliance reviews, PEP process
Voluntary / regulatory	Voluntary, aligned with international frameworks

Revision status: New target, first disclosed in the 2025 reporting period.

Note: cases – 3, investigation – 3, violations – 0.

[S1-2] PROCESSES FOR ENGAGING WITH OWN WORKERS AND WORKERS' REPRESENTATIVES ABOUT IMPACTS

Engagement with the Workforce at Ekornes

Ekornes recognises the importance of structured workforce engagement to ensure a fair, transparent, and inclusive working environment. While a formalised, group-wide engagement framework has not yet been fully established, the company has a number of engagement practices in place at regional level across its key operating locations, including Norway, Lithuania, Thailand, and the USA.

During the 2025 reporting period, Ekornes took several steps to strengthen workforce engagement at group level:

- The global Employee Engagement Survey was launched in November 2025 using the Winningtemp platform, providing all employees with the opportunity to share anonymous feedback on their workplace experience. The survey was designed to be accessible to all employees, including those without company email addresses, through QR-code-based access in multiple languages.
- The People Engagement & Performance Process (PEP) continued its rollout, establishing a structured framework for performance dialogue between managers and employees across all brands and regions.
- The SAP SuccessFactors HR Portal was launched, providing a shared digital infrastructure for workforce data and HR processes. The PEP process is planned to be integrated into this platform in 2026.

Future Improvements

Ekornes is working toward a more unified engagement approach at group level. The company intends to formalise consistent workforce engagement practices to be implemented across all locations, enhancing communication, representation, and employee participation.

[S1-3] CHANNELS FOR OWN WORKFORCE TO RAISE CONCERNS

Grievance and complaints handling

Ekornes operates a whistleblowing procedure that serves as the primary channel for employees to raise concerns, including grievances and complaints. The procedure sets out how employees can report concerns confidentially and ensures that reported issues are reviewed and addressed. The procedure includes provisions to protect employees from retaliation.

The whistleblowing channel offers three reporting options: non-anonymous reporting (identity known to Ekornes), reporting anonymous toward Ekornes but with identity known to the external case handler, and fully anonymous reporting. In all cases, the reporter receives credentials for ongoing communication with the case handler. Reporters who disclose their identity are entitled to whistleblower protection under the Norwegian Working Environment Act.

For matters related to health and safety, site-level HSE coordinators are also involved in the investigation and resolution process. Employees can submit reports on injuries or unsafe conditions through the company's internal TQM system.

Availability and accessibility

The whistleblowing procedure and reporting channels are accessible to all employees via the company intranet. Awareness is ensured through onboarding procedures and the display of information on physical notice boards at factory locations.

Handling and decision-making process

Cases submitted through the whistleblowing channel are received and reviewed by the VP People & Culture and the CFO. They assess the nature of each case and determine the appropriate course of action, including whether external case management is required.

Remediation of negative impacts

Ekornes' approach to remedying negative impacts follows a structured process. For health and safety matters specifically, the process includes:

- Immediate corrective measures to prevent further harm
- Investigation and root cause analysis to identify underlying causes

- Implementation of long-term preventive actions to avoid recurrence
- Communication to involved employees, as appropriate and respecting confidentiality
- Updates to training materials or operational procedures where warranted

These steps are designed to ensure that issues raised through the grievance mechanism result in tangible improvements to working conditions and health and safety practices.

Tracking, monitoring, and trust assessment

Tracking of reported cases is currently managed manually. During the 2025 reporting period, Ekornes launched the global Employee Engagement Survey through the Winningtemp platform, which provides a mechanism for assessing employee sentiment and trust in workplace processes on an anonymous basis. The company intends to use insights from this and future survey rounds to evaluate the effectiveness of its grievance mechanisms and employee trust in the reporting channels over time.

[S1-6] CHARACTERISTICS OF EKORNES' EMPLOYEES

Ekornes had 2259 employees at the end of 2025, with most employees based in Norway and Thailand.

Total Number of Employees Headcount – 2025

Category	Number 2024	Number 2025	Percentage 2024	Percentage 2025
Norway	972	995	39%	44%
Thailand	881	629	36%	28%
Lithuania	256	314	10%	14%
USA	80	107	3%	5%
Other regions	272	214	11%	9%
Total Employees	2461	2259	100%	100%

Employee Headcount by Gender (end of year)

Gender	Number of Employees 2024	Number of Employees 2025
Male	1304	1183
Female	1157	1069
Other	0	0
Not Reported	0	7
Total	2461	2259

Employee Headcount by gender and contract type

The company's stance is that permanent employment is the main rule. Over 90% of Ekornes employees are employed full-time.

Category	Female	Male	Other*	Not Disclosed	Total
Number of employees (headcount)	1069	1183	0	7	2259
Number of permanent employees (headcount)	1047	1162	0	5	2214
Number of temporary employees (headcount)	22	21	-	2	45
Number of non-guaranteed hours employees (headcount)	-	-	-	-	-
Number of full-time employees (headcount)	1009	1156	-	7	2172
Number of part-time employees (headcount)	60	27	-	-	87

Employee headcount by age

Age	Number of employees 2025	Percentage 2025
Under 30 years	351	16%
30-50 years	1160	51%
Over 50 years	748	33%
Total	2259	100%

Employee turnover and turnover rate

	Norway	Thailand	USA	Lithuania	Other	Total
Number of employees who have left Ekornes 2024	85	300	18	48	51	502
Number of employees who have left Ekornes 2025	77	373	12	47	17	526

The turnover rate for 2025 was 23.3%.

The elevated turnover rate in Thailand during 2025 was primarily driven by regional geopolitical developments affecting the Thailand-Cambodia border area. A number of employees of Cambodian nationality chose to relocate to their home country in response to these developments. This factor was external to Ekornes' working conditions and employment practices.

Accounting principles

Total Number of Employees Headcount: The information presented in this section is based on actual data from internal systems across our operations and global HR system. All employee numbers are provided as headcount and not FTEs. All employee numbers represent year-end values.

For the geographical breakdown of employees, data represents all employees. This is in line with what was

reported in the financial statements in ESRS 2.

Ekornes does not currently comprehensively register reasons for employees leaving the company.

[S1-8] Collective bargaining coverage and social dialogue

Collective bargaining:

The percentage of Ekornes employees covered by collective bargaining agreements:

- Norway: 100%
- Lithuania: 0 %
- France: 100%
- Spain: 100%
- USA: 0% (no unions)
- Thailand: 0% (no unions)
- Total: 44,7%

Coverage Rate	Collective Bargaining Coverage		Social Dialogue
	Employees – EEA	Employees – Non- EEA	Workplace representation
0-19%	Lithuania	USA, Thailand	
20-39%			
40-59%			
60-79%			
80-100%	Norway, France, Spain		Norway, Lithuania, France, Thailand

Accounting Principles and Methodology

Social Dialogue:

- Norway – 100%
 - All employees are covered by workers reps and union reps
- Lithuania – 100%
 - All employees are covered by a committee that consists of 3 employee reps and 3 employers reps.
- France 100%
 - All employees are covered by workers reps and union reps
- Thailand - 100%
 - All employees are covered by Welfare committees

Global coverage 86,5%

[S1-10] ADEQUATE WAGES

Ekornes confirms that all its employees receive an adequate wage in line with applicable benchmarks set by local HR teams.

Accounting principles

Applicable benchmarks for an adequate wage are determined per country by the local HR and payroll teams at Ekornes, ensuring alignment with local economic conditions and industry standards.

[S1-11] SOCIAL PROTECTION

All Ekornes employees are covered by social protection through public programs or benefits provided by the company across all major life events.

Accounting principles:

Social protection refers to all measures that provide access to health care and income support in cases of challenging life events, such as loss of employment, sickness requiring medical care, parental leave (subject to country specific requirements, some countries only have maternity leave), employment injuries or acquired disability, and retirement. The disclosure is based on the coverage of operations workforce and the best assumption is that the same rule is applicable for all other (administrative and sales) employees. Assumption that all employees covered by social protection through public programs or benefits provided by the company is based on available data covering manufacturing employees.

[S1-14] HEALTH AND SAFETY METRICS

This section describes the coverage, quality and performance of the health and safety management system established at Ekornes to prevent work-related injuries.

88	Health and Safety figures for Ekornes employees	Unit	Value
A	Percentage of own workforce covered by health and safety management system	%	100
B	Fatalities as a result of work-related injuries and work-related ill health	#	0
C	Recordable work-related accidents (lost time injuries) H1	#	24
C	Recordable work-related accidents (H1 value)	rate	5,49
D	Recordable work-related ill health	#	-
E	Days lost to work-related injuries and fatalities from work-related accidents	days	271

Accounting principles

All employees covered by our health and management system are also covered by our Health and Safety policy, see further information on page 48. When considering recordable work-related accidents, Ekornes considers accidents that cause absence from work for one shift/day or more. Recordable work-related accidents rate is calculated as the number of accidents per 1 million hours worked and covers own employees. For recordable work-related ill-health, Ekornes does not record this information and so cannot disclose it. For future reporting cycles Ekornes will aim to provide actual data on ill-health among employees.



The Board of Directors



Ruihai Zhao (1965), Chair

Position: Chair and CEO of Qumei Group.

Education: MBA (Cheung Kong Graduate School of Business, China), degrees in global business management from Tsinghua University, China and University of Minnesota, USA.

Experience: Founder and chair of Qumei Home Furnishings Group, with more than 30 years' experience of the furniture industry.



Mogens Falsig (1950), representative of Qumei, Europe

Position: Board member and CEO of Ekornes QM Holding AS.

Education: PhD in Chemistry, University of Aarhus, Denmark.

Experience: More than 25 years' experience in Furniture industry.

Report of The Board of Directors

As the Group entered 2025, market conditions for the furniture industry remained challenging. Persistently high living costs continued inflationary pressure and increasing regulatory uncertainty, particularly related to trade tariffs, weighed on consumer confidence and demand across several key markets. While some regions, including the Nordics and parts of Asia, demonstrated more resilient development, overall sales volumes remained under pressure in Europe and North America. Against this backdrop, revenue development was supported by price adjustments across the portfolio, partly offsetting lower sales volumes.

Despite the demanding market environment, Ekornes delivered a largely stable revenue performance in 2025, with operating revenues broadly in line with the previous year. The Group's continued focus on pricing discipline, cost control and operational efficiency contributed to a significant improvement in profitability. Operating earnings (EBIT) increased significantly year over year, driven by higher prices, lower material costs and the impact of improvement initiatives implemented across operations.

Throughout the year, Ekornes maintained a disciplined approach to adapting the organisation to volatile market conditions. Ongoing initiatives to streamline operations, optimise the product portfolio and strengthen supply chain efficiency supported margin development and reinforced the Group's operational flexibility. These measures enabled Ekornes to sustain profitability despite continued uncertainty and uneven demand development across markets.

Cash flow generation and financial robustness remained key priorities in 2025. The Group maintained a reduced investment level, continued to optimise working capital and met all scheduled debt repayments. As a result, Ekornes closed the year with a solid liquidity position and remained fully compliant with all financial covenants. The Group's financial position was further strengthened after the balance sheet date through the successful refinancing of its outstanding debt, supporting a more efficient financing structure going forward.

Alongside financial discipline, Ekornes continued to invest selectively in the development of its brands and commercial platform. Strategic priorities included digital upgrades, enhancements of retail concepts and continued product development, particularly within the Stressless® and IMG brands. Combined with organisational modernisation and a flexible production setup, these initiatives are intended to support future sales development, margin improvements and long term competitiveness.

Despite continued market volatility and external uncertainty, Ekornes delivered a robust operational and financial performance in 2025. Supported by strong brands, a diversified geographic presence and a resilient business model, the Group remains well positioned to navigate challenging market conditions while pursuing sustainable long term value creation.

Company history and ownership

Ekornes QM Holding AS was founded 4 January 2018 with the purpose of acquiring the Ekornes Group. In May 2018, an offer was made to purchase the shares of all Ekornes shareholders. The share purchase was completed in August 2018 and Ekornes AS was delisted from the Oslo Stock Exchange in October 2018.

Norwegian ultimate parent company Ekornes QM Holding AS is a subsidiary of Qumei Home Furnishings Group. The Qumei group owns 94.89% of the shares in Qumei Runto S.à.r.l and Hillhouse owns the remaining shares.

Qumei Runto S.à.r.l owns 100% of the shares in Ekornes QM Holding AS. The Ekornes Group is the only operational part of the Ekornes QM Holding Group. The consolidated financial statements comprise the financial statements of the parent company Ekornes QM Holding AS and its subsidiaries as at 31 December 2025. Ekornes QM Holding AS had as at 31 December 2025 100% shareholding and voting rights in Ekornes AS who in turn has a 100% ownership share and voting rights for all other consolidated companies.

Nature of the business and strategy

Ekornes owns and manages the brands Stressless®, IMG, Svane® and Ekornes®, and markets these through selected distributors in many countries.

Sales primarily target the home furnishings market, where Stressless® and IMG are marketed globally, while Svane® is marketed in the Nordic region and selected markets in Central Europe.

Stressless® is the Group's premium brand, and investments are made to maintain and expand consumer awareness. IMG's goal, on the other hand, is to build a strong brand awareness among furniture distributors, positioning itself in the mid-range price segment.

The Group sells its products in about 4 000 outlets in 61 markets worldwide, either through own sales companies or via importers. These are primarily furniture chains and independent retailers, but other relevant distribution channels are also deployed.

The Group's value creation is largely driven by strong brands, solid product and design expertise, and an efficient international sales and distribution platform. This combination of intangible resources supports premium

positioning, pricing power, and long-term competitiveness in the Group's key markets.

The Group's corporate headquarters are located at Ikornnes in Sykkylven, Norway. The Group has sales offices in Norway, Denmark, Finland, Germany, the UK, France, Spain, the US, China, Taiwan, Hong Kong, Japan, Thailand, New Zealand and Australia.

Production takes place at eight factories as follows: Norway (5), Thailand (1), the USA (1) and Lithuania (1). In 2025 Ekornes employed on average 2 360 people, of which about 41% were employed in Norway.

Financial performance

Ekornes QM Holding Group generated operating revenues of NOK 3,835 million in 2025, an increase of 0.4% from NOK 3,819 million in 2024. Market conditions remained challenging in most regions throughout the year. In addition to persistently high living costs, the regulatory environment continued to evolve rapidly. In April, the United States introduced country specific reciprocal tariffs, followed by additional duties on steel and aluminium. In October, further targeted tariffs were announced for selected categories of upholstered furniture. Reductions in sales volumes were partly offset by increased product prices.

Underlying revenues from the Stressless® brand amounted to NOK 2,892 million (NOK 2,832 million in 2024).

Revenues from IMG totalled NOK 676 million (NOK 741 million in 2024), while revenues from Svane® amounted to NOK 267 million (NOK 246 million in 2024).

Total operating expenses for the year amounted to NOK 3,597 million, representing a 2% decline from NOK 3,664 million in 2024. The reduction was primarily attributable to gains on currency forward contracts. Cost of materials decreased by 6% to NOK 1,065 million (NOK 1,127 million in 2024), corresponding to 28% of total revenues, compared to 29% in the previous year. The improvement was driven by disciplined pricing, declining material costs and operational efficiency measures.

Payroll expenses amounted to NOK 1,187 million in 2025, compared to NOK 1,148 million in 2024. The increase mainly reflects higher capacity utilisation, selective new hires and salary adjustments.

Other operating expenses, including transportation and marketing costs, amounted to NOK 1,113 million,

compared to NOK 1,013 million in 2024. As a share of operating revenues, other operating expenses represented 29%, compared to 27% in the prior year. The 2024 figures included a net gain of NOK 60 million from the sale of the former IMG facility in Vietnam, which was finalised in the fourth quarter of that year.

Research and development costs totalling NOK 48 million were recognised as expenses in 2025 (NOK 38 million in 2024). These costs mainly relate to salaries and other operating expenses. The subsidiary Ekornes AS has four ongoing development projects qualifying for tax deductions under the Norwegian SkatteFUNN scheme. For 2025, deductions of NOK 1.3 million were recognised as a reduction of payroll expenses (NOK 2.0 million in 2024), and NOK 1.7 million as a reduction of other operating expenses (unchanged from 2024). The projects have an initial duration of three years, commencing in 2024.

Costs directly attributable to the development of fixed operating assets are capitalised when the relevant capitalisation criteria are met. Expenses incurred in the early project phase, as well as maintenance costs, are recognised as expenses as incurred. Capitalised development costs amounted to NOK 6.7 million in 2025 (NOK 14.9 million in 2024).

Operating earnings (EBIT) amounted to NOK 238 million in 2025, compared to NOK 155 million in 2024, corresponding to an EBIT margin of 6.2%, up from 4.1% in the prior year. The improvement was driven by higher prices, stringent cost control and the impact of improvement initiatives implemented across operations, which more than compensated for lower revenues.

Net financial items amounted to a loss of NOK 278 million (NOK 217 million in 2024), primarily driven by financial expenses of NOK 422 million (NOK 403 million in 2024).

Earnings before tax for the year amounted to a loss of NOK 40 million, compared to a loss of NOK 63 million in 2024. A tax benefit of NOK 1.4 million was recognised, compared to NOK 21 million in the previous year. This resulted in a net loss of NOK 39 million, compared to a net loss of NOK 42 million in 2024.

Ekornes QM Holding AS operates as the holding company in the group and other operating expenses was NOK 3 million in 2025 compared to 3 million in 2024. Net financial items ended at positive NOK 292 million compared to

negative NOK 121 million the previous year. The increase was primarily due to increased income from subsidiaries from NOK 155 million in 2024 to NOK 579 million in 2025 due to a dividend of NOK 500 million from Ekornes AS. Other interest expenses increased slightly at NOK 289 million compared to NOK 279 million in 2024. This resulted in earnings before tax of NOK 290 million compared to negative NOK 124 million in 2024 and a earnings of the year of NOK 336 million compared to negative NOK 97 million in 2024.

Cash flow

Net cash flow from operating activities for the year amounted to NOK 211 million, representing a decrease of 13% from NOK 243 million in 2024. The reduction was primarily driven by higher taxes paid during the period, partly offset by changes in trade receivables and trade payables.

Working capital* amounted to NOK 981 million at year end, compared to NOK 1,046 million in the previous year. Inventory levels decreased by NOK 9 million during the year. As order intake and the order reserve improved in the fourth quarter, inventory levels are considered satisfactory to support incoming orders. Trade receivables decreased by NOK 95 million, while trade payables decreased by NOK 39 million.

Net cash flow from investing activities amounted to a negative NOK 40 million for the year, compared to an outflow of NOK 10 million in 2024. The prior year included proceeds of NOK 69 million from the sale of two factories in Vietnam. In response to uncertain market conditions, Ekornes maintained a reduced investment level throughout 2025. Investment activity is expected to increase gradually going forward, primarily related to organisational modernisation and development of production facilities. At the same time, the Group retains flexibility to adjust investment levels in line with market developments.

Net cash flow from financing activities was negative NOK 205 million, mainly related to repayment of lease liabilities and quarterly instalments of NOK 32 million on bank debt. This compares to a net outflow of NOK 168 million in 2024, which included only three quarterly instalments, as the first instalment was paid in the second quarter of that year.

As a result, cash and cash equivalents decreased by NOK 57 million during the year. As at 31 December 2025, cash and cash equivalents amounted to NOK 853 million,

compared to NOK 910 million at the end of the previous year. The Board considers the Group's liquidity position to be satisfactory.

Ekornes QM Holding AS had a net cash flow from operating activities for the year of negative NOK 246 million compared to negative NOK 269 million in 2024, mostly related to paid interest expenses. Net cash flow from investments consisting of group contribution from subsidiaries was NOK 445 million compared to NOK 269 million in 2024. Net cash flow from financing was negative NOK 128 million compared to negative NOK 96 million in 2024 due to repayment of bank borrowings. This led to a net change in cash of NOK 71 million leaving the cash balance as at 31 December 2025 to NOK 87 million compared to NOK 15 million as at 31 December 2024.

*Working capital = trade receivables + inventory – trade payables

Balance sheet

As at 31 December 2025, Ekornes had total assets of NOK 7,614 million, compared with NOK 8,075 million twelve months earlier. The book value of property, plant and equipment amounted to NOK 1,216 million. Total intangible assets amounted to NOK 4,230 million, of which brand names and goodwill accounted for NOK 1,358 million and NOK 1,561 million, respectively.

Total equity amounted to NOK 3,529 million at year end 2025, corresponding to an equity ratio of 46.4%, slightly higher than 46.0% one year earlier.

Total interest bearing debt decreased compared to 2024, primarily reflecting NOK 128 million in scheduled bank debt instalments, partly offset by movements in bond related borrowing costs and the recognised call premium. The Group regularly evaluates its capital structure and overall risk profile. In January 2026, Ekornes successfully refinanced its outstanding debt through an all bank facility of NOK 2.3 billion arranged with DNB and Sparebanken Møre.

Ekornes exercised its call option on the EKO02 bond on 29 December 2025 and completed the redemption of the outstanding bonds on 16 January 2026. The call premium of NOK 33.8 million is included in the total carrying amount of NOK 1,233.8 million as at 31 December 2025. See note 17 for further information.

Ekornes QM Holding AS as at 31 December 2025, had total assets of NOK 6 435 million, compared with NOK 6 179 million as at 31. December 2024. The book value of investments in subsidiaries remained unchanged from the last period to NOK 5 667 million and receivables from group companies was NOK 579 million compared to NOK 445 million in 2024. Total equity amounted to NOK 3 814 million at year-end 2025, corresponding to an equity ratio of 59%, slightly higher than 56% one year earlier. Total interest bearing debt decreased compared to 2024, primarily reflecting NOK 128 million in scheduled bank debt instalments, partly offset by movements in bond related borrowing costs and the recognised call premium.

Financial covenants and bond agreement

The bond agreement is subject to a set of financial covenants, including a minimum liquidity of NOK 350 million and a maximum leverage ratio of 8.0 at issuance. The maximum allowed leverage ratio has a gradual step-down mechanism towards 4.5 by first quarter 2025.

The covenants are measured quarterly on a 12-month rolling basis for Ekornes QM Holding Group. The bond agreement also includes restrictions on dividend payments from Ekornes QM Holding AS, and the company is currently not in position to distribute any dividends.

As at 31 December 2025, Ekornes was compliant with all covenant requirements in the bond agreement. The leverage ratio at the end of the fourth quarter 2025 was 3.78, well within the maximum allowed.

See note 17 for more information on interest-bearing loans and credit facilities as at 31 December 2025.

Dividend

The bond and bank agreements include restrictions on dividend payments from the issuer, and Ekornes QM Holding AS is not in position to distribute any dividends for the financial year 2025.

Allocation of net profit

It is proposed that the company Ekornes QM Holding AS's profit for the year, in the amount of NOK 335,9 million, is transferred to other equity. The company's equity and liquidity are deemed to be satisfactory.

Going concern

In accordance with the Accounting Act § 2-2, we confirm that the financial statements have been prepared under the

assumption of going concern. The board considers that the annual financial statements for Ekornes QM Holding AS, and the Group provide a true and fair picture of the company's results for the 2025 financial year and the company and Group's financial position at the close of the year.

Risk exposure and risk management

Ekornes is exposed to business risk arising from fluctuations in the economic cycle, changes in market conditions, competitive dynamics, political and legal developments, as well as general consumption patterns in the markets in which the Group operates.

In addition to persistently high living costs, the regulatory environment for the furniture industry changed significantly during 2025. In April, the United States introduced country specific reciprocal tariffs, followed by additional duties on steel and aluminium. In October, further targeted tariffs were announced for selected categories of upholstered furniture.

Throughout these developments, Ekornes responded swiftly, mitigating much of the impact through price adjustments, cost reduction initiatives and supply chain adaptations. These measures demonstrated the Group's operational agility in navigating a complex and rapidly evolving trade environment. While management expects to mitigate most of the direct impact of the implemented tariffs, the measures contributed to increased market uncertainty and are expected to have weighed on retailer confidence and consumer behaviour.

As a consequence, Ekornes' combined order reserve at the end of 2025 was 10% lower than at the end of 2024, and order intake for the year declined by 4% compared to the previous year.

Subsequent to year end, the U.S. Supreme Court ruled that the International Emergency Economic Powers Act (IEEPA) did not grant the President authority to impose the broad tariffs introduced in 2025. As a result, all IEEPA based duties were deemed unlawful and formally terminated in February 2026. Given that the ruling invalidates tariffs already collected, and that lower courts are responsible for determining the refund process, the Group intends to pursue recovery of any amounts it is legally entitled to reclaim. However, as a precautionary measure, no potential refund amounts have been recognised in the financial statements.

Ekornes operates production facilities in Norway, Lithuania, Thailand and the United States. This geographic footprint contributes to a natural diversification of market, currency and sourcing risks. At the same time, the Group's competitiveness is affected by movements in exchange rates against the Norwegian krone. To mitigate foreign exchange risk, the Group employs various hedging instruments, including currency forward contracts.

Product development and the launch of new concepts form an integral part of Ekornes' growth strategy. Market acceptance of new products is inherently uncertain, and the Group is also exposed to the risk of unforeseen operational disruptions, which may cause costs and earnings to deviate from expectations.

Market and business risk

Ekornes seeks to develop products and concepts with international market potential. A geographically diversified sales footprint provides opportunities for continued growth while reducing dependence on individual markets and customers.

The Group operates in a fragmented international market with numerous participants on both the manufacturing and distribution sides. Structural changes have primarily occurred, and continue to occur, within distribution channels. In furniture manufacturing, an increasing share of production takes place in low cost countries in Europe and Asia. Ekornes actively addresses these developments through continuous improvements in production processes, sourcing, market concepts, product development and customer relationships.

Financial risk

Financial risk for Ekornes relates primarily to fluctuations in foreign exchange rates, particularly movements in the Norwegian krone against other currencies, as well as credit risk associated with customers' ability to meet their payment obligations.

Foreign exchange risk

Ekornes' competitiveness is influenced over time by movements in exchange rates, as the Group sells its products internationally and invoices customers largely in local currencies. Foreign exchange risk management is centralised at the Group's head office and is an integrated part of operational activities.

In addition to financial hedging, the Group seeks to reduce currency exposure through natural hedging, including purchasing goods and services from abroad where cost effective. This, combined with the Group's international sales and distribution structure, provides a partial operational hedge against foreign exchange risk. Forward currency contracts are used to further enhance predictability of cash flows within the hedging horizon, although they do not eliminate long term foreign exchange exposure.

Customer and credit risk

The Group's customers are largely furniture retailers, and there are about 4 000 customers, with the largest individual customer representing around 5,7% of total revenues. The Group's customer and credit risk is considered low. Trade receivables are monitored continuously to identify payment irregularities at an early stage and to limit potential credit losses.

Interest rate risk

The Group's interest rate risk is associated with both short-term borrowings and the bond and bank debt. Loans at floating interest rates constitute an interest rate risk for the Group's cash flows. The Group has a stable financial structure with significant available liquidity.

Operational risk

Ekornes is at all times exposed to the risk of unforeseen operational incidents, which may result in higher operating costs and lower earnings than anticipated. To reduce the financial consequences of such events, the Group maintains insurance coverage against losses arising from major incidents and prolonged business interruptions.

Operational efficiency is supported by established systems and routines for maintenance, training and quality assurance. These measures contribute to reducing the risk of operational non conformance and support stable and efficient operations across the Group.

Supplier risk

Reliable access to raw materials and other input factors of consistent quality, including sufficient distribution and transportation capacity, is a critical element of Ekornes' operational strategy. The Group seeks to ensure that there are at least two or three actual or potential suppliers for its strategically most important input factors.

In certain cases, however, alternative sourcing options may be limited or impractical. The Group's objective is therefore that sole supplier situations should remain the exception and, where possible, be avoided.

Regulatory risk

Ekornes operates in a global market where changes in trade policies, tariffs and import regulations may materially affect demand, cost levels and profitability. The introduction of tariffs by the U.S. administration has increased product costs for end consumers, reduced sales volumes in certain markets, altered competitive dynamics and put pressure on margins.

The Group continuously monitors regulatory developments and evaluates appropriate mitigation measures.

Nevertheless, escalating trade barriers or sudden regulatory changes in key markets may continue to represent a risk to the Group's future performance.

Market review

The Nordics

The Nordic markets had an overall satisfactory sales trend during the year driven by a positive development in Norway and Denmark as well as in the contract market for maritime and office furniture. There is still fierce competition from larger furniture chains focusing on lower priced furniture amidst high living costs. In Norway, sales and revenues have grown steadily through the year as campaigns have yielded good results and consumers complete larger purchases despite lower traffic in stores. Svane® also saw a positive development in Norway and Central Europe during the year, supported by targeted campaigns amidst tough competition and a strong price focus.

For the full year, the Nordics contributed NOK 756 million in revenue, up 8% from 2024 and representing 20% of total revenue, compared to 18% in the prior year. The growth was primarily driven by increased volume. Norway remained the largest market, accounting for NOK 582 million, up 8%, while the rest of the Nordic region also increased 8% compared to 2024.

Europe

The European market remained soft in 2025. Southern Europe showed a broadly stable performance, while the United Kingdom and Central Europe continued to face challenging conditions due to market volatility and subdued consumer spending. Revenues for the region amounted to NOK 1,163 million, representing a decline of 2% compared to the previous year.

The decrease was primarily driven by lower volumes in Central Europe and the United Kingdom, partly offset by price increases. Revenues in Central Europe declined by 5% year-over-year to NOK 608 million, while revenues in

the United Kingdom amounted to NOK 309 million, down 4% from the prior year. In contrast, Southern Europe reported revenue growth of 8%, reaching NOK 246 million in 2025, supported by both higher volumes and price increases.

With continued high living costs and increased uncertainty related to trade tariffs, the outlook for the European market remains highly uncertain. Against this weaker market backdrop, Ekornes is evaluating its distribution strategy and remains committed to ongoing strategic initiatives, including increased marketing investments, brand modernisation and an enhanced digital presence. The Group also recognises the risk that U.S. trade tariffs may lead to increased furniture volumes originating from China and continues to monitor this development closely.

North America

North America remained Ekornes' largest market in 2025, generating revenues of NOK 1,291 million and accounting for 34% of total sales. However, market development was weak during the year, as consumer confidence declined amid inflationary pressures, the introduction of trade tariffs and a subdued housing market. This resulted in lower sales volumes, partly offset by price increases, leading to a year over year revenue decline of 2%. The decline was more pronounced for the IMG brand than for Stressless®.

IMG was particularly impacted, as a significant share of its production is located in Thailand, which during 2025 was subject to higher trade tariffs on imports into the United States. To streamline operations and mitigate part of the impact, Ekornes initiated a reorganisation of its IMG operations in North America by leveraging selected functions within the broader Stressless® organisation. This initiative aligns with the Group's overall strategy of improving supply chain efficiency through consolidation of production and support functions across brands.

Rapid and material changes to framework conditions have increased uncertainty and weighed on retailer confidence. Ekornes is therefore evaluating a range of measures, including further optimisation of its supply chain and utilisation of available operational flexibility within production, assembly and warehouse structures in North America. However, longer term initiatives to adjust the operational footprint will require time to implement and depend on improved visibility regarding future framework conditions.

Despite continued macroeconomic uncertainty constraining household spending, Ekornes maintains a strong market position in North America and continues to execute its strategy aimed at strengthening customer appeal and driving sales development in the region.

Asia-Pacific

The Asia Pacific region delivered a mixed performance in 2025, with total revenues (including other markets) increasing by 2% year over year to NOK 625 million. China was the fastest growing market in the Group, with revenues increasing by 35% to NOK 135 million. However, the Chinese market continues to be affected by a prolonged weak housing market and subdued consumer spending, and the outlook remains highly uncertain amid ongoing trade tensions between China and the United States.

Australia experienced lower order intake during the year, reflecting weak consumer confidence and a restrictive monetary environment, with the central bank maintaining interest rates at elevated levels due to persistent inflation. Compared to 2024, revenues in Australia and New Zealand declined by 15% to NOK 253 million.

Japan reported a similar sales development, as consumer sentiment for durable goods was negatively affected by tariff related impacts and broader economic uncertainty. As a result, revenues in Japan declined by 3% compared to the previous year to NOK 107 million, driven by lower volumes and partly offset by price increases..

Production and capacity utilisation

Due to volatile sales development and significant variations in market conditions across regions, capacity utilisation at Ekornes' production facilities fluctuated throughout the year. Nevertheless, the Group maintains a high degree of operational flexibility, enabling it to adapt efficiently to changes in market conditions.

Overall production capacity is also influenced by the number and complexity of models being manufactured. The introduction of new models typically entails longer production lead times in the initial phase, which may temporarily affect capacity utilisation.

Ekornes has further leveraged synergies through cross production collaboration between manufacturing sites. In addition, production capacity can be adjusted as required through measures such as changes in working hours or workforce levels.

Related parties

The Group's related parties comprise members of the board and management, as well as companies those individuals' control or have a significant influence over.

No material transactions were undertaken with related parties during the period

The working environment and the employees

Ekornes recognizes that its employees are the Group's most important resource. The Group therefore wishes to promote a healthy, safe and fair working environment, offering equal opportunities regardless of gender, ethnicity or religion, in line with prevailing legislation and regulations.

In 2025 Ekornes employed on average 2 360 people, of whom approximately 59% were employed outside Norway. The safety of the workforce is a key priority for Ekornes, and the Group maintains a clear objective of achieving zero work related personal injuries. Active efforts are undertaken within prevention, training and emergency preparedness to reduce the risk of incidents. During 2025, the Group recorded 24 lost time injuries, compared with 20 in 2024. This corresponds to an H1 value of 5.5 for the year, compared with 4.4 in the previous year.

The Group had a sickness absence rate of 3.4% in 2025, compared with 3.7% the year before.

Ekornes places significant emphasis on complying with the objectives of the Norwegian Anti Discrimination and Accessibility Act (Likestillings og diskrimineringsloven). An annual statement on equality and non discrimination is prepared for the legal entities Ekornes AS and Ekornes Beds AS in accordance with statutory requirements, which is available from the company's website www.ekornes.com/nb-no/samfunnsansvar.

See the chapter "Sustainability statement" and section "Social" for more information.

Sustainability

The Ekornes Group has made quality furniture for over 90 years. Sustainability has been part of the company's heritage and history throughout that time. The Group aims to make more from less and continue to produce long-lasting quality products that reduce the environmental footprint through the lifecycle. The mindset is that a sustainable Ekornes shares the value it creates between its

shareholders, employees and the communities affected by its operational activities.

Ekornes aims to take a leading position in creating a more sustainable value chain. These efforts alone will not change the world but aim to make a difference and set new standards for the industry.

The Group's operations affect the external environment, and initiatives have been introduced to mitigate this impact, as further described in the Sustainability Statement. Refer to chapter "SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model" under "General disclosures" in the "Sustainability statement" for more information on possible impacts on environmental matters, including initiatives or planned measures to prevent this.

Report on corporate governance

Risk management and internal control

The board of directors places a high priority on managing risk and has and is responsible to ensure that the company has good risk management and internal controls in accordance with the regulations that apply to its business activities.

The board conducts an annual review of the company's most important areas of risk exposure, and its internal control arrangements. Ekornes' risk management is based on the principle that risk assessment is an integral part of all business activities. As a company with global operations, Ekornes is exposed to various risk factors of a financial and operational nature, which may affect business activities and the company's financial position.

The systems and procedures related to risk management and internal control shall ensure efficient operations, timely and correct financial reporting, and compliance with the laws and regulations to which the company is subject. The rules and guidelines take into account the extent and nature of the company's activities and the integration of stakeholder considerations in the company's value creation through its corporate values, ethical guidelines and corporate social responsibility policies.

The internal control systems relating to the field of accounting/finance comprise job descriptions, procedures, control routines and guidelines/templates for organizing and performing the company's financial reporting and for its content/quality. Together with supervision of the organization and performance of Health, Safety and

Environment (HSE) activities, this is intended to ensure that the company operates in compliance with relevant laws and regulations, and its internal rules and guidelines. Evaluation of operational risk, which includes marketing and sales developments, production and developments in the raw materials markets, are among those areas that are continuously reported to and reviewed by the board of directors. Relevant areas of risk, including exchange rates, HSE, internal auditing, finance and IT, as well as strategic risk, are reviewed no less than once a year.

Ekornes considers it important that the Group's values and ethical guidelines form an integral part of its business operations. The company guidelines, laid down in "People Policy" and "Code of Conduct", provide guidance for employees in order to reduce the possibility of the company being placed in situations that may harm its reputation or financial standing. It is expected that employees and business associates comply with them. In addition, routines have been established for the reporting and follow-up of wrongdoing and other causes for concern, and efforts are constantly being made to further develop and follow up the Group's corporate social responsibility. Ekornes QM Holding AS and Ekornes AS have no provisions in the articles of association that regulate the appointment and replacement of members of the board of directors.

Ekornes QM Holding AS and Ekornes AS have no provisions in the articles of association and no mandates that authorize the board of directors to resolve that the Issuer shall buy back or issue own shares.

Management reports monthly to the board of directors on key operational developments, including project risk assessments, and on financial performance. In addition, quarterly financial reports are prepared and distributed to the financial market, in accordance with the Oslo Stock Exchange's recommendation. Following the redemption of the outstanding bonds on 16 January 2026 the requirements for quarterly reporting to the Oslo Stock Exchange ceased as of Q4 2025.

The Transparency Act

The core of the Transparency Act is the company's duty to conduct due diligence on fundamental human rights and decent working conditions in line with the OECD Guidelines for Multinational Enterprises. The duty to conduct due diligence requires the Company to identify, assess, prevent, and mitigate possible adverse impacts on fundamental human rights and decent working conditions.

The due diligence shall include an assessment of the Company's own operations, its supply chains and business partners.

The Transparency Act further imposes an obligation on Ekornes to publish an account of the information the Group has become aware of during its due diligence. The purpose is to ensure the public access to information about the Group's due diligence and the results thereof. The board of directors will ensure that the Group publishes the account in accordance with the guidelines of the Transparency Act before the deadline 30 June 2026. The statement will be available on <https://www.ekornes.com/en/sustainability>.

Insurance for board members and general manager

Ekornes has liability insurance for directors and officers in all Group companies and the insurance covers claims made anywhere in the world resulting from a claim first made against insured persons during the policy period. The limit of liability is NOK 100 million per claim and in the annual aggregate.

Shares and shareholders

At the close of 2025, Ekornes QM Holding AS had a total of 30 000 outstanding shares, all of which were held by one shareholder Qumei Runto S.à.r.l in Luxembourg.

As at 31 December 2025, Ekornes QM Holding AS has 100% voting and ownership in all other Group companies through Ekornes AS.

Events after the balance sheet date

In January 2026, Ekornes successfully refinanced its outstanding debt through an all-bank facility of NOK 2.3 billion arranged with DNB and Sparebanken Møre. The refinancing supports a more efficient financing structure and is expected to reduce interest expenses going forward.

As part of the refinancing, Ekornes exercised its call option on the EKO02 bond on 29 December 2025 and completed the redemption of the outstanding bonds on 16 January 2026. Following this the Ekornes Group no longer has any listed instruments on Oslo Stock Exchange and is no longer considered a public interest entity.

At the beginning of 2026, Qumei Home Furnishings Group, the ultimate parent company of Ekornes, published a stock exchange announcement stating that DNB Carnegie has been engaged to conduct a strategic review of Qumei's capital structure and opportunities within overseas assets.

Qumei is listed on a regulated market in China and is consequently required to disclose material matters to the financial markets in accordance with applicable regulations.

The operations of Ekornes are not affected by the process they have initiated. We continue working exactly as before, and this does not affect employees, customers, or suppliers.

No other significant events have occurred between the balance sheet date and the date of publication of the financial statements which have materially affected the Company's financial position, and which should have been reflected in the financial statements presented here.

Outlook

Regulatory framework conditions for the furniture industry remain subject to change. Following the increase in trade duties on furniture imports into the United States during 2025, market uncertainty increased and weighed on retailer confidence and consumer behaviour.

Subsequent to year end, the U.S. Supreme Court ruled that the broad trade duties introduced under the International Emergency Economic Powers Act were unlawful, and these duties were formally terminated in February 2026. As a result, the direct tariff burden on furniture imports into the

U.S. has been reduced compared to the situation at the end of 2025.

Ekornes implemented price increases together with cost base and supply chain adjustments during 2025, which mitigated most of the direct impact of the increased tariff rates. While the recent court ruling has improved short term visibility, uncertainty remains regarding future trade policy developments, potential alternative tariff measures and the broader regulatory environment.

In addition, the ongoing conflict in the Middle East has contributed to logistical challenges, including longer transit times and increased transportation costs, adding further complexity to global supply chains.

The order reserve at the end of 2025 increased compared to the previous quarter but remained 10% lower than at the end of 2024. Entering 2026, this implies continued uncertainty and challenging market conditions. At the same time, the Group is modernising its brands and commercial platform, including updated retail studios, increased digital marketing for Stressless® and continued product portfolio development and store upgrades for IMG. These initiatives are expected to support sales development going forward.

Oslo, 29 April 2026

The board of Ekornes QM Holding AS

Ruihai Zhao
Chair

Mogens Falsig
Director and CEO

Ekornes QM Holding Group

Consolidated financial statements

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Consolidated income statement

(Figures in NOK 000)	Notes	Y 2025	Y 2024
Operating revenues	2	3 835 411	3 818 988
Cost of materials	13	1 064 790	1 126 583
Payroll expenses	3, 4	1 187 153	1 148 141
Depreciation and write downs	10, 11	308 939	312 258
Other operating expenses and income	5, 6, 10, 11	1 112 804	1 012 970
Net other losses (gains)	19	-76 218	64 238
Total operating expenses		3 597 469	3 664 191
OPERATING EARNINGS	2	237 942	154 797
Financial income and expenses			
Financial income	7	157 435	151 057
Net gains (losses) on foreign exchange	7	-13 481	34 231
Financial expenses	7	422 164	402 739
Net financial items		-278 210	-217 452
Earnings before tax		-40 268	-62 655
Tax expense	8	-1 369	-20 579
EARNINGS FOR THE YEAR		-38 899	-42 076

The following notes form an integral part of the consolidated financial statements.

Consolidated statement of comprehensive income

(Figures in NOK 000)	Y 2025	Y 2024
Earnings for the year	-38 899	-42 076
Other comprehensive income		
<i>Items which may be reclassified to profit and loss</i>		
Translation differences	-146 641	140 616
Total other comprehensive income	-146 641	140 616
Total Comprehensive Income For The Period	-185 540	98 540

The following notes form an integral part of the consolidated financial statements.

Consolidated balance sheet

(Figures in NOK 000)	Notes	31.12.2025	31.12.2024
ASSETS			
Non-current assets			
Buildings and sites	10	822 453	860 435
Machinery and equipment	10	160 983	203 703
Operating movables and fixtures	10	18 032	19 510
Asset under construction	10	39 060	29 161
Right-of-use assets	11	175 136	219 311
Total property, plant and equipment		1 215 663	1 332 120
Software and licences	10	53 849	67 164
Goodwill	10	1 561 115	1 561 115
Customer relations	10	1 050 395	1 196 494
Brand name	10	1 358 148	1 398 822
Deferred tax assets	8	206 337	184 098
Total non-current intangible assets		4 229 845	4 407 692
Other receivables and investments		19 024	17 610
Total non-current financial assets		19 024	17 610
Total non-current assets		5 464 532	5 757 422
Current assets			
Inventory	13	708 468	717 479
Trade receivables	14	418 111	513 155
Value of forward contracts	19	24 350	0
Other short-term receivables	12	145 428	176 348
Cash and bank deposits	15	853 224	910 395
Total current assets		2 149 581	2 317 378
TOTAL ASSETS		7 614 113	8 074 800

The following notes form an integral part of the consolidated financial statements.

Consolidated balance sheet (contd.)

(Figures in NOK 000)	Notes	31.12.2025	31.12.2024
EQUITY AND LIABILITIES			
Contributed equity			
Share capital	16	150	150
Premium paid		3 159 324	3 159 324
Total contributed equity		3 159 474	3 159 474
Retained earnings			
Translation difference		236 030	382 671
Other equity		133 696	172 595
Total retained earnings		369 726	555 266
Total equity		3 529 200	3 714 740
Non-current liabilities			
Pension liabilities	3	12 614	8 442
Provisions		15 797	23 711
Deferred tax	8	709 449	766 028
Lease liabilities	11	129 269	174 347
Interest-bearing debt - Bond	17	0	1 194 439
Interest-bearing debt - Bank	17	0	1 375 236
Total non-current liabilities		867 129	3 542 202
Current liabilities			
Trade payables		146 014	184 542
Public charges payable		79 337	71 451
Tax payable	8	9 329	35 373
Value of forward contracts	19	0	22 824
Interest-bearing debt - Bank	17	1 376 000	128 000
Interest-bearing debt - Bond	17	1 233 840	0
Other current liabilities	12	309 929	311 525
Lease liabilities	11	63 334	64 143
Total current liabilities		3 217 784	817 858
Total liabilities		4 084 913	4 360 060
TOTAL EQUITY AND LIABILITIES		7 614 113	8 074 800

The following notes form an integral part of the consolidated financial statements.

Oslo, 29 April 2026

Ruihai Zhao
Chair

The board of Ekornes QM Holding AS

Mogens Falsig
Director and CEO

Consolidated statement of cash flow

(Figures in NOK 000)	Notes	Y 2025	Y 2024
Cash flows from operating activities			
Earnings before tax (EBT)	7	-40 268	-62 655
Tax paid for the period	8	-108 556	-60 931
Depreciation and write downs	10, 11	308 939	312 258
Change in inventory	13	9 011	-1 941
Change in trade receivables	14	95 044	4 620
Change in trade payables		-38 527	12 469
Call premium Bond	17	33 840	0
Change in other time limited records		-48 169	38 873
Net cash flow from operating activities		211 315	242 695
Cash flows from investing activities			
Proceeds from sale of PP&E	10	27 853	70 633
Payments for purchase of PP&E	10	-67 968	-81 010
Net Cash flows from investing activities		-40 115	-10 377
Cash flows from financing activities			
Payment of lease liabilities	11, 18	-77 065	-71 519
Repayment of bank borrowings	17	-128 000	-96 000
Net cash flow from financing activities		-205 065	-167 519
Change in net cash & cash equivalents		-33 866	64 798
Effect of exchange gains / (losses) on cash and cash equivalents		-23 305	10 282
Net cash & cash equivalents at the start of the period	15	910 395	835 314
Net cash & cash equivalents at the close of the period	15	853 224	910 395
Restricted cash at the end of the period		24 793	24 296
Unrestricted cash at the end of the period		828 431	886 099

In the statement of cash flow, cash and bank deposits are recognised as cash. The restricted cash at 31 December 2025 are related to the payment of employee tax deductions in Norway.

The following notes form an integral part of the consolidated financial statements.

Consolidated statement of changes in equity

(Figures in NOK 000)	Share capital	Premium paid	Translation difference	Other	Total equity
Equity 31.12.2023	150	3 159 324	242 055	214 671	3 616 200
Earnings for the period	0	0	0	-42 076	-42 076
Other comprehensive income	0	0	140 616	0	140 616
Equity 31.12.2024	150	3 159 324	382 671	172 595	3 714 740
Equity 31.12.2024	150	3 159 324	382 671	172 595	3 714 740
Earnings for the period	0	0	0	-38 899	-38 899
Other comprehensive income	0	0	-146 641	0	-146 641
Equity 31.12.2025	150	3 159 324	236 030	133 696	3 529 200

Notes to the consolidated financial statements

REPORTING ENTITY AND PRESENTATION

Ekornes QM Holding AS is a limited company registered in Norway, with main office located in Ikornnes.

The consolidated financial statements comprise Ekornes QM Holding AS and consolidated subsidiaries (Ekornes QM Holding Group). The Group Ekornes QM Holding include the group Ekornes and its holding companies. Ekornes is the largest furniture manufacturer in Norway, and owns the brands Ekornes®, Stressless®, Svane® and IMG.

Stressless® is one of the world's most well-known brands within the furniture industry, while Ekornes®, Stressless® and Svane® are the most well-known furniture brands in Norway. IMG is best known in Australia and the USA. Manufacture takes place at the Group's eight factories. The Group has five factories in Norway, one in the USA, one in Thailand and one factory in Lithuania. Products are sold in large parts of the world through own sales companies or through importers. Ekornes' business idea is to develop and manufacture products that are outstanding with respect to comfort and functionality, and whose price and design appeal to a wide audience.

Ekornes QM Holding AS' consolidated financial statements for 2025 were approved at a board meeting on 29 April 2026. The consolidated financial statements were proposed for final adoption at the ordinary General Meeting on 29 April 2026.

Ekornes QM Holding Group is included in the consolidated financial statements of its ultimate owner Qumei Home Furnishing Group Co., Ltd in China. Qumei Home Furnishing Group Co., Ltd is listed on Shanghai Stock exchange and the consolidated financial statements are available on the Shanghai Stock Exchange website.

Ekornes QM Holding Group has prepared the financial statements on the basis that it will continue to operate as a going concern. In January 2026, Ekornes successfully refinanced its outstanding debt. Refer to note 17 for more details.

Presentation

The functional currency is determined for each company in the Group, based on the currency in the primary economic environment in which each individual company operates. Ekornes QM Holding AS' functional currency is Norwegian Kroner (NOK). The presentation currency for the consolidated financial statements of Ekornes QM Holding is Norwegian Kroner (NOK).

The consolidated financial statements have been prepared in accordance with equitable accounting principles for similar transactions and events under otherwise same conditions. The accounting principles have been applied consistently by all group companies.

STATEMENT OF COMPLIANCE

The Ekornes QM Holding AS's consolidated financial statements have been prepared in accordance with IFRS® Accounting Standards as adopted by the EU and are mandatory for financial years beginning on or after 1 January 2025, and Norwegian disclosure requirements listed in the Norwegian Accounting Act as of 31.12.2025.

CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

No changes in IFRS effective for the 2025 financial statements are relevant this financial year.

However, In April 2024, ISAB issued IFRS 18 Presentation and disclosure in Financial Statements which replaces IAS 1 Presentation of Financial Statements and is a response to investors demand for better information about the financial performance of companies.

IFRS 18 builds upon the foundation laid by IAS 1, keeping many sections with minimal revisions. However, it introduces new requirements on presentation within the statement of profit or loss, which includes the introduction of specified required totals and subtotals, and new categories of profit or loss. Additionally, it requires disclosure of management-defined performance measures and new principles for determining the location of information with aggregation and disaggregation to reference similar and dissimilar characteristics in the financial statement.

IFRS 18 is effective for reporting periods beginning on or after 1 January 2027. Early adoption is permitted but must be disclosed. Ekornes considers how these changes will impact its reporting and it is expected that the subtotal "operating earnings" will be replaced with the new defined subtotal "operating profit". The main change for the Ekornes Group is that foreign exchange differences according to IFRS 18 will follow the category in which the related income and expenses from the item giving rise to the foreign exchange difference has been classified. This differs from the current presentation where all foreign exchange differences are presented under net financial items. Additionally, a new disclosure will be added for management-defined performance measures in the 2027 financial statements.

MAIN ACCOUNTING PRINCIPLES

(A) PRINCIPLES FOR CONSOLIDATION

The consolidated financial statements comprise the financial statements of the parent company and its subsidiaries as at 31 December 2025. As at 31 December 2025, Ekornes QM Holding AS has 100% voting and ownership in all other group companies through Ekornes AS.

See Note 20 for a list of subsidiaries included in the consolidated financial statements of Ekornes QM Holding AS.

(i) Acquisitions

The purchase of subsidiaries is recognized in accordance with the acquisition method at the date on which the group obtains control. Both consideration and assets acquired are measured at fair value. Any excess value attributable to goodwill is tested annually for impairment. Transaction costs are recognized as expense in the consolidated financial statements.

(ii) Subsidiaries

Subsidiaries are entities controlled by the group. Control exists when the group has the power, directly or indirectly, to govern the financial and operating policies of an entity to obtain benefits from its activities. In assessing control, potential voting rights that may be exercised or converted are taken into account. Subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. Ekornes has no associates or jointly controlled enterprises.

(iii) Elimination of transactions at consolidation

Translation differences arising from the translation of net investments in foreign operations are recognized in the statement of comprehensive income.

For all foreign operations, the translation differences are presented on separate line under equity (reserve for translation differences).

(B) DERIVATIVES

The Group makes use of derivatives to hedge currency risks arising from its operational, financing and investment activities. In accordance with its treasury policy, Ekornes does not hold or issue derivative financial instruments for trading purposes. Derivatives are recognized at their fair value on acquisition. Gains or losses deriving from reassessment to changed fair value are recognized in profit and loss immediately.

(C) PROPERTY, PLANT AND EQUIPMENT

(i) Own assets

Items of property, plant and equipment are stated in the balance sheet at acquisition cost less accumulated depreciation (see below) and impairment losses (see accounting policy I). The acquisition cost of self-constructed assets includes the cost of materials, direct labor and an appropriate proportion of production overheads. When substantial parts of a non-current tangible asset have different useful lives, they are deemed to be separate components for accounting purposes.

(ii) Subsequent costs

In the acquisition cost of an item of property, plant or equipment, Ekornes includes the cost of replacement of parts of any such item, when the expenditure is expected to bring future economic benefits to the Group, and the cost of the replaced parts can be measured reliably. The carrying amount of the replaced part is deducted. All other expenses are recognized in profit and loss as they accrue.

(iii) Depreciation

Ordinary depreciations are charged linearly to profit or loss over estimated useful life for each individual operating asset. Land is not depreciated.

(D) INTANGIBLE ASSETS

Intangible assets that are purchased separately are initially measured at cost recognized as intangible asset when the group has control of the asset, future economic benefits are expected to flow to the group and the cost can be reliably measured. For intangible assets included in a business combination cost has been measured at fair value at the transaction date. Subsequently, intangible assets are recognized at cost less accumulated amortization and possible impairment. Intangible assets with definite lifetime are depreciated over useful life. Useful life and depreciation method for intangible assets with definite life are assessed at least once a year. Linear depreciation is used for the intangible assets, as this is considered the best way to reflect the use of the assets. Profit or loss from disposal of intangible assets are calculated as the difference between net sales revenue and the recognized value of the asset and is reported as part of other income or other expenses in the operating result of the income statement.

(i) Research and Development

Expenses relating to research activities are recognized in profit and loss as they incur. Development costs are capitalized to the extent that the product or process is technically and commercially feasible, and Ekornes has sufficient resources to complete their development. Capitalized costs include materials costs, direct payroll costs and a share of directly attributable overheads. Capitalized development costs are recognized at acquisition cost less accumulated depreciation and write-downs. Capitalized development costs are depreciated linearly over the asset's estimated useful life.

(iii) Goodwill

Goodwill is recognised as the aggregate of the consideration transferred and the amount of any non-controlling interest and deducted by the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. Goodwill is not depreciated but is tested at least annually for impairment. In connection with this, goodwill is allocated to cash-generating units or groups of cash-generating units that are expected to benefit from synergies from the business combination.

(iv) Customer relations and brands

The value of customer relations and brands arising from the acquisition of subsidiaries is valued at acquisition cost less accumulated depreciation, which is allocated linearly over expected useful life. Costs relating to the in-house development and maintenance of brand names and other intangible assets are recognized as expenses in the income statement in the period they are incurred. Any acquisition of such assets is recognized in the balance sheet.

(E) TRADE AND OTHER RECEIVABLES

Trade and other receivables are stated at cost less a provision for bad debts. Customer payment terms differ between markets and reflect regional practices, commercial norms, and applicable local laws and regulations. The Group's goal is no longer than 30 days.

(F) INVENTORY

Inventory is recognized at the lower of acquisition cost and net sales price. Net sales price is the estimated sales price under ordinary operating conditions, less estimated expenses for completion, marketing and distribution. Acquisition cost is based on the first-in/first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their present location and condition. Self-produced goods include variable costs and fixed overheads which can be allocated on the basis of normal operating capacity.

(G) IMPAIRMENTS

An impairment arises when the book value of an asset or cash-generating entity (assessment entity) exceeds its recoverable value. Impairment write-downs are recognized in profit and loss. The recoverable amount is defined as the higher of the asset or cash-generating entity's fair value less sales costs and value in use.

(H) EQUITY

Dividends are recognized as a liability in the period in which they are approved. Any proposed dividend remains part of equity until the date of its final approval.

Translation differences

Translation differences arise in connection with exchange-rate differences of consolidated foreign entities. Exchange-rate differences in monetary amounts (liabilities or receivables) which are in reality a part of a company's net investment in a foreign entity are also included as translation differences. If a foreign entity is sold, the accumulated translation difference linked to the entity is reversed and recognised in the statement of comprehensive income in the same period as the gain or loss on the sale is recognised.

(I) EMPLOYEE BENEFITS

(i) Defined-contribution pension plans

Liabilities in respect of contributions to defined-contribution pension plans are recognized as an expense in profit and loss as they accrue.

(ii) Defined-benefits pension plans

Net liabilities in respect of defined-benefit pension plans are calculated separately for each plan. This is achieved by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods. These future benefits are discounted to determine their present value, and the fair value of any plan assets is deducted to arrive at a net liability. When the benefits of a plan are improved, the portion of the increased benefit relating to past accruals is recognized as an expense in profit and loss on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits vest immediately, the expense is recognized immediately in profit and loss. Actuarial gains and losses are recognized directly in equity when they arise.

(J) REVENUE

(i) Revenue

IFRS 15 requires that the Group, for each contract with a customer, identify performance obligations, determine the transaction price, match the transaction price to the performance obligation if the contract encompasses more than one performance obligation, decide if operating revenues must be recognized over time or on one date, and recognize operating revenues on the date of or over the period for the fulfilment of the delivery liability concerned.

The Group's most important performance obligation derives from products made to the customer's specification and orders. To determine when the performance obligation is fulfilled and control of the delivered products are transferred to the customer, Ekornes use the principles of Incoterms. Thus, it is the Incoterms principles that determine when the performance obligation is fulfilled, and control of the products are transferred to the customer. When control is achieved by the customer, all risks related to the products are transferred from Ekornes to the customer. At the point when the performance obligation is fulfilled, control is transferred and the customer bears the risks with the products, the Group recognizes operating revenues. The Group's most applied Incoterm is DDP (Delivered Duty Paid).

When the Group determines the transaction price, volume discounts or other variable considerations are estimated. Accumulated experience is used to estimate and provide for the discounts, using the expected value method, and revenue is only recognized to the extent that it is highly probable that a significant reversal will not occur.

Ekornes offers certain warranty programs that extend beyond the correction of defects existing at the time of sale. These warranties are classified as service-type warranties under IFRS 15, as they provide customers with an additional service beyond the assurance of product quality. As such, the revenue attributable to these warranties is not recognized at the point of sale. Instead, it is deferred and recognized over the period during which the warranty service is provided. This deferred revenue is recorded as a contract liability on the balance sheet until the performance obligation is satisfied into short-term and long-term liabilities. Short-term liabilities are the portion of the obligations that are due within one year or within a normal operating cycle.

A breakdown of The Group's operating revenues by brand and customer location may be found in Note 2.

(ii) Government grants

Grants that compensate the Group for the acquisition cost of an asset are recognized as a reduction in the asset's acquisition value. Grants that compensate for expenses incurred are recognized as a cost reduction in the financial statements covering the same period as the expenses they are intended to cover.

(K) LEASES

Lease amounts representing variable payments based on such factors as specific cost elements in related services or usage, lease amounts for short-term leases of a duration of up to 12 months as well as lease amounts for low value leases covering such elements as PCs and other office equipment, is expensed as Other expenses over the lease term.

(L) TAX

Tax on the year's profit comprises tax payable and deferred tax. Tax is included in profit and loss with the exception of tax that is recognized directly in equity or in other comprehensive income. Tax payable comprises the expected tax payable on the year's taxable earnings at the rate applicable on the balance sheet date, plus any corrections in tax payable for previous years. Deferred tax is calculated on temporary differences between the recognized values of assets and liabilities in the financial statements and their value for tax purposes.

The following temporary differences are not taken into account:

Initial recognition of assets or liabilities which affect neither profit/loss in the accounts or for tax purposes, as well as differences relating to investments in subsidiaries that are not expected to be reversed in the foreseeable future. Deferred tax liabilities and assets are measured on the basis of expected future tax rates applicable to group companies in which temporary differences have arisen. Deferred tax liabilities and assets are recognized at nominal value. Deferred tax assets are capitalized only to the extent that it is probable that the asset may be utilized in connection with future taxable profits. Deferred tax assets are reduced to the extent that it is no longer probable that the tax assets will be utilized.

(M) STATEMENTS OF CASH FLOWS

Ekornes QM Holding group uses the indirect method to present cash flows from operating activities. Interest received as well as interest paid are included in cash flows from operating activities. Dividends paid are included in cash flows from financing activities.

Note 2 Revenue per brand and markets

(Figures in 000 NOK)	Y 2025	Y 2024
Operating revenues by brand		
Stressless®	2 892 220	2 832 022
IMG	676 408	740 507
Svane®	266 782	246 459
Total	3 835 411	3 818 988
Operating revenues by markets		
Norway	582 222	536 701
Other Nordic	174 049	161 319
Central Europe	608 417	640 373
Southern Europe	245 604	227 802
UK/Ireland	308 787	322 157
USA/Canada/Mexico	1 290 911	1 317 615
Japan	107 387	111 039
Australia	253 358	297 024
China	135 216	99 816
Other Markets	129 460	105 141
Total	3 835 411	3 818 988

US Tariffs:

In April, the United States introduced country-specific reciprocal tariffs, followed by additional duties on steel and aluminium. In October, further targeted tariffs were announced for selected categories of upholstered furniture.

In response to these developments, Ekornes implemented mitigating measures, including price adjustments, cost reductions, and supply-chain adaptations. These actions reduced a significant portion of the direct financial impact and demonstrate the Group's operational flexibility in a rapidly evolving trade environment. Overall, management expects that most of the direct effects of the implemented tariffs will be mitigated. However, the additional duties have increased market uncertainty and are expected to negatively affect retailer sentiment and consumer demand going forward.

Following a recent ruling by the U.S. Supreme Court, it was concluded that the International Emergency Economic Powers Act (IEEPA) did not grant the President authority to impose the broad tariffs introduced in 2025. Consequently, all tariffs imposed under IEEPA were deemed unlawful and formally terminated in February 2026. As the ruling invalidates tariffs already collected, and as lower courts are responsible for determining the applicable refund mechanisms, the Group intends to pursue recovery of any amounts to which it is legally entitled.

However, given the ongoing legal process and the uncertainty surrounding both the outcome and timing of any potential repayments, no receivable or contingent asset related to possible tariff refunds has been recognised in the financial statements.

Note 3 Salary and personnel expenses

(Figures in NOK 000)	2025	2024
Payroll expenses	979 980	950 480
Employer's national insurance contributions	101 474	95 150
Pensions	55 235	51 116
Other personnel costs	50 465	51 394
Total personnel expenses	1 187 153	1 148 141
Average number of full-time equivalents	2 360	2 561

Board of Directors' declaration on the remuneration policy applying to senior executives

A major element of the remuneration policy established with respect to Ekornes QM Holding AS and its subsidiaries is that executives should be offered competitive terms, with a salary comparable to similar positions in their national labour markets. The Company has established performance-related bonus schemes that form a major part of the overall compensation package offered to profit-centre managers. Salary and other remunerations are mainly adjusted in accordance with developments in salary/price levels in the country in which the position is located. If the board terminates the CEO, 12 months' salary without holiday pay and pension will be paid after the ordinary notice period of 6 months.

Pension commitments

A Group pension scheme (defined contribution plan) has been established for employees of the Group's Norwegian companies and in most of its foreign subsidiaries. The Group also has certain pension liabilities expensed continuously. For accounting purposes, pension schemes are treated in accordance to IAS 19. Norway's new AFP early retirement scheme is deemed to be a defined benefit multi-enterprise scheme. In principle, the liability shall be calculated and recognised. However, the scheme's current administrator is, for practical reasons, unable to perform these calculations. Until these calculations are made, the new AFP early retirement scheme must be recognised as a defined contribution scheme. See table below.

Mandatory occupational pension scheme

Pursuant to the Norwegian Mandatory Occupational Pensions Act, all the Group's Norwegian subsidiaries must establish a pension scheme for their employees. These companies have pension schemes that comply with Norwegian law.

Pension costs

The pension costs of the Group for the financial year was NOK 55,2 (51,1) million, which is almost entirely comprised of defined contribution pension; only three companies in the Group operate with defined benefit pension; Ekornes K.K in Japan, Ekornes S.A.R.L in France and Ekornes Thailand.

Pension liabilities

The accumulated pension liabilities as at 31 December 2025 are related to the defined benefit plans in Japan, France and Thailand. The pension liabilities are calculated by actuaries and presented below. Based on the limited participation and liabilities, the plans are considered of low materiality and significance for the Group.

(Figures in NOK 000)	31.12.2025	31.12.2024
Accumulated pension liabilities	12 614	8 442

Bonus-based incentives

Ekornes QM Holding Group has bonus-based remuneration for all employees in the operating companies who do not have any other personal bonus scheme. The bonus-based remuneration will be based on achieved results for 2025. The bonus is paid on a pro rata basis according to the number of months employed during the year. Only those employed as at 31 December 2025, as well as those retiring during 2025, are entitled to receive a bonus for 2025. For accounting purposes, the bonus is treated as a cash bonus.

See Note 4 for details of remuneration and salary paid to CEO and board of directors.

Note 4 Remuneration to group management and board of directors

The Group's related parties comprise members of the board and management, as well as companies those individuals control or have a significant influence over. Individual bonus agreements were entered into with group management for 2025. Ruihai Zhao, who chairs the board of directors, is one of the primary shareholders of Qumei Home Furnishings Group.

The following tables show the remuneration to CEO, group management as well as to the members of the boards of operating company Ekornes AS and the Group.

Remuneration paid to CEO and group management includes a variable bonus component, which is assessed based on a range of financial and operational key performance indicators (KPIs) as determined by the Board of Directors.

Remuneration to CEO in 2025

(Figures in NOK 000)	Salary	Pension cost	Other remuneration	Total remuneration
Tine Hammernes Leopold	5 192	229	0	5 420

Remuneration to CEO in 2024

(Figures in NOK 000)	Salary	Pension cost	Other remuneration	Total remuneration
Tine Hammernes Leopold	4 228	104	0	4 332

Remuneration to Group Management in 2025

(Figures in NOK 000)	Salary	Pension cost	Other remuneration	Total remuneration
Group management incl. CEO	19 704	1 372	0	21 076

Remuneration to Board of directors

(Figures in NOK 000)	2025	2024
Board of directors	4 087	3 260

NOTE 5 Other operating expenses and income

(Figures in NOK 000)

Breakdown of other operating expenses	2025	2024
Transport and other distribution cost	314 604	333 560
Marketing cost	224 428	181 750
Commission to representatives	79 472	81 337
Market support	74 058	58 045
ICT Cost	86 342	84 903
Maintenance expenses	41 188	44 317
Guarantee cost of returns/warranties	50 598	61 928
Energy (factory only)	25 282	24 852
Other production expenses (factory only)	59 300	64 242
Product Development expenses	10 753	11 589
Traveling cost	52 061	46 855
Gain sale of factories*	0	-60 327
Other**	94 717	79 921
Total	1 112 804	1 012 970

*Vietnam - Sale of the two factories

On 4 January 2023, Ekornes announced that the group will concentrate operations in Thailand, discontinue activities in Vietnam, and reduce the workforce by approximately 700 FTEs. Ekornes has made substantial investments in the production facility in Thailand to enable the concentration of all Asian operations at one location.

The two factories in Vietnam including leasing agreements were sold in October 2024 and was held for sale in balance sheet 31.12.2023. NOK 60 million in gain from the sale of the assets in Vietnam was included in "Other operating expenses" as at 31.12.2024.

Ekornes has received 100% of the sales proceeds totaling USD 8.0 million. Eighty percent of the amount was received in 2024, and the remaining balance was received in 2025. The legal entity IMG Vietnam Ltd. was formally dissolved on 30 December 2025.

** Other

The category includes royalty, administrative costs and loss debtors.

The following is related to remuneration to auditor, both group auditor and other auditors:

(Figures in NOK 000)

Breakdown of auditing fees	2025	2024
Statutory auditing services	10 922	11 009
Other certification services	3 439	675
Other non-auditing services	192	346
Tax advisory services	180	401
Total	14 734	12 431

Auditing fees are stated ex. VAT.

NOTE 6 Research & Development

In 2025, research and development costs totalling NOK 48 million (NOK 38 million in 2024) were recognised in expenses. These costs relate to salaries and other operating expenses.

Costs directly associated with the development of a fixed operating asset are included in the capitalised value of the asset if all the criteria for capitalisation have been met. Expenses that arise early in the project phase, as well as maintenance costs, are recognised in expenses as they arise. Capitalised development costs totalled NOK 6,7 million in 2025 (NOK 14,9 million in 2024).

The subsidiary Ekornes AS has four ongoing development projects receiving tax deduction for research and development through the rights-based tax deduction scheme SkatteFUNN for Norwegian companies. Deductions for 2025 have been recognized as a reduction of payroll expenses by NOK 1.3 million (NOK 2.0 million in 2024) and other operating expenses by NOK 1.7 million (NOK 1.7 million in 2024).

NOTE 7 Net financial items

(Figures in NOK 000)	2025	2024
Gain on loans and receivables	144	74
Interest income	157 090	148 783
Other financial income	200	2 200
Total financial income	157 435	151 057
Foreign exchange gains	66 694	84 553
Foreign exchange losses	80 175	50 322
Gain/(loss) on foreign exchange	-13 481	34 231
Interest on debts and borrowings	419 197	400 276
Other financial expenses	2 967	2 463
Total financial expense	422 164	402 739
Total financial items	-278 210	-217 452

The table below provides a specification of cash flows relating to interest received and interest paid for the reporting period:

Interest received		
Interest received from banks	156 957	148 746
Interest received from other	278	111
Total interest received (cash flow)	157 234	148 857
Interest paid		
Interest paid on bank borrowings	213 517	225 821
Interest paid on bond financing	142 728	145 562
Interest paid to other	66	338
Total interest paid (cash flow)	356 312	371 721
Net Cash flow pa	-199 077	-222 865

NOTE 8 Tax related costs

(Figures in NOK 000)

Tax expense included in net result:	2025	2024
Period taxes:		
Tax payable in the period	58 168	59 971
Deferred tax		
Changes in deferred tax liability	-59 537	-80 550
Tax expense	-1 369	-20 579

Expensed tax payable is higher than the Group's tax payable in the balance sheet as of 31. December 2025. This is because parts of the year's tax payable in foreign subsidiaries has been paid in advance.

Reconciliation of effective tax rate:	2025	2024
Earnings before tax	-40 268	-62 655
Tax calculated at 22% (22 %)	-8 859	-13 784
Reconciliation:		
Effect of other tax rates in subsidiaries	5 985	-7 087
Permanent differences	-2 877	-3 470
Changes in unrecognised deferred tax asset	-4 570	0
Adjustment in respect of current income tax of previous years	8 953	3 762
Tax expense	-1 369	-20 579
Deferred tax assets	206 337	184 098
Deferred tax liabilities	709 449	766 028
Net deferred tax	-503 112	-581 930

The Group recognises deferred tax assets and liabilities net only if the Group has a legal right to set them off against each other, and only deferred tax assets and liabilities within the same tax regime.

As at 31 December 2025, the Group had a tax-loss carryforward of NOK 453,2 million. NOK 436,3 million of this was capitalised as at 31 December 2025. Deferred tax assets relating to tax-loss carryforwards in one of our subsidiaries have not been recognised as at 31 December 2025 since the company does not expect to utilise the loss in the foreseeable future.

Net deferred tax	2025	2024
Intangible assets	-610 808	-662 517
Property, plant & equipment	-56 368	-65 271
Inventory	48 043	62 118
Receivables	1 919	1 941
Provisions	14 334	17 454
Pensions	3 782	2 968
Other items	45	9 362
Tax-loss carried forward	95 944	52 014
Net Deferred tax at 31.12	-503 109	-581 930

The Group's carry forward tax deficit has the following maturity:	31.12.2025	31.12.2024
No final maturity date	95 944	52 014
Total tax loss carryforward	95 944	52 014

NOTE 9 Estimation uncertainty

In the process of applying the Group's accounting policies in according to IFRS, management has made several judgements and estimates. All estimates are assessed to the most probable outcome based on the managements best knowledge. Changes in key assumptions may have significant effect and may cause material adjustments to the carrying amounts of assets and liabilities, equity and the profit for the year.

The group's most significant accounting estimates relate to the following items:

- Impairment assessment incl valuation of goodwill, write-downs on property, plant & equipment and intangible assets
- Write-down of inventory to net realisable value
- Provision for expected credit losses on trade receivables

Impairment assessments (see note 10 for further descriptions)

The Group has made significant investments in tangible fixed assets, intangible assets and goodwill. Valuation and remaining economic life of fixed assets and intangible assets are based on future expectations and will always involve discretionary assessments with inherent estimation uncertainty. Goodwill is assessed for impairment annually or when there are indications of impairment, while other assets are assessed when there are indications of impairment. Factors indicating impairment and triggering requirements for testing the value of assets include: significant reduction in market values, significantly weaker results in relation to historical results or in relation to expected results, significant changes in the use of assets or in the overall business strategy, including assets that are decommissioned or discontinued and assets that are damaged or decommissioned, significant negative developments in the industry or economies, substantial reduction of market share, significant adverse regulatory decisions and court decisions, and significant cost overruns when developing assets.

According to IAS 36 Impairment of Assets, the recoverable amount of assets is the higher of value in use and fair value less costs to sell. Value in use, especially when using discounted cash flow methods, must be largely based on management's discretionary estimates and expectations, including determining appropriate cash-generating units, discount rates, estimating future performance, asset revenue-generating capacity, margins, required maintenance investments, and future market conditions assumptions. The effects of recession and increased macroeconomic risk can affect estimates of future earnings and the discount rate used to estimate the recoverable amount of the assets. For the assessment of impairment of goodwill, discounted cash flow models have been used to determine recoverable amount, based on the latest financial budgets and forecasts approved by the management. A forecast period of five years is assumed, during which the last year has been used as a basis for calculating a terminal value based on Gordon's growth model. Future developments in volume, sales prices and operating margins are important factors in the Group's impairment assessments. Expectations of future cash flows will vary over time as a result of changes in market conditions, demand and the competitive situation, and long-term estimates of key assumptions in the individual countries and regions will be uncertain.

Write-down of inventory to net realisable value

The cost of inventories may not be recoverable if those inventories are damaged, if they have become wholly or partially obsolete, or if their selling prices have declined. The cost of inventories may also not be recoverable if the estimated costs of completion or the estimated costs to be incurred to make the sale have increased. The practice of writing inventories down below cost to net realisable value is consistent with the view that assets should not be carried in excess of amounts expected to be realised from their sale or use.

A new assessment is made of net realisable value in each quarterly reporting. When the circumstances that previously caused inventories to be written down below cost no longer exist or when there is clear evidence of an increase in net realisable value because of changed economic circumstances, the amount of the write-down is reversed (i.e. the reversal is limited to the amount of the original write-down) so that the new carrying amount is the lower of the cost and the revised net realisable value.

Provision for expected credit losses of trade receivables

The Group uses a provision matrix to calculate expected credit losses for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type, customer type and rating, and coverage by letters of credit and other forms of credit insurance).

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and expected credit losses is a significant estimate. The amount of expected credit lossess is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

NOTE 10 Property, Plant, Equipment and Intangible assets

(Figures in NOK 000)	Sites and buildings	Machinery and equipment	Operating movables	Asset under construction	Total
Acquisition value 1.1.2025	1 847 527	1 245 237	133 934	29 161	3 255 859
+ additions	7 340	24 941	6 176	18 887	57 344
+/- reclassification	7 775	268	930	-8 974	0
- disposals	-123	-23 866	-5 282	-22	-29 292
Currency exchange differences	-2 638	-7 911	-3 025	8	-13 566
Acquisition value 31.12.2025	1 859 881	1 238 670	132 734	39 060	3 270 345
Accumulated dep. and write-downs 1.1.2025	987 092	1 041 534	114 423	0	2 143 049
Depreciations and write-downs in 2025	52 083	65 962	7 753	0	125 798
- Acc. depreciation on operating assets sold	-51	-23 683	-5 143	0	-28 877
Currency exchange differences	-1 695	-6 126	-2 331	0	-10 152
Accumulated dep. And write-downs 31.12.2025	1 037 428	1 077 687	114 702	0	2 229 817
Book value 31.12.2025	822 453	160 983	18 032	39 060	1 040 528

(Figures in NOK 000)	Sites and buildings	Machinery and equipment	Operating movables	Asset under construction	Total
Acquisition value 1.1.2024	1 845 854	1 206 770	131 577	20 953	3 205 154
+ additions	4 429	24 700	3 108	26 446	58 683
+/- reclassification*	3 386	15 372	0	-18 759	0
- disposals	-22 031	-15 981	-5 011	0	-43 024
Currency exchange differences	15 889	14 376	4 261	521	35 045
Acquisition value 31.12.2024	1 847 527	1 245 237	133 934	29 161	3 255 859
Accumulated dep. and write-downs 1.1.2024	948 017	975 420	107 307	0	2 030 744
Depreciations and write-downs in 2024	54 473	70 019	7 633	0	132 125
- Acc. depreciation on operating assets sold	-20 118	-14 810	-4 019	0	-38 947
Currency exchange differences	4 720	10 905	3 502	0	19 126
Accumulated dep. And write-downs 31.12.2024	987 092	1 041 534	114 423	0	2 143 049
Book value 31.12.2024	860 435	203 703	19 510	29 161	1 112 810

*Vietnam - Sale of the two factories

The two factories in Vietnam including leasing agreements classified as held for sale in the balance sheet as at 31.12.2023 were sold in October 2024. NOK 60 million in gain from the sale of the assets in Vietnam was included in "Other operating expenses" in Q4 2024.

Estimated useful lives are as follows:

- Buildings 25-50 years
- Machinery & equipment 5-16 year
- Operating movables and fixtures 2-10 years
- Licences and patents 5 years
- Software 3 years
- No depreciation of Land property

Depreciation method, useful life and residual value are reassessed annually.

NOTE 10 Property, Plant, Equipment and Intangible assets (contd.)

Intangible assets

Goodwill is not depreciated in the consolidated financial statements, but is tested annually for impairment.

Customer relationships and brand names are depreciated on a straight-line basis over estimated lifetime. Estimated lifetime customer relationships are rated at 25 years for Stressless and 20 years for IMG. For brands, the estimated lifetime is estimated at 50 years for Stressless and 20 years for IMG. Depreciation expense is included in ordinary depreciation in the income statement.

In connection with the purchase price allocation, excess values were identified related to brand names, customer relationships, real estate and fixed assets.

(Figures in NOK 000)	Software and licenses	Goodwill	Customer relationships	Brand name	Total
Acquisition value 1.1.2025	256 155	1 561 115	1 302 291	1 656 419	4 775 981
+ additions	10 624	0	0	0	10 624
- disposals	-18 627	0	0	0	-18 627
Currency exchange differences	-65	0	0	0	-65
Acquisition value 31.12.2025	248 087	1 561 115	1 302 291	1 656 419	4 767 912
Accumulated dep. and write-downs 1.1.2025	188 992	0	401 790	257 597	848 379
Depreciations and write-downs in 2025	5 272	0	68 306	40 673	114 251
Currency exchange differences	-25	0	0	0	-25
Accumulated dep. And write-downs 31.12.2025	194 238	0	470 097	298 271	962 605
Accumulated currency translation differences 1.1.2025	0	0	295 993	0	295 993
Currency translation differences in 2025	0	0	-77 792	0	-77 792
Accumulated currency translation 31.12.2025	0	0	218 201	0	218 201
Book value 31.12.2025	53 849	1 561 115	1 050 395	1 358 148	4 023 508

PPA values split per brands	Brand name
Stressless®	1 198 868
IMG	159 281
Book value 31.12.2025	1 358 148

NOTE 10 Property, Plant, Equipment and Intangible assets (contd.)

(Figures in NOK 000)	Software and licenses	Goodwill	Customer relationships	Brand name	Total
Acquisition value 1.1.2024	258 423	1 561 115	1 302 291	1 656 419	4 778 248
+ additions	22 021	0	0	0	22 021
- disposals	-24 448	0	0	0	-24 448
Currency exchange differences	159	0	0	0	159
Acquisition value 31.12.2024	256 155	1 561 115	1 302 291	1 656 419	4 775 981
Accumulated dep. and write-downs 1.1.2024	208 342	0	331 916	216 924	757 182
Depreciations and write-downs in 2024	5 039	0	69 874	40 673	115 586
- Acc. depreciation on operating assets sold	-24 448	0	0	0	-24 448
Currency exchange differences	59	0	0	0	59
Accumulated dep. And write-downs 31.12.2024	188 992	0	401 790	257 597	848 379
Accumulated currency translation differences 1.1.2024	0	0	205 099	0	205 099
Currency translation differences in 2024	0	0	90 894	0	90 894
Accumulated currency translation 31.12.2024	0	0	295 993	0	295 993
Book value 31.12.2024	67 164	1 561 115	1 196 494	1 398 822	4 223 594

Brand name values split	Brand name
Stressless®	1 226 966
IMG	171 856
Book value 31.12.2024	1 398 822

Impairment assessment goodwill

The Group has conducted an impairment assessment of goodwill as at 31 December 2025 in accordance with IAS 36. The carrying amount of goodwill at year-end 2025 was NOK 1 561 million. The Group represents the lowest level within the entity at which goodwill is monitored for internal management purposes. For the purpose of impairment testing, the recoverable amount has been determined based on value in use.

Value in use is calculated using management's cash flow projections derived from the Board-approved budget for 2026. Cash flows beyond the budget period are extrapolated using a long-term growth rate of 2.0%, reflecting expected inflation. Future cash flows after tax are discounted using an after-tax discount rate (WACC) of 9.7%. The most significant assumptions in estimating future cash flows are management's projections of revenue growth and operating margin. Over the forecast period, the average expected growth rate for the Group is 7.5%, and operating margins are expected to improve. Management's assumptions are derived from historical experience, expectations regarding future developments, and current market conditions.

Based on the impairment assessment as at 31 December 2025, the recoverable amount exceeds the carrying amount. The Group therefore concludes that no impairment of goodwill is required in the financial statements for 2025. Management has performed sensitivity analyses on changes in key assumptions used in the recoverable amount calculation and concluded that no reasonable change would lead to the recoverable amount being lower than its carrying amount related to growth and WACC assumptions. The sensitivity analyses for EBITDA margin shows that a reduction of about 3,3% eliminates the headroom.

Management considers the assumptions applied to be realistic and consistent with historical performance, approved business plans and expected market developments.

Intangible assets

These are some of the company's most important intangible assets:

- Registered domains
- Patents
- Registered designs
- Distribution network (international)
- Market concept
- Product concepts
- Manufacturing expertise
- International marketing
- International sourcing

With the exception of some patents and domains, none of these assets has been included in the balance-sheet.

NOTE 11 Leasing agreements

The Group has entered into several different operational leasing agreements. The leasing agreements are primarily associated with non-Norwegian subsidiaries. The operating movables and machinery are leased in a 3-5-year period, while several of the office and warehouse have a longer time frame.

Practical expedients applied

The Group has elected to apply the practical expedient and does not recognise lease liabilities or right-of-use assets for leases presented in the table below:

- Short-term leases (defined as 12 months or less) or
- Low value assets (< NOK 25 000)

Variable lease payments

In addition to the lease liabilities below, the Group is committed to pay variable lease payments for some of their leases. The variable lease payments are expensed as incurred.

Extension options

Several agreements involve a right of renewal which may be exercised during the last period of the lease terms. The Group assesses at the commencement whether it is reasonably certain to exercise the renewal right.

Restrictions

The leases do not contain any restrictions on the Group's dividend policy or financing. The Group does not have significant residual value guarantees related to its leases to disclose.

Depreciation

The Right-of-Use asset is depreciated on a straight-line basis over the shorter of the lease term or the asset's useful life, unless ownership transfers or a purchase option is reasonably certain to be exercised.

(Figures in NOK 000) Right-of-use assets	Operating movables	Machinery and equipment	Office, warehouse and sites	Total
Acquisition cost 1.1.2025	41 182	6 503	477 510	525 195
Addition of right-of-use assets				
- New leasing agreements	4 138	7 703	9 336	21 177
- Existing leasing agreements adjusted or extended	1 774	65	16 817	18 656
Currency exchange differences	-323	-23	-14 198	-14 544
Acquisition cost 31.12.2025	46 771	14 247	489 465	550 484
Accumulated depreciation and impairment 1.1.2025	31 288	5 747	268 848	305 884
Depreciation	6 868	3 235	58 788	68 890
Currency exchange differences	-178	287	466	574
Accumulated depreciation and impairment 31.12.2025	37 977	9 269	328 102	375 348
Carrying amount of right-of-use assets 31.12.2025	8 794	4 978	161 363	175 136

NOTE 11 Leasing agreements (contd.)

(Figures in NOK 000) Right-of-use assets	Operating movables	Machinery and equipment	Office, warehouse and sites	Total
Acquisition cost 1.1.2024	34 123	6 401	405 960	446 484
Addition of right-of-use assets				
- New leasing agreements	6 419	0	511	6 930
- Existing leasing agreements adjusted or extended	76	49	55 773	55 898
Currency exchange differences	565	52	15 266	15 883
Acquisition cost 31.12.2024	41 182	6 503	477 510	525 195
Accumulated depreciation and impairment 1.1.2024	23 270	5 119	209 409	237 798
Depreciation	7 558	611	56 378	64 547
Currency exchange differences	460	18	3 061	3 539
Accumulated depreciation and impairment 31.12.2024	31 288	5 747	268 848	305 884
Carrying amount of right-of-use assets 31.12.2024	9 895	756	208 661	219 311

Lease liabilities

Undiscounted lease liabilities and maturity of cash outflows	2025	2024
Less than one year	64 688	65 360
One to five years	135 463	164 252
More than five years	7 367	27 760
Total undiscounted lease liabilities	207 518	257 371
Total lease liabilities		
Current lease liabilities	63 334	64 143
Non-current lease liabilities	129 269	174 347
Total cash outflows for leases	77 065	71 436
Interest expense on lease liabilities	8 104	7 226
Short term leases and low-value leases recognized on a straight-line basis as expense	1 966	3 950

NOTE 12 Other receivables and other liabilities

(Figures in NOK 000)

Other receivables	31.12.2025	31.12.2024
Other receivables related to the production cycle	7 298	12 573
Prepayments to suppliers	8 624	4 881
Prepaid expenses	56 332	45 668
Prepaid tax and VAT refunds due	57 098	29 846
Other	16 075	83 380
Total other receivables	145 428	176 348

Other current liabilities	31.12.2025	31.12.2024
Salaries payable	152 436	152 283
Accrued bonus/market support to customers	30 878	41 474
Deferred income service-type warranty	27 069	25 414
Advances from customers (contract liabilities)	15 634	15 939
Accrued other marketing costs	11 180	9 034
Accrued freight	10 837	13 073
Accrued administrative costs	10 466	6 328
Accrued commission to sales staff	4 935	8 245
Accrued interest Bond	3 989	2 513
Accrued cash discounts to customers	2 548	3 275
Other	39 957	33 949
Total other liabilities	309 929	311 525

NOTE 13 Inventory

(Figures in NOK 000)	31.12.2025	31.12.2024
Inventory finished goods	260 730	274 790
Inventory semi-finished	64 884	74 507
Inventory raw materials	382 853	368 182
Total	708 468	717 479

All amounts are net after write-downs of 31.12.2025.

Changes in write downs of inventories of positive 12,9 MNOK have been recognised as reduction of cost of materials and consumables used (2024: 4,1 MNOK positive)

Cost of materials and consumables	995 057	1 089 609
Cost of handling and freight	82 584	41 057
Changes in write downs of inventories	-12 851	-4 083
Total cost of materials	1 064 790	1 126 583

NOTE 14 Accounts receivable

(Figures in NOK 000)

Trade receivables	31.12.2025	31.12.2024
Receivables related to revenue from contracts with customers - external	455 484	551 697
Total accounts receivables (Gross)	455 484	551 697
Allowance for expected credit losses	37 373	38 542
Total accounts receivables (Net)	418 111	513 155

The change in provisions for bad debts is as follows:

(Figures in NOK 000)	2025	2024
Opening balance 1.1.	38 542	17 250
Actual write-offs in the year	5 456	-708
Change in bad debt provisions	4 287	20 584
Closing balance 31.12.	37 373	38 542

Accounts receivables are non-interest bearing. The Group has about 4,000 customers and the largest single customer accounts for around 5,7 per cent of total sales revenues. Bad debts are classified as other operating expenses in profit and loss. See Note 19 for details of credit and foreign exchange risks relating to trade receivables.

NOTE 15 Cash and bank deposits

(Figures in NOK 000)	31.12.2025	31.12.2024
Cash and bank deposits	853 224	910 395

In the statement of cash flow, cash and bank deposits are recognised as cash. Total restricted cash is NOK 24,8 million at 31.12.2025 (NOK 24,3 million at 31.12.2024). The restricted cash at 31 December 2025 are related to the payment of employee tax deductions in Norway.

All the Norwegian subsidiaries in the Ekornes Group and its subsidiaries in Finland, Lithuania, Denmark, France, Germany, UK and the US participate in a multi-currency group account scheme, with the parent company Ekornes AS as the principal account holder. The parent company agrees permitted drawdowns on the group accounts for each individual subsidiary. All participants are jointly and severally liable for the amount at any time outstanding on the group account. The parent company has entered into agreements with respect to credit facilities with DNB. See also Note 17.

As of 31.12.2025, the Group had the following currency exposure with respect to its group account scheme:

Currency	Amount in 000 currency	Exchange rate 31.12.2025	Amount in 000 NOK
NOK	901 714	1,00	901 714
AUD	3 741	6,74	25 200
GBP	1 712	13,57	23 236
DKK	47 989	1,59	76 091
NZD	1 539	5,81	8 945
SGD	196	7,84	1 538
Total deposits in group account scheme			1 036 724
EUR	-36 191	11,84	-428 615
JPY	-299 851	0,06	-19 290
SEK	-20 456	1,09	-22 387
USD	-707	10,08	-7 130
Total drawn down on group account scheme			-477 422
Total group account			559 302

The net amount of NOK 559 million is included in the cash line, and the group cash pool is considered to constitute a single financial instrument.

NOTE 16 Shares and shareholders

The Norwegian ultimate parent company Ekornes QM Holding AS is a subsidiary of Qumei Home Furnishing Group Co., Ltd in China. Qumei Home Furnishing Group Co., Ltd is listed on Shanghai Stock exchange. Qumei Group owns 94,89% of the shares in Qumei Runto S.à.r.l and Hillhouse investment owns the remaining shares.

As at 31 December 2024 and 31 December 2025, Ekornes QM Holding's registered share capital comprised 30 000 ordinary shares. All shares have a face value of NOK 5.00. All shares in the company have equal voting and dividend rights. All shares give equal rights to the company's net assets. Ekornes QM Holding AS has no treasury shares as at 31 December 2024 or 31 December 2025.

As at 31 December 2024 and 31 December 2025, the company's sole shareholder was

Shareholder	Country	No. of shares held	Percentage
Qumei Runto S.à.r.l.	Luxembourg	30 000	100 %

As at 31 December 2024 and 31 December 2025, the board has been granted the following authorisations:

The board has been granted no authorisations.

NOTE 17 Interest-bearing loans and credits facilities

The Group regularly evaluates its capital structure and overall risk profile. In January 2026, Ekornes successfully refinanced its outstanding debt through an all-bank facility of NOK 2.3 billion arranged with DNB and Sparebanken Møre. The facility consists of a term loan of NOK 1 000 million, a RCF of NOK 1 000 million both with maturity 3y+1y+1y and a bridge loan of NOK 300 million with maturity 12m + 6m + 6m.

Total interest-bearing debt amounted to NOK 2 576 million as at 31 December 2025 (compared with NOK 2 698 million as at year-end 2024). The amount 31 December 2025 exclude the call option premium related to the bond that was redeemed in January 2026.

Short-term borrowing agreement 31 December 2025

The loan is secured by share pledges in Ekornes AS and in key sales subsidiaries in Germany, the United Kingdom, and the United States. The facility carries quarterly instalments of NOK 32 million, payable four times per year, with the first instalment falling due on 30 June 2024. Interest expenses are payable quarterly. Final maturity in March 2026. NOK 1 376 million is classified as short-term borrowing as at 31 December 2025 (compared with NOK 128 million as at 31 December 2024). As part of the refinancing the bank loan was repaid on 13 January 2026.

Following the refinancing and up to 31 December 2025, Ekornes remained in full compliance with all covenant requirements under the bank agreement. The leverage ratio for the bank loan at the end of the fourth quarter of 2025 was 1.43, well below the maximum permitted level. The calculation of the bank leverage ratio excludes the bond.

Senior Secured Bond at 31 December 2025

On 10 March 2023, Ekornes QM Holding AS issued NOK 1,200 million in senior secured floating rate bonds with a 3.5-year tenor, maturing on 10 September 2026, under the ticker EKO02 (ISIN: NO0012855537). The net proceeds from the bond issue were applied to the full refinancing of the outstanding bond with ticker EKO01 (ISIN: NO0010848401) and for general corporate purposes. The bond is secured by a share pledge in Ekornes QM Holding AS. No instalments and interest is payable quarterly. NIBOR is adjusted at the end of each quarter, and as at 31 December 2025 the coupon rate amounted to 12.18%.

Ekornes exercised its call option on the EKO02 bond on 29 December 2025 and completed the redemption of the outstanding bonds on 16 January 2026. The call premium of NOK 33,8 million is included in the total carrying amount of NOK 1 233,8 million as at 31 December 2025.

NOTE 17 Interest-bearing loans and credits facilities (contd.)

(Figures in NOK 000)

Currency	NOK
Issue Amount	1 200 000
Nibor 3M	4,18 %
Margin	8,00 %
Coupon	12,18 %
Tenor / redemption:	42 months /3,5 years
Settlement Date:	10.03.2023
Maturity Date:	10.09.2026

The changes in interest-bearing debt through the period 1. January to 31. December 2025 are as follows:

(Figures in NOK 000)

External interest-bearing debt	Bond	Bank loan	Total
Opening balance 1. January	1 194 439	1 503 236	2 697 675
Repayment of borrowings	0	-128 000	-128 000
Call premium	33 840	0	33 840
Net Amortization borrowing cost	5 561	764	6 325
Closing balance external debt 31. December	1 233 840	1 376 000	2 609 840

All external interest-bearing debt is classified as short term borrowing 31. December 2025. The bond and bank debt is measured at amortized cost using the effective interest method. The effective interest method amortisation is included as finance cost in the income statement.

Other current liabilities include accrued bond interest of 9.3 million and accrued bank interest of 0.3 million. The interest was paid in January 2026.

Financial covenants related to the bond

The bond agreement is subject to a set of financial covenants, including a minimum liquidity of NOK 350 million and a maximum leverage ratio of 8.0 at issuance. The maximum allowed leverage ratio has a gradual step-down mechanism towards 4.5 by first quarter 2025.

The covenants are measured quarterly on a 12-month rolling basis for Ekornes QM Holding Group. The bond agreement also includes restrictions on dividend payments from Ekornes QM Holding AS, and Ekornes QM Holding AS is not in position to distribute any dividends.

Since the refinancing and on 31 December 2025 Ekornes was compliant with all covenant requirements in the bond agreement. According to bond terms the net Interest-bearing debt (including leasing liabilities) is NOK 1 961,5 million at 31 December 2025 and 12-month rolling adjusted EBITDA is NOK 518,5 million. Ekornes had one-offs of NOK 18,8 million Y 2025. The leverage ratio at the end of the fourth quarter 2025 was 3,78 well below the maximum allowed of 4,5 at 31 December 2025.

NOTE 18 Reconciliation for liabilities arising from financing activities

Reconciliation of changes in liabilities arising from financing activities is shown in the tables below:

(Figures in NOK 000)	Interest-bearing debt - Bond	Interest-bearing debt - Bank	Lease liabilities	Total liabilities from financing activities
Liabilities 1.1.2025	1 194 439	1 503 236	238 490	2 936 165
Financing activities with cash settlement	0	-128 000	-77 065	-205 065
<i>Financing activities without cash settlement</i>				
Changes in leases	0	0	31 179	31 179
Other	39 401	764	0	40 165
Liabilities 31.12.2025	1 233 840	1 376 000	192 603	2 802 443
Hereof:				
Non-current liabilities	0	0	129 269	129 269
Current liabilities	1 233 840	1 376 000	63 334	2 673 174

(Figures in NOK 000)	Interest-bearing debt - Bond	Interest-bearing debt - Bank	Lease liabilities	Total liabilities from financing activities
Liabilities 1.1.2024	1 187 660	1 594 938	225 990	3 008 588
Financing activities with cash settlement	0	-96 000	-71 519	-167 519
<i>Financing activities without cash settlement</i>				
Changes in leases	0	0	84 019	84 019
Other	6 779	4 298	0	11 077
Liabilities 31.12.2024	1 194 439	1 503 236	238 490	2 936 165
Hereof:				
Non-current liabilities	1 194 439	1 375 236	174 347	2 744 022
Current liabilities	0	128 000	64 143	192 143

NOTE 19 Financial risk

The Group operates in many markets, on both the sales and purchasing sides. This means the company has a natural spread with respect to its market, foreign exchange and sourcing risk. For The Group, financial risk is largely associated with fluctuations in exchange rates (NOK vs other countries' currencies), interest rate risk deriving from changes in interest rates and credit risk in the form of the ability of the Group's customers to pay what they owe (trade receivables).

Customer and credit risk

The Group sells its products to distributors through its own sales companies and the customers are generally furniture retailers. The Group has about 4,000 customers, with the largest group of stores accounting for around 5,7 per cent of sales revenues. The largest single customer accounts for around 4 per cent of total sales revenues. Routines have been established to ensure that sales are made to creditworthy customers and within specific credit limits to lessen market and credit risk. Customer and credit risk is considered low. Outstanding receivables are followed up on an ongoing basis and efforts are made to keep them at a reasonable level. An analysis of expected losses is carried out at the close of each reporting period. The estimation reflects the probability-weighted outcome, the time-value of money and reasonable and verifiable information about events and actual conditions available on the reporting date. Trade receivables will generally be written off if they have fallen due for payment one year or more in the past and no debt recovery process is ongoing. Based on the fact that The Group generally has B2B customers, few receivables overdue and historically few bad debts, the assessment of expected losses has not led to any material change in the provision for bad debts as at 31 December 2025. The provision matrix will be based on historical experiences, updated with today's expectations for the future customized to the customers characteristics (brand, geography, maturity on customer relations). The table below show details of the Group's exposure to credit risk on trade receivables using a provision matrix.

(Figures in NOK 000)

31.12.2025	Total	Not due	<30 d	30-60d	60-90d	>90d
Trade receivables - gross	455 484	348 075	58 532	18 001	2 055	28 820
Expected default rate	8,2 %	0,8 %	7,1 %	21,5 %	64,7 %	87,4 %
Expected credit losses	37 373	2 821	4 167	3 874	1 330	25 180

31.12.2024	Total	Not due	<30 d	30-60d	60-90d	>90d
Trade receivables - gross	551 697	390 751	70 853	13 454	13 009	63 632
Expected default rate	7,0 %	0,2 %	0,2 %	1,2 %	42,8 %	50,2 %
Expected credit losses	38 542	736	141	160	5 569	31 936

Interest-rate risk

Interest-rate risk is the risk of fluctuations in future cash flows from a financial instrument as a result of changes in market rates. The Group's exposure to interest rates is primarily related to its short-term and long-term borrowings at floating interest rates. Loans at floating interest rates represent an interest-rate risk for the Group's cash flow, which is partly offset by the opposite effect of cash and cash equivalents at floating interest. The borrowing portfolio is currently at a floating rate of interest, which means the Group is affected by changes in interest rates. At the close of 2025, the Group had total interest-bearing debt of NOK 2 609,8 million (NOK 2 697,7 million in 2024). The Group has a stable financing structure. Lenders are well-reputed Norwegian banks and a bond listed on Oslo Stock exchange. The table below shows sensitivity to a potential change in interest rates on that part of the Group's affected borrowings. The estimate is based on actual loans at the end of 2025, and by keeping all other variables remaining constant the Group's profit/loss and equity before tax will be affected as follows by changes in debt instruments at floating interest rates.

(Figures in NOK 000)	Increase/decrease in base points	Effect on profit/ loss after tax	Effect after tax on equity
31.12.2025	100	20 357	20 357
31.12.2024	100	21 091	21 091

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group manages this risk by ensuring, as far as possible, that it always has sufficient liquidity available to meet its obligations both under normal and challenging circumstances, and without incurring unacceptable losses or risk of damaging the Group's reputation. At the close of 2025, the Group had cash reserves of NOK 853,2 million in the form of bank deposits, of which NOK 24,8 million was restricted to the payment of employees' tax deductions. In addition, the Group had unused drawing facility of NOK 175,0 million. The board considers the Group's liquidity situation to be satisfactory. The table below shows a maturity analysis for the Group's financial liabilities based on contractual, non-discounted payments. When a counterparty has a choice about when an amount is to be paid, the liability is included at the earliest date the business can expect to receive payment. Financial liabilities which must be repaid upon demand are included in the "<1 year" column.

NOTE 19 Financial risk (contd.)

(Figures in NOK 000)

	Remaining term (years)					
31.12.2025	<1	1 to 2	2 to 3	3 to 5	> 5	Total
Financial liabilities						
Interest-bearing debt - Bond incl interest	1 248 862	0	0	0	0	1 248 862
Interest-bearing debt - Bank incl interest	1 379 619	0	0	0	0	1 379 619
Trade payables and other liabilities	535 281	7 899	7 899	0	12 614	563 692
Total	3 163 762	7 899	7 899	0	12 614	3 192 173

(Figures in NOK 000)

	Remaining term (years)					
31.12.2024	<1	1 to 2	2 to 3	3 to 5	> 5	Total
Financial liabilities						
Interest-bearing debt - Bond incl interest	152 040	1 276 020	0	0	0	1 428 060
Interest-bearing debt - Bank incl interest	208 208	1 414 322	0	0	0	1 622 530
Trade payables and other liabilities	567 518	11 855	11 855	0	8 442	599 670
Total	695 518	2 587 855	11 855	0	8 442	3 650 260

Foreign exchange risk

The Group sells its products internationally, and bills its customers primarily in the respective countries' own currencies. The Group manages all matters related to currency and foreign exchange risk from head office. Currency hedging is an integral part of the Group's operational activities.

As part of the company's efforts to reduce its foreign exchange risk/currency exposure the Group also seeks to purchase goods and services for use in Norway on international markets, where cost-effective. Together with the Group's distribution, sales and marketing activities, and associated administrative organization, this provides natural operational hedging of the company's foreign exchange risk (natural hedging) for part of its cash flow. In addition to natural hedging, the company uses forward contracts for additional currency hedging. This does not reduce the long-term foreign exchange risk but provides predictability within the hedging horizon. According to the group's new strategy from March 2025, 80 per cent of the expected currency exposure in the coming six-month period is hedged in currencies where the expected annual exposure exceeds NOK 75 million, correspondingly for 60 per cent of the expected exposure in the coming 6-12-month period and correspondingly for 40 per cent of the expected exposure in the coming 13-24-month period. Financial risk is primarily associated with fluctuations in exchange rates and the ability of the Group's customers to pay what they owe. The Group's competitiveness is affected, over time, by movements in the value of the NOK in relation to other currencies. The Group actively seeks to limit this risk. .

The following average exchange rates applied to forward contracts exercised in 2025:

Valuta/ Currency	Volume (Figures in NOK 000)	Volume (Figures in Currency 000)	Average exchange rate (In NOK)
AUD	144 495	20 703	6,98
DKK	72 063	45 620	1,58
EUR	370 172	31 520	11,74
GBP	188 900	14 110	13,39
JPY	31 732	421 000	0,08
USD	402 278	37 669	10,68

NOTE 19 Financial risk (contd.)

New forward contracts

In 2024 and 2025, the Group entered into forward contracts, and all realised and unrealised gains and losses associated with these contracts are recognised in net other gains/(losses). All contracts that are open as at 31 December 2025 fall due for payment in the next 24 months. As at 31 December 2025, the market value of existing forward currency contracts came to positive NOK 24,4 million.

(Figures in NOK 000)		
Market value of forward contracts	31.12.2025	31.12.2024
Share in 2025	0	-22 824
Share in 2026	18 605	0
Share in 2027	5 745	0
Total	24 350	-22 824

Total net other (losses)/gains comprises:	2025	2024
Realised (losses)/gains on new forward contracts	29 044	-20 680
Change in value of realised and unrealised contracts	47 174	-43 558
Net other (losses)/gains	76 218	-64 238

Classifications of financial assets and financial liabilities 31. December 2025

(Figures in NOK 000)	Fair value through profit and loss	Amortised cost Bank and receivables	Amortised cost Other financial liabilities
Cash & cash equivalents	0	853 224	0
Stocks & shares in other enterprises	1 757	0	0
Forward currency contracts	24 350	0	0
Trade & other current receivables	0	563 539	0
Non-current receivables	0	17 267	0
Short-term debt to credit institutions	0	0	1 376 000
Short-term debt related to bond issued	0	0	1 233 840
Trade & other current payables	0	0	535 281
TOTAL	26 108	1 434 030	3 145 121

Classifications of financial assets and financial liabilities 31. December 2024

(Figures in NOK 000)	Fair value through profit and loss	Amortised cost Bank and receivables	Amortised cost Other financial liabilities
Cash & cash equivalents	0	910 395	0
Stocks & shares in other enterprises	1 557	0	0
Forward currency contracts	-22 824	0	0
Trade & other current receivables	0	689 503	0
Non-current receivables	0	16 052	0
Long-term debt related to bond issued	0	0	1 194 439
Long-term debt to credit institutions	0	0	1 375 236
Short-term debt to credit institutions	0	0	128 000
Trade & other current payables	0	0	567 518
TOTAL	-21 266	1 615 951	3 265 193

NOTE 20 Group entities

The following subsidiaries are included in Ekornes QM Holding AS's consolidated financial statements. Ekornes QM Holding AS has 100% voting and ownership in all other group companies through Ekornes AS.

Company	Primary business activity	Registered office	Domicile
Ekornes AS	HQ , production and Sales	Ikornnes	Norway
J. E. Ekornes ApS	Sales	Odense	Denmark
Ekornes K.K	Sales	Tokyo	Japan
OY Ekornes AB	Sales	Helsinki	Finland
Ekornes Inc.	Production and Sales	Somerset, NJ	US
Ekornes Ltd.	Sales	London	UK
Ekornes Möbelvertriebs GmbH	Sales	Hamburg	Germany
Ekornes S.A.R.L	Sales	Pau	France
Ekornes Iberica SL	Sales	Barcelona	Spain
Ekornes Singapore PTE. Ltd	Sales	Singapore	Singapore
Ekornes Pty Ltd	Sales	Sydney	Australia
Ekornes Asia Pacific Co Ltd	Sales	Bangkok	Thailand
Ekornes China Co Ltd	Sales	Shanghai	China
Ekornes Taiwan Ltd.	Sales	Taipei	Taiwan
Ekornes Hong Kong Co, Ltd	Sales	Hong Kong	China
Ekornes Beds AS	Production and sales	Fetsund	Norway
Ekornes Beds GmbH	Dormant	Hamburg	Germany
IMG Holdco AS	Holding	Ikornnes	Norway
IMG Australia PTY Ltd	Sales	Melbourne	Australia
Ekornes (Thailand) Limited	Production	Chachoengsao	Thailand
Ekornes New Zealand Limited	Sales	Auckland	New Zealand
Ekornes Lithuania UAB	Production	Panevezys	Lithuania

IMG Vietnam was formally dissolved on 30 December 2025. Ekornes Beds GmbH remains dormant pending dissolution. All required documentation has been submitted to the German tax authorities.

NOTE 21 Subsequent events

In January 2026, Ekornes successfully refinanced its outstanding debt through an all-bank facility of NOK 2.3 billion arranged with DNB and Sparebanken Møre. As part of the refinancing, Ekornes exercised its call option on the EKO02 bond on 29 December 2025 and completed the redemption of the outstanding bonds on 16 January 2026. Following this the Ekornes Group no longer has any listed instruments on Oslo Stock Exchange and is no longer considered a public interest entity. Refer to note 17 for more information.

No other significant events have occurred between the balance sheet date and the date of publication of the financial statements which have materially affected the Company's financial position, and which should have been reflected in the financial statements presented here.



Ekornes QM Holding AS

Financial statements

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Income statement for Ekornes QM Holding AS

(Figures in NOK 000)	Notes	2025	2024
Operating income and operating expenses			
Other operating expenses	2	2 526	2 942
Total operating expenses		2 526	2 942
Operating earnings		-2 526	-2 942
Financial income and expenses			
Income from subsidiaries	3	579 093	155 011
Other interest income	3	1 651	2 655
Other interest expenses	3, 9	288 601	278 665
Net financial items		292 143	-120 999
Earnings before tax		289 617	-123 941
Tax expense	4	-46 284	-27 267
EARNINGS FOR THE YEAR		335 901	-96 674
Brought forward			
Allocated to/from other equity	8	335 901	-96 674
Net brought forward		335 901	-96 674

Balance sheet for Ekornes QM Holding AS

ASSETS (Figures in NOK 000)	Notes	31.12.2025	31.12.2024
Assets			
Non-current assets			
Investments in subsidiaries	5	5 667 114	5 667 114
Deferred tax assets	4	93 662	47 378
Total non-current assets		5 760 776	5 714 492
Current assets			
Debtors			
Other short-term receivables		8 367	4 369
Receivables from group companies	6	579 093	445 011
Total receivables		587 460	449 381
Cash and bank deposits		86 508	15 332
Total current assets		673 968	464 713
TOTAL ASSETS		6 434 744	6 179 204

(Continued on next page)

Balance sheet for Ekornes QM Holding AS (contd.)

EQUITY AND LIABILITIES (Figures in NOK 000)	Notes	31.12.2025	31.12.2024
Equity			
Contributed equity			
Share capital	7, 8	150	150
Share premium	8	3 159 324	3 159 324
Total contributed equity		3 159 474	3 159 474
Retained earnings			
Other equity	8	654 905	319 004
Total retained earnings		654 905	319 004
Total equity		3 814 379	3 478 478
Non-current liabilities			
Interest-bearing debt - Bond	9	0	1 194 439
Interest-bearing debt - Bank	9	0	1 375 236
Total non-current liabilities		0	2 569 675
Current debt			
Trade creditors		3	248
Interest-bearing debt - Bond	9	1 233 840	0
Interest-bearing debt - Bank	9	1 376 000	128 000
Debt to group companies	6	6 000	0
Other current debt		4 522	2 803
Total current debt		2 620 365	131 051
Total liabilities		2 620 365	2 700 727
TOTAL EQUITY AND LIABILITIES		6 434 744	6 179 204

Oslo, 29 April 2026

The board of Ekornes QM Holding AS

Ruihai Zhao
Chairman of the Board

Mogens Falsig
Director and CEO

Statement of cash flow for Ekornes QM Holding AS

(Figures in NOK 000)	Note	2025	2024
Cash flow from operations			
Profit before income taxes		289 617	-123 941
Dividend/Group contribution not received	3	-579 093	-155 011
Change in trade payables		-246	-56
Change in other accruals		43 886	9 592
Net cash flow from operations		-245 835	-269 416
Cash flow from investments			
Group contribution from subsidiary		445 011	269 248
Net cash flow from investments		445 011	269 248
Cash flow from financing			
Repayment of bank borrowings	9	-128 000	-96 000
Net cash flow from financing		-128 000	-96 000
Exchange gains / (losses) on cash and cash equivalents		0	0
Net change in cash and cash equivalents		71 176	-96 168
Cash and cash equivalents at the beginning of the period		15 332	111 500
Cash and cash equivalents at the end of the period		86 508	15 332

Note 1 Accounting principles

BASIC PRINCIPLES – ASSESSMENT AND CLASSIFICATION

The financial statements comprise the income statement, the balance sheet, cash flow statement and notes to the financial statements. They have been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting practice in Norway, as applicable at 31 December 2025. The notes are therefore an integral part of the financial statements for the year.

The financial statements are based on the fundamental principles of historic cost, comparability, going concern, congruence and prudence. Transactions are recognized at the value of the consideration on the date of the transaction. Revenues are recognized when they are earned and costs are matched with earned revenues.

The accounting principles are elaborated below. Assets/liabilities relating to the production cycle, and items falling due for payment within a year of the balance date, are classified as current assets/current liabilities. Current assets/current liabilities are valued at the lower/higher of acquisition cost and fair value. Fair value is defined as the estimated future sales price, less anticipated sales costs. Other assets are classified as non-current assets. Non-current assets are valued at acquisition cost. Non-current assets, whose value falls over time, are depreciated. If the value of an asset is impaired and the impairment is not expected to be of a temporary nature, the value of the non-current asset is written down. Similar principles normally also apply to liabilities.

FOREIGN CURRENCY

Transactions in foreign currencies are translated based on monthly exchange rates. Monetary items denominated in foreign currencies are translated at the rate of exchange on the balance sheet date. Translation differences are recognized in profit and loss as gain/loss on foreign exchange. Non-monetary assets and liabilities that are measured at historic cost in a foreign currency are translated at the exchange rate in effect when the transaction takes place. Non-monetary assets and liabilities that are recognized at fair value are translated to NOK at the exchange rate in effect when fair value is determined.

SUBSIDIARIES

Subsidiaries are valued at cost in the company accounts. The investment is valued as cost of the shares in the subsidiary, less any impairment losses. An impairment loss is recognised if the impairment is not considered temporary, in accordance with generally accepted accounting principles. Impairment losses are reversed if the reason for the impairment loss disappears in a later period.

Dividends, group contributions and other distributions from subsidiaries are recognised in the same year as they are recognised in the financial statement of the provider. If dividends / group contribution exceed withheld profits after the acquisition date, the excess amount represents repayment of invested capital, and the distribution will be deducted from the recorded value of the acquisition in the balance sheet for the parent company.

FINANCIAL LIABILITIES

Loans, borrowings and payables are recognised at fair value net of directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. The effective interest method amortisation is included as finance costs in the income statement. Payables are measured at their nominal amount when the effect of discounting is not material.

MAJOR INDIVIDUAL TRANSACTIONS

The effects of major individual transactions are shown on separate lines in the income statement and/or commented on in the notes.

RELATED PARTIES

Related parties are defined as group companies, major shareholders, directors of the Company or its subsidiaries, and senior executives. Agreements relating to the remuneration paid to the board of directors and senior executives are detailed in note 2.

DEFERRED TAX AND TAX EXPENSE

Deferred tax liabilities are calculated on the basis of temporary differences between the carrying values recognized in the financial statements for the year and the carrying values recognized for tax purposes. A nominal tax rate is used for calculation purposes. Positive and negative differences are set off against each other within the same period. A deferred tax asset arises if temporary differences give rise to a future tax deduction. The tax expense for the year comprises changes in deferred tax liabilities and deferred tax assets as well as tax payable for the financial year.

Note 2 Salary and personnel expense and other operating expenses

The company has no employees. Neither the Chairman of the Board, nor the General Manager, has any bonus agreement or any severance pay agreement. The Board has received board remuneration from the subsidiary Ekornes AS. Ruihai Zhao, who chairs the board of directors, is one of the primary indirect shareholders of the company through his share of Qumei Home Furnishings Group.

(Figures in NOK 000) Remuneration to Board of directors from Ekornes AS	2025	2024
Total remuneration	1 200	1 200

The following is related to remuneration to auditor:

(Figures in NOK 000) Breakdown of auditing fees	2025	2024
Statutory auditing services	986	940
Other non-auditing services	0	427
Total	986	1 367

Auditing fees are stated including VAT.

Note 3 Net financial items

(Figures in NOK 000)	2025	2024
Financial income		
Group Contribution from Ekornes AS	79 093	155 011
Dividend from Ekornes AS	500 000	0
Other interest income	1 651	2 655
Total financial income	580 745	157 667
Financial expenses		
Interest expenses Bond	192 897	160 850
Interest expenses Bank	95 924	116 435
Other interest expenses	-219	1 381
Total financial expenses	288 601	278 665

Note 4 Tax related costs

(Figures in NOK 000)	2025	2024	
Components of the income tax expense			
Change of deferred tax	-46 284	-27 267	
Tax expense	-46 284	-27 267	
Basis for tax payable			
Result before taxes	289 617	-123 941	
Temporary differences	-289 617	123 941	
Taxable income (basis for payable taxes in the balance sheet)	0	0	
Reconciliation of the tax expense			
Result before taxes	289 617	-123 941	
Calculated tax	63 716	-27 267	
Effective tax rate in %	22,0 %	22,0 %	
Calculation of deferred tax/deferred tax benefit	31.12.2025	31.12.2024	Change
Other	5 605	17 401	-11 796
Accumulated loss to be brought forward	-431 343	-232 756	-198 586
Total	-425 738	-215 355	-210 383
Deferred tax/(Deferred tax benefit) (22% / 22%)	-93 662	-47 378	-46 284

The company has a total tax loss carried forward of MNOK 431 as at 31 December 2025, the loss carried forward has no due date.

Note 5 subsidiary

Ekornes QM Holding AS has 100% ownership and voting right in Ekornes AS.

(Figures in NOK 000)	Location	Ownership/ voting right	Result (100%)	Equity 31.12 (100%)	Book value 31.12
Ekornes AS	Ikornnes	100 %	268 300	1 072 391	5 667 114
Book value investments in subsidiaries at 31.12.2025		100 %	268 300	1 072 391	5 667 114

Note 6 Balance with related parties

(Figures in NOK 000)		
Other short term receivables	31.12.2025	31.12.2024
Other short term receivables		
Dividend from Ekornes AS	500 000	0
Group contribution from Ekornes AS	79 093	445 011
Total	579 093	445 011
Other short term debt		
Short term debt to Ekornes AS	6 000	0
Total	6 000	0

Note 7 Share capital and shareholder information

The Norwegian ultimate parent company Ekornes QM Holding AS is a subsidiary of Qumei Home Furnishing Group Co., Ltd in China. Qumei Home Furnishing Group Co., Ltd is listed on Shanghai Stock exchange. Qumei Group owns 94,89% of the shares in Qumei Runto S.à.r.l and Hillhouse investment owns the remaining shares.

As at 31 December 2024 and 31 December 2025, Ekornes QM Holding's registered share capital comprised 30 000 ordinary shares. All shares have a face value of NOK 5.00. All shares in the company have equal voting and dividend rights. All shares give equal rights to the company's net assets. Ekornes QM Holding AS has no treasury shares as at 31 December 2024 or 31 December 2025.

As at 31 December 2024 and 31 December 2025, the company's sole shareholder was

Shareholder	Country	No. of shares held	Percentage
Qumei Runto S.à.r.l.	Luxembourg	30 000	100 %

As at 31 December 2024 and 31 December 2025, the board has been granted the following authorisations:

The board has been granted no authorisations.

Note 8 Shareholders' equity

(Figures in NOK 000)	Share capital	Share premium	Other equity	Total
Equity 31.12.2024	150	3 159 324	319 004	3 478 478
Profit for the year	0	0	335 901	335 901
Equity 31.12.2025	150	3 159 324	654 905	3 814 379

Note 9 Interest-bearing loans

The Group regularly evaluates its capital structure and overall risk profile. In January 2026, Ekornes successfully refinanced its outstanding debt through an all-bank facility of NOK 2.3 billion arranged with DNB and Sparebanken Møre. The facility consists of a term loan of NOK 1 000 million, a RCF of NOK 1 000 million both with maturity 3y+1y+1y and a bridge loan of NOK 300 million with maturity 12m + 6m + 6m.

Total interest-bearing debt amounted to NOK 2 576 million as at 31 December 2025 (compared with NOK 2 698 million as at year-end 2024). The amount 31 December 2025 exclude the call option premium related to the bond that was redeemed in January 2026.

Short-term borrowing agreement 31 December 2025

The loan is secured by share pledges in Ekornes AS and in key sales subsidiaries in Germany, the United Kingdom, and the United States. The facility carries quarterly instalments of NOK 32 million, payable four times per year, with the first instalment falling due on 30 June 2024. Interest expenses are payable quarterly. Final maturity in March 2026. NOK 1 376 million is classified as short-term borrowing as at 31 December 2025 (compared with NOK 128 million as at 31 December 2024). As part of the refinancing the bank loan was repaid on 13 January 2026.

Following the refinancing and up to 31 December 2025, Ekornes remained in full compliance with all covenant requirements under the bank agreement. The leverage ratio for the bank loan at the end of the fourth quarter of 2025 was 1.43, well below the maximum permitted level. The calculation of the bank leverage ratio excludes the bond.

Senior Secured Bond at 31 December 2025

On 10 March 2023, Ekornes QM Holding AS issued NOK 1,200 million in senior secured floating rate bonds with a 3.5-year tenor, maturing on 10 September 2026, under the ticker EKO02 (ISIN: NO0012855537). The net proceeds from the bond issue were applied to the full refinancing of the outstanding bond with ticker EKO01 (ISIN: NO0010848401) and for general corporate purposes. The bond is secured by a share pledge in Ekornes QM Holding AS. No instalments and interest is payable quarterly. NIBOR is adjusted at the end of each quarter, and as at 31 December 2025 the coupon rate amounted to 12.18%.

Ekornes exercised its call option on the EKO02 bond on 29 December 2025 and completed the redemption of the outstanding bonds on 16 January 2026. The call premium of NOK 33,8 million is included in the total carrying amount of NOK 1 233,8 million as at 31 December 2025.

(Figures in NOK 000)			
Currency	NOK		
Issue Amount	1 200 000		
Nibor 3M	4,18 %		
Margin	8,00 %		
Coupon	12,18 %		
Tenor / redemption:	42 months /3,5 years		
Settlement Date:	10.03.2023		
Maturity Date:	10.09.2026		
External interest-bearing debt	Bond	Bank loan	Total
Opening balance 1. January	1 194 439	1 503 236	2 697 675
Repayment of borrowings	0	-128 000	-128 000
Call premium	33 840	0	33 840
Net Amortization borrowing cost	5 561	764	6 325
Closing balance external debt 31. December	1 233 840	1 376 000	2 609 840

All external interest-bearing debt is classified as short term borrowing 31. December 2025. The bond and bank debt is measured at amortized cost using the effective interest method. The effective interest method amortisation is included as finance cost in the income statement.

Other current liabilities include accrued bond interest of 9.3 million and accrued bank interest of 0.3 million. The interest was paid in January 2026.

Note 9 Interest-bearing loans (contd.)

Financial covenants related to the bond

The bond agreement is subject to a set of financial covenants, including a minimum liquidity of NOK 350 million and a maximum leverage ratio of 8.0 at issuance. The maximum allowed leverage ratio has a gradual step-down mechanism towards 4.5 by first quarter 2025.

The covenants are measured quarterly on a 12-month rolling basis for Ekornes QM Holding Group. The bond agreement also includes restrictions on dividend payments from Ekornes QM Holding AS, and Ekornes QM Holding AS is not in position to distribute any dividends.

Since the refinancing and on 31 December 2025 Ekornes was compliant with all covenant requirements in the bond agreement. According to bond terms the net Interest-bearing debt (including leasing liabilities) is NOK 1 961,5 million at 31 December 2025 and 12-month rolling adjusted EBITDA is NOK 518,5 million. Ekornes had one-offs of NOK 18,8 million Y 2025. The leverage ratio at the end of the fourth quarter 2025 was 3,78 well below the maximum allowed of 4,5 at 31 December 2025.

Note 10 Subsequent events

In January 2026, Ekornes successfully refinanced its outstanding debt through an all-bank facility of NOK 2.3 billion arranged with DNB and Sparebanken Møre. As part of the refinancing, Ekornes exercised its call option on the EKO02 bond on 29 December 2025 and completed the redemption of the outstanding bonds on 16 January 2026. Following this the Ekornes Group no longer has any listed instruments on Oslo Stock Exchange and is no longer considered a public interest entity. Refer to note 9 for more information.

No other significant events have occurred between the balance sheet date and the date of publication of the financial statements which have materially affected the Company's financial position, and which should have been reflected in the financial statements presented here.







To the General Meeting of Ekornes QM Holding AS

Independent Auditor's Report

Opinion

We have audited the financial statements of Ekornes QM Holding AS, which comprise:

- the financial statements of the parent company Ekornes QM Holding AS (the Company), which comprise the balance sheet as at 31 December 2025, the income statement and statement of cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and
- the consolidated financial statements of Ekornes QM Holding AS and its subsidiaries (the Group), which comprise the balance sheet as at 31 December 2025, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flow for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion

- the financial statements comply with applicable statutory requirements,
- the financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and
- the consolidated financial statements give a true and fair view of the financial position of the Group as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as adopted by the EU.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company and the Group as required by relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors and the Managing Director (management) are responsible for the information in the Board of Directors' report and the other information accompanying the financial statements. The other information comprises information in the annual report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the information in the Board of Directors' report nor the other information accompanying the financial statements.

In connection with our audit of the financial statements, our responsibility is to read the Board of Directors' report and the other information accompanying the financial statements. The purpose is to consider if there is material inconsistency between the Board of Directors' report and the other information accompanying the financial statements and the financial statements or our knowledge obtained in the audit, or whether the Board of Directors' report and the other information accompanying the financial statements otherwise appear to be materially misstated. We are required to report if there is a material misstatement in the Board of Directors' report or the other information accompanying the financial statements. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

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- is consistent with the financial statements and
- contains the information required by applicable statutory requirements.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation of financial statements of the Company that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for the preparation of the consolidated financial statements of the Group that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU. Management is responsible for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern. The financial statements of the Company use the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations. The consolidated financial statements of the Group use the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. For further description of Auditor's Responsibilities for the Audit of the Financial Statements reference is made to: <https://revisorforeningen.no/revisjonsberetninger>

Bergen, 29 April 2026

PricewaterhouseCoopers AS

Fredrik Gabrielsen
State Authorised Public Accountant
(This document is signed electronically)

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