

# SUSTAINABILITY REPORT 2025

Ballingslöv  
International

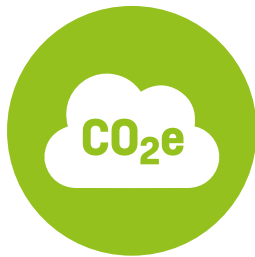


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# 2025 highlights



# -71%



Result scope 1 and 2 reduction in % in comparison to base year 2018. 20% decrease from 2024

## Taking the next step in measuring emissions beyond our own operations

This year, we finalized our work to calculate our scope 3 emissions across the Group in close collaboration with our key suppliers. At the same time, we continue to reduce our direct emissions, with a 20% decrease compared to 2024. Read more on page 28.

## A new Product Development Council boosted energy in circular development

Ballingslöv International established a new Group-wide council, the Product Development Council. The product development process is a key process for integrating sustainability, where expertise from across the Group collaborates on our work with circular value optimisation. Read more on page 17.

## Safety stars promote safer workplaces

A new award was launched to recognise business units that achieve consecutive safety standards throughout the year. Read more on page 41.



# 100%

FSC/PEFC certified wood +2% compared to 2024



# 100%

Renewable electricity of total electricity consumption

# 96%

Renewable energy consumption of total energy consumption



# 80%

Consistently on a high level in our employee survey  
Great Place to Work (GPTW)  
GPTW standard is a scoring above 70%



## All product development teams engaged in various circular solutions

# 3 ★ ★ ★

Safety star awards to three business units performed 365 days without workplace injuries leading to absence



# 25%

Women in leading positions compared to 15% in 2024

# 83%

of employees consider us to be an inclusive work place in Great Place to Work compared to 80% in 2024

# Sustainable business development drives commercial strength

2025 was one of our strongest years as we remained focused on our core: ensuring our products are attractive and our customer promise is uncompromising. We achieved this despite global economic and political uncertainty, a construction industry that has yet to fully recover and ongoing cautious customer behaviour across our markets. Throughout the year, the Group strengthened its market position by opening several new stores across Europe.

*"Our strong results are a direct outcome of our employees' commitment to delivering an excellent customer experience every day, in every function across our business units. We continue to invest in our market presence, products and services – staying curious, learning from each other and acting with speed,"*

says Björn Hauber, Chief Executive Officer of Ballingslöv International.

Ballingslöv International firmly believes that sustainability can and should be a driver of business growth. Although the legislative landscape has been somewhat in flux this year, sustainability has always been – and will remain – a business enabler for us, not merely a compliance obligation.

*"We are in this for the long run"*

Björn adds.

This year was marked by our determination and a strong emphasis on our sustainability initiatives as we further strengthened our strategic sustainability framework. Significant progress was made in our work to measure scope 3 emissions, exploring circularity within product development and highlight the important contributions of our everyday safety stars who work towards a safe and healthy workplace for all. We have continuously reduced our scope 1 and 2 emissions by 71% since 2018.

*"As we launched our new Group Product Development Council, we took cross-company collaboration to a new level. The Group shares a strong belief in sustainability as a driver of business growth. This is clearly demonstrated in the council's work where circular value engineering takes centre stage, sparking energy, innovation and rich dialogues across our product development teams"*

says Helene Davidsson, Group Sustainability Director. Collaboration across departments, with business partners, local communities and across our industry is essential for capturing social and environmental opportunities – and for overcoming challenges that no organisation can solve alone. Collaboration is also consistently highlighted by our employees as one of our strengths in our annual employee survey, where we again saw strong results. We are a people company and we have many examples of diversity and inclusion showcased in this report. We truly believe that an inclusive organisation is a stronger organisation.

*"Wrapping up my first year in the Group, I am humbled to have met so many skilled and dedicated colleagues across our business units. I am impressed by our strong culture of collaboration, our willingness to share best practices and our curiosity to learn and expand our sustainability ambitions. These are foundational strengths that position us well as we enter 2026. Going forward, our priorities will be reducing indirect emissions, investing in circular development, and maintaining transparent communication with our customers, suppliers and other stakeholders"*

Helene concludes.



Björn Hauber  
Chief Executive Officer  
Ballingslöv International



Helene Davidsson  
Group Sustainability Director  
Ballingslöv International



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**"We continue to invest in our market presence, products and services – staying curious, learning from each other and acting with speed."**

Björn Hauber  
Chief Executive Officer  
Ballingslöv International

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# About Ballingslöv International

Creating exciting home environments for everyone

Ballingslöv International is a leading supplier of kitchen, bathroom and storage systems. We offer a wide selection of consumer products with a strong focus on high-quality materials with a long service life.

With primary markets in Europe, we manufacture products in Sweden, Denmark, Austria and the UK.

The Group's seven business units operate their own brands and organisational structures and Ballingslöv International holds a common Group strategy and joint governance structure. The Group is wholly owned by Stena Adactum AB.

Ballingslöv  
International

Ballingslöv®  
DRØMME™  
KJØKKENET

kvik

pr:m  
paula rosa  
manhattan

JKE

MULTIFORM

DFI-GEISLER

DANKÜCHEN

# Ballingslöv International in 2025

# 5 billion SEK

annual turnover

# 7

business units

# 7

production plants

# 20

markets

# 1,500

employees



# SUSTAINABILITY STRATEGY





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**"We offer beautiful and durable kitchens made to last long term, and we continue to test and develop circular solutions through collaboration between our business units, retailers, suppliers and the industry."**

Helene Davidsson  
Group Sustainability Director  
Ballingslöv International

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# Our approach

The starting point for our sustainability strategy is that we constantly take responsibility for our impact on the environment, people and society and that through our products, we want to enable our customers to do the same.

*“We want to build resilience in our business by balancing environmental protection, social well-being and financial success, through our ethical and sustainable practices”*

says Helene Davidsson, Group Sustainability Director, Ballingslöv International.

We strive to fully integrate our sustainability strategy into our business strategy and governance model and in each business unit's steering and every day work. Our long-term view of sustainable development is reinforced by collaboration with our partners across the value chain to achieve our goals.

The strategy is built around three focus areas:

- **Environment** meaning how we reduce our environment impact
- **Social** in how we care for people's well-being
- **Governance** as we lead our business with ethics and transparency

They enhold eight strategic initiatives (see our sustainability tree opposite) that respond to our double

materiality assessment (DMA) and our most effective actions. For our strategic initiatives, we set strategic targets, primary operational targets and KPIs to monitor progress throughout the year; the results are on page 20, full list of KPIs page 55.

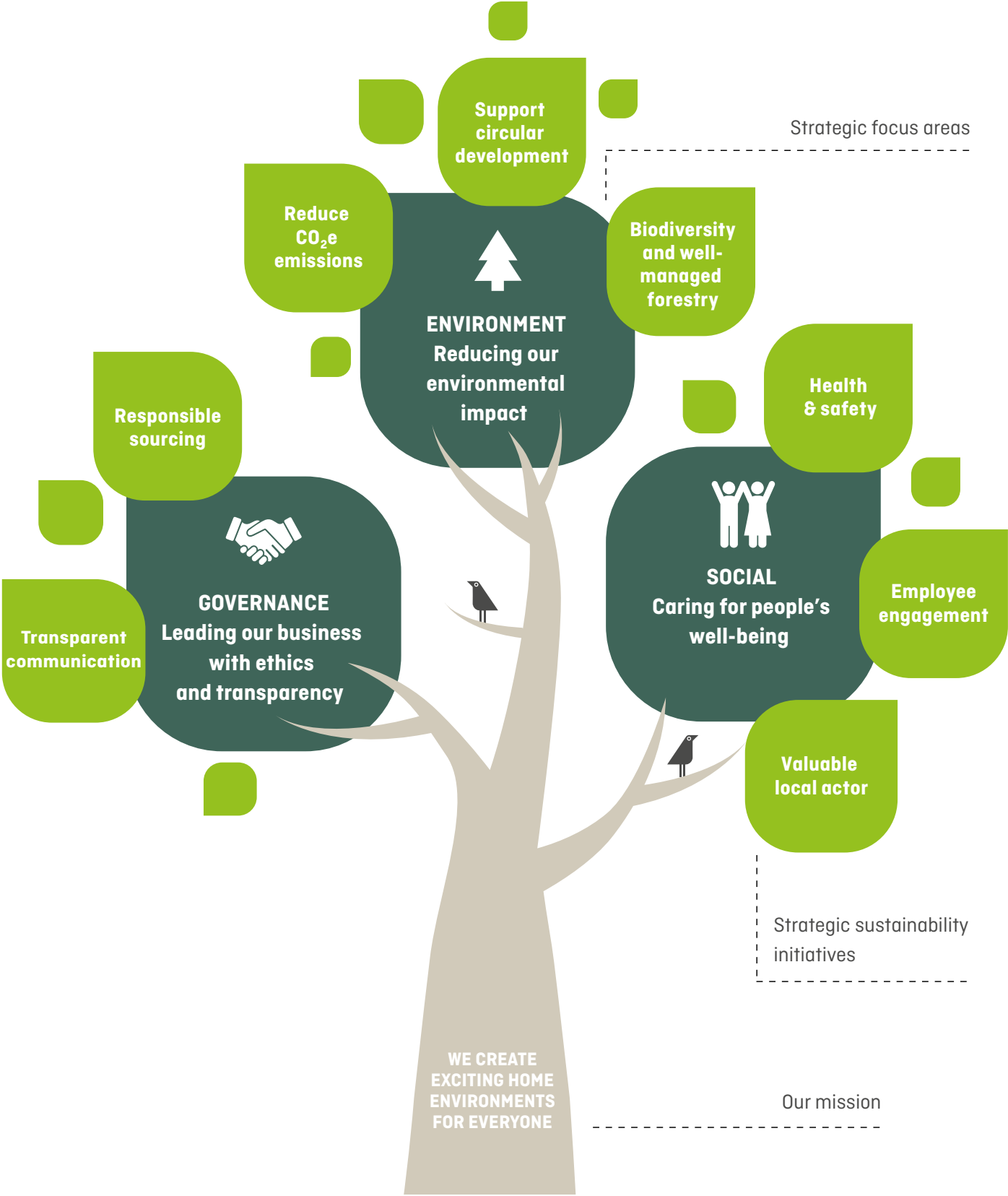
Our value chain, stakeholders, risks and DMA are cornerstones of our sustainability strategy. The underlying structure and systematic approach are central for prioritising topics and integrating sustainability across Ballingslöv International and our business units. In 2025 (and into 2026), we began revising our strategy to better align with reporting regulations, such as the Corporate Sustainability Reporting Directive (CSRD). We believe it's vital to maintain a balance between regulatory compliance and building our strategy in a way that makes it simple to implement in business development and, in turn, drive change at the pace required to achieve our targets.

Our strategic approach enables us to prioritise and address our most material areas, set targets and meet the expectations of our stakeholders. The strategy also enables us to evolve and adapt, and remain attractive and relevant in the future.



# Strategic focus areas and initiatives

Our sustainability strategy consists of three focus areas and eight strategic initiatives.



## Strategic focus areas and initiatives



### ENVIRONMENT Reducing our environmental impact

We aim to increase the use of renewable and recycled materials, reduce waste, apply circular design to prolong our products' lifespans, phase out hazardous substances, source materials responsibly, support biodiversity and reduce our direct and indirect carbon emissions (CO<sub>2</sub>e).

#### Reduce CO<sub>2</sub>e emissions

Taking actions to further reduce CO<sub>2</sub>e emissions across our own operations and the value chain in collaboration with our suppliers.

#### Support circular development

Promoting circular design, resource efficiency, separability and the ability to reuse, repair and upgrade.

#### Biodiversity and well-managed forestry

Only source wood-based products that originate from FSC- or PEFC-certified forest raw materials, reducing hazardous chemicals, improving water practices and reducing waste in our own operations.



### SOCIAL Caring for people's well-being

As a responsible employer, we endeavour to provide a safe and inclusive working environment. Our business units encourage healthy habits, safe actions and a collaborative mindset as a valuable local actor.

#### Health & safety

Continuous focus on worker's health & safety, safety first in everyday work, always with appropriate protective equipment and safety culture.

#### Employee engagement

Fostering strong employee engagement, a diverse and inclusive workplace and an inspiring and respectful culture where employees can grow.

#### Valuable local actor

As a value-based company, we act as a responsible employer and partner, supporting the local community.



### GOVERNANCE Leading our business with ethics and transparency

Our approach hinges on integrity, always aiming to protect labour rights and the environment. We value honesty and participation and we promote transparency and fairness in all our business operations and communication.

#### Responsible sourcing

Transparent supply chains that aim to protect workers and the environment and collaboration with suppliers to mitigate supply chain sustainability risks.

#### Transparent communication

Promote customer satisfaction and support sustainable choices through honest and transparent marketing and communication.



# Sustainability management

Our vision is to establish a corporate culture driven by innovation, opportunity and a responsible mindset. In our day-to-day operations, the concepts of circular design, resource efficiency, social responsibility and human rights are an integral part of our working practices, along with creating customer value and being a great place to work.



## Organisation and mandate

Sustainability at Ballingslöv International is managed at three levels: strategic, tactical and operational. At the strategic level, the Board of Directors and Group Management set the overall direction. The Board’s expectations are communicated to our seven business units and guide their work.

The Sustainability Committee supports the Board on key sustainability matters. The Committee consists of one Board member, one shareholder representative, the Group Sustainability Director and the Deputy Chief Executive Officer.

### Group Sustainability Council

The Group Sustainability Director leads the strategic sustainability work throughout the organisation. This includes chairing the Group Sustainability Council which brings together executive and sustainability representatives from each business unit and the Diversity

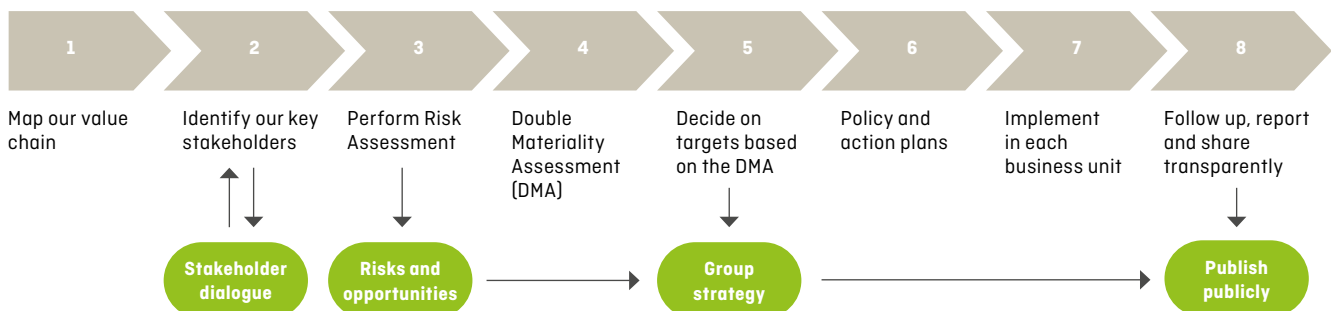
and Inclusion Council, consisting of the business unit's HR managers. External sustainability specialists are engaged when additional expertise is required.

### Group sustainability framework

Our sustainability strategy and Group-wide policies and guidelines provide a framework and define the overall priorities and standards for sustainability work. Each business unit operates under its own brand and is responsible for implementing the strategy in its daily operations, adapting it to local conditions where necessary. Specific policies within each business unit also ensure effective implementation and alignment with local requirements.

Progress is monitored through regular reporting by the Group Sustainability Director to the Board. Sustainability activities are also aligned with the shareholders’ annual planning cycle.

## Ballingslöv International Group sustainability management process



## New council - Group Product Development

This year, we kicked off our new Ballingslöv International Product Development Council. It marks an important step in Group-wide innovation by tapping into the knowledge and expertise within each of our business units.

The council creates a stronger, more connected approach to product development and our circular value engineering journey. It allows us to further align on material choices and design principles that extend our product lifecycles, reduce emissions and waste. This common forum also strengthens our ability to meet our own group-level commitments and regulatory expectations and gives us a new arena to explore circular customer journeys.

## Preparations for reporting directives

We are gradually aligning our strategy and process with the Corporate Sustainability Reporting Directive (CSRD). This process covers the development of governance and the strategic direction of our sustainability efforts and is conducted on an ongoing basis through regular reviews of the sustainability structure, priorities, and targets. Our attention is on creating a more explicit link between sustainability risks, double materiality, strategic initiatives and key performance indicators.

## Risks and double materiality assessment (DMA)

Identifying risks and opportunities related to environmental, social, and governance factors is key in setting our focus areas. The DMA is used to identify these risks and opportunities, highlighting the most significant areas along the value chain.

The DMA helps identify both how sustainability issues affect our business (financial materiality) and how our business affects people and the planet (impact materiality). The DMA helps to identify material (most relevant) topics for financial and

impact areas. Financial materiality can be classed as a risk or an opportunity. Impact materiality can be considered current or potential and positive or negative. We maintain ongoing stakeholder dialogues, both internal and external, to inform the strategic direction of our sustainability progress. The result and summary of the dialogue form the basis for the DMA.

We have identified the following topics as most materially relevant to our business:



### Environment

1. Limiting climate impact
2. Climate change adaptations
3. Energy consumption
4. Biodiversity and ecosystems
5. Circular economy/resource usage



### Social

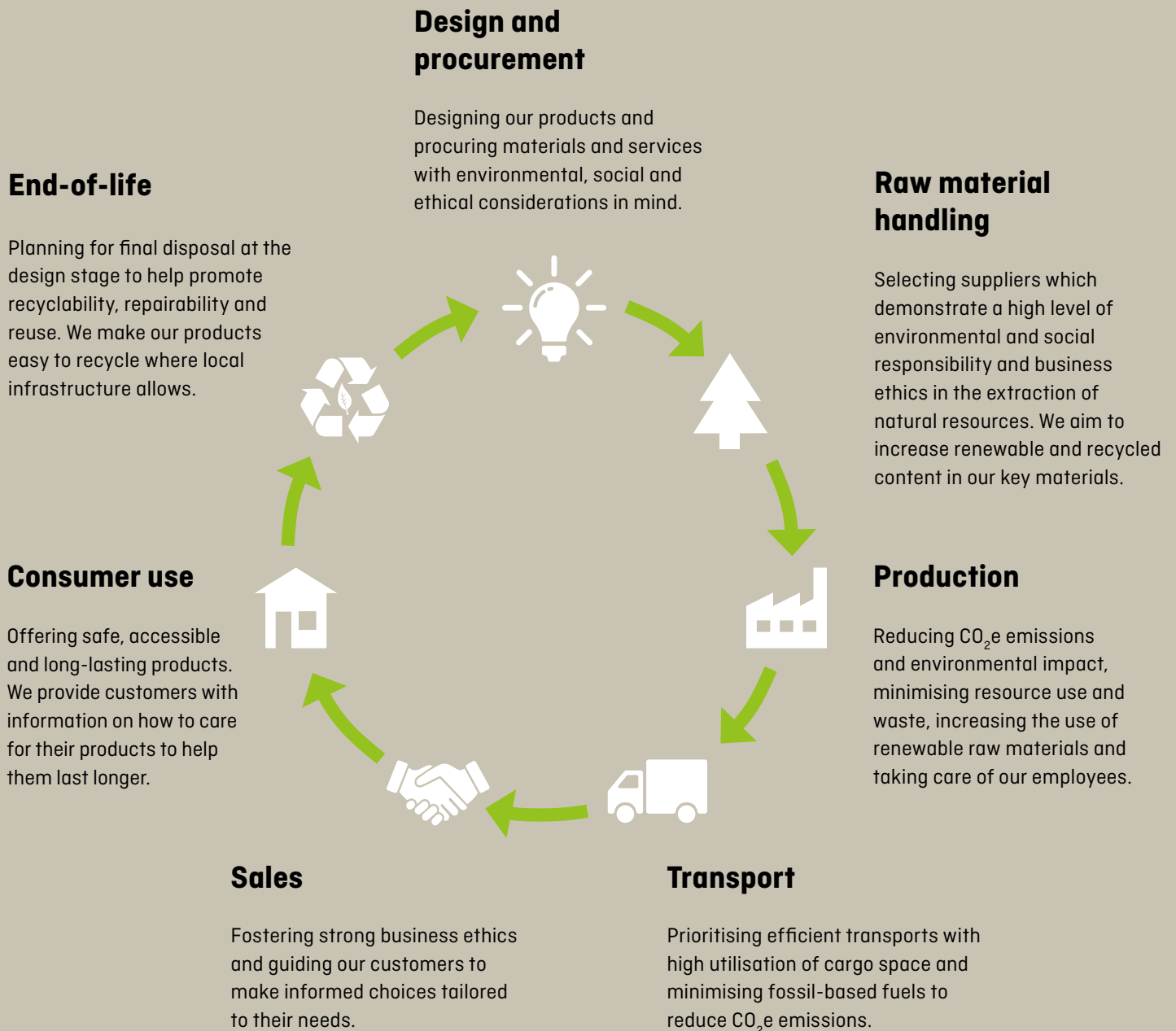
6. Employee working conditions
7. Working conditions in the value chain
8. Consumers and end-users



### Business ethics and anti-corruption

9. Corruption and bribery

# Our value chain



## Generic product value chain

The value chain illustrated shows a generic example of how a product value chain operates within the Group. Value chains may vary between business units.




The value chain boundaries cover materials, products and services from external suppliers that contribute to

the final product or service delivered by a Ballingslöv International business unit. It includes raw material extraction, transportation, processing, use and end-of-life management.



# Targets and results

Below are the targets for each of our focus areas, see page 54-55 for the full results. All current targets are to 2025 and during 2026 we will set renewed targets to 2030.

Focus area	Strategic initiative	Target	2025	Base year
 <p><b>ENVIRONMENT</b> Reducing our environmental impact</p>	Reduce CO <sub>2</sub> e emissions	<b>Reduce</b> scope 1 and 2 emissions by 50% Calculate scope 3 emissions	71% reduction to 2 439* tons Co2e Completed	2018. 8 853 tons CO <sub>2</sub> e
	Support circular development	<b>All own products</b> included in completed product lifecycle assessments (including a newly added business unit)	49%	2023. 63%
	Biodiversity	Only source wood-based products that originate from FSC- or PEFC-certified forest raw materials.	100%	2019. 47%
 <p><b>SOCIAL</b> Caring for people's well-being</p>	Health and safety	<b>Accidents at work</b> , measured in Lost Time Injury Frequency Rate (LTIFR), towards zero vision, number of accidents/million working hours, target trend downwards.	10	2019
	Employee engagement	Great Place to Work <b>Engagement index</b> : >80% Strive towards gender equality 40/60%	80% 30/70%	2012. 74 2022: All employees women 29% - men 71%
	Valuable local actor	One social impact activity/year	At least 1/BU	
	Responsible sourcing	All <b>large</b> and <b>medium</b> -sized suppliers must have accepted our code of conduct. <b>Audits</b> performed at 25 suppliers based on a completed risk assessment.	100% (large) 100% (medium) 10	2019. 100%** 2022. 100%**
 <p><b>GOVERNANCE</b> Leading our business with ethics and transparency</p>	Transparent communication	<b>Promote</b> customer and consumer satisfaction through honest and transparent marketing and communication	Externally published yearly Sustainability Report	2019

\*Market based value. Location based: 4 766 tons CO<sub>2</sub>e (2024); 4225 tons CO<sub>2</sub>e (2025)

\*\*Purchase volume per business unit of > EUR 300 000 classified as Large in 2019 since 2022 >200 000



# UN Global Sustainable Development Goals (SDG)

Using the UN's SDG Impact Assessment Tool, we identified the following seven overarching goals – out of the 17 SDGs – and ten targets that the Group can contribute to most effectively.



## Goal 3: Good health and well-being

Our staff are our most important asset, so we are proactive in preventive wellness, occupational healthcare, and follow-up for work-related illnesses or accidents. Our aim is that no employee should suffer physically, mentally or financially from work-related accidents or illness.

### Targets

3.4: Promote mental health, 3.8: Make health care accessible to all, 3.9: Reduce the number of deaths and illnesses from hazardous chemicals.

### An example of action in 2025:

- Improved safety procedures (read more on page 40).



## Goal 5. Achieve gender equality and empower all women and girls

We strive for gender balance in all functions, at all levels and across all our business units. Ongoing efforts include engaging with female role models, women's networks and mentoring, and providing support and guidance on diversity and inclusive recruitment to all managers.

### Targets

5.1: End all forms of discrimination against all women and girls everywhere, and 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

### An example of action in 2025:

- Integrated diversity and inclusion (D&I) in everyday work (read more on page 43).



## Goal 8: Decent work and economic growth

We work towards lasting, inclusive and sustainable economic growth, productive employment with decent working conditions for all. We recognise everyone's equal value and hire people according to their skills. This goal guides us both as an employer and in our supplier relationships.

### Targets

8.8: Protect labour rights and promote safe working environments.

### An example of action in 2025:

- Improved collaborations in our supply-chain (read more on page 52).



### Goal 10 Reduced inequalities

Our operations are based on the principle of the equal value of all people, with fairness and respect for everyone, both within the organisation and across our value chain. Strive for good working conditions and promote the development and well-being of our employees and workers in our value chain.

### Targets

10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

### An example of action in 2025:

- Mentorship initiatives to strengthen employee confidence and development (see page 44).



### Goal 12. Sustainable consumption and production

A significant proportion of our environmental footprint comes from the extraction of raw materials used to manufacture products. We aim to reduce this by taking a circular approach to materials. We also inform our customers about how to care for and maintain our products.

### Targets

12.5: Substantially reduce waste generation through prevention, reduction, recycling and reuse.

### An example of action in 2025:

- Increased focus on circular materials (read more on page 32).



### Goal 13. Combat climate change

Combating climate change is a high priority. Climate action is also relevant because our business depends on well-functioning, viable ecosystems.

### Targets

13.2: Integrate climate change measures into national policies, strategies and planning.

### An example of action in 2025:

- Calculated our scope 3 emissions (read more on page 28).



### Goal 16 Peace and Justice – strong institutions

All forms of corruption or unethical behaviour are unacceptable and contrary to Ballingslöv International's values. This applies to both corruption and unethical behaviour within the company and with external stakeholders, regardless of size or orientation.

### Targets

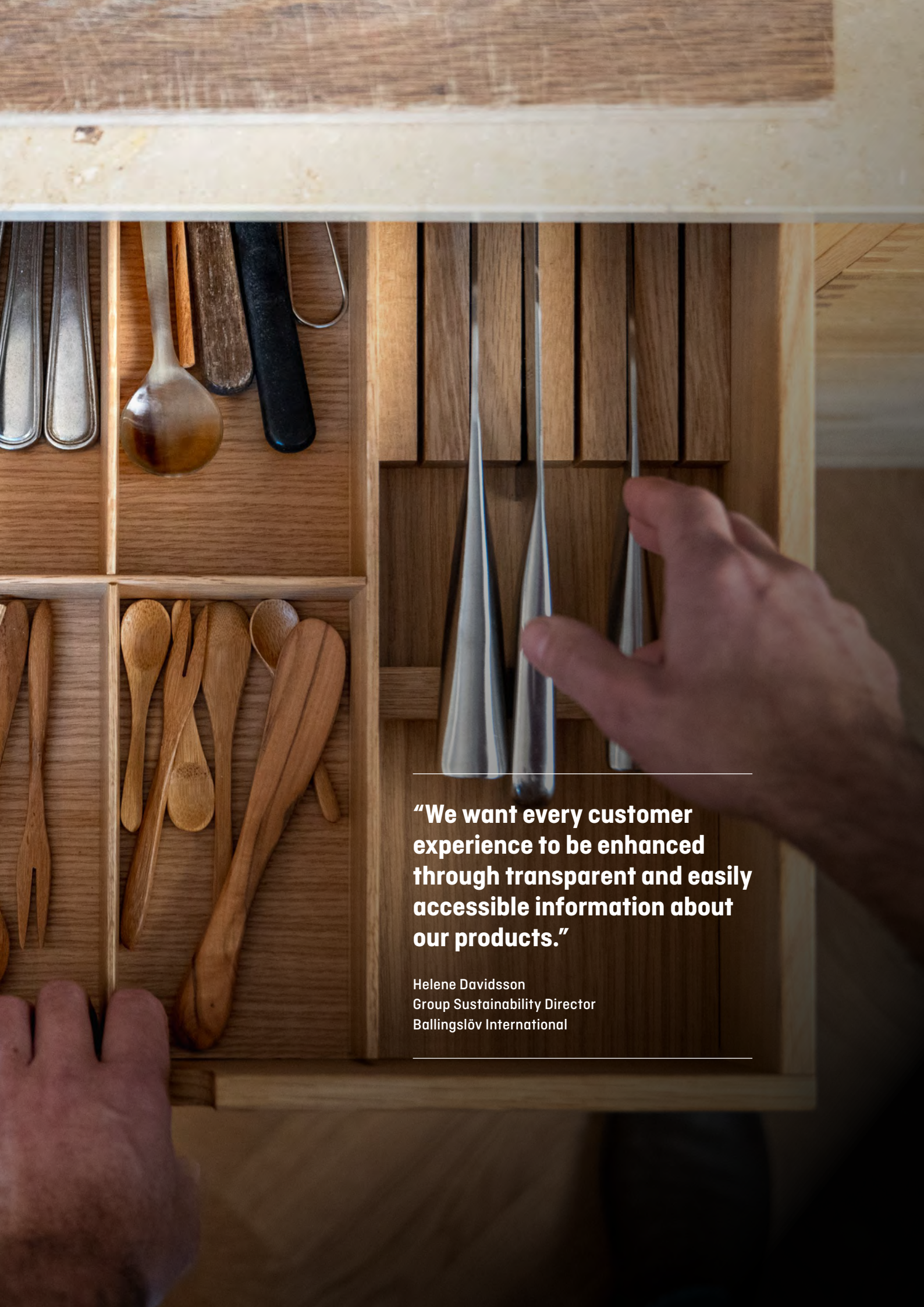
16.5: Substantially reduce corruption and bribery in all their forms.

### An example of action in 2025:

- Structured supplier monitoring and indepth dialogue in the supplier assessment process (read more on page 52)

# RESULTS 2025





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**“We want every customer experience to be enhanced through transparent and easily accessible information about our products.”**

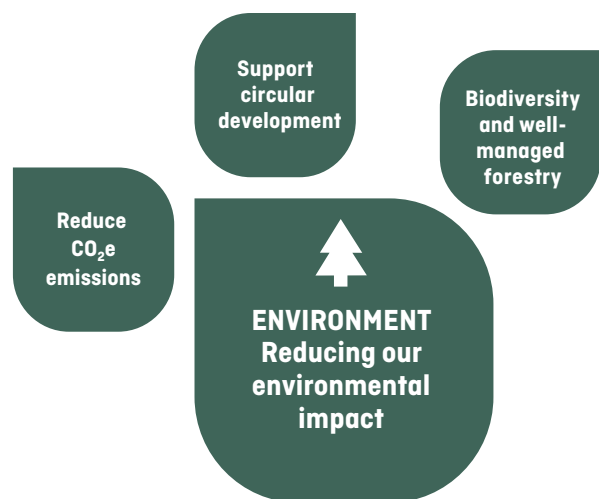
Helene Davidsson  
Group Sustainability Director  
Ballingslöv International

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# Environment

## Reducing our environmental impact

We strive to reduce our environmental impact and climate footprint by making informed, responsible material choices and through efficient operations and processes. This gives us a better understanding and control over our resource use and emissions.



Through concrete actions, we have year by year reduced our emissions in Scope 1 and 2, increased the share of renewable energy and electricity, increased purchased certified wood raw materials, developed life-cycle assessments and Environmental Product Data for our products and increased the share of recycled materials in our products.

### Most material topics

- Limiting climate impact
- Climate change adaptations
- Energy consumption
- Biodiversity and ecosystems
- Circular economy/resource usage

### Strategic initiatives

- Reduce CO<sub>2</sub>e emissions
- Support circular development
- Biodiversity and well-managed forestry

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**“We always look for ways to reduce our carbon footprint and since around 98% of our emissions come from our value chain – that's where our attention must be. For example, buying only certified wood, increasing recycled content and improving the adhesives and chemicals we use.”**

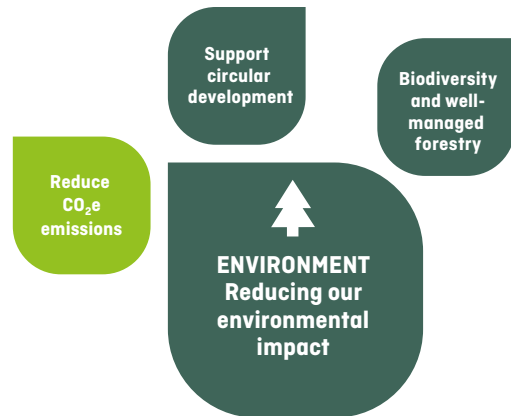


Staffan Jönsson  
Chief Sourcing Officer  
Ballingslöv International

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# Reduce CO<sub>2</sub>e emissions

In 2025, the climate footprint for Ballingslöv International was 2 439 tons CO<sub>2</sub>e for scope 1 and 2 a decrease of 20% compared to 2024.



This year, in addition to climate calculations according to the Greenhouse Gas (GHG) protocol for scope 1 (our own operations) and scope 2 (the energy we purchase and use), we also completed the calculation of scope 3 emissions. Scope 3 accounts for around 98% of our total emissions, so this is an important step for us to understand our indirect impact both upstream and downstream.

## Energy efficiency

We continue to improve energy efficiency through initiatives such as localised heat supply systems, efficient production lines and building technology improvements based on energy-audit recommendations.

## Reinforcing the carbon cycle with biochar

Ballingslöv International is committed to reducing emissions from production and processes in our value chain, but we are also keen to explore ways to remove any emissions that have not yet been reduced.

Since 2021, we have partnered with ECOERA, a company founded at Chalmers Ventures and recognised as a WWF Climate Solver. In 2025 we removed 181 tons of CO<sub>2</sub> through Biochar Carbon Removal (BCR), equivalent to the remaining emissions of our five Danish and Swedish factories 2024.

### What is biochar?

Biochar is produced from agricultural biomass residues, which are pelletised and then carbonised in a low-oxygen environment (pyrolysis), releasing reusable heat in the process. The result is a carbon-rich, stable substance — biochar — which in turn stabilises the carbon dioxide absorbed by plants. Applied to agricultural soil in Sweden it locks away carbon in a stable form preventing it from being released into the atmosphere and contributing to climate change.

Biochar also improves soil health by enhancing nutrient-holding capacity and supporting climate-resilient food production.

*“Ballingslöv International was one of the pioneer business units to enter into a long-term partnership with ECOERA, where we can contribute to strengthening soil health in Sweden”*

says Helene Davidsson, Group Sustainability Director.

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**"We can now set targets and actions to decrease scope 3 emissions in collaboration with our suppliers, alongside our own operation-related emissions."**

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## Paula Rosa Manhattan creates a ripple effect with Science-Based Targets

The journey to reporting scope 3 emissions – indirect greenhouse gas emissions in the value chain – began in earnest across the Group this year. While all business units set their baselines and started gathering data, Paula Rosa Manhattan (PRM) has taken the next step by setting Science-based targets.

The Science Based Targets initiative (SBTi) is one of the most well-recognised initiatives for setting and validating voluntary corporate climate targets in line with science. For PRM, it was an obvious choice to take the SBTi route. Lee Golby, Sustainability and Compliance Manager at PRM, explains:

*"Science-based targets give us a clear, credible framework for reducing emissions across our operations and supply chain. They hold us publicly accountable with measurable, time-bound commitments and help guide decisions, driving efficiency and innovation."*

SBTi validation has always been PRM's ambition, but one customer helped accelerate the process.

*"With a clear business case of being a close partner to one of our costumers, we developed our strategy and aligned with SBTi"*

says Lee.

*"We were already in a strong position with targets in place, so we were eager to join the movement."*

### The pathway to 1.5 °C

The targets are now set, with PRM committing to absolute scope 1 and 2 GHG emission reductions of 50% by 2030 (with a 2023 baseline) and 25% scope 3 reductions by 2030. They have also set a net-zero



target across the value chain by 2050, which will include carbon offsets for residual emissions. Lee explains why scope 3 emissions are so crucial:

*"With around 95% of our indirect emissions resulting from our value chain, we can't credibly align with the 1.5 °C pathway without measuring scope 3."*

### A cascade effect

PRM's analysis identified its top 50 suppliers based on emission quotas. In the next step, PRM will hold workshops with these suppliers to share findings and support them, particularly the smaller suppliers, in beginning or accelerating their own journey.

*"Just like our customer prompted us to fast-track our scope 3 and SBTi journey, we will now work with our suppliers to encourage them to reduce emissions. That's what's so great about this process: it creates a cascade effect across the entire industry."*

Here's Lee's advice to business units considering setting SBTi targets:

*"To start with, everyone should align with the science. It's complex for larger enterprises and might not fit for all business units, but for us it has been really helpful to develop clear targets together with our business leaders."*



Lee Golby  
Sustainability and Compliance Manager  
PRM

# How data helps level up our products

Data can help identify hot spots in our products' life cycle and enable us to work with suppliers and partners in the value chain to improve them. We asked Ida Walther, Strategic Buyer at Ballingslöv, to share her insights on the importance of climate data and correct information for smarter purchasing.



Standardised climate data from life-cycle assessments (LCA) and environmental product declarations (EPD) are vital for our Group to produce products with our sustainability strategy at the forefront. They help us determine the parts of our products that have the most negative environmental impact, for example, a material, process or transport and look for better options. We need to fully understand our product's life cycle and our own processes to identify the best production set-up, use more circular materials and select optimised transport solutions.

Once we have identified a part of a product's life cycle that can be improved, we work in close collaboration and open dialogue with existing suppliers to assess whether they can offer an alternative that reduces the product's environmental implications. Ida explains,

*"It's important to have an open mind and listen to the supplier; they know their product or material best, so they are likely to have a solution. LCAs and EPDs are essential in decision-making as they map the product's footprint and highlight the most critical aspects."*

Ida continues,

*"They help me focus on what's most important and concentrate on dialogues with suppliers that are relevant to those aspects. It strengthens results, supplier relationships and our organisation as a whole. This shows that prioritising sustainability parameters is resourceful and efficient for all parties."*

## Ida's top three tips for using LCAs and EPDs:

1. Use standardised and comparable environmental data.
2. Ask a lot of questions; things are not as bad or good as they seem. Keep digging for answers and prepare good questions.
3. Stay updated and proactive, and contribute to developing new knowledge in sustainability and your products.



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**“It’s important to have an open mind and listen to the supplier as they know their product or material best, they are likely to have a solution.”**

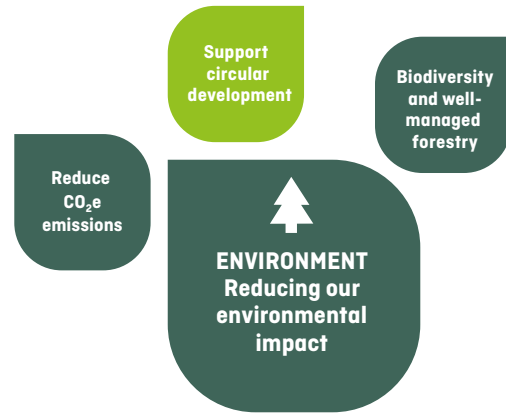


Ida Walther  
Strategic Buyer  
Ballingslöv

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# Support circular development

As part of our strategic development in 2025, we have updated this area of the strategy from "Circular Design" to the broader concept of "Support circular development". Circular design remains a key tool, but we now take a more holistic view.





**Target**

**Targets 2025**

1. Total amount waste in own operation
2. Share to recycling
3. Share of recyclable products
4. All own products in completed product lifecycle assessments

**Results 2025**

1. 10 160 tons
2. 76%
3. 93%
4. 49%

The circular economy and resource management go hand in hand. Our ambition is to develop circular kitchen offers with lower environmental impact. Our home environment products should be safe, long-lasting and easy to upgrade, reuse or recycle. We consider circularity at all stages of our product's life cycle, from materials and design to use-phase and end-of-life. These fundamental criteria influence our choice of materials, appearance and construction. Key areas for our business are circular design, material reuse and product recyclability.

## Supplier collaborations that move us forward

As most of Ballingslöv International's emissions lie within our value chain, we aim to work with suppliers that align with and strengthen our sustainability strategy and targets.

One example is ILCAM, an Italian furniture front producer supplying to several Ballingslöv International business units. ILCAM is an ideal fit for us because of its shared passion for

accurate data and ongoing efforts to reduce how it affects the environment. ILCAM has carried out life-cycle assessments for all its products, which not only help them to improve their offer, but also help us better understand the impact of our products that use their components.

Elisa Zamó, Sustainability Manager at ILCAM, explains why our collaboration is so successful,

*"We have a common goal where transparency is key. It is win-win! Understanding the footprint of our products strengthens our business relationship and offer to Ballingslöv International. It is evident that it is not just about calculations and reporting, but about what we do with those numbers, always aiming towards resource efficiency and emission reductions."*

## Circularity from beginning to end with Kvik

Kvik considers circularity at all stages of our product's life cycle, from materials and design to use-phase and end-of-life. Working on the basis of these fundamental criteria influences our choice of materials, appearance and construction. We have identified circular design, material reuse and product recyclability as key areas.

### It starts at the drawing board

The most vital time to ensure product circularity is at the design stage. By designing in longevity, modularity, ease of disassembly and reassembly, repairability and recyclability, we can deliver long-lasting products that are easy to dispose of responsibly when they can no longer be used.

### Increased recycled materials

We aim to increase the share of recycled materials in our products. For example, we have switched many of our kitchen fronts from MDF – often made from virgin raw

material – to chipboard, which we can source with high recycled content. We also use recycled plastics wherever possible; for example, in 2025, Kvik used around 6.5 million PET bottles in its laminate fronts.

### Handling our products end of life

Our ambition is to keep our products in use for as long as possible. However, when they need to be disposed of, we make it as easy as possible to do so responsibly, enabling materials to be reused and recycled. For example, Kvik discovered that kitchen fronts laminated with PVC are difficult to recycle, so they have switched to PET coatings to improve recyclability. We also design products so that users can separate parts and materials for recycling.

Of course, each market has its own waste management infrastructure, which impacts how and if our products can be recycled. In Denmark, for example, we know that when someone takes chipboard to a recycling centre, our main chipboard supplier collects and recycles it.

**"It's a popular misconception that circularity is only about the product's end of life and recycling. But for us, it's about avoiding that stage for as long as possible by making long-lasting products that are easy to repair, renovate and resell."**



Claus Johnsen  
Category Management Director  
Kvik





## Designed to last with DANKÜCHEN

A cornerstone of DANKÜCHEN's design philosophy is building kitchens that last. Their longevity helps reduce resource consumption and waste and contributes to a circular economy.

*"We believe kitchens should transcend fleeting trends"*

says Franz Drack, DANKÜCHEN Director Marketing, Communication and Product. He continues:

*"We have always chosen classic materials and designs that never go out of fashion, as well as high-quality materials that withstand daily use. And now we also want to enable customers to update their kitchens – with fronts, worktops or handles – without replacing the entire kitchen. We also make sourcing spare parts easy so that customers can repair and upgrade years after purchase."*

### **Reuse, reuse, reuse**

Easy disassembly is also a growing priority for DANKÜCHEN.

*"We make sure an increasing number of our kitchens are easy to take apart without damage. This makes refurbishment easier as well as material recovery or recycling at the end of life."*

DANKÜCHEN's design-for-disassembly protocols also means that owners can move their kitchen to a new home, pass it on to a new owner or reuse parts.

### **Ready for the next home**

What better testimony to longevity and reusability than the thriving second-hand market for DANKÜCHEN kitchens? Franz explains why:

*"When 10–15-year-old DANKÜCHEN kitchens consistently sell for 30–40% of their original price, it demonstrates true retained value. The second-hand market doesn't create competition; rather, it validates and offers a compelling value proposition to new customers who can see our kitchens as a lasting investment."*

The story doesn't end here; DANKÜCHEN is currently exploring material tagging to facilitate recycling, investigating bio-based materials, developing upcycling, assessing the feasibility of a take-back programme and much more.



Franz Drack  
Director Marketing, Communication  
and Product  
DANKÜCHEN



## The future kitchen with JKE

This year, JKE initiated a research project to identify circular materials – in particular, biodegradable ones – for kitchens. In collaboration with an industrial designer, they explored materials that meet high environmental standards without compromising on design, quality or functionality.

So far, the research has shown promising results for materials based on plant fibres and mycelium (fungi), which are 100% biodegradable. The research team has also experimented with reusing materials from discarded furniture and flooring, as well as manufacturing offcuts.

The next steps include testing for strength and durability and the team aims to integrate some new materials by 2027.

*"We see this as the beginning of a new era in JKE's design history – one where circular design is integrated from the start and where sustainability, design and functionality go hand in hand."*

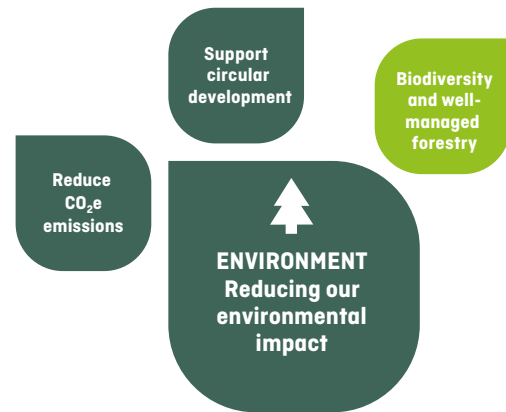


Helle Fyllgraf  
Marketing Director  
JKE



# Biodiversity and well-managed forestry

Ballingslöv International has an indirect impact on biodiversity through our use of wood as a raw material and in wood products.



## Targets 2025

1. Only source wood-based products that originate from FSC- or PEFC-certified forest raw materials
2. Reduced solvent emissions in tons

## Results 2025

1. 100% FSC- or PEFC-certified wood fibre origin
2. 23 tons solvent emissions

Since 2019, the Group has set a target that all wood-based products shall originate from certified forest raw materials in accordance with FSC\* or PEFC\*\*.

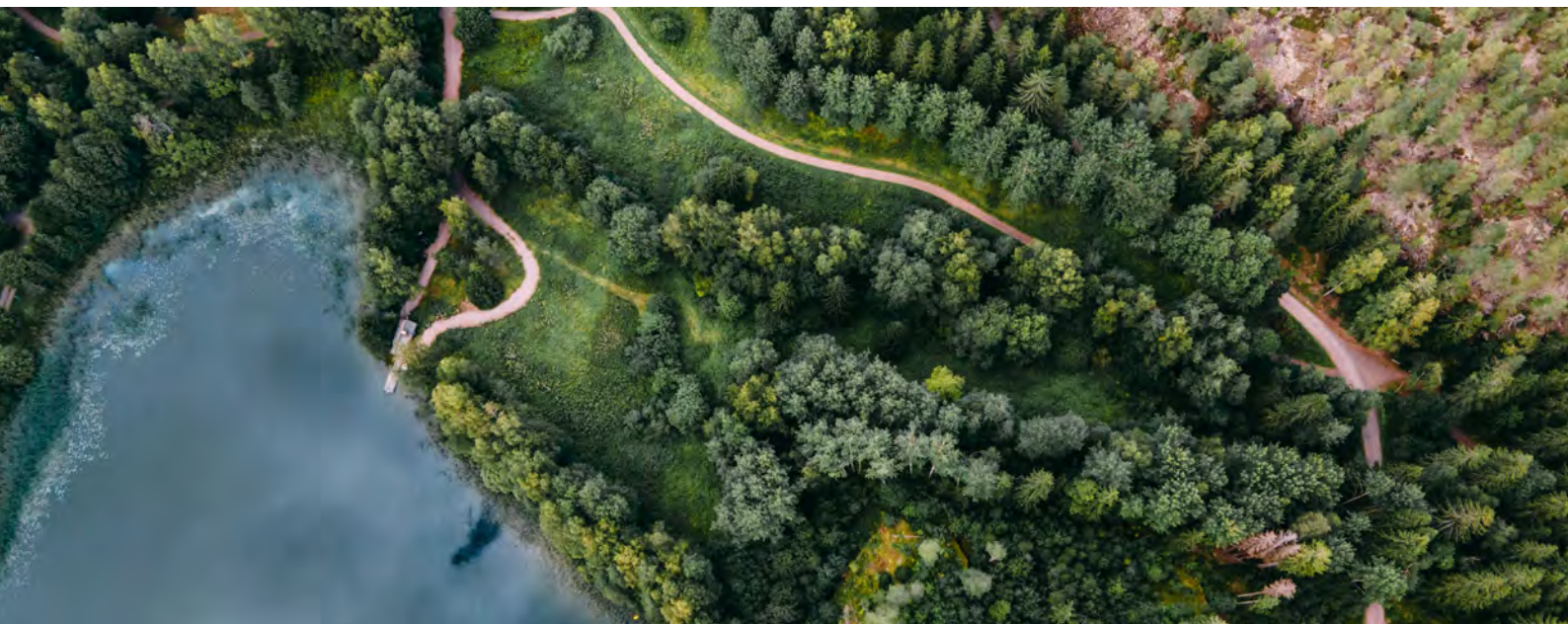
We set requirements for our suppliers to minimise our burden on the forests where our raw materials are harvested. Certification is a safeguard that trees are felled and forests managed responsibly to prevent deforestation and forest degradation, that plant and animal species are protected, that workers are safe and receive fair wages, and that local communities are consulted and respected.

In 2025, 100% of purchased wood-based products originated from certified forest raw materials in accordance with FSC or PEFC standards and were primarily sourced from Italy, Germany, Denmark, Austria and Sweden.

The EU's comprehensive regulatory framework, aimed at reducing biodiversity loss, climate impact, water pollution and soil erosion, is also an essential part of how we approach the use of wood as a raw material. The Nature Restoration Regulation and the upcoming Deforestation Regulation are both relevant to how we source wood and may affect availability in the coming years. We are monitoring evolving regulations.

\*FSC – Forest Stewardship Council

\*\*PEFC – Programme for the Endorsement of Forest Certification



## Working with wood: Sourcing our most essential raw material

Wood is versatile, stable, long-lasting and easy to repair and reuse. It's considered a renewable material, given that trees can be replanted and regrown. However, it is only truly renewable when forests are replanted and regenerated responsibly.

Wood is the primary raw material used by the Ballingslöv International Group in our frames, fronts and worktops. Therefore, we want to ensure we source it responsibly. For example, securing that harvesting rates do not exceed growth, old-growth forests are allowed to remain, ecosystems and biodiversity are protected and local communities are respected. Staffan Jönsson, Chief Sourcing Officer at Ballingslöv International, elaborates:

*"Since we don't own or manage forests ourselves, we only work with suppliers who share our values. We take a long-term approach to supplier partnerships, which helps foster strong forestry practices.*

*In 2019, we made a commitment to only source wood-*

*based products from FSC- or PEFC-certified forest raw materials. Certification is a meaningful way to secure that the wood raw material we buy is responsibly grown and harvested in terms of biodiversity and ecosystems, as well as from a social and ethical perspective."*

Deciding to source all our wood from Europe also helps strengthen traceability and access to certified forests, reducing the risk of sourcing deforestation-linked raw materials.

In addition to external measures, such as FSC and PEFC, our own processes, including the Code of Conduct, also help build sound relationships with our wood suppliers and ensure they align with our values and requirements in the long term.



Staffan Jönsson  
Chief Sourcing Officer  
Ballingslöv International

## Re-investing in local forest

Denmark has a national target to plant 1 billion trees and transform 10% of the nation's farmland into forests and natural habitats over the next two decades. Multiform has joined the drive to help achieve the country's target.



The local Kibæk Municipality, in collaboration with the organisation Growing Trees Network, is planting approximately 71 000 new trees in Følør Skov and Følør Folkeskov and creating walking paths. When starting the collaboration in 2025 Multiform donated 500 trees to kick-off the Følør Folkeskov project. From 2026 Multiform is committed to donate 1 tree per sold kitchen.

*"Trees and wood are a natural part of our business, design and craftsmanship and vital for a healthy planet. Investing in Følør Skov and Følør Folkeskov, located close to our production site, shows our long-term commitment to giving back."*



Allan Meyer  
Managing Director  
Multiform



# Social

## Caring for people's well-being

Our social impact primarily involves our own employees, workers in our value chain, local communities and users of our products. We emphasise employee health, safety and well-being, competence development, gender equality, diversity and inclusion, anti-discrimination and labour conditions in our supply chain.



We want Ballingslöv International to be a great place to work for all. We take responsibility beyond our workplaces by being a positive force and actor within the communities where our production sites are located, and we endeavour to ensure our products are safe, reliable and ergonomic.

### Most material topics

- Employee working conditions
- Working conditions in the value chain
- Consumers and end-users

### Strategic initiatives

- Health & safety
- Employee engagement
- Valuable local actor



**"Our long-term commitment to safety and well-being is built on a clear vision: zero injuries, zero work-related illness and a culture that prioritises people. By continuous investments in safer processes and healthier workplaces, we enable our teams to perform at their best."**



Taina Ekström  
Chief Production Officer  
Ballingslöv International

# Health and safety

Health and safety have always been a vital, high-priority part of our operations. During 2025, we further highlighted its importance by adding it as a stand-alone strategic initiative.



**Targets 2025**

1. Accidents at work, LTIFR (Lost Time Injury Frequency Rate)
2. >500 risk observations

**Results 2025**

1. 10 LTIFR
2. 470 risk observations

**"We have implemented mechanical lifting aids and other engineered solutions to reduce heavy manual handling and help prevent both acute incidents and long-term work-related illness."**



Chris Larsen  
Chief Operation Officer  
Kvik

The Ballingslöv International Group takes a preventive, structured approach to strengthening employee health, reducing risks and avoiding work-related injuries and accidents. We monitor safety performance through four core KPIs: lost-time injuries, non-lost-time injuries, incidents and risk observations. These are reviewed monthly and supported by six Group-wide safety standards that guide safe behaviour and the correct use of tools, forklifts and personal protective equipment. Our core objective is that no one should be injured or become ill at work.

The woodworking and kitchen manufacturing industry faces specific risks, particularly hand injuries from tools and foot injuries from falling components and heavy lifting. To address these challenges, we have made ergonomic improvements throughout 2024–2025. Mechanical lifting aids and other engineered solutions have been implemented to reduce heavy manual handling and help prevent both acute incidents and long-term work-related illness. We have also improved knowledge around ergonomic workstation design to prevent back issues.



## The safety stars

This year, the Group launched the Safety Star award. Business units receive a trophy if they achieve zero workplace injuries and no absences for 365 consecutive days (Zero LTI). This recognition helps reinforce a positive safety culture and promotes continuous improvement in day-to-day practices.

In 2025, three business units, DFI-Geisler, Multiform and Paula Rosa Manhattan achieved a star and was awarded by the Chief Production Officer in a group-wide conference.



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**“The Safety Star is the result of many years of promoting a strong safety culture and a zero-injury vision. We actively use every opportunity to emphasise safe behaviour and a healthy environment. The introduction of the safety-first mindset has played a key role in shaping the way we think and act in our daily work.”**

Taina Ekström  
Chief Production Officer  
Ballingslöv International

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# Employee engagement

All Ballingslöv International employees should feel safe, secure and included. Like all business units with production in different countries, we recognise cultural differences across our production sites. What we have in common is our shared commitment to respecting ourselves, each other and our environment.



## Target 2025

1. 80% positive result in the employee survey (Great Place to Work certification threshold is above 70%)
2. An inclusive workplace for all, 100% score in the Great Place to Work (GPTW) survey
3. A gender-equal workplace, with a 40–60% gender balance across all employees and an ambition to reach a 50/50 gender balance in leadership positions

## Results 2025

1. 80% positive result in the employee survey (Great Place to Work threshold is above 70%)
2. 83% of our employees consider the company to be an inclusive workplace
3. 30% women and 70% men

**"The tool helps highlight skills while avoiding both conscious and subconscious bias."**



Joanna Bergström  
HR Director  
Ballingslöv

For the 13th consecutive year, we have measured engagement using the Great Place to Work (GPTW) employee survey. The survey provides a comprehensive and in-depth picture of employees' views of us as an employer and of their employment situation.

The Group as a whole received a high score again on the overall Great Place to Work index, with over 80% (Great place to work is defined as a score above 70%). We conclude that our business units are well-functioning workplaces with a strong sense of pride, inclusion and well-being for all.

## Diversity and inclusion

We recognise that the benefits of diversity, fairness and inclusion are significant when it comes to harnessing the skills, talents and experiences of all employees. By actively engaging with diversity and inclusion, we achieve greater commitment, increased well-being and, in turn, better products and a stronger business.

Market analysis from our European markets shows that decision-making power for kitchen purchases lies primarily with women. Research also shows that gender-balanced management teams outperform competitors in terms of growth. To reflect both these insights, we continue our focus on gender balance in our leadership during 2026 and beyond, knowing it is an opportunity for long-term growth.

Over the last three years, we have carried out an extensive awareness-raising programme within the Group, which is reflected in the improved results from our employee survey. The insights have, for example, led Ballingslöv to introduce an AI tool to support its candidate selection process. The tool helps highlight skills while avoiding both conscious and subconscious bias.

## Making everyone feel welcome at Kvik

Kvik is purposeful about creating an inclusive workplace where diversity is a strength. They monitor development through dashboards that provide insights into key parameters such as gender distribution, age and other indicators of inclusion.

To maintain momentum and progress, Kvik conducts awareness training on diversity and inclusion, including the implementation and anchoring of the Code of Conduct. These initiatives support a culture where respect, equal opportunities and responsible behaviour are core values. Based on the latest Great Place to Work survey, Kvik identified an underrepresented group of employees who generally score lower on well-being. To tackle this, targeted initiatives will be implemented to strengthen the inclusive experience, enabling all employees to feel valued and have equal access to development opportunities.

### Integration into daily life

It's important that leaders understand the importance of diversity and inclusion (D&I) for both employee well-being and business success. Leaders should be able to identify and address biases so that decisions are made on an objective and fair basis and take ownership of efforts, including implementing initiatives that promote an inclusive culture.

To support managers in this task, Kvik offers awareness training and workshops that provide knowledge about bias and inclusion, as well as practical tools and guidelines to translate the principles into action. In addition, ongoing sparring and follow-up provide managers with the necessary support. This



approach helps make D&I not just a strategic goal, but a natural part of day-to-day management and collaboration.

### Business benefits

*"Diverse teams bring a wider range of perspectives, experiences and ideas into play, empowering both problem-solving and decision-making."*

When diversity is prioritised, diverse voices are given a platform, creating a more innovative and dynamic environment. D&I also helps attract top talent while strengthening the ability to understand and meet the needs of a broad and diverse client base. This gives Kvik a clear competitive advantage and supports long-term business success.

**"Diverse teams bring a wider range of perspectives, experiences and ideas into play, empowering both problem-solving and decision-making."**



Pia Vels Bruhn  
Senior HR Consultant  
Kvik

### Pia's top three tips for systematic Diversity & Inclusion work

1. To develop an engaging and systematic Diversity & Inclusion approach, it is crucial that managers are involved and that they make Diversity & Inclusion a natural part of everyday work life.
2. Identify few, but clearly defined ambitions. This provides direction and helps you achieve concrete results rather than spreading resources.
3. Create a clear timeline with milestones to create structure, progress and the opportunity for follow-up.

## Mentorship builds confidence and connection at PRM

With a commitment to knowledge sharing, Paula Rosa Manhattan (PRM) has expanded its Learning Hub – a platform for onboarding and training – with a new mentor module. Employees can apply to be matched as mentors, offering their experience and skills, or as mentees to gain knowledge in an area in which they want to develop.

*"Growth opportunities don't have to be about big gestures and large investments; they can also be about taking time and sharing expertise"*

explains Elise Moss, HR Business Partner, Paula Rosa Manhattan.

### The perfect pairing

"The pairings have been both successful and surprising," says Elise, "The duos probably wouldn't have worked together if it weren't for this initiative." A mentee from the surveying department has gleaned networking and visibility know-how from PRM's Sustainability Manager, while a young employee was paired with one of the business unit's senior female leaders for confidence coaching.

The initiative benefits both sides: mentees gain support and insight and mentors strengthen their leadership abilities. Together, they help build a culture of collaboration, growth and belonging across PRM.

**"Growth opportunities don't have to be about big gestures and large investments; they can also be about taking time and sharing expertise."**



Elise Moss  
HR Business Partner  
Paula Rosa Manhattan

## Well-being Ambassadors at DFI-Geisler

Following changes in working life during the COVID-19 pandemic DFI-Geisler saw a decline in well-being and sense of community in its annual employee survey. To address this each team started to appoint a Well-being Ambassador who supports the team's well-being and initiates activities to strengthen connection and collaboration. The Ambassadors meet with the CEO twice a year to share insights and strengthen collaboration across the teams.

**"This has given us a better general understanding of each other's functions and has improved collaborations and resulted in higher community feeling overall."**



Jens Nedersee  
Finance Manager  
DFI-Geisler





# Valuable local actor

In addition to our responsibility to our employees, we strive to have a positive outcome for the local communities where we operate. Our business units are often large employers in smaller towns and cities, where we can contribute to the job market, the living environment and local development.





**Target 2025**  
One social impact activity/year

**Result 2025**  
At least 1/BU

We want to be a valuable local partner by supporting local associations and community initiatives and by offering internships and summer jobs for those entering the labour market. For example, this year Ballingslöv collaborated with local schools to attract more young people to technical professions through initiatives such as hosting interns and advising schools on what's needed to equip future employees with the necessary knowledge.

Another example was Ballingslöv International Group's participation in this year's Project Planet Sustainable Business Challenge with a local science high school. Together with business units from across industries and the public and private sectors, we invited the students to present their sustainable business ideas to us and gave them feedback to help develop their concepts.

**"We have an important role to play in offering perspectives to young people and give opportunities for new talents."**



Helene Davidsson  
Group Sustainability Director  
Ballingslöv International





## Building a future workforce through apprenticeships at DANKÜCHEN

With many of DANKÜCHEN's experienced employees nearing retirement, the HR team saw an opportunity. What if these long-standing colleagues could easily pass their knowledge and skills on to the next generation?

*"At DANKÜCHEN, we believe that strong businesses begin with people. That's why we launched an apprenticeship programme in 2025 in collaboration with the local national vocational education and training system in Austria."*

Says Heike Schatz, Head of HR, DANKÜCHEN.

### A two-fold opportunity

Over three years, apprentices combine hands-on business experience with theoretical training at school. They work alongside employees to gain practical skills, confidence and the foundation for a meaningful career. Students can choose from three pathways:

- Office Administrator
- Logistics Administrator
- Wood Technician

The benefits of this initiative go both ways, as Heike describes:

*"For the apprentices, this programme is an opportunity to grow, learn and build a future in a supportive environment. For our DANKÜCHEN, it creates a stable talent pipeline, promotes continuity in knowledge and craftsmanship and strengthens our reputation as a reliable, long-term employer. Plus, it contributes to a stronger local workforce."*

It is a dual benefit to the local community and DANKÜCHEN. By investing in young people in their local community today, DANKÜCHEN is securing the skills, passion and expertise that will keep their business robust for generations to come while securing job opportunities and knowledge transfer.

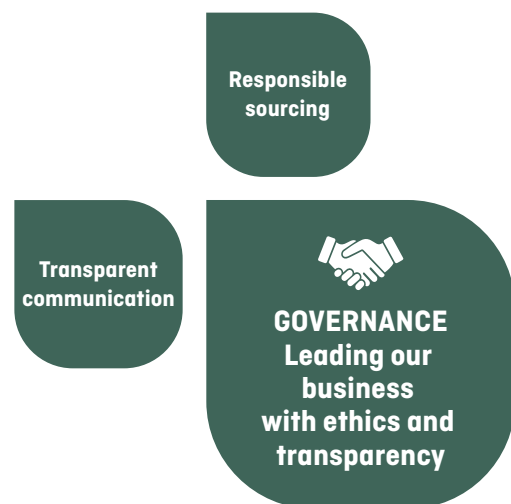


Heike Schatz  
Head of HR  
DANKÜCHEN

# Governance

## Leading our business with ethics and transparency

At Ballingslöv International, corporate governance is founded on values-driven leadership. Through the integration of our core values across the organisation, we actively promote responsible and effective governance with transparent sustainability reporting serving as a central element for trust, accountability and monitoring.



The Group makes decisions and holds itself accountable by applying clear structures, policies and leadership behaviours. We build and maintain good relationships with all actors in our supply chain and aim to align values through initiatives such as our Code of Conduct, supplier agreements and transparent communication.

It's critical for us to make our employees feel safe and treat them fairly. We strive to take responsibility for our environmental impact and oppose all forms of bribery, corruption and other fraudulent behaviour.

### Most material topic

- Corruption and bribery

### Strategic initiatives

- Responsible sourcing
- Transparent communication



**“Promoting respectful business ethics means we are not only fully legally compliant, but also pro-actively uphold integrity, fairness and respect in every relationship – internal and external – with a long-term perspective.”**



Magnus Hegdal  
Deputy Chief Executive Officer  
and Chief Financial Officer  
Ballingslöv International

# Transparent communication

Communicating in a clear, honest and transparent manner – both internally and externally – is vital to maintaining strong stakeholder relationships and building trust. We play a role in sharing knowledge and raising awareness about our products' ESG performance, so our customers can make better, more informed choices.



## Target 2025

Promote customer and consumer satisfaction through honest and transparent marketing and communication

## Result 2025

Externally published Sustainability report

We want to enable customers and users to gain a complete overview of our products. Share our knowledge about environmental and social impact of our products and services to customers and other stakeholders. Data quality and traceability are key to our transparent communication, yearly sustainability report provides facts and inspiration of best practices.

By understanding product life cycles and improving data quality, we aim to enable customers and users to gain a complete overview of our products' footprint. Life cycle assessments (LCAs) enable comparability between products and suppliers. They also provide a clear picture of where we need to make further emissions reductions and offer insights into materials and production methods.



## Kvik and Ballingslöv support their customers to make informed choices

Across the Group, we're making it easier for customers to access information about the climate and environmental impact of their kitchens. Kvik and Ballingslöv share about their progress this year below.

### Product footprint on the quote

In 2025 Kvik introduced environmental footprint data as part of their kitchen quote. Kvik based the data on life-cycle assessments (LCAs) and environmental product declarations (EPDs).

*"Alongside the costs, customers also see the CO2 emissions, recycled wood content and the number of recycled plastic bottles used in their chosen design"*

explains Claus Johnsen, Category Management Director at Kvik. This initiative helps put climate data on a par with financial details and allows customers to tweak their orders, for example, to increase recycled content.

### A passport to transparency

The development of Digital Product Passports (DPPs) signals another significant development in customer transparency and Kvik implemented the first generation of DPPs in 2025.

*"When we heard that DPPs were going to be mandatory in a few years' time, we thought it sounded like a really great initiative, so we decided to develop and implement a first version"*

says Claus. The idea is that customers scan a QR code on a product to view information about the materials, the footprint and how to repair and extend its life.

DPPs are now available for Kvik Living furniture range and will be rolled out for other products soon, as well as in other parts of the Group.

### Encourage dialogue with our customers

So, our business units can publish data on quotes and via QR codes, but how can customers make comparisons and decisions based on this information and how do they know if the number is good or bad? Fredrik Nyberg, Head of Development at Ballingslöv, shares that there is currently no industry standard for comparing products' environmental data, so as a customer you need to be skilled to "see through" an EPD. It is therefore a significant benefit in having these discussions at the point of sale with the customers.

To enable a good customer dialogue Ballingslöv has invested trainings and integrated environmental data in product and sales training. Fredrik shares,

*"We train our resellers to understand the environmental data so they can explain to customers what it means. We encourage sales teams to initiate the conversation with the customer and ask whether they'd like to learn more about the product's environmental impact."*

These conversations help create awareness and curiosity, demonstrating our commitment to transparency.



Claus Johnsen  
Category Management Director  
Kvik

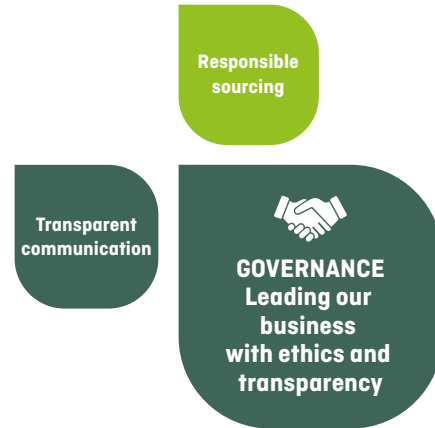


Fredrik Nyberg  
Head of Development  
Ballingslöv



# Responsible sourcing

We set the same high sustainability standards for our suppliers as we do for ourselves. Our approach includes encouraging strategic thinking and responsible prioritisation from all business units and organisations that we partner with.





**Target**

**Targets 2025**

1. 100% of all large suppliers (BU volume >200 KEUR) signed Group Code of Conduct
2. 100% of all medium sized suppliers (BU volume >150KEUR) signed Group Code of Conduct
3. Audit of 25 most relevant suppliers, based on completed risk assessment until 2025, 10 audits annually

**Targets 2025**

1. 100%
2. 100%
3. 10 audits

It is important for us to create transparent, risk-based dialogues regarding employees, the environment and society. Our supplier assessment, Code of Conduct and detailed sustainability and material requirements form the basis for long-term, secure partnerships. Structured supplier monitoring and in-depth dialogue also play an essential role.

No incidents or suspicions of non-compliance were reported during the year.

## Building resilient and responsible supplier relationships

We depend on our extensive network of suppliers to deliver products, materials, resources and services that align with our company values – so that we can provide products that our customers can trust.

*"We want to help our suppliers prioritise sustainability. Not by pushing them to do something they don't believe in, but by supporting them to do what they are already passionate about."*

Staffan Jönsson, Chief Sourcing Officer, Ballingslöv International

### Collaboration to accelerate change

We believe that we can accelerate change through collaboration. and aim to build lasting and meaningful partnerships. In this way, we can build trust and develop collaborations in which both Ballingslöv International and our suppliers can continuously improve business and achieve sustainability progress. Staffan Jönsson, Chief Sourcing Officer, Ballingslöv International, elaborates:

*"In everything we do, we have a long-term perspective. If you want to work with somebody over time, you have to build trust and do it with responsibility. That's how you get good results."*



### A robust selection policy

In 2018, we set a target that all suppliers with a purchase value above €200 000 per business unit must sign our Code of Conduct. We have tightened the target by lowering the minimum level for suppliers to sign our Code of Conduct to €150 000 per business unit. The target applies to both direct and indirect material; in other words, it does not matter whether it is a product or a service. The Code of Conduct is included as a mandatory appendix whenever we sign a contract, regardless of the supplier's size. Therefore, we have over 500 signed documents, many of which are also below the €150 000 threshold.

Our Sustainability and Material Requirements (SMR) apply to suppliers of direct materials, i.e., materials used in production. The SMR outlines our sustainability strategy and minimum supplier requirements. Over 200 medium-sized suppliers (i.e., larger than €150 000) have signed the Sustainability and Material Requirements. Our Code of Conduct is signed by all new suppliers of both direct and indirect materials.

### Risk assessment with EcoVadis

When selecting new suppliers and conducting risk assessments of existing suppliers, the Group uses EcoVadis IQ Plus. This digital tool assesses supply chain

risks across environment, labour, ethics and sustainable sourcing for all its suppliers. Sustainability risks are weighted together with purchasing volume and supplier classification. Large purchases and strategic suppliers are considered higher risk and smaller purchases and non-critical suppliers are lower risk. Combined, we have a theoretical risk profile of the supplier, which guides how we proceed with the assessment.

Higher-risk business units, as well as those strategically important to our operations, must then complete a more in-depth EcoVadis evaluation. In cases where a supplier chooses not to complete the EcoVadis evaluation, we require a physical audit, known as a "supplier social audit", to ensure adherence to our Code of Conduct.

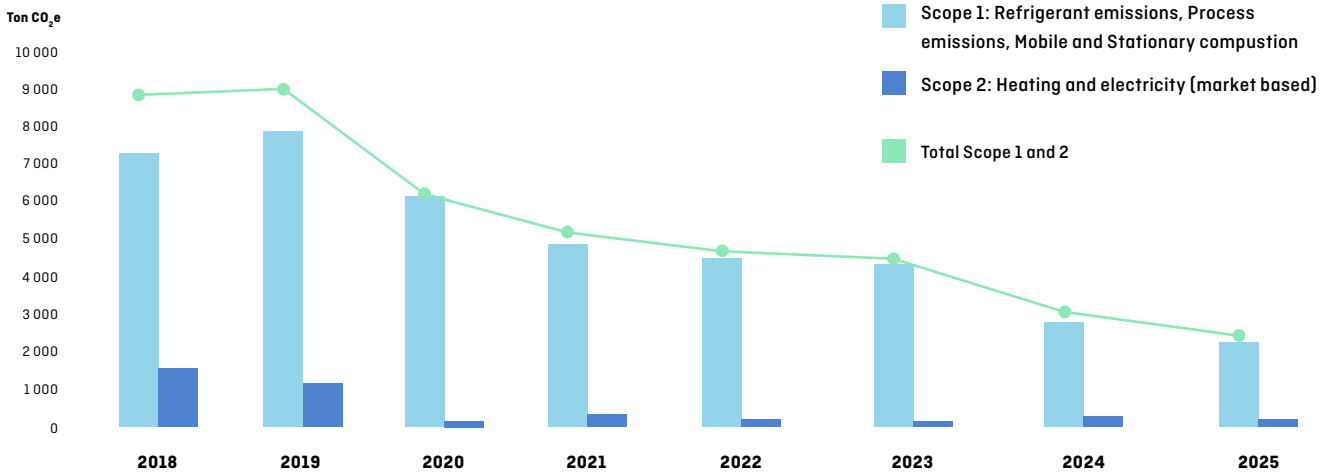
All audits are carried out by an independent third-party provider, the certification body SGS, Société Générale de Surveillance SA or Bureau Veritas (BV)..



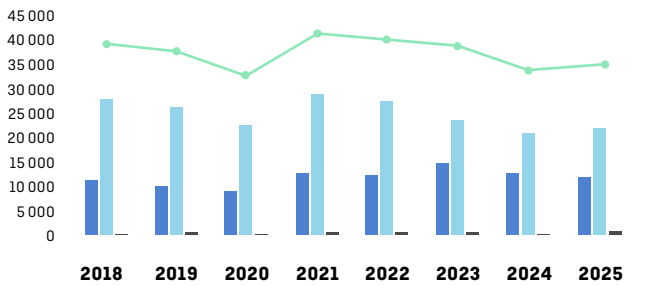
Staffan Jönsson  
Chief Sourcing Officer  
Ballingslöv International

# Our performance indicators

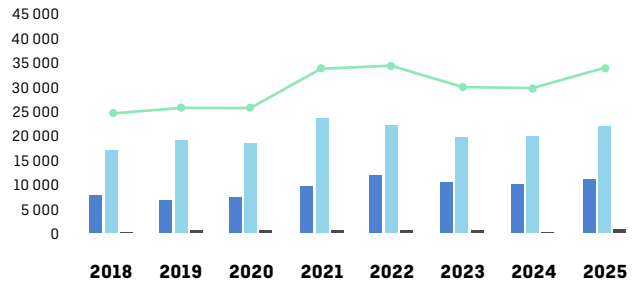
## Scope 1 and 2 total emissions (market-based)



## Total energy consumption [MWh]



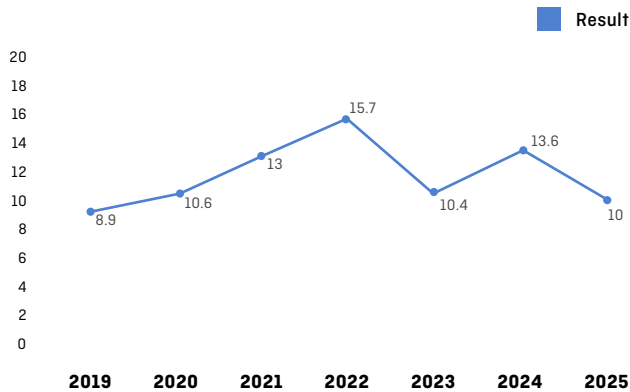
## Total renewable energy consumption [MWh]



Consistent trend towards our targets through year by year key impact initiatives

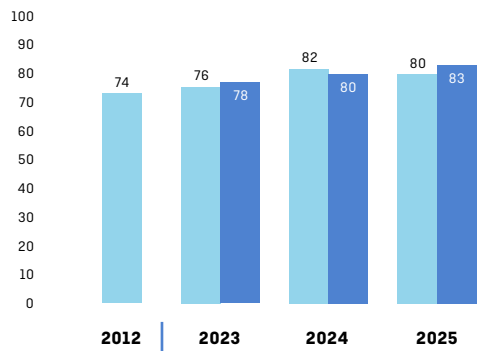
Stationary combustion Purchased district heating Purchased electricity Total

## Lost Time Injury Frequency Rate (LTIFR)



Increased production volume 2022, acquired a new company end of 2023

## Employees engagement and Inclusion index (being an inclusive and Great Place to Work)



The Employee Engagement Index stays in a consistent high level  
Inclusion has been included as part of employee survey since 2023

	Target	KPI	Baseline/base year	2024	2025	Target 2030
<b>ENVIRONMENT – Reducing our environmental impact</b>						
<b>Reduce CO<sub>2</sub>e emissions<sup>1</sup></b>	Reduce CO <sub>2</sub> e emissions	Total emissions, tons CO <sub>2</sub> e	8 853 2018	3 038 <sup>2</sup>	2 439 <sup>2</sup>	- 80% - 90%
		Energy consumption, MWh	38 518 <sup>3</sup> 2023	33 474 <sup>3</sup>	34 928 <sup>3</sup>	Energy consumption MWh 32 500 <sup>3</sup>
		Electricity consumption, MWh	26 906 2022	20 593	21 995	Electricity consumption <17 400 MWh
		Share of renewable energy, %	85% 2022	89%	96%	100%
		Share of renewable electricity, %	82% 2022	96%	100%	100%
	Calculate full scope 3				Completed	
<b>Support circular development</b>	Waste in own operations	Total amount of waste	2024	10 850 tons	10 160 tons	
		Share to recycling, %	2024	76%	76%	
		Share of recyclable products	98% 2022	98%	93%	100%
	All own products in completed product lifecycle assessments	Own products in completed product lifecycle assessments (including a new business unit)	63% 2023	81%	49%	All own products in completed product life-cycle assessments
<b>Biodiversity and well-managed forests</b>	Only source wood-based products that originate from FSC- or PEFC-certified forest raw materials	Share of wood-based raw materials or products originating from certified sources	47% 2019	98%	100%	100%
	Reduced solvent emissions in tons.	Total emitted solvents, tons	26 tons 2020	18	23	<3
<b>SOCIAL - Caring for people's well-being</b>						
<b>Health and safety</b>	Accidents at work	LTIFR (Lost Time Injury Frequency Rate)	8,9 2019	13,6	10,0	Towards zero vision, target trend downwards
		Lost time accidents (24hrs or more)	21st 2019	37	24	Towards zero vision, target trend downwards
		Permanent disability	0 2019	0	0	0
	Safety observations	Number of safety observations	323 2021	559	470	>500
<b>Employee engagement</b>	Employee survey Great Place to Work (GPTW).	% of survey	78 2022	82	80	>80%
	Inclusion added in GPTW	% of all employees on specific question	78 2023	80	83	100%
	Gender equality	Gender distribution %, all employees	29/71 2022	26/74	30/70	All employees: 40- 60%
		Gender distribution %, management teams	15/85 2022	15/85	25/75	All managers: 40-60%
	Age spread in age categories <sup>4</sup>		5 av 5 2023	3 of 5	5 of 5	Minimum 10% in all 5 age groups
	Manager vs employee		3 av 5 2023	4 of 5	3 of 5	Minimum 10% in all 5 age groups
<b>Valuable local actor</b>	One social impact activity/year		1 2023	1	1	One social impact activity/year
<b>GOVERNANCE - Leading our business with ethics and transparency</b>						
<b>Responsible sourcing</b>	Responsible sourced suppliers	% of medium and large suppliers <sup>5</sup> signed Code of Conduct	2019	100% 100%	100% 100%	100% of all direct and indirect material suppliers (suppliers/BU volume >100KEUR)
	Audit of 25 most relevant suppliers	Number of audits carried out		10	10	10 audits annually
	Code of Conduct for all employees	Share, % of employees sign CoC	100% 2022	100%	100%	100%
<b>Transparent communication</b>	Promote customer and consumer satisfaction through honest and transparent marketing and communication			Yearly sustainability report published	Yearly sustainability report published	Yearly sustainability report published

<sup>1</sup>Updated results from previous years: scope 1, 2 and energy data, due to methodology changes in accordance to Greenhouse gas Protocol, CSRD and ERSR compliance

<sup>2</sup>Market based value. Location based: 4 766 tons CO<sub>2</sub>e (2024); 4 225 tons CO<sub>2</sub>e (2025)

<sup>3</sup>Excluding fuels

<sup>4</sup> < 29, 30-39, 40-49, 50-59, 60+ 10 %/ category

<sup>5</sup>BU volume >150 KEUR; >200 KEUR]sized suppliers

## About this report

The 2025 Sustainability Report constitutes Ballingslöv International's statutory part of the management report for Ballingslöv International Aktiebolag, company reg. no. 556556-2807. It is published annually in all company languages.

The scope of the sustainability report corresponds to the financial annual report. It includes all wholly owned Group companies: Ballingslöv AB, Kvik A/S, JKE Design A/S, DFI-Geisler A/S, Multiform A/S, Dennis & Robinson Ltd and DanKüchen GmbH, for the period 1 January to 31 December 2025.

All sustainability-related data presented in this report is based on Ballingslöv International's sustainability strategy and the double materiality assessment in combination with the Group's goals.

The sustainability report and double materiality analysis have been prepared to align with the format of the upcoming reporting requirements but do not yet fully comply with the CSRD or the ESRS.

This report has not been externally audited; however, the Board of Directors of Ballingslöv International is ultimately responsible for reviewing and authorising its quality and content.

## Auditor's opinion on the statutory sustainability report

To the annual general meeting of Ballingslöv International AB, company reg. no. 556556 -2807

### Tasks and division of responsibilities

The Board of Directors is responsible for the Sustainability Report for the year 2025 and for ensuring that it has been prepared in accordance with the Annual Accounts Act in its previous version applicable before 1 July 2024.

### Focus and scope of the audit

Our audit was conducted in accordance with FAR's recommendation RevR 12 Auditor's opinion on the statutory sustainability report. This means that our examination of the Sustainability Report is different and

substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that our examination provides a reasonable basis for our opinion.

### Statement

A sustainability report has been drawn up.

Gothenburg on the date indicated by our electronic signature Öhrlings PricewaterhouseCoopers AB

Johan Rippe  
Authorised Public Accountant





In this sustainability report, you can read about the foundations of Ballingslöv International's sustainability work, the sustainability strategy that guides us, what achievements we have made in sustainability over the past year and what we are focusing on going forward. Enjoy your reading!