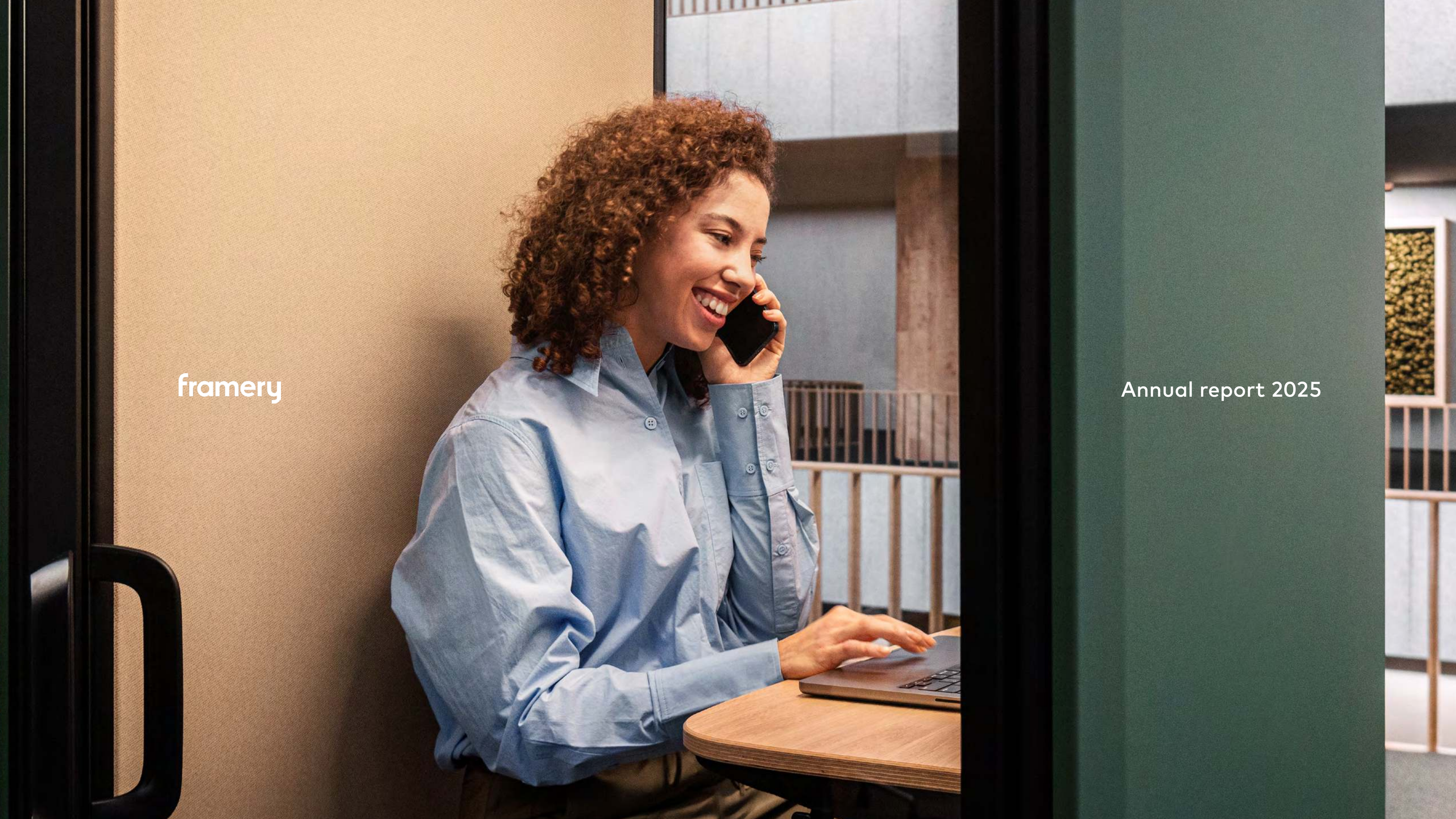
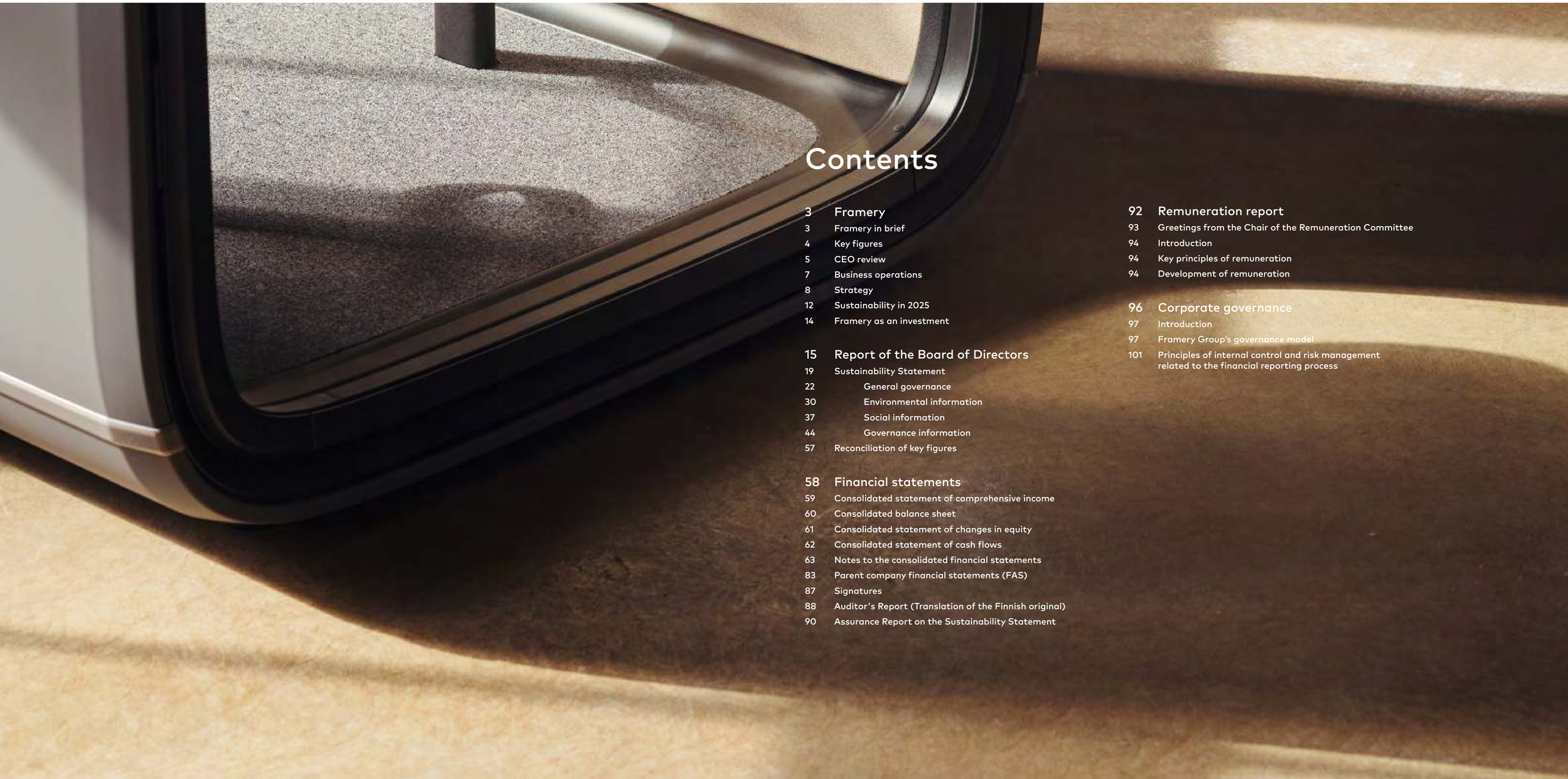


framery

Annual report 2025



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Framery in brief

Framery enables people to focus on what truly matters and get things done. With its soundproof smart pods and office system, Framery transforms ordinary offices into places people love. This is why Framery is an essential part of a successful workday for millions of employees in over a hundred countries and in most of the world's leading companies.

Framery is the global market leader in soundproof workspaces and holds a growing market position in smart office solutions. Founded in 2010, Framery aims to solve workplace distractions arising from the growth of open offices, hybrid work, space optimization, and the popularity of video conferencing.

Framery offers a comprehensive range of smart, soundproof office pods that provide privacy for meetings and focused work. Framery also offers a suite of smart office solutions, including workplace analytics, wayfinding, and live navigation, designed to optimize the entire office environment.

Framery is headquartered in Tampere, Finland and has a global reach: more than 95% of its revenue is generated through exports, and its products are sold in over 90 countries.

Product portfolio and innovation

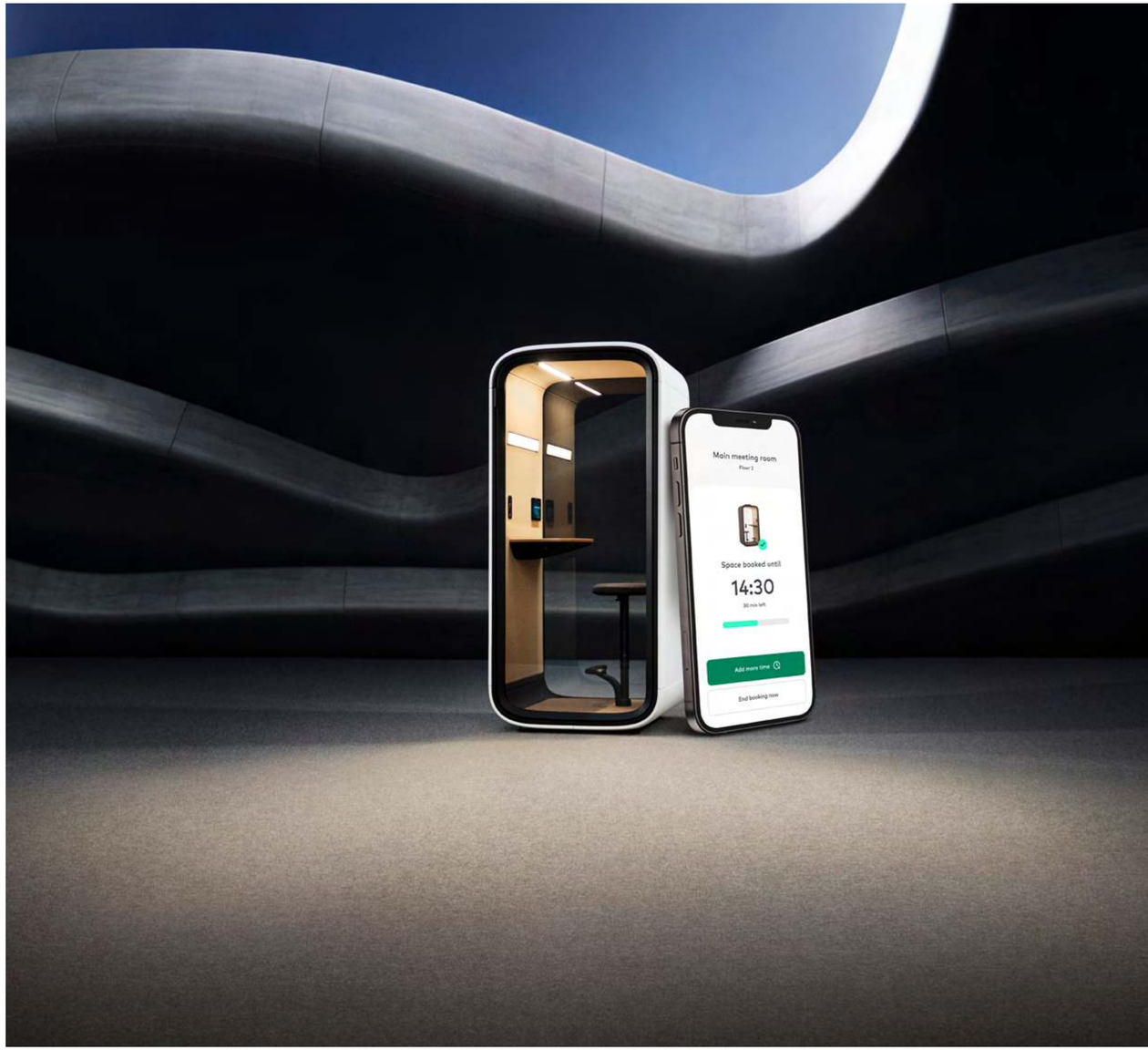
Framery offers a comprehensive range of soundproof smart pods designed to provide users with privacy for virtual and small group meetings and to enable focused work in noisy open-plan offices and other environments. Framery also offers a suite of smart office solutions that optimize the entire workplace.

Framery has achieved strong growth driven by organic innovation and a powerful brand. In 2025, the company's revenue was EUR 222.1 million. The business model is based on high value-adding, scalable production and a global dealer network. In line with its strategy, Framery focuses on profitable growth and increasing its market share, particularly in North America, Europe, and the APAC region.

Operations and sustainability

Framery employs almost 500 professionals. The company's headquarters, R&D unit, and production facility are located in Tampere, Finland, ensuring supply chain control and high product quality. Framery's commitment to responsibility and sustainable development is a core part of the company's strategy and a key competitive advantage in the future office market.

Framery shares are traded on the official list of Nasdaq Helsinki under the trading symbol **FRAMERY**. Framery is categorized within the Mid Cap market capitalization segment.



Key figures

REVENUE

222.1 M €

REVENUE GROWTH

+37.0%

ADJUSTED EBIT

50.5 M €

ADJUSTED EBIT MARGIN

22.8%

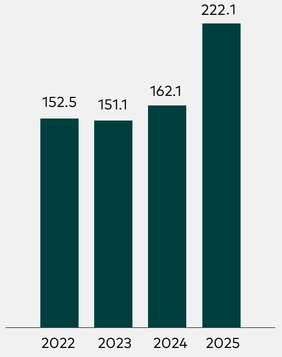
CASH CONVERSION

91.6%

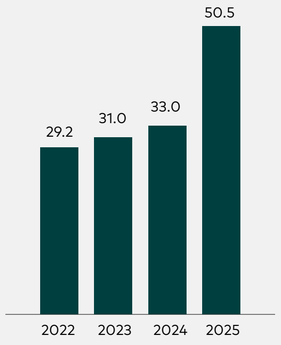
OPERATING FREE CASH FLOW

51.6 M €

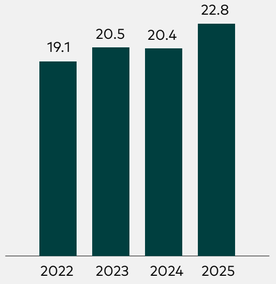
Revenue, M€



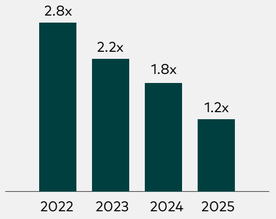
Adjusted EBIT, M€



Adjusted EBIT margin, %



Net debt and leverage



CEO review: A new era for Framery

Framery's expansion from a market leader in soundproof office pods toward a pioneer in comprehensive smart office systems progressed over the past year. Our successful listing on the Nasdaq Helsinki main list, combined with strong growth, created a solid foundation for our continued mission to redefine the workday experience globally.

"Our solutions are no longer just furniture, but critical infrastructure that attracts employees back to the office."

In 2025 our revenue grew by over 37 percent, reaching EUR 222 million. This growth rate significantly outperformed the estimated 15 percent annual growth of the soundproof office pods market. An exceptional return on capital employed (ROCE) of 130.9 percent demonstrated the efficiency of our business model, even within a shifting global environment. Although the full year 2025 was challenged by currency fluctuations and US import tariffs, we responded with planned price increases, the full impact of which will be realized during the first half of 2026.

Our market share strengthened in all our main markets. EMEA maintained its position as our largest region with steady growth. In the Americas, sales accelerated by over 50 percent, and although tariffs brought uncertainty, the outlook for the demand for our products remains good. In the APAC region, growth was very rapid, accelerated particularly by key customers. Large projects are typical for this region and will continue to cause quarterly fluctuations in sales.

Our operational performance remained high throughout the year. Our agile organization successfully navigated market changes while our R&D progressed at a rapid pace. We introduced products such as the Framery One Lounge™, offering a new level of comfort, and Gather Zones, which expand the utility of our pods. On the digital front, our SaaS business was bolstered by near-monthly releases, including Framery Room Display™ and the Space Overview™ service.

Our solutions are no longer just furniture, but critical infrastructure that attracts employees back to the office. This is evidenced by the more than 27 million meetings held in our smart spaces during 2025 – a figure that confirms we have become a core part of the modern workday.

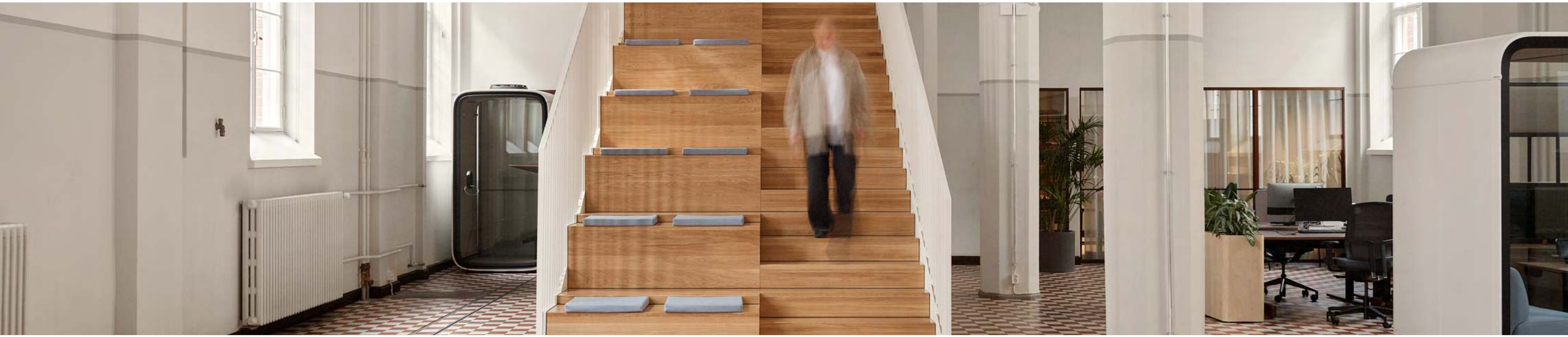
At Framery, sustainability is a driver of market leadership. By aligning our business with science-based goals and verified data, we create long-term stakeholder value and operational resilience through material innovation. We are on track to meet our targets, having reduced Scope 3 emissions by 20% in 2025 through optimized structural design, strategic material substitution, and software-driven energy efficiency. Simultaneously, we achieved a 52% reduction in absolute Scope 1 and 2 emissions by transitioning our Tampere factory to 100% renewable wind electricity and renewable district heating. These milestones against our 2024 base year move us closer to our 2030 goal of 50–52% total emission reductions.

In 2026 we will focus on four strategic priority areas: we will continue investing in R&D to strengthen our market leadership and implement a world-class sales strategy to accelerate global growth. Another focus is on promoting customer adoption of smart office solutions and growing recurring SaaS revenue. Additionally, we will seek further growth by expanding our subscription-based Framery Subscribed model to new market areas.

We enter 2026 stronger than ever. Our balance sheet, strengthened by the IPO, combined with our international credibility, provides us with a significant competitive advantage to continue growing our market share.

Samu Hällfors

CEO, Framery Group Plc



Framery's offering is answering the needs of the modern workplace

Problems in the modern workplace...

- Lack of privacy or focus in open space
- Lack of meeting rooms
- Inflexible office space
- Unoptimised space allocation
- Opaque overview of space availability
- Difficulty to find and book spaces

are solved by Framery's workplace solutions...

Smart pods

- Increased productivity
- Smoother adoption to hybrid work
- Flexible and scalable space utilization

Smart office solutions

- Find and book available spaces as easy as possible
- Office operating system for the user: Everything integrated to end-user's calendar
- Data-driven decision making

...in all working environments

- Open plan offices
- Hybrid workplaces
- Coworking spaces
- Other (e.g. industrial and education)

Asset-light platform with proven profitability and scale

CAPEX bearing efficient supply chain

+120 component suppliers

Asset light and scalable operating model with full control on customer value add

Core value-adding activities performed in-house

Labour intense outsourced sales channel of +5,000 persons

+600 distributors and dealers with global reach

+1,300 Smart pods presented in dealer showrooms globally

Raw material sourcing | Heavy production machinery | Component production with Framery owned tooling

Innovation and research | Sourcing | Assembly & testing | Logistics preparations | Channel sales

Product placement | Showrooms | Order fulfilment and delivery | Installation and support

Framery has a robust network of component suppliers, many of which from automotive industry. Framery owns and controls the component tooling, but heavy machinery CAPEX done by the suppliers

Robust intellectual property portfolio protecting business

The current manufacturing set-up has the capacity to support more than double the current production levels

Framery has built a global distribution network from the start and has a strong dealer advocacy with an above-market dealer NPS of 81

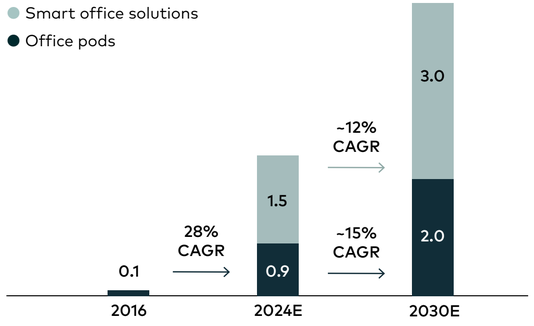
Efficient sourcing — Modern assembly — Flat pack shipping

Source: Company information. Management bases its view on precedent performance.

Strategy

Market fundamentals

The way people work has undergone a permanent transformation, with over 90% of organizations now adopting hybrid models. The global workplace is fundamentally realigning to this reality, shifting away from rigid construction toward modular, technology-enabled environments. This structural change is driving rapid expansion in our core markets: by the end of 2024, the global office pod market reached approximately EUR 0.9 billion, while the smart office solutions market grew to EUR 1.5 billion. Both segments are projected to more than double by 2030, creating a total addressable market of EUR 5.0 billion and providing an attractive, long-term growth runway for Framery.



The momentum behind these figures is fueled by structural changes rather than temporary trends. Organizations are under constant pressure to optimize their footprint efficiency and reduce lifetime costs, leading to denser, open-plan office layouts. While cost-effective, these layouts create critical pain points in terms of acoustic privacy, focus, and general workday flow. The complexity of the modern office has scaled alongside hybrid work; while designing for a static, office-based team is straightforward, managing a dynamic environment with hybrid attendance and virtual collaboration increases complexity. To navigate these requirements, organizations are increasingly turning to software that helps them and their employees cope with a constantly evolving space. Consequently, both office pods and smart office solutions have transitioned to become office essentials rather than niche additions, with customers scaling their usage as they realize the long-term value of an optimized workplace.

Long-term market leadership

Framery was founded as the original "blue ocean" pioneer in the soundproof pod category. We recognized early that traditional office environments were failing to support deep focus, so we built a new market based on a clear mission: to empower people at work to get things done. Today, that mission has placed us at the heart of the global workspace transformation. As the market leader, we have moved beyond the startup phase to become a globally recognized brand and a strategic partner for a majority of the world's leading organizations.

We transform ordinary offices into workspaces people love. This vision is being realized at an unprecedented scale: with over 123,000 pods delivered to more than 11,900 end customers, we possess the insights, people, and infrastructure to define the future of the category. In 2025 alone, users spent a total of 1,344 years inside Framery products, participating in over 27 million work sessions. This massive level of adoption puts Framery in the driver's seat of a long-term global megatrend.

In 2025 we successfully accelerated our market share expansion, achieving 37.0% revenue growth to reach EUR 222.1 million. This growth rate significantly outperformed the estimated 15 percent annual growth of the soundproof office pods market. We manage our business with a rigorous long-term focus, guided by mid to long-term financial targets:

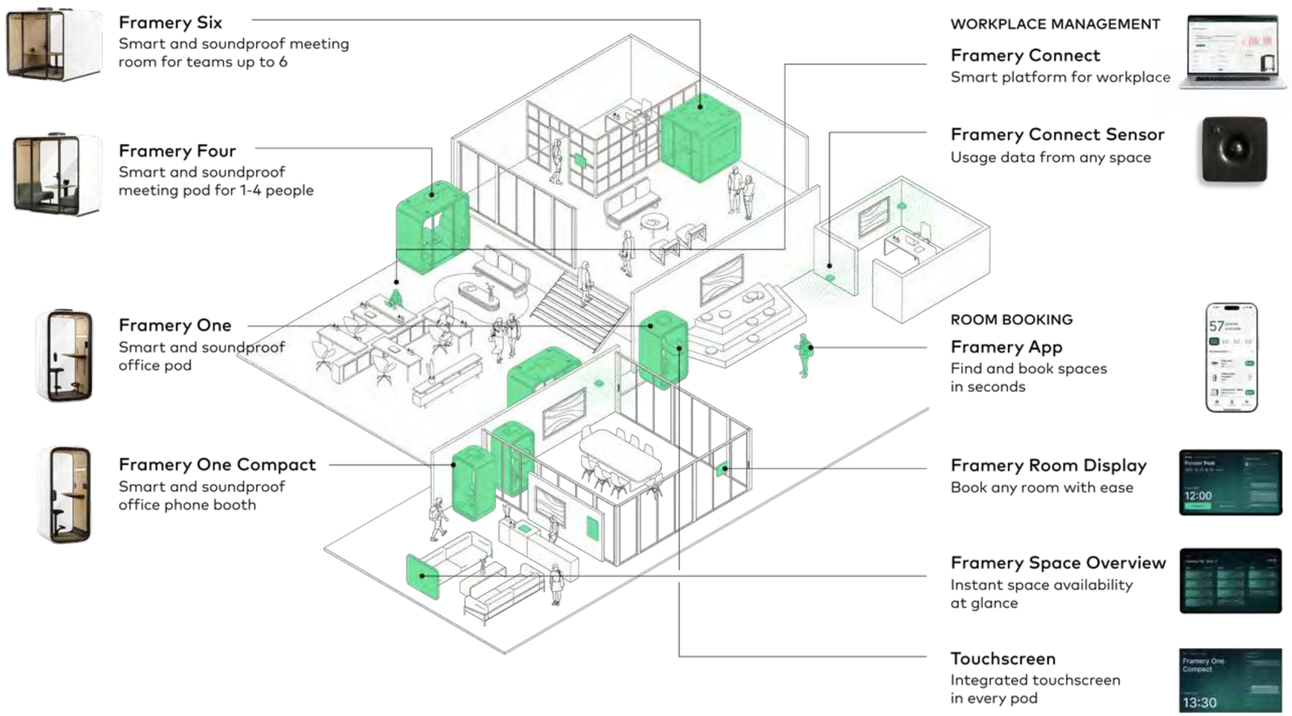
Growth: >10% average annual organic revenue growth compared to 2025

Profitability: A target adjusted operating profit margin of 25% in the mid-term

Leverage: Maintaining net debt/adjusted EBITDA below 2.0x

Dividend policy: A target payout of 70–90% of net profit. Part of the distribution may be executed through Share buybacks

FRAMERY OFFERING



Growth strategy

To extend our market leadership and achieve our financial targets, our growth strategy is focused on two main pillars: offering the best in smart pods and smart office solutions and ensuring effortless global availability.

Growth strategy

Main themes

Best smart pods and smart office solutions

Effortless global availability

Strategic projects

1.
Further strengthen our leading product-market-fit in all key regions

2.
Drive the adoption of the smart office solution to scale the SaaS business

3.
Drive growth through tailored go-to-market-strategies

4.
Deploy Framery Subscribed model globally with dealers

The world's best smart pods and smart office solutions

Following the successful launch of our new generation of smart pods in 2024, in 2025 we saw demand across all customer segments, validating our strategy to integrate smart technology into our physical offering. Our growth strategy is centered on maintaining rapid product development to ensure we continue to offer the world's premier smart pods and smart office solutions, staying ahead of evolving workplace requirements.

Strong product development focus

In 2025 we further strengthened our leading product-market fit by reacting swiftly to emerging workplace trends and specific customer pain points. We recognized a significant shift toward "resimercial" design, a blend of residential comfort and commercial functionality, which led to the launch of the Framery One Lounge™. This workstation was engineered for extended focus work and high-retention usage, providing a cozy, ergonomic environment that reflects the comforts of home within a professional setting.

Simultaneously, we addressed the desire of organizations to optimize every square foot of their real estate by introducing Gather Zones for the Framery Four™ and Framery Six™. These exterior add-ons transform the outer walls of our pods into functional collaborative zones, effectively turning a single piece of furniture into a multi-use hub for the office. To further enable deployment in high-traffic, multi-tenant spaces and public areas, we introduced smart locking options and second-screen display integrations.

Looking toward 2026, we remain committed to this mindset of continuous improvement to further strengthen our leading product-market fit across all key regions. Our robust innovation pipeline currently consists of one ongoing project and four future projects for major product updates, which typically require a development time of approximately two years. In the new product concepts category we have four ongoing projects and six in the future project pipeline. For minor product updates, our pipeline includes four ongoing projects and 19 future projects, with a typical development time of six months. We continue to manage these initiatives through a comprehensive development process that optimizes time-to-market. New products will be launched only once their maturity is high and market conditions are optimal.

Driving customer adoption and recurring revenue of smart office solutions

Throughout 2025 we took substantial steps to develop a more complete ecosystem that helps organizations manage, measure, and optimize their spaces, where deep synergies between hardware and software create value that exceeds the sum of the individual components. A major milestone was reached in January 2025 with the launch of the Framery Room Display™, which simplifies room management through a color-coded system and instant, on-the-spot booking capabilities.

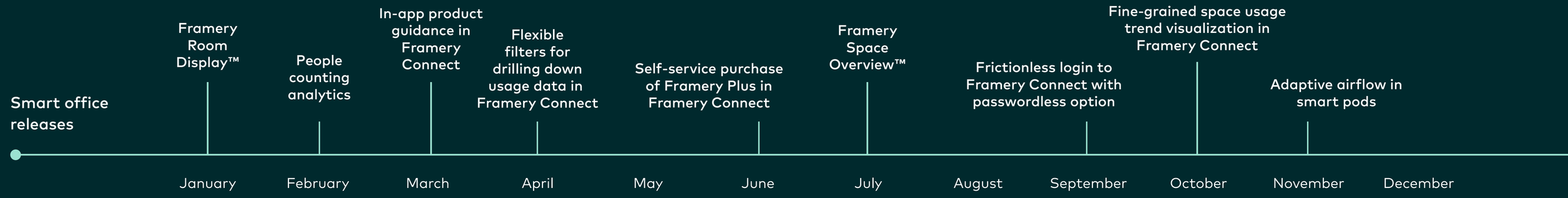
This was followed in July 2025 by the introduction of Framery Space Overview™, allowing employees to quickly identify vacant workspaces nearby through strategically positioned displays in lobbies and hallways. We also enhanced our digital platform, Framery Connect™, by adding people-counting analytics and fine-grained usage trend visualizations to provide organizations with the data-driven insights necessary to optimize their office footprint. Moving into 2026, our primary strategic focus is to drive the adoption of these solutions to scale our SaaS business. We will leverage our extensive dealer network to place smart office setups in showrooms around the world, utilizing recurring revenue from these digital solutions as a core pillar of our long-term growth strategy.

Product development process and pipeline

Comprehensive product development process with optimized time-to-market

Market intelligence process → Innovation process → Product development pipeline

Initiative	Major product updates	New product concepts	Minor product updates
Ongoing projects	1	4	4
Future project pipeline	4	6	19
Typical development time	~2 years	Case by case	~6 months



Effortless global availability and scalable business models

To extend our market leadership and achieve our financial targets, our growth strategy is focused on two main pillars: leading the market in smart pods and smart office solutions and ensuring effortless global availability.

World-class sales strategy execution

In 2025 we demonstrated that intensive execution of our world-class sales strategies can significantly enhance dealer performance. Our teams successfully improved dealer proactivity across all sales regions, resulting in a substantial number of new dealers purchasing showroom pods – a strong indicator of high global interest in our product portfolio. These efforts were validated by our global dealer NPS of 81, underscoring the strength and health of our distribution network.

Looking ahead to 2026, we are focused on the "Dealer Engine Scale-up". We have renewed our go-to-market strategies across all 44 sales regions. Our focus remains on driving performance across all business areas – including pods, Subscribed, and Smart Office Solutions – by working closely with our dealers to ensure consistent global growth.

Recurring revenue from Subscribed by opening new markets

Framery Subscribed™ reached a major milestone in 2025, moving from a proven concept to a commercially viable, scalable business model. During the year, we fully established the dealer-led Subscribed model and expanded its availability from three to eight countries. This expansion validates that the model can scale internationally at our target pricing while becoming a core part of the daily sales process for our partners.

In 2026 we are focused on deploying the Subscribed model globally. A key strategic target is our formal entry into the US market. Simultaneously, we will strengthen our European presence by scaling existing markets. To drive further recurring revenue, we are expanding the offering to include Smart Office accessories as monthly paid add-ons, supported by marketing campaigns together with our dealers to drive global awareness.

130k+
All-time pods delivered

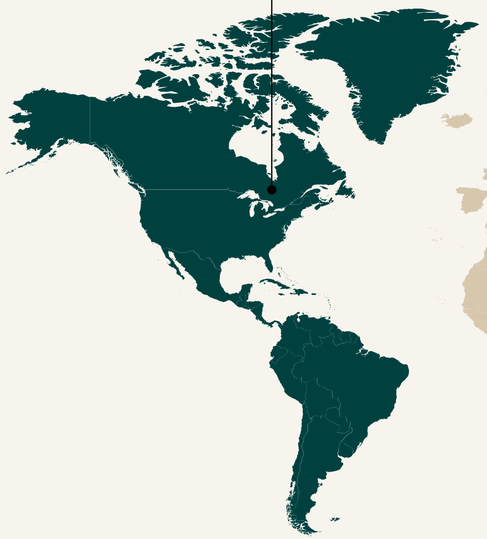
12,000
End-customers

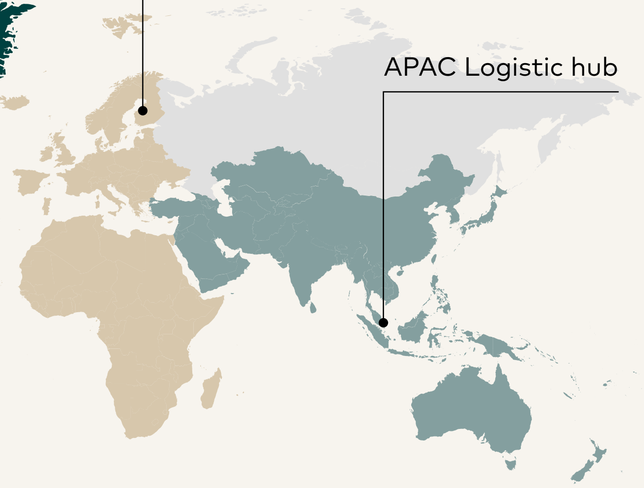
600+
Distributors

100+
Countries

Platform with global reach

Revenue split 2025





30% Americas

53% EMEA

17% APAC

Sustainability in 2025

On track to meet our science-based targets

At Framery, sustainability is a strategic driver of market leadership rather than just a matter of compliance. By aligning our business model with ambitious, science-based targets and utilizing third-party verified data, we are leading by example. This commitment creates a competitive advantage and thus long-term value for our stakeholders. We are currently on track to meet or exceed our science-based targets, proving that sustainable operations and material innovation are not just matters of responsibility – they are the drivers of our market leadership and operational resilience.

Leading with accountability

At Framery, our approach is built on high-trust frameworks, including the UN Global Compact and the Science Based Targets initiative (SBTi). Transparency and accountability remain at the forefront of our operations, serving as a key differentiator in an industry where vague sustainability claims are common. In 2025 we updated our Double Materiality Assessment (DMA) to reflect the evolving risks and opportunities most critical to our business success. This assessment serves as the foundation for our alignment with the Corporate Sustainability Reporting Directive (CSRD), providing our customers and shareholders with a clear, verified view of how sustainability drives long-term value.

Our commitment to doing it "the right way" is most evident in our Environmental Product Declarations (EPDs). Currently, over 90% of our pods' mass is modeled based on supplier-specific data rather than industry averages. These EPDs are third-party verified and publicly available. By providing this level of detail, we meet the rigorous requirements of our largest global customers, ensuring they can rely on the accuracy of their own value-chain reporting.

Delivering Against Scope 1,2, and 3 emissions targets

After surpassing our original Science Based Targets five years ahead of schedule, we set an even more ambitious trajectory up to 2030. This path was established in 2025 using 2024 as the base year. The path establishes clear greenhouse gas reduction targets and defines a comprehensive carbon action plan, providing a data-driven route toward our revised climate goals, which are awaiting formal validation by the Science Based Targets initiative (SBTi).

Our new goal is to reduce absolute Scope 1 and 2 emissions by 50% by 2030 with 2024 as the base year. We made immediate progress, achieving a 52% reduction within the 2025 reporting year alone. This milestone was driven by transitioning our Tampere factory to 100% renewable wind electricity and switching to renewable district heating during the year.

Recognizing that approximately 99% of our emissions originate from within our value chain, Framery has pledged to reduce Scope 3 emissions by 52% per EUR value added by 2030. We are well on track to achieving this goal, achieving a 20% reduction during 2025 relative to our 2024 base year. These rapidresults are being realized through optimized structural design, strategic material substitution, and software-driven energy efficiency. To ensure comprehensive accountability, we utilize an SBTi-approved economic intensity target rather than a physical metric. In other words, we measure our emissions in relation to financial performance instead of number of products we manufacture. This allows us to include our smart office solutions and commit to a reduction trajectory that allows us to contribute our fair share towards limiting global warming.

Circularity by design: Longevity and material innovation

The furniture industry faces a systemic waste crisis, with approximately 80% of products ending up in landfill. Framery directly addresses this challenge by maximizing the useful life of every asset while simultaneously pioneering material innovation. Our smart pods are engineered for decades of service, featuring a modular build where components are easily replaceable. This design philosophy ensures that our pods can be repaired and refurbished indefinitely rather than replaced.

Furthermore, Framery smart pods are designed for eventual recycling. They are constructed primarily from easily recyclable mono-materials such as steel, aluminum, glass, and PET. We strategically balance the requirement for long-lasting performance with the integration of low-carbon materials, introducing recycled content into the mix as supply chain availability allows. Looking ahead, we have pledged to incorporate fossil-free steel into our offering as soon as it becomes available, further decoupling our growth from carbon-intensive resources.

The Framery Subscribed business model serves as a primary example of this balance in action. By maintaining ownership of the pods, we have created a "closed-loop" system where rented units are returned, professionally refurbished, and redeployed to new customers. Since pioneering this model, some pods are already on their fifth life, ensuring our fleet remains a growing, high-value asset.

Being a responsible employer

Social responsibility is central to our strategy as a responsible employer. We prioritize an inclusive, safe, and learning-oriented culture as a prerequisite for stable and resilient operations.

Integrity in governance and global partnerships

Framery is committed to high ethical standards and responsible business conduct across our global operations and supply chain. In 2025, we strengthened our governance by renewing our Supplier Code of Conduct, intensifying requirements for environmental responsibility and fair labor practices. This code serves as a vital differentiator, as many of our customers increasingly demand verified ethical performance. We are pleased to report that 99.7% of our supplier spend is already covered by this renewed code. Highlighting our commitment to these principles, Framery was awarded a Silver Medal sustainability rating from EcoVadis in 2025, placing the company in the top 15% of assessed companies globally.

Safety and well-being

Framery operates with a long-term goal of zero accidents. Our safety management system is certified against the ISO 45001 standard and covers 100% of our employees and contractors. While our Lost Time Injury Frequency (LTIF) increased to 11.38 in 2025, we took immediate corrective action by prioritizing daily safety leadership and implementing robust, practical safety training. Our target for 2026 is to achieve an LTIF of <5 as part of our step-down path toward zero by 2035.

Culture and capability development

We view our people as the engine of our innovation and market leadership. To maintain this competitive edge, we focus on continuous learning and professional growth. We measure employee engagement through the Siqni Flame Index, achieving a score of 80/100 in 2025. We also aim for 100% Individual Development Plan (IDP) coverage for our eligible population; in 2025, coverage reached 82.1%, up from 57.8% in 2024. Additionally, we launched an official DEI Policy and a new leadership framework in 2025 to ensure quality leadership routines across our 18-country footprint.

Through rigorous supply chain oversight and a dedicated focus on employee well-being, we ensure that our operational resilience supports sustainable, long-term growth.

Framery as an investment

1. Pioneer and global market leader in its core office pod markets

Framery is an industry pioneer and global leader in its core office pod markets, with a market share of approximately 17–19 percent in 2023. Framery is the best-known office pod brand in North America, Europe, Middle East and Africa, and Asia Pacific. Framery has managed to both grow its revenue and improve its high profitability in recent years. Framery has managed to grow faster than its core office pod markets since 2023. While Framery's core office pod markets were expected to grow at a CAGR of approximately 16 percent during 2023–2025, Framery's revenue grew at a CAGR of approximately 21,3 percent between January 2023 and December 2025.

2. Asset-light, highly scalable operating platform

Framery has an asset-light and scalable platform with proven profitability and scale, leading to a strong capital return profile with an average return on capital employed of 94 per cent between 2022 and 2024. Most of the core value-adding activities are performed in-house. Framery uses an efficient sourcing strategy, modern assembly process, and flat pack shipping to ensure cost-efficient global logistics.

Framery has a robust network of component suppliers. Only the assembly work and transportation preparation are done at the Company's assembly facility in Tampere, Finland. The labour intensive sales channel is outsourced to a global dealer network of over 650 dealers.

3. Category-defining product offering and the ability to continuously innovate new products and solutions

In Framery's view, its current product portfolio represents the most advanced office pod technology in the market. The Company's smart pods are equipped with market leading features, and are made of high-quality and durable materials. Framery does not use health-damaging materials in its products. The Company's smart office solution can be used with all of Framery's smart pods. Framery protects its technology with an extensive intellectual property portfolio.

4. Loyal and diverse customer base and strong new customer inflow

Framery has during its full operational period had over 12,000 end-customers in over 100 countries. Framery's end-customers range from small and medium-sized businesses to premier global companies, and its end-customers include over 70 per cent of the top 100 companies on Forbes' 2025 Global 2000 list. Framery has the highest customer stickiness in the industry. The company's customer satisfaction has been very strong compared to its competitors. The NPS score was 56 in 2024, compared to the market average of 22. For customers actively using the smart office solution the NPS was even higher, reaching a score of 86 in 2025. Framery also has a strong flow of new customers.

5. Fast-growing target markets with low current penetration

Framery operates in markets where significant growth is forecast. The size of Framery's core office pod markets was estimated at approximately EUR 0.9 billion in 2024 and is projected to grow at a CAGR of approximately 15 percent between 2024 and 2030, reaching approximately EUR 2 billion in 2030. The Company's core smart office solution markets are projected to grow at a CAGR of approximately 12 percent between 2024 and 2030, reaching approximately EUR 3 billion in 2030. The smart office solutions penetration is expected to be driven by an expected increase in the number of offices adopting workplace management solutions and efficiency tracking.

6. Strong financial profile

Framery has demonstrated strong organic growth alongside high profitability and cash flow conversion. Between 2023 and 2025, the company's revenue grew at a compound annual growth rate of 21,3%.

Growth has been particularly strong following the launch of its new smart soundproof workspaces in March 2024; in 2025, the company's revenue increased by 37.0% year-on-year. Framery's cash flow conversion stood at 91.6% in 2025, driven by strong profitability and a capital-light business model.

7. Global dealer network

Framery predominantly distributes products through local dealers. As at 30 September 2025, Framery's dealer network consisted of over 650 dealers globally. Framery holds a strong position among its dealers and is the primary preferred pod manufacturer for most of its dealers.

Financial targets (3–5 years)

Growth: Above 10% average annual organic revenue growth

Profitability: An adjusted EBIT margin of 25% in the mid-term

Leverage: Maintain a net debt to adjusted EBITDA ratio below 2.0x

Dividend policy: A target payout of 70–90% of net profit. Part of the distribution may be executed through Share buybacks

Framery's Investor Calendar 2026

- Annual General Meeting: 27 April
- January–March 2026 interim report: 27 April
- January–June 2026 half-year financial review: 27 July
- January–September 2026 interim report: 2 November

For more information please visit:
framery.com/sijoittajat/en/investors/

INVESTOR INFORMATION Framery's shares are listed on the official list of Nasdaq Helsinki in the Mid Cap segment. Framery's trading code is FRAMERY.

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Market environment

The Company's market environment comprises two adjacent markets: office pods and smart office solutions. The core markets include North America, Europe, and selected APAC markets. Management estimates that both markets grew in 2025 and will continue to grow in the coming years. Demand is supported, in management's view, by structural trends in working life: a high share of hybrid work and virtual and hybrid meetings, an increasing need for privacy in open-plan offices, and the need to improve office space utilization and optimize lifecycle costs of office environments. These factors drive the adoption of both office pods and smart office solutions as organizations seek to enhance efficiency and flexibility in workplace environments. In the short term, market growth may be affected by changes in geopolitics, trade policy, and the macroeconomic environment.

In management's view, Framery is the market leader in its core market for office pods. Management estimates that Framery is well-positioned to benefit from the growing market and that the Company increased its market share during the period.

EMEA

EMEA remained the Company's largest market, and revenue increased by 19.5% year over year. Performance met the Company's expectations, and demand was broad-based across countries and customer segments.

Americas

Growth in the Americas was strong, and revenue increased by 52.0% compared with the previous year. Growth was supported by added sales resources and overall market growth. The Company expects growth to continue in the Americas despite uncertainty related to tariffs, and estimates that both demand for office pods and the adoption of smart office solutions will develop positively.

APAC

Growth in APAC was very strong, and revenue increased by 91.8% compared with the previous year. Growth was primarily driven by the Company's key accounts. The Company notes that sales in APAC typically include larger project deliveries, which may result in larger quarter-to-quarter variability than in other regions.

Revenue by Framery entity location

(EUR million)	1-12 2025	1-12 2024	Change
EMEA	118.3	99.0	19.5%
AMER	65.9	43.4	52.0%
APAC	37.9	19.8	91.8%
Total	**222.1**	**162.1**	**37.0%**

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Financial results and profitability

Group revenue increased to EUR 222.1 (162.1) million, supported by strong sales and delivery capacity. Growth was achieved in key market areas. Revenue growth and scalability were supported by the continued development of a dealer-driven business model, close relationships with key customers, and the competitive advantage provided by the new smart product family.

The Group's profitability remained strong. Operating profit adjusted for items affecting comparability increased to EUR 50.5 million, representing 22.8% of revenue, compared with EUR 33.0 million, or 20.4% of revenue, in the previous year. The strong result was driven by strategic measures related to the product portfolio, sales channels, and business model. Since the launch, margins of the new product family have developed favorably. At the same time, the previous-generation product line was ramped down, enabling the Company to allocate resources to new, higher-margin products. In addition, the Company has implemented price increases in the U.S. market to pass through part of the tariff-related costs to selling prices, and it has already mitigated the negative effects of tariffs. The Company estimates that pricing changes related to U.S. tariffs will take effect broadly during the first half of 2026.

Operating profit amounted to EUR 41.0 (29.6) million, increasing compared with the corresponding period of the previous year. Profitability in 2025 was partly offset by expenses related to a share-based incentive scheme that concluded with the listing, including changes in the value of the redemption liability for treasury shares, totaling EUR 6.9 million.

During the financial year, the Group's net financial items increased to EUR 13.4 (5.7) million, mainly due to higher interest expense on interest-bearing liabilities. Interest expenses included the non-recurring additional prepayment fee and unamortized transaction costs resulting from the premature repayment of previous term loan. Profit before taxes was EUR 27.7 (23.9) million and income taxes for the financial year were EUR 7.3 (4.3) million. The effective tax rate was 26.4% (18.1%) and increased year-on-year mainly due to share redemptions, which have no tax effect. Profit for the financial year was EUR 20.4 (19.6) million and earnings per share was EUR 0.26 (0.24).

Cash flow and financial position

Despite the rapid growth, capital employed increased moderately to EUR 38.6 (35.4) million. ROCE increased to 130.9% (93.4%) due to strong profitability. Furthermore, cash flow remained strong, with Operating Cash flow reaching EUR 51.6 (26.6) million for the year. The Company's asset-light operating model ensures a strong cash conversion rate, which reached 91.6% (68.9%) for the period.

At the end of the period, the Group's net debt was EUR 66.9 (67.9) million. Leverage, calculated as net debt divided by the last 12 months' adjusted EBITDA, was 1.2 (1.8). In December 2025, Framery entered into a new financing agreement consisting of a EUR 80 million term loan and a revolving credit facility of EUR 15 million with a Nordic bank, and repaid its previous outstanding term loan of EUR 100 million.

The liquidity remained strong with net debt to EBITDA, adjusted with listing costs and non-recurring items, at 1.2 (1.8). The Company reported covenant gross debt to adjusted EBITDA on a quarterly basis as part of its previous financing agreement through the end of Q3 2025. Following the new financing agreement effective from the listing, the Company reports covenant net debt to EBITDA adjusted with listing costs and non-recurring items. There were no breaches of covenants under the Company's financing arrangements, and all covenant requirements remained valid and satisfied with a buffer.

Key financials (EUR million)	1-12 2025	1-12 2024	Change
Revenue	222.1	162.1	60.0
EBIT	41.0	29.6	11.4
Capital employed	38.6	35.4	3.2
Investments	3.1	3.8	-0.7
ROCE	130.9%	93.4%	37.6%
Operating cash flow	51.6	26.6	25.1
Cash conversion	91.6%	68.9%	22.7%
Net debt / Adjusted EBITDA	1.2	1.8	-0.6

Research and product development

Innovation is at the core of Framery's operations, and this work continued at pace throughout 2025. Framery's R&D strategy is fundamentally tied to both strengthening the Company's position in the office pod market, and becoming the pioneer of smart office solutions. By year-end, more than 70 specialists were fully dedicated to developing office pod products and smart office solutions across both physical and digital offerings.

Framery maintains an agile approach to innovation by launching regular, small product updates and new features. New, major product launches are timed to coincide with projects reaching full maturity and with the market environment being strategically appropriate.

Framery continues to invest in the research and development of new products in order to open new customer segments, develop the existing product fleet, and to meet the needs of the customer base. In 2025, investment needs decreased moderately to EUR 3.1 (3.8) million for the period.

Short-term risks and uncertainties

The Company's position has remained strong in the business environment supported by the global market, a new product family, and a broad customer base. Nonetheless, the global trade environment has become increasingly complex and uncertain. While the Company's global presence mitigates certain geographical and political risks, political and economic developments in key regions may affect results and the outlook. General economic uncertainty can also affect demand for office pods and products; for instance, if customers postpone new projects, the acquisition of office pods or the decision-making around them may be affected.

The import tariffs imposed by the United States have had a negative impact on the Company's business, with steel, aluminum, and reciprocal tariffs increasing the cost of imports to the United States. The Company has taken actions to mitigate the impact. Through pricing and increased local sourcing, costs can be reduced and passed on to customers. However, these actions take some time to take effect. Furthermore, actions, including tariffs in general, may affect overall demand in the U.S. market.

Since Framery's reporting currency and primary cost base are in euros, the Company is exposed to foreign currency exchange rate fluctuations arising from its global operations in currencies such as the USD, SGD, and GBP. These fluctuations, including both transaction and translation effects, can impact the Company's financial results. Framery manages this risk to mitigate the potential impact on its assets and cash flow.

Framery's supply chain is robust, with trusted, high-quality component suppliers located mainly in Europe, enabling short lead times and rapid reaction times to any change in demand. However, the changes to cross-border trade agreements and tariff regulations may adversely impact Framery's ability to cost-efficiently source materials, components, or services from international suppliers. Framery sources some of its electronic components from China, and therefore, any tariffs imposed on Chinese products could disrupt the Company's ability to source these components in a timely and cost-efficient manner.

Cybersecurity threats are continuously evolving, growing more sophisticated and varied. This includes risks such as ransomware, phishing, and insider threats that pose a significant threat to the Company's assets and data. With the growth of Framery's smart office solutions product offering, including its related software and data platform, the impact and importance of cybersecurity have grown further. Framery is committed to data safety across all its products and maintains a strong focus on cybersecurity to mitigate potential risks. For data from the smart office solutions, Framery utilizes third-party cloud service providers. Framery selects its partners based on their robust IT and cybersecurity measures, and Framery continuously monitors and manages these relationships to ensure the ongoing security of Framery's data. Framery considers data protection a top priority to maintain the integrity of its services and business operations.

Personnel and organization

The average number of personnel was 470 (444) for the FY2025. At the end of December 2025, the number of personnel was 484 (455). More details about wages and salaries can be found in Financial statement note 2.4.

During the year, there were changes in the composition of the Board of Directors, with Tuomas Siponen stepping down and Pipsa Loimijoki nominated as the Member of the Board. The Board of Directors consists of Mika Sutinen (chairman of the Board), Timo Toikkanen, Gregory Bylsma, Pipsa Loimijoki, and Ville Koskenvuo.

During the year, there were also changes to the Company's executive team, with Timo Inkinen stepping down and Tomi Nokelainen joining as the acting head of R&D, and Henrik Skyttä joining as the Head of Customer Operations. Additionally, Inka Roos was nominated as the acting CMO during Daniela Tjeder's parental leave.

The executive team consists of Samu Hällfors (CEO), Lauri Isotalo (CFO), Inka Roos (Acting CMO), Lasse Karvinen (Head of Sales), Arto Vahvanen (Head of Smart Office Solutions), Anni Hallila (Head of People & Culture), Henrik Skyttä (Head of Customer Operations), Tomi Nokelainen (Acting Head of R&D), Hannu Seppä (Head of Supply Chain), Oona Vilermo (Strategy Director), and Daniela Tjeder (CMO, on parental leave).

Initial Public Offering, shares, and shareholders

Framery Group Plc was listed on the 4th of December 2025 and was the largest IPO of the year on Nasdaq Helsinki. The listing consisted of both share sales and share issues. The demand for the shares was strong, and the share issue and share sale were oversubscribed. The share issue consisted of 2 508 703 new shares, and the total number of shares at the end of December 2025 was 79 148 831. Framery received EUR 20.0 million as a result of the share issue, which was recorded in the reserve for invested unrestricted equity. The cost of the listing was EUR 3.1 million. Of this amount, EUR 1.5 million was recognized in equity (less the tax impact of EUR 0.3 million), and EUR 1.5 million was recognized as expense in the consolidated statement of income.

The subscription price for the share was EUR 8.00 per share and 10.0% lower, or EUR 7.20 per share for the personnel offering. Based on the initial share price, the market capitalization of the entire share capital on the listing date, 4 December 2025, was EUR 633.2 million. The volume-weighted average price (VWAP) of the share during December was EUR 8.07, the highest price during the period was EUR 9.00, and the lowest was EUR 8.00. As at 31 December 2025, the share price was EUR 8.35 per share, and the corresponding market capitalization was EUR 660.9 million.

Framery's registered share capital is EUR 80 000, and at the end of December 2025, the Company had 79 148 831 fully paid shares. Share turnover on the Nasdaq Helsinki official list in December was EUR 278.2 million and 34 460 242 shares.

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As at 31 December 2025, the number of registered shareholders was 9 757, including nominee-registered holdings. More information about shares can be found in Financial statement note 4.2.

Principal shareholders on 31 December 2025

Shareholders	Shares	%
Vaaka Partners Buyout Fund III KY	17 168 650	21.7
Hällfors Samu Valtteri	5 119 190	6.5
Mutual pension insurance Varma	5 087 008	6.4
Elo mutual pension insurance	3 052 205	3.9
Väisänen Kim Jarkko Kristian	2 731 313	3.5
Hissipuhe Oy	2 059 920	2.6
Pajo Global Oy	2 001 431	2.5
Mariatorp Oy	1 600 000	2.0
Kuitunen Mikko Antti Mikael	1 350 519	1.7
Danske Invest Finnish Equity Fund	1 250 000	1.6
Other shareholders inluding nominee registered	37 728 595	47.7
Total	**79 148 831**	**100.0**

Distribution of shareholding on 31 December 2025

Number of shares	Number of shareholders	%	Shares	%
1-100	5 633	57.7	339 035	0.4
101-500	3 241	33.2	701 870	0.9
501-1 000	418	4.3	301 350	0.4
1 001-100 00	363	3.7	989 391	1.3
10 001-100 000	53	0.5	1 842 403	2.3
100 001-1 000 000	36	0.4	14 118 602	17.8
1 000 000-	13	0.1	60 856 180	76.9
Total	**9 757**	**100.0**	**79 148 831**	**100.0**

Governance

The Board prepared and approved the Corporate Governance Statement and Remuneration Statement and these are separate sections on the Framery's Annual Review and also available on Company's website.

Outlook for future

The same drivers impact both the office pod and the smart office solutions markets, increasing the amount of first-time adopters of office pods and the rising pod-to-employee ratio among existing users: the increasing need to optimise office footprint efficiency and to improve employee productivity, the rapid growth of hybrid meetings, which has increased open office privacy issues, and increased demand for space flexibility and optimising office lifetime costs.

The size of the company's core office pod markets was estimated at approximately EUR 0.9 billion in 2024, demonstrating significant growth compared to the estimated market size of EUR 0.1 billion in 2016. Framery's core office pod markets are projected to grow at a CAGR of approximately 15 per cent between 2024 and 2030, reaching a market size of approximately EUR 2 billion in 2030. Between 2019 and 2024, the office pod penetration increased from around 8 per cent in 2019 to approximately 27 per cent in 2024. The office pod penetration is expected to reach approximately 54 per cent by 2030 and is expected to continue increasing in the following years. As the installed base of office pods increases, Replacement office pod sales are expected to gradually take a larger share of the core office pod markets. Replacement office pod sales are typical for the office furniture industry as a whole and are primarily driven by office renovations, office relocations and the office furniture wearing out. By 2030, replacement office pod sales are expected to represent approximately half of the pods sold in the company's core office pod markets. Based on observed customer behaviour, customers opt for higher quality and durability, especially after trying a lower-quality pod that did not last as long as hoped. This would in the company's view imply that higher quality pods, such as Framery's smart pods, would be expected to be able to gain increasing share of the replacement office pod volume.

The company's core smart office solution markets are projected to grow at a CAGR of approximately 12 per cent between 2024 and 2030, reaching a market size of approximately EUR 3 billion in 2030. The smart office market is expected to grow as offices are expected to be equipped with more digital solutions. The smart office market volume is driven by the increasing share of open plan office layouts and the current pod installed base. As both of these increase, the need for space optimisation and easily finding available spaces for meetings and focused work is expected to increase. The smart office solutions penetration is expected to be driven positively by an expected increasing number of offices adopting workplace management solutions and efficiency tracking.

Taking into account Framery's category defining product offering, market leadership and above-market growth in its core office pod markets from 2023 onwards, the company believes it is well positioned to benefit from the market growth and increasing penetration in its core office pod markets and core smart office solution markets.

The Board's proposal on the distribution of profits

Framery Group Plc's total unrestricted equity amounts to 36 285 107.11 euros, of which the profit for the 2025 financial year accounts for 271.99 euros.

To determine the dividend, the Board has assessed the Company's solvency and financial position following the end of the financial year. Framery's Board of Directors proposes to the annual general meeting that Framery distribute a dividend of 0.23 euros per share for the financial year ended 31 December 2025, totaling 18 204 231.13 euros. The Board proposes that the dividend be paid in one installment in May 2026. The proposed dividend corresponds to 89.3 percent of the Group's net profit.

Events after the review period

On 30 January 2026, Framery published that the four largest shareholders of Framery Group Plc had appointed their representatives to the Shareholders' Nomination Board at their organizing meeting on 26 January 2026. In accordance with the Charter of the Nomination Board, the Board consists of representatives of the four largest shareholders and the Chair of the Board of Directors of Framery Group Plc, as an expert member. These shareholders have appointed the following members to the Nomination Board: Ville Koskenvuo (Partner, Vaaka Partners Oy), Samu Hällfors, Tommi Walther (Investment Director, Varma Mutual Pension Insurance Company), and Niko Syrjänen (Director Equity Investments, Elo Mutual Pension Insurance Company). The duty of the Shareholders' Nomination Board is to prepare and present to the 2026 Annual General Meeting proposals on the remuneration of the members of the Board of Directors, the number of members of the Board, and the composition of the Board.

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Disclosure requirements

ESRS 2	General disclosures	Section name
BP-1	General basis for preparation of the sustainability statement	Sustainability reporting principles
BP-2	Disclosures in relation to specific circumstances	Sustainability reporting principles; Process to identify and assess sustainability impacts, risks, and opportunities, Appendices
GOV-1	The role of the administrative, management and supervisory bodies	Sustainability governance; Process to identify and assess sustainability impacts, risks, and opportunities
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Sustainability governance; Process to identify and assess sustainability impacts, risks, and opportunities
GOV-3	Integration of sustainability-related performance in incentive schemes	Sustainability governance
GOV-4	Statement on sustainability due diligence	Sustainability governance
GOV-5	Risk management and internal controls over sustainability reporting	Sustainability governance
SBM-1	Strategy, business model, and value chain	Sustainability within operations
SBM-2	Interests and views of stakeholders	Sustainability within operations
SBM-3	Material impacts, risks, and opportunities and their interaction with strategy and business model	Sustainability within operations; Sustainability reporting principles; Process to identify and assess sustainability impacts, risks, and opportunities
IRO-1	Description of the processes to identify and assess material impacts, risks, and opportunities	Sustainability reporting principles; Process to identify and assess sustainability impacts, risks, and opportunities
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	Process to identify and assess sustainability impacts, risks, and opportunities, Appendices
MDR-P	Policies adopted to manage material sustainability matters	E1, Policies related to climate change; S1, Policies related to own workforce; G1, Corporate culture and business conduct policies
MDR-A	Actions and resources in relation to material sustainability matters	E1, Targets and actions related to climate change; S1, Actions related to own workforce
MDR-M	Metrics in relation to material sustainability matters	E1, Energy; E1, Emissions; S1, Characteristics of Framery's employees; S1, Diversity; S1, Training and skills development; S1, Health and safety; S1, Incidents, complaints, and severe human rights impacts
MDR-T	Tracking effectiveness of policies and actions through targets	E1, Targets and actions related to climate change; S1, Targets related to own workforce

Environmental standards

Disclosure requirements

ESRS E1	Climate change	Section name
ESRS 2, GOV-3	Integration of sustainability-related performance in incentive schemes	ESRS 2, Sustainability governance
E1-1	Transition plan for climate change mitigation	Developing a transition plan; Material impacts, risks, and opportunities related to climate change; Targets and actions related to climate change
ESRS 2, SBM-3	Material impacts, risks, and opportunities, and their interaction with strategy and business model	Developing a transition plan; Material impacts, risks, and opportunities related to climate change
ESRS, IRO-1	Description of the processes to identify and assess material climate-related impacts, risks, and opportunities	ESRS 2, Process to identify and assess sustainability impacts, risks, and opportunities,
E1-2	Policies related to climate change mitigation and adaptation	Policies related to climate change
E1-3	Actions and resources in relation to climate change policies	Targets and actions related to climate change; Emissions
E1-4	Targets related to climate change mitigation and adaptation	Developing a transition plan; Targets and actions related to climate change; Emissions
E1-5	Energy consumption and mix	Energy
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	Emissions

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ESRS S1	Own workforce	Section name
ESRS 2, SBM-2	Interests and views of stakeholders	ESRS 2, Sustainability within operations
ESRS 2, SBM-3	Material impacts, risks, and opportunities and their interaction with the strategy and business model	Material impacts, risks, and opportunities related to own workforce
S1-1	Policies related to own workforce	Policies related to own workforce
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	Engaging with own workforce
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	Remediating negative impacts
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks, and pursuing material opportunities related to own workforce, and effectiveness of those actions	Actions related to own workforce
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks, and opportunities	Targets related to own workforce
S1-6	Characteristics of the undertaking's employees	Characteristics of Framery's employees
S1-9	Diversity metrics	Diversity
S1-11	Social protection	Social protection
S1-13	Training and skills development metrics	Training and skills development
S1-14	Health and safety metrics	Health and safety
S1-15	Work-life balance metrics	Work-life balance
S1-17	Incidents, complaints and severe human rights impacts	Incidents, complaints, and severe human rights impacts

Governance standards

Disclosure requirements

ESRS G1	Business conduct	Section name
ESRS 2, GOV-1	The role of the administrative, management and supervisory bodies	ESRS 2, Sustainability governance; Governance structure
ESRS 2, IRO-1	Description of the processes to identify and assess material impacts, risks, and opportunities	ESRS 2, Process to identify and assess sustainability impacts, risks, and opportunities,
G1-1	Business conduct policies and corporate culture	Corporate culture and business conduct policies

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General basis for preparation of the Sustainability Statement

General reporting framework and scope

This Sustainability Statement has been prepared in accordance with the EU Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). It is Framery's first CSRD-aligned Sustainability Statement, structured around ESRS requirements to provide transparent and harmonized information on material sustainability. The reporting period is the fiscal year 2025 (January 1 – December 31, 2025), with annual reporting frequency. The Statement covers Framery Group Plc and all of its subsidiaries, reflecting the same organizational boundary as Framery's consolidated financial reporting. Unless otherwise noted, data and disclosures encompass Framery's global operations. Framery is a public company that listed on Nasdaq Helsinki main list in December 2025 and is headquartered in Tampere, Finland. In this Sustainability Statement, Framery's value chain is defined to cover upstream activities related to component production including extraction of raw materials and downstream activities related to the use of Framery's products and the disposal and recycling of products at the end of their life cycle.

The information in this Statement is based on Framery's Double Materiality Assessment (DMA), which considers both the impacts of the Company on society and the environment and the financial implications of sustainability matters for the Company. In defining the contents of this Statement, Framery has followed the ESRS principles on relevance and faithful representation, ensuring that all material sustainability matters are addressed.

Reporting policies and preparation methodology

Sustainability data in this Statement is collected through Framery's internal systems and processes. Controls and review mechanisms are in place to ensure data accuracy and completeness. Where precise measurements were not available, management estimates and assumptions have been used, which are explained alongside the respective disclosures. Some of the figures presented in this Sustainability Statement have been rounded; therefore, the sum of individual figures may differ from the total presented. No significant restatements of previously reported sustainability information have been made for this reporting period. This Statement was published on April 3, 2026 and approved by Framery's Board of Directors prior to publication on March 30, 2026.

First-year CSRD reporting – specific context

This is the first year Framery is reporting under the ESRS framework, and the Company has applied relevant phase-in provisions allowed for first-time adopters. In line with these provisions, no prior-year comparative data is presented for any new sustainability metrics in this 2025 Sustainability Statement. However, for data that has been published in previous sustainability reports (that were not CSRD aligned) comparative data is presented. Comparative data for any new metrics will be introduced in future years as it becomes available. Framery has also leveraged ESRS transitional guidelines on this first CSRD aligned Sustainability Statement. Certain detailed disclosure requirements, especially those relating to financial effects or future-oriented metrics, are omitted or reported in a simplified form, consistent with the allowed phase-in approach. The Company has not omitted any information corresponding to intellectual property, know-how, or the results of innovation, neither has it used the exemption from disclosure permitted under Articles 19a(3) and 29a(3) of Directive 2013/34/EU.

Use of international standards and frameworks

In preparing this Statement, Framery considered alignment with recognized sustainability reporting frameworks. The 2024 Framery Sustainability Report was prepared in accordance with GRI Standards; the 2025 Statement builds on that foundation and transitions to ESRS.

Transitional measures and future improvements

Framery acknowledges that certain elements described in the ESRS, such as a detailed sustainability risk management internal controls and a climate scenario analysis, are still under development. The Company is actively working in 2026 to formalize these processes and commits to enhancing its disclosures on these topics in subsequent statements.

Disclosures in relation to specific circumstances

Time Horizons: In the context of Framery's Double Materiality Assessment (DMA) and its Sustainability Statement, the time horizons were defined as follows:

- Short term: 1 year or less
- Medium term: 1–5 years
- Long term: 5+ years

However, when considering potential impacts, risks, and opportunities, the longer time frames also include the shorter ones. For example, there are impacts, risks, and opportunities (IROs) that could materialize next year but also in 5+ years. In these cases, the long-term categorization was used.

Framery does not consider any quantitative metrics or monetary amounts presented in this Sustainability Statement to be subject to significant levels of uncertainty. However, there is some uncertainty associated with the Company's Scope 3 data, which, however, is not considered significant. Scope 3 emissions metrics include both upstream and downstream value chain data, and part of this data is estimated by using indirect sources. Although the overall accuracy of this data is considered sufficient, the accuracy will be continuously improved as underlying Life Cycle Analysis (LCA) studies are performed annually. See the "Emissions" section in chapter E1 for more information.

In the DMA Framery has conducted, it has been determined that the S2 topic "Workers in the value chain" and the associated subtopic "Working conditions" is material, but will not be reported for the first two reporting years as permitted under the phase-in provisions of ESRS. Within this subtopic, the following associated topics have been assessed as material:

- Sub-subtopic: Secure employment
- Sub-subtopic: Health and safety

In accordance with the requirements of ESRS 2 BP-2, paragraph 17, however, Framery provides the following information regarding this material subtopic:

Business model and strategy integration: Framery recognizes that secure employment of workers in its value chain is central to its operations and strategic objectives. As an employer, Framery's business model depends on the engagement, safety, and well-being of not only the Company's own workforce, but also the workforce throughout the value chain. Framery's strategy prioritizes supporting stable, fair employment and maintaining a safe, healthy work environment for all employees in the Company's value chain. Framery believes that this approach not only strengthens its operational resilience but also enhances its long-term value creation.

Time-bound targets and progress: Framery is committed to advancing secure employment and health and safety throughout its value chain. While comprehensive targets are being developed, the Company's general focus is on promoting health and safety and stable employment practices.

Policies: Framery has implemented, and in 2025 renewed, its Supplier Code of Conduct, which mandates all of its suppliers to commit to respecting human and labor rights and fostering a safe, inclusive workplace. Every new supplier is required to sign the Supplier Code of Conduct, and Framery actively monitors its purchases and, more importantly, whether these purchases are made from suppliers that have signed the Supplier Code of Conduct.

Actions and outcomes: Framery has taken actions such as performing regular supplier audits and organizing training to ensure suppliers' adherence to the Company's values and Supplier Code of Conduct.

Metrics: Framery monitors key metrics including workplace incident rates, employee turnover, and contract types. Detailed metrics will be provided in future disclosures in line with ESRS S2 once the phase-in period concludes.

Sustainability governance

Framery's administrative, management, and supervisory bodies

Framery's board composition

The number of executive and non-executive members	All five members of the Board are non-executive
Representation of employees and other workers	No employees or other workers are represented
Experience relevant to Framery's sectors, products, and geographic locations	Experience from the US markets and office furniture industry (Gregory Bylsma) and digital products (Timo Toikkanen)
Percentage by gender and other aspects of diversity (average female to male ratio)	20% of Board members are female
Percentage of independent Board members	All of Board members are independent of the Company. 60% of Board members are independent of Framery's significant shareholders.

In 2025, the Board consisted of five (5) members. The Board's composition reflects a range of competencies – for instance, members have backgrounds in finance, manufacturing, and private equity, as well as insight into technology and global sales channels, which provides diverse expertise relevant to

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Framery's strategy and sustainability context. Vaaka Partners, Framery's largest owner at the time of listing in December 2025, has organized training on sustainable business, diversity, equity and inclusion, and sustainable finance disclosure regulation for their investment team. The Board currently includes one (1) female and four (4) male members (gender diversity of 20% women). Framery recognizes the value of diverse perspectives and seeks to maintain and improve diversity in the Board and management bodies. All Board members are well-versed in Framery's business model and values; several have experience in sustainability or ESG topics either through prior roles or board positions in other companies, ensuring sustainability oversight is both informed and competent.

The Board acts as the highest governance body and is responsible for overseeing the development and approval of the Company's strategy, policies, and goals, including sustainability matters. The Board sets Framery's sustainability ambition level and strategic direction in light of impacts, risks, and opportunities. Sustainability is a standing item on the Board's agenda at least annually and more frequently as needed. In the annual meeting, the Board reviews and approves the sustainability program, which is based on the material sustainability topics resulting from the DMA, and ensures that these topics align with the Company's long-term strategy. The board also confirms key sustainability targets proposed by the Management Team and monitors the Team's progress against them. In practice, new or revised sustainability targets are set either as part of the annual strategy and budgeting cycle, or proposed by the Sustainability Steering Group. These targets are then discussed and validated by the Management Team. The Board reviews and, where necessary, challenges the ambition level, time horizon, underlying assumptions, and resource implications of these targets before approving them. Progress against the most material sustainability targets is monitored using defined KPIs that are presented at least annually to the Board and more frequently to the Management Team. Where performance deviates materially from the target trajectory, the Board expects management to present corrective actions and updated plans.

Responsibility and accountability for the management of impacts, risks, and opportunities lies with the Management Team, which comprises the CEO and nine (9) Function Leaders (see G1 Business conduct chapter of this Statement for more information on the Management Team and Function Leaders).

The Board has not established a separate sustainability committee; instead, sustainability oversight is carried out by the full Board and integrated with other Board functions. The Board may convene ad hoc working groups or task forces on specific ESG issues if needed, but to date governance has been handled within existing structures. Sustainability reporting oversight is carried out by the Auditing Committee currently consisting of three (3) Board members.

Framery's CEO and Management Team are accountable for executing the Company's sustainability strategy and embedding it into day-to-day operations. The Sustainability Manager regularly updates both the Management Team and the Board on sustainability progress, opportunities, and risks. Each Management Team member holds responsibility for sustainability matters within their function. For example, the Head of R&D oversees the Company's product lineup's environmental performance, the Head of Supply Chain oversees sustainability in the supply chain, the Head of People & Culture oversees social and employee-related objectives, and the CFO oversees governance aspects like ethics and reporting integrity. This integration ensures that sustainability is managed at the highest level of company leadership and not siloed.

Additionally, Framery has a Sustainability Steering Group to manage operational day-to-day activities. The Steering Group includes selected members from the Management Team, the Sustainability Manager, and other individuals from key functions. This group meets monthly to monitor and guide the implementation of sustainability targets. The group ensures sufficient resources, drives cross-functional initiatives, and elevates any issues or proposals to the Management Team. The Steering Group plays a preparatory role, enabling informed decision-making by the Management Team and ultimately the Board.

The Sustainability Manager reports operationally to the Head of R&D and functionally to the Management Team through the Sustainability Steering Group, providing regular updates on sustainability performance, key impacts, risks, and opportunities. These updates are integrated into the standard management reporting package and, at least annually, into a dedicated sustainability report to the Board in connection with the strategy and risk reviews.

Dedicated processes and controls for managing sustainability-related impacts, risks, and opportunities – such as the Company's environmental management system, supplier due diligence procedures, and health and safety management system – are embedded within Framery's broader internal control and risk management framework. They follow the same planning, monitoring, documentation, and escalation practices as the Company's financial and operational control processes and are overseen by the relevant Management Team members and ultimately the Board.

Information provided to and sustainability matters addressed by Framery's administrative, management, and supervisory bodies

Framery has regular meeting practices in place to ensure the Board and Management Team are kept informed of sustainability matters. The CEO, Sustainability Manager, and responsible executives provide regular updates to the Board on sustainability performance, challenges, and opportunities. At minimum, the Board receives an annual sustainability update from the Management Team. The annual update covers progress on ESG targets, a review of the upcoming Sustainability Statement, the Principle Adverse Impact indicators (PAIs) for Vaaka Partners, and updates on regulatory and other related topics. Key topics addressed in 2025 Board discussions included a review of the 2024 Sustainability Report and an update of Framery's Sustainability Program with special focus on climate actions. The Board was presented with Framery's achieved and planned GHG emission reductions in light of the Science Based Targets, and people topics like employee well-being and safety performance. The Board was also presented with the outcome of the updated DMA, including stakeholder inputs and the list of material sustainability topics that form the basis of this Sustainability Statement.

Internally, the Management Team discusses sustainability progress at least annually prior to the annual Board meeting. These discussions feed into the information provided to the Board. With the help of the Sustainability Steering Group, the Sustainability Manager prepares the materials, which typically include a review of the Sustainability Statement to provide an overview of past sustainability performance, the Sustainability Program and action plan for the next year, and regulatory updates that are included in the Board presentation. By the time information reaches the Board, it has been vetted and discussed by management, enabling the Board to focus on strategic implications and high-level decisions.

The Board not only receives information but also addresses sustainability matters by guiding and approving management proposals. In 2025, for instance, the Board approved Framery's continuing commitment to the Science Based Targets initiative (SBTi) as Framery updated those targets during the year. The Board as a whole reviews the Sustainability Statement and the external assurance findings, ensuring the integrity of disclosures.

Sustainability-related performance in incentive schemes

As of 2025, Framery has not integrated specific sustainability metrics into executive compensation schemes. Executive and employee bonuses have historically been tied to financial and operational performance. Nonetheless, the Company's overall performance appraisal includes adherence to Framery's values and Code of Conduct, indirectly influencing leadership compensation.

Statement on due diligence

Core elements of due diligence	Paragraphs in the Sustainability Statement
a) Embedding due diligence in governance, strategy, and business model	General governance: ESRS 2 General disclosures, Sustainability governance; ESRS 2 General disclosures, Sustainability within operations; ESRS G1 Business conduct, Corporate culture and business conduct policies Environmental: ESRS E1 Climate change, Developing a transition plan
b) Engaging with affected stakeholders in all key steps of the due diligence	General Governance: ESRS 2 General disclosures, Sustainability within operations; ESRS G1 Business conduct, Corporate culture and business conduct policies Social: ESRS S1 Own workforce, Engaging with own workforce
c) Identifying and assessing adverse impacts	General governance: ESRS 2 General disclosures, Sustainability governance; ESRS 2 General disclosures, Process to identify and assess sustainability impacts, risks, and opportunities Environmental: ESRS E1 Climate change, Developing a transition plan Social: ESRS S1 Own workforce, Material impacts, risks, and opportunities related to own workforce; ESRS S1 Own workforce, Actions related to own workforce
d) Taking actions to address adverse impacts	General governance: ESRS 2 General disclosures, Sustainability governance Environmental: ESRS E1 Climate change, Targets and actions related to climate change Social: ESRS S1 Own workforce, Actions related to own workforce
e) Tracking the effectiveness of efforts and communicating them	General governance: ESRS 2 General disclosures, Sustainability governance; ESRS 2 General disclosures, Sustainability within operations; ESRS G1 Business conduct, Corporate culture and business conduct policies Environmental: ESRS E1 Climate change, Targets and actions related to climate change Social: ESRS S1 Own workforce, Targets related to own workforce; ESRS S1 Own workforce, Engaging with own workforce

Framery is committed to sustainability due diligence processes to identify and address potential adverse impacts on human rights, the environment, and good governance throughout its operations and value chain. This commitment is embedded in the Company's Code of Conduct and is aligned with international standards such as the UN Global Compact, as well as the Finnish Corporate Governance Code. Framery's due diligence and its integration to key processes are supported by the Company's Culture Handbook, Code of Conduct, Environmental Policy, Sustainability Program, DEI Policy, OHS Policy, Personnel Policy, and Whistleblowing Policy. All of these are detailed in the corresponding material sustainability topics under E1, S1, and G1.

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Below is a breakdown of Framery's due diligence approach for each ESG topic.

Environmental

Framery has identified and assessed the environmental aspects and impacts of its value chain as part of the Company's externally certified environmental management system (ISO 14001). The most significant aspects relate to the use of raw materials and energy that are associated with the following negative impacts: depletion of natural resources, global warming, air pollution, land use change, deforestation, and biodiversity loss. Framery is implicated in these negative impacts as a result of its business relationships since raw material extraction and component manufacturing take place within the Company's supply chain. On the other hand, Framery can have a positive impact on conservation of natural resources through its own activities by designing long-lasting and easily refurbishable products made of recycled and renewable materials. Framery mitigates negative impacts by promoting the transition to a low-carbon circular economy. To systematically manage and monitor progress, the Company has set measurable targets for these topics (see E1 chapter of this Statement). Since the biggest impacts are associated with Framery's supply chain, the Company actively engages with its suppliers. Framery continues to develop its product design and material selection processes to further enhance the sustainability of Framery's offering.

Social

Framery assesses its social impacts and risks across both the Company's own operations and its value chain. Due diligence processes are guided by Framery's Code of Conduct, Supplier Code of Conduct, Personnel Policy, Occupational Health and Safety Policy, and DEI Policy. The most significant social impacts identified relate to working conditions, health and safety, employee well-being, and secure employment, affecting both Framery's own employees and employees of the Company's suppliers. These impacts arise through Framery's employment practices, workplace culture, and supply chain relationships. The risks are mitigated through systematic internal management of occupational safety, equal treatment, inclusive culture, and fair employment practices. In the Company's own operations, this involves continuous monitoring through regular employee surveys, discussions, and OHS reviews. For the Company's supply chain, due diligence is conducted through onboarding reviews, contractual adherence to Framery's Supplier Code of Conduct, and periodic audits. Furthermore, Framery maintains an accessible whistleblowing and grievance mechanism for all personnel and external stakeholders to report concerns, ensuring that any adverse impacts identified are remediated effectively. The effectiveness of these actions is continuously evaluated by tracking key targets and metrics – such as attrition and health & safety indicators – which guide actions for continuous improvement. Framery also actively promotes positive social impacts by fostering a diverse, inclusive workplace and maintaining close dialogue with partners to improve working conditions throughout the Company's value chain.

Governance

In late 2025 Framery's Board approved and adopted a comprehensive set of corporate governance principles. These principles, alongside other key instructions and operating policies, are assessed annually by the Board of Directors to ensure continuous relevance and compliance. This comprehensive set of principles and other key instructions and operating policies include, for example, the Charter of the Board of Directors, the Diversity Principles, the Risk Management Policy, Internal Control Operating Principles, and the Related Party Policy. Despite having not identified materially significant governance risks in its DMA, Framery recognizes that maintaining strong ethical practices and transparent governance is essential to preventing potential adverse impacts. These potential risks are addressed through proactive, preventive measures. Internally, this is facilitated through Code of Conduct training, robust management oversight, and the availability of confidential reporting channels. Externally, Framery requires all suppliers to adhere to its Supplier Code of Conduct, which includes mandatory standards on business integrity, human rights, and labor conditions. Whistleblowing cases and compliance observations are always reported to the Management Team, and where necessary, cases are also brought to the Board's attention and, if required, discussion based on the CEO's decision. Framery's corporate culture emphasizes openness, responsibility, and continuous improvement, ensuring that ethical standards and due diligence are embedded in both daily decision-making and long-term strategy execution.

As Framery has identified that the biggest risk of potential adverse impacts is in its supply chain, in 2024 the Company implemented a comprehensive supplier risk analysis tool. This tool focuses on human rights and ethical risks in Framery's supply chain, among other KPIs . New and existing suppliers are evaluated on sustainability criteria; high-risk findings trigger deeper audits or engagement to implement improvements.

The scope of Framery's due diligence covers the Company's own operations (e.g., workplace health and safety and fair labor practices at our factory) as well as its upstream supply chain and key downstream partners (such as distributors).

Risk management and internal controls over sustainability reporting

Framery has established internal controls and governance processes to ensure the quality and reliability of sustainability reporting, analogous to the rigor applied in financial reporting. Key elements of the Company's sustainability reporting control framework include:

- Clear roles and responsibilities: Each sustainability topic, risk, and data point is owned by a designated Function Leader. For example, the Head of R&D owns data on energy use and emissions, the Head of People & Culture owns employee metrics like diversity and safety, and the CFO oversees ethics and compliance data. These owners, with their functions, are responsible for data collection, initial validation, and documentation of their figures and statements. Ownership of the Sustainability Statement lies with the Finance function. The CFO, as the executive ultimately responsible for reporting, reviews the compiled sustainability data for completeness and accuracy before the data is reviewed by the Board.
- Policies and procedures: Framery follows documented procedures for data gathering and calculation. Standardized templates and definitions (aligned with ESRS and, where relevant, GRI and GHG Protocol definitions) are used to ensure consistency.
- Internal review and sign-off: Data undergo a multi-level review. Each functional data owner signs off on their own submission. The full Sustainability Statement is reviewed by both the Management Team and the Board. Notably, the Audit Committee reviews the sustainability disclosures in conjunction with the Financial Statements review.
- Integration with risk management: Sustainability risks are considered within Framery's broader risk management framework. Sustainability risk management practices are continuously developed, and, among other things, DMA findings will be incorporated into the Company's risk register in the future.

The main sustainability risks identified and monitored are those identified as material in Framery's DMA. These risks are presented along with the respective topical IROs in E1, S1, and G1 sections of this Statement. A short disclosure on their mitigation strategies is provided as a Management Response in the aforementioned sections.

These measures collectively ensure that sustainability information is reliable, verifiable, and provided in a timely manner. Framery's management is confident that the internal control system for sustainability reporting provides a true and fair view of the Company's material sustainability performance.

Sustainability within operations

Strategy, business model, and value chain

Table SBM-1.1

Employee headcount by geographical area

Area	Number of employees
Finland	424
EMEA	24
Americas	31
APAC	5

Company overview

Framery is a Finnish company that designs and manufactures soundproof pods and smart office solutions. The Company's mission is to transform ordinary offices into workspaces that people love by providing private and flexible spaces along with related digital services that enhance focus and collaboration. Framery's business model centers on innovation in product design, operational excellence in manufacturing, and a global go-to-market mainly via partnerships. Framery pods are assembled at the Company's factory and headquarters in Tampere, Finland, and delivered to customers in over 80 countries through direct sales and via a network of suppliers. In 2025, Framery's revenue was EUR 222.1 million, with 484 employees across 18 countries working at year end. This scale and reach underlines Framery's position as a world leader in its niche market.

Framery's largest markets by revenue are Europe, North America, and Asia-Pacific (APAC). North America, while already a major market, still represents a fast growing market with significant future potential. The Company's key customer groups are corporate office customers including large multinational companies and public sector and educational organizations. Within these groups, Framery's solutions are typically used by knowledge workers who need quiet, flexible spaces for focused work and collaboration.

Value chain and key activities

Framery is primarily a technology, design, and manufacturing company. Framery designs, develops, manufactures, promotes – and makes available through sales, rental, or subscription models – smart office pods and smart office solutions. The Company sources components and materials globally, with the majority of components and materials coming from nearby suppliers in Europe, performs final assembly and quality control in Finland, and delivers finished pods to customers around the world. Upstream, over 70% of the product value and environmental footprint originates from Framery's supplier network. Key suppliers provide components like glass, metal frames, electronics, and acoustic materials. Ensuring these suppliers meet Framery's standards is critical. Downstream, products are delivered, installed, and maintained at customer sites; Framery also provides after-sales service and spare parts. The Company's value proposition covers the entire product life cycle: durability and longevity are core – Framery pods are designed to last for decades with minimal maintenance. In selected markets, the Company also offers Framery Subscribed, a circular service model where customers can rent pods, so that Framery maintains responsibility for the product throughout its life, driving reuse and eventual recycling. Framery smart office solutions enhance productivity and flexibility through analytics and insights from Framery Connect, instant office space availability data with Framery Space Overview, mobile bookings with the Framery App, and room availability and booking with Framery Room Display. Framery has no operations or revenue connected to fossil-fuel extraction or processing, chemical production, weapons, or tobacco, and Framery's products are not banned or restricted in any market.

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Sustainability in strategy

Sustainability is a fundamental pillar of Framery's strategy and competitive advantage. The Company believes that delivering on its mission requires balancing profit with positive impact on people and the planet. Key sustainability-driven elements of Framery's strategy include:

Climate

Framery strives to decarbonize its offering by reducing the carbon footprint of its pods. For example, the new smart pod portfolio launched in 2024 achieved on average a 16% reduction in product CO_2e footprint compared to 2023. Framery's R&D focuses on materials and technologies that cut emissions and energy use – such as using more recycled and low-carbon materials along with highly energy-efficient ventilation and lighting systems. The Company is committed to science-based climate targets (aligned with a 1.5°C pathway) and has set targets to reduce absolute Scope 1 & 2 emissions by 50% by 2030 and Scope 3 emissions by 52% CO_2e/€ by 2030. These targets have been submitted to SBTi but are still going through a validation process by SBTi.

Circular economy

Framery's strategy recognizes that future offices will be flexible and designed for the circular economy. By complementing traditional product sales with models like rental and product-as-a-service (Framery Subscribed), Framery aims to keep its products in use for a longer time and create recurring value. This "closed-loop" approach is both a sustainability strategy (promoting reuse for extended lifetime) and a growth strategy (offering affordable entry points for customers and building long-term relationships). Framery also designs its products to be modular and reconfigurable, so clients can adapt their offices without demolition or new construction, thereby saving materials and waste.

People and culture as enablers

Framery's strategy emphasizes an innovative and inclusive culture. The Company relies on attracting and retaining top talent to drive continuous innovation. To this end, Framery invests in the employee experience – from professional growth opportunities to health and well-being programs – as a strategic priority. High employee engagement and satisfaction contribute directly to better customer outcomes and innovation. Similarly, the Company's focus on workplace safety (with a long-term zero-harm goal) ensures productivity and morale remain high. These internal sustainability aspects are integrated in Framery's strategy execution as the Company scales globally.

Fair business in the value chain

Strategically, Framery differentiates itself by its commitment to fair and transparent business practices. Many Framery customers have high ethical and environmental standards, and the ability to meet these standards is a selling point. By promoting fair business throughout the Company's value chain – for example, by aiming for 100% of Framery's suppliers to sign and comply with the Company's Supplier Code of Conduct – Framery protects its brand and creates long-term value for stakeholders.

Interests and views of stakeholders

Framery actively engages with its stakeholders and takes their interests and views into account in shaping its strategy and business model. Key stakeholder groups include customers and end users, dealers, employees, shareholders, suppliers, and the broader community (industry networks and the local community in Tampere, for example). The Company recognizes that its long-term success depends on creating value for these stakeholders and responding to their legitimate concerns.

Going forward, Framery plans to deepen its engagement with key stakeholders. Specifically, the Company is planning on enhancing its interactions with suppliers. The foundation for these enhanced interactions includes several years of successfully conducted Life Cycle Assessments, which have relied on data acquired from key suppliers. Suppliers are a critical stakeholder group in managing some of Framery's most significant impacts, risks, and opportunities. The main channel for this enhanced interaction is Framery's Supplier Code of Conduct, which was renewed in 2025. The Code sets even stricter expectations on environmental, social, and governance performance and is currently being implemented. Framery expects its suppliers to support the Company in reaching its sustainability targets and requires disclosure of related data and information. Over time, this closer cooperation is expected to strengthen transparency in the Company's supply chain and support continuous improvement in suppliers' practices. Closer cooperation may also lead to adjustments in how Framery designs products, selects materials, and organizes its value chain.

Framery also actively intends to strengthen engagement with its customers and its dealer network, as their expectations play a central role in shaping product development and sustainability priorities. Closer dialogue with key customers and dealers will help Framery better anticipate emerging sustainability needs, ensure transparency of the Company's sustainability performance, and co-create solutions that support low-carbon, long-lasting, and circular workspace products.

Insights from stakeholder engagement activities – including customer and dealer feedback, supplier questionnaires and audits, employee surveys, and local community dialogues – are processed by corresponding managers and presented at least annually to the Management Team and to the Board as part of the strategy review.

Customers, consumers, end users, and dealers

Framery sells mainly through its dealer network. Customers (companies ranging from small offices to global enterprises) increasingly demand sustainable and high-quality products. Framery has observed that many customers, especially large corporations, have set their own climate and well-being targets, and they expect suppliers like Framery to contribute positively to these targets. In response, Framery has aligned its product development with customer sustainability needs, for example by publishing third-party verified Environmental Product Declarations (EPDs), Health Product Declarations (HPDs), and Declare Labels for all its pods, and by ensuring all products meet strict indoor air quality standards (100% of Framery's products are GREENGUARD Gold certified). Framery also responds to customers' sustainability questionnaires and audits. The Company maintains an open dialogue with customers through account managers, feedback surveys, and user studies; their views on topics like product end-of-life and new features feed into the Framery strategy (e.g., the introduction of occupancy sensors and the Framery App was influenced by customer desire for data to optimize space use).

Employees

Framery's employees are both a source of innovation and a vital stakeholder group. They are engaged via regular employee cooperation, internal communication events and meetings, regular employee experience surveys, and a culture of low hierarchy, open dialogue, and idea sharing. In developing its strategy, Framery considers employee feedback on workplace improvements, leadership and skills development, and company values. For instance, employees have indicated the importance of professional growth and development, which led Framery to bolster training programs and incorporate systematic talent planning into the annual business planning process – supporting the Company's success in its growth strategy. Ongoing projects impacting employees as well as Framery's financial status, strategy, and priority projects are openly discussed in monthly employee cooperation group meetings. These meetings also serve as a forum for negotiation with employees on matters outlined in laws and regulations. The Occupational Health & Safety Committee, which meets quarterly, is another forum where employees' views on safety and well-being shape the Company's operational decisions. Framery attributes its high retention rate and improved engagement to taking employees' input seriously in strategy execution.

Investors and owners

As a listed company, Framery engages in dialogue on ESG topics with a broader investor base as part of its regular investor communications and governance practices. Sustainability considerations are taken into account in strategic discussions and business development, and investors emphasize the importance of sustainable growth and effective risk management as the Company grows and evolves. Framery maintains transparency towards its shareholders by reporting regularly on sustainability matters and by incorporating key sustainability results into the company's financial reporting and investor updates.

Suppliers and partners

As a purchaser of components and materials, Framery engages suppliers through its Supplier Code of Conduct commitments and ongoing dialogue. The Company considers its key suppliers as partners; their capacity to meet Framery's sustainability standards (in environmental compliance and ethical labor practices, for example) is both a requirement and a collaborative effort. Many suppliers appreciate shared goals – for instance, some have proactively worked with Framery to substitute materials for greener alternatives at Framery's request and in line with their own sustainability drivers. In shaping its value chain strategy, Framery gathers input from its suppliers on the feasibility of changes (e.g., using recycled materials or implementing reusable packaging). In 2024, Framery hosted a Supplier Day where the Company's sustainability strategy was discussed and suppliers provided feedback; this led to insights such as the need to provide better forecasting visibility for suppliers to help them manage resources more sustainably. Also, feedback from Framery's logistics partners about optimizing shipment packaging fed into the Company's decision to redesign its packaging for space efficiency (reducing transport emissions and costs in the process).

Communities and countries Framery operates in

Framery is a member of local and professional communities in its home region of Tampere, Finland. The Company interfaces with educational, commercial, and sustainability networks (like the UN Global Compact Finland, in which Framery is a participant). These stakeholders provide broader societal input: for example, through Framery's involvement in the UN Global Compact, the Company aligns its strategy with societal goals (the UN Sustainable Development Goals – SDGs) and receives guidance on emerging issues. Framery is a significant employer in the Tampere region, providing employment opportunities for young people and students. The Company collaborates with the Tampere University community and engages with student associations. Framery takes community expectations (such as being a responsible local employer and minimizing negative environmental impacts) into account: for example, the Company ensures its factory operations comply with all local environmental regulations and seeks to make a positive contribution to the communities in which it operates.

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Material impacts, risks, and opportunities and their interaction with the strategy and business model

Framery's material ESRS topics

Table SBM-3.1

ESRS Topics		ESRS Subtopic	Material to Framery
E-Environment	E1 Climate change	E1 Climate change adaptation	Yes
		E1 Climate change mitigation	Yes
		E1 Energy	Yes
	E2 Pollution	E2 Pollution of air	No
		E2 Pollution of water	No
		E2 Pollution of soil	No
		E2 Substances of concern	No
		E2 Microplastics	No
		E2 Pollution of living organisms and food resources	No
		E2 Substances of very high concern (SVHCs)	No
	E3 Water and marine resources	E3 Water use	No
		E3 Marine resources	No
	E4 Biodiversity and ecosystems	E4 Direct impact drivers of biodiversity loss	No
		E4 Impacts on the state of species	No
		E4 Impacts on the extent and condition of ecosystems	No
		E4 Impacts and dependencies on ecosystem services	No
	E5 Resource use and circular economy	E5 Resource inflows (resource use)	No
		E5 Resource outflows (products/services)	No
		E5 Waste	No
S-Social	S1 Own workforce	S1 Working conditions	Yes
		S1 Equal treatment and opportunities for all	Yes
		S1 Other work-related rights	No
	S2 Workers in value chain	S2 Working conditions	Yes (phased-in)
		S2 Equal treatment and opportunities for all	No
		S2 Other work-related rights	No
	S3 Affected communities	S3 Communities' economic, social, and cultural rights	No
		S3 Communities' civil and political rights	No
		S3 Rights of indigenous people	No
	S4 Consumers and end users	S4 Information-related impacts for consumers/end users	No
		S4 Personal safety of consumers/end users	No
		S4 Social inclusion of consumers/end users	No
G-Governance	G1 Business conduct	G1 Corporate culture	Yes
		G1 Protection of whistleblowers	Yes
		G1 Animal welfare	No
		G1 Political engagement and lobbying	No
		G1 Management of supplier relationships and payment practices	No
		G1 Corruption and bribery	No

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Framery's material sustainability impacts, risks, and opportunities (IROs) – as identified through the Company's 2025 DMA – are intertwined with the Company's strategy and business model. Framery's double materiality assessment identified several material IROs relevant to its operations and value chain. IROs relevant for each ESRS topic are described in summary tables at the beginning of each sustainability section accompanied by the relevant information on time horizon, value chain location, and the Management response to each IRO.

The identified material IROs influence Framery's business model, strategy, and decision-making processes. Climate change-related IROs relate to Framery's value chain and have affected Framery's offering. The Company's strategy has been influenced by the need to decarbonize the value chain and extend product lifespans. These climate IROs have validated the Company's strategic decision to bundle its pod offering with digital solutions and circular (or product-as-a-service) business models to maximize the positive climate impacts. This is part of a continuous balancing effort to implement decarbonization actions at the right time to ensure Framery's offering meets the market demand. Regarding working conditions for Framery's own employees and equality, the Company has reinforced policies to ensure fair and equitable treatment, thereby fostering employee engagement and productivity. Initiatives include enhanced training and regular internal audits within Framery's own operations as well as plans for even closer collaboration with suppliers to elevate labor standards across the value chain.

Framery's material environmental impacts, particularly those related to climate change and energy use, have negative implications for global climate stability and local ecosystems. These impacts originate primarily from fossil energy use in component manufacturing and logistics processes throughout the value chain. Social impacts related to working conditions influence employee health, well-being, and productivity, originating from Framery's strategic commitment to responsible management of human resources. These impacts are ongoing, with anticipated effects spanning short to medium-term horizons (1–5 years). Framery directly controls and manages these impacts through internal operations and indirectly influences them through the Company's relationships with its suppliers and partners.

Financially, Framery's material risks and opportunities around climate change and energy have measurable implications, affecting operating costs, capital expenditure, and potential regulatory compliance costs. Specifically, increased energy efficiency contributes positively to the Company's financial performance by reducing costs, while climate-related risks pose potential future liabilities related to regulatory developments. Workforce-related opportunities, such as improved productivity and reduced turnover due to enhanced working conditions, positively impact Framery's financial stability and performance. Based on the assessment performed, the Company does not expect material sustainability-related risks or opportunities to give rise to significant material adjustments within the next annual reporting period to the carrying amounts of assets or liabilities reported in the Financial Statements. Accordingly, no material current financial effects on the Company's financial position, financial performance, or cash flows have been identified in relation to these risks and opportunities.

Process to identify and assess sustainability impacts, risks, and opportunities

Framery employs a systematic Double Materiality Assessment process to identify its significant sustainability impacts as well as the sustainability-related risks and opportunities that affect the Company's business. In preparation for CSRD reporting, Framery conducted a comprehensive update of its DMA in 2024–2025, thoroughly revising and expanding the previous assessment. The DMA was conducted within Framery's own operations and value chain.

The process was designed to align with the ESRS methodology and involved the following key steps:

Mapping of Framery's activities and value chain

The first step was to map Framery's full value chain – from raw material sourcing and component manufacturing (upstream), through the Company's own operations (factory, offices), to product distribution, usage, and end-of-life (downstream). For each segment of the value chain, the main business activities and the stakeholders affected were listed. The geographical scope of Framery's operations and supply chain was considered, noting that most of its suppliers (over 90% based on manufacturing costs) are located in Europe, with some in Asia, and the Company's customers are global. This value chain mapping ensured that the impacts, risks, and opportunities across the entire spectrum of Framery's business influence were considered.

Identification of sustainability topics

The second step was to compile a broad list of sustainability matters potentially relevant to Framery, drawing from frameworks (ESRS topics, GRI topics), peer benchmarking, and internal brainstorming. This yielded topics under Environmental (climate change mitigation, climate change adaptation, resource use, waste, etc.), Social (employee conditions, health and safety, diversity, human rights in the supply chain, community impacts, product safety for users, etc.), and Governance (business ethics, anti-corruption, etc.).

Impact assessment (inside-out perspective)

The third step was to evaluate Framery's actual and potential impacts on the environment, people, and governance. Internal subject matter experts were engaged to compile a list of impacts and then assess each one: for example, Framery's sustainability team assessed the Company's environmental impacts such as impacts from GHG emissions and waste generation, while HR assessed impacts on employees. After a list of identified impacts was compiled, Framery used an ESRS guided scoring system (1 to 5) for impact severity, considering factors listed in the ESRS: scale (how severe the impact is), scope (how widespread the impact is), irremediability (how reversible the impact is), and probability for potential impacts. The scoring was performed internally with cross-functional participation of experts. After scoring each impact's individual factors, an average score for each impact was calculated. The higher the score, the higher the impact's overall effect was deemed to be.

The following scale was applied when scoring impacts:

	Scale	Scope	Irremediability	Likelihood
1	Insignificant impact	Limited	Easily remediable	Rare (0–10%)
2	Minor impact	Group-specific	Remediable with effort	Unlikely (11–30%)
3	Moderate impact	Limited region	Difficult to remediate	Possible (31–50%)
4	High impact	Large region	Hardly remediable	Likely (51–70%)
5	Major impact	Global	Irremediable	Almost certain (71–100%)

Risk and opportunity assessment (outside-in perspective)

In parallel, Framery evaluated how each sustainability topic poses a risk or opportunity to the Company's enterprise value. During this assessment, the interconnectedness of impacts, risks, and opportunities was considered. Some risks and opportunities that are connected to Framery's impacts were identified, but these were not assessed as material in the end. This financial materiality assessment considered factors listed in the ESRS: financial magnitude and likelihood. In a similar manner as with impact assessment, the first step was to compile a list of potential financial impacts (risks and opportunities) by interviewing internal stakeholders. The identified risks and opportunities were then scored (1 to 5) in magnitude (the assessed monetary value of risk or impact) and likelihood (the probability of the financial impact occurring). Lastly, an average score was calculated which indicated the overall effect of the financial impact.

The following scale was applied when scoring financial impacts (risks and opportunities):

Likelihood of occurrence:

	Likelihood	%
1	Very unlikely	0–20%
2	Unlikely	21–40%
3	About as likely as not	41–60%
4	Likely	61–80%
5	Very likely / Almost certain	81–100%

Magnitude of financial impacts:

	Magnitude
1	Inconsequential financial impact
2	Minor financial impact
3	Moderate financial impact
4	Significant financial impact
5	Extensive financial impact

Stakeholder input

Stakeholder perspectives were integrated at multiple points. External stakeholders were not specifically involved in the DMA process, but their views were taken into account through broader stakeholder sources, such as common inquiries from prospective clients and regular questionnaires sent to suppliers. Internal stakeholders were heavily involved: Function Leaders and some non-management staff participated in workshops to weigh in on IRO identification and scoring.

Prioritization and materiality determination

After scoring all of the IROs, a materiality threshold was set based on the IRO's average score. Determining the materiality threshold was based on cross-functional discussions with those involved in IRO assessment. After the threshold had been set, the IROs that were above the threshold were deemed as material and are the basis of this Sustainability Statement.

Validation and review

The preliminary materiality results were reviewed and approved by the Sustainability Steering Group. The Group evaluated whether the findings resonated with their understanding of the business and stakeholder concerns. After this approval, the DMA was deemed to be complete.

Integration and continuous update

Following approval, these material topics have been used to guide Framery's 2025 reporting and to drive the Company's sustainability strategy and targets (for example, the renewed commitment to the SBTi). In the future, the DMA will be updated when Framery's sustainability strategy is updated or significant shifts occur in the Company's strategic focus.

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The output of this process is a clear understanding of what matters most. Framery is confident that its DMA process has identified the sustainability matters that are most critical to the Company's stakeholders and business success.

Identified sustainability-related risks are incorporated into Framery's broader risk assessment tools and compared with strategic, operational, and financial risks using the same likelihood and impact scales. Material sustainability risks that exceed Framery's risk appetite are included in the Company-wide risk register and are monitored alongside other key risks. This integration ensures that sustainability-related risks are given equal weight to other key risks in the Company's enterprise risk management process.

In a similar manner, the process to identify, assess, and manage sustainability impacts, risks, and opportunities feeds into Framery's overall risk management framework. Further developments to fully integrate DMA with Framery's ERM are being planned. Outputs from the DMA are used as input into the annual enterprise risk management cycle, informing the risk register and mitigation plans. Framery is investigating the possibility of integrating opportunities into the ERM in the future.

Decisions on the final list of material sustainability matters are approved by the Management Team based on a proposal from the Sustainability Steering Group. The outcome is presented to the Board in connection with its annual strategy and sustainability review. The process is governed by documented internal procedures that define roles and responsibilities, scoring criteria, documentation requirements, and sign-off steps. All inputs, assumptions, and scoring decisions are recorded in a central working file to ensure traceability, facilitate internal review, and enable consistent updates in future assessment cycles.

ESRS Environmental topics not considered material

Framery assessed its impacts, risks, and opportunities related to pollution, water and marine resources, biodiversity and ecosystems, and resource use and circularity while conducting its double materiality assessment.

Based on the DMA, ESRS E2, E3, E4, and E5 are considered non-material for the reporting period.

The assessment covered Framery's own operations and key upstream and downstream activities, and was based on subjective expert assessment.

All Framery products are manufactured at the Company's production facility in Tampere, Finland. The facility is covered by an ISO 14001 certified environmental management system. Framery has assessed its environmental impacts – including pollution, water, biodiversity, and resource use – as part of the ISO 14001 certification requirements. Assessment of the significant environmental impacts indicates that raw material extraction and component manufacturing, both part of Framery's upstream activities, are linked to impacts related to pollution, biodiversity, and resource use. The results of life cycle assessments conducted on Framery's pods also conclude that the manufacture of components accounts for the biggest share of the total impacts across the different impact categories, such as resource depletion and water consumption. Framery mitigates these negative impacts related to its upstream activities by engaging with its suppliers. This engagement is driven by the Company's climate targets and participation in the Science Based Targets initiative.

Framery will reassess pollution, water and marine resources, biodiversity and ecosystems, and resource use and circularity related materiality annually and upon any significant changes in the Company's footprint, processes, materials, or supplier mix.

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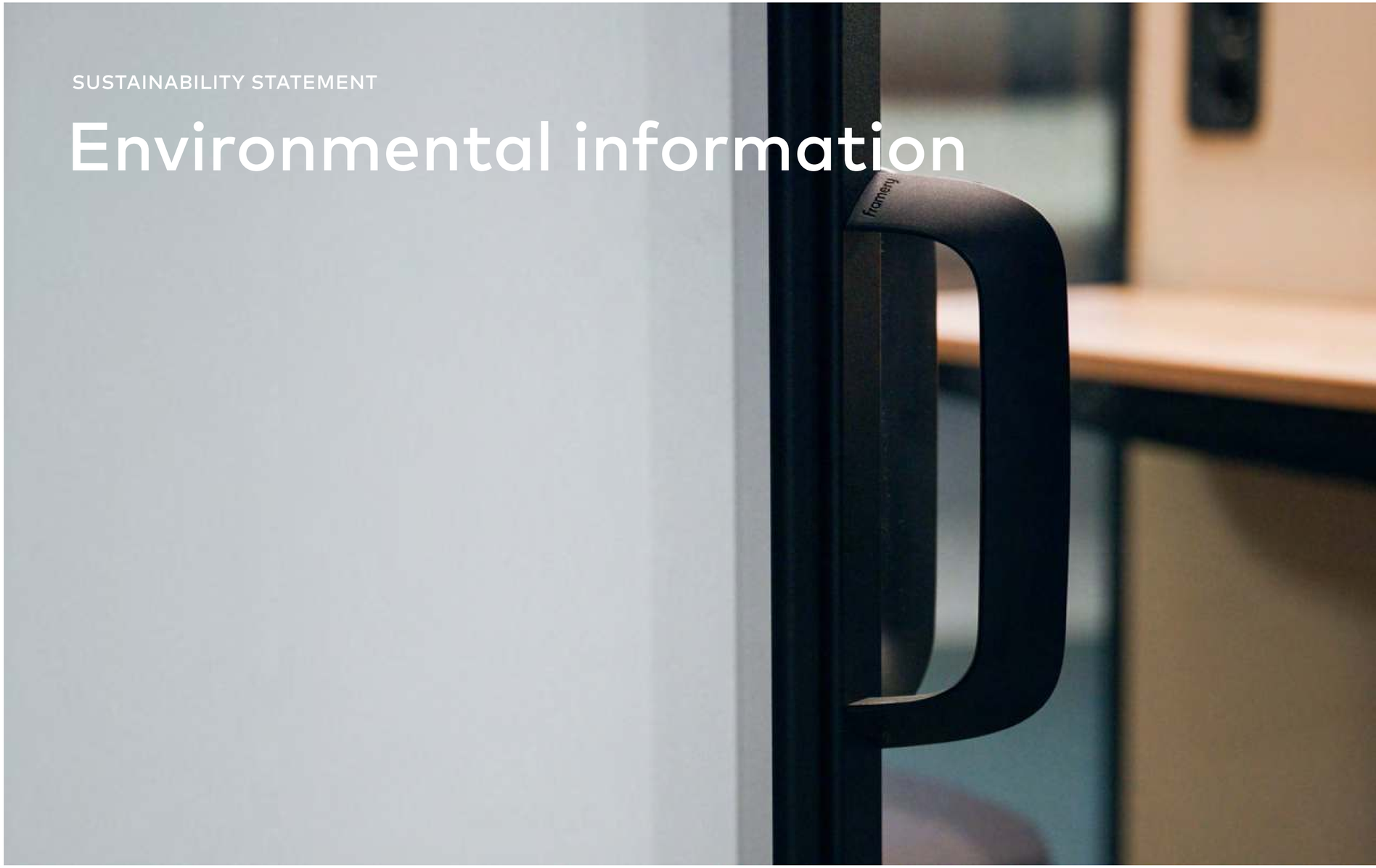

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EU Taxonomy disclosure

EU Taxonomy is a classification system for environmentally sustainable economic activities. The taxonomy covers six environmental objectives:

- climate change mitigation
- climate change adaptation
- sustainable use and protection of water and marine resources
- transition to a circular economy
- pollution prevention and control
- protection and restoration of biodiversity and ecosystems

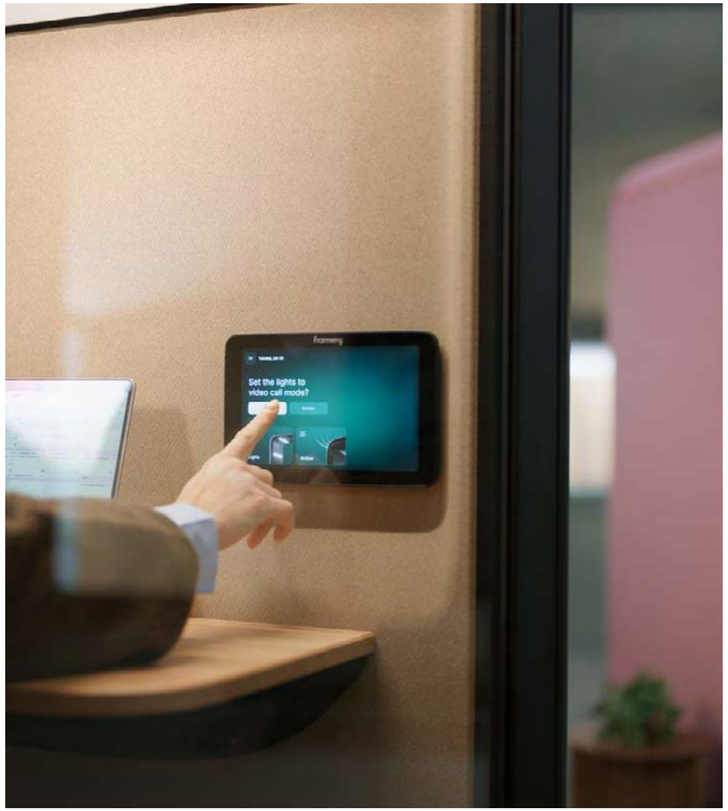
The taxonomy does not cover all economic activities, but focuses on those that are most needed for the transition to net zero and for environmental sustainability.

Framery has assessed its activities against the criteria of the EU Taxonomy as set in the Climate Delegated Act and the Environmental Delegated Act. Activities falling within the scope of the EU Taxonomy are considered taxonomy-eligible, and activities meeting all relevant criteria are considered taxonomy-aligned. The Taxonomy Regulation requires non-financial undertakings to disclose the share of eligible and aligned turnover, capital expenditure (CapEx), and operating expenditure (OpEx). The Disclosures Delegated Act amending Commission Delegated Regulation (EU) 2021/2178 as regards the simplification of the content and presentation of information to be disclosed concerning environmentally sustainable activities introduced quantitative materiality thresholds, under which non-financial companies are not required to assess taxonomy eligibility or alignment when the cumulative turnover, CapEx, or OpEx of potentially relevant activities represents less than 10% of the respective KPI denominator.

Framery's turnover, CapEx, and OpEx have been determined in accordance with the EU Taxonomy's definitions. Turnover corresponds to IFRS revenue reported in the financial statements (for additional information see Note 2.1 Revenue in Financial Statements). CapEx includes all additions to tangible and intangible assets, as well as assets recognized under lease agreements, before depreciation, amortization or revaluations. Goodwill is not included in CapEx. For additional information regarding intangible assets see Note 3.1 Goodwill and other intangible assets, and regarding tangible assets see Note 3.2 Property, plant and equipment in Financial Statements. OpEx comprises uncapitalized research and development expenses, personnel costs of Product and Smart Office Solutions functions, building repairs, maintenance, short-term leases, and equipment and IT hardware costs.

Based on Framery's internal analysis, more than 90% of revenue, CapEx, and OpEx derives from the manufacturing and sale of soundproof office pods and booths—an economic activity not covered by the EU Taxonomy. Potentially taxonomy-relevant activities (such as spare-part sales, resale of returned units, and product-as-a-service offerings) fall within the manufacturing sector but collectively represent well below 10% of the denominator of each KPI.

Given the absence of materiality as defined in the Delegated Act, Framery applies the immateriality exemption for non-financial undertakings. Accordingly, the company is not required to assess or disclose taxonomy eligibility or alignment for its economic activities, and reports its turnover, CapEx, and OpEx in aggregate as non-material, together with this explanation of sector context and the basis for the immateriality conclusion.



Proportion of turnover, CapEx, OpEx from products or services associated with Taxonomy eligible or Taxonomy-aligned economic activities – disclosure covering year 2025 (summary KPIs)

Financial year **2025**

KPI (1)	Total (2)	Proportion of Taxonomy eligible activities (3)	Taxonomy-aligned activities (4)	Proportion of Taxonomy-aligned activities (5)	Breakdown of Taxonomy-aligned activities by environmental objectives						Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered non-material (14)	Taxonomy-aligned activities in previous financial year 2024 (15)	Proportion of Taxonomy-aligned activities in previous financial year 2024 (16)
					Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Circular economy (9)	Pollution (10)	Bio-diversity (11)					
	EUR M	**%**	**EUR M**	**%**	**%**	**%**	**%**	**%**	**%**	**%**	**%**	**%**	**%**	**Currency**	**%**
Turnover	222.1	0%											2.8%		
CapEx	7.7	0%											8.4%		
OpEx	11.7	0%											0.2%		

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Developing a transition plan

While Framery does not yet have a transition plan according to the ESRS definition, this disclosure provides an overview of the Company's ambition, actions, and accountability. Framery plans to adopt a formal transition plan during 2026. The Company's vision is to transform ordinary offices into workspaces that people love. By combining physical and digital tools to ensure employees have the right space available when they need it, Framery pods and other smart office products and services aim to make work life easier, more productive, and more enjoyable for everyone. As the Company develops these solutions, sustainability is one of the criteria followed.

Framery joined the Science Based Targets initiative (SBTi) in 2020 and has been committed to the goal to limit global heating to 1.5°C ever since. Emission reduction targets are embedded in Framery's strategy and implemented in product and supply chain functions, where the actions and related financial planning take place. The targets are discussed in detail in the "Targets and actions related to climate change" section.

Framery's climate impact is driven by the manufacture of its smart pods. In order to measure climate impact, Framery has commissioned Life Cycle Assessment (LCA) studies for all of its pods and published the results as Environmental Product Declarations (EPD). The results of the pod LCAs indicate that manufacture of a pod accounts for more than 70% of its life cycle emissions. The second biggest contributor is the use of the pod, resulting from the electricity usage, which is assumed to represent the average grid mix in the countries where the pods are sold to. Based on the LCA results, Framery has developed the capability to estimate the climate impact of pods during their product development phase to guide decision making. This practice ensures that changes in supplier and material selection, for example, can be made early enough. Framery began to systematically measure the climate impact of its pods in 2024 when its new range of smart pods was launched. LCA studies and EPDs are updated on an annual basis.

The results of the LCAs have made it clear that for effective climate change mitigation, Framery must focus its efforts on the pod manufacturing process and the operational energy requirements of the pods. Within pod manufacturing, the identified decarbonization levers include product redesign and material substitution. Framery is looking into low-carbon materials such as fossil-free steel, low-carbon glass, and recycled aluminum (to name the biggest CO_2 contributors). In 2024, Framery pledged to make the first products for the workplace with fossil-free steel as soon as it becomes available. Operational energy use is also studied to optimize the use of fans and lightning. In addition, the use of zero-emission electricity to power the pod would significantly reduce its life cycle emissions. The actions that Framery is taking to address these issues are detailed in the "Targets and actions related to climate change" section.

Besides mitigating the negative impacts, Framery provides its customers with usage-tracking statistics that will enable them to improve the use and utilization rates of their existing pods before considering purchasing new ones. Furthermore, the pods Framery currently manufactures are designed in a modular fashion to enable damaged or worn-out parts to be replaced individually, effectively making the pods eminently repairable and refurbishable using spare parts offered by Framery. This approach means that the pods are designed for the circular economy.

Framery has succeeded in reducing emissions from its own operations by switching to zero-emission electricity sources. The emissions from heating have also fallen as local energy providers in the Tampere region have transitioned from fossil to lower-emission sources. To meet the pledged emission reduction targets, Framery switched to renewable district heating during 2025.

The locked-in greenhouse gas (GHG) emissions related to Framery's assets and products are assessed to be insignificant. Framery's own operations are asset-light assembly processes running on electricity. Framery's pods include steel, aluminum, and glass – materials that come from industries with high emissions. However, Framery considers the transition to low-carbon materials to be ongoing when discussing the matter with suppliers. Framery has assessed the technical feasibility of low-carbon materials and concluded that the product design of Framery pods is compatible with the alternatives available on the market. On this basis, the potential locked-in GHG emissions from Framery's products are deemed minor. On the other hand, emissions from the use of the pods are driven by electricity consumption. These emissions are highly dependent on market development with regard to the capacity and pricing of low-emission energy sources.

Framery's strategy incorporates a sustainability program, and Framery publicly reports its sustainability status, performance, and results on an annual basis. The sustainability program drives the decarbonization of Framery's offering and the transition to a circular economy that are the foundational elements of Framery's transition plan. These initiatives are a joint effort by product and supply chain functions and managed in respective steering forums. The sustainability program has been reviewed and approved by the Management Team, which holds responsibility for these matters. The Board is updated annually on sustainability matters.

Framery is not excluded from the EU Paris-aligned Benchmarks.

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Material impacts, risks, and opportunities related to climate change

Table ESRS 2 IRO-1.1

Material topic	Material impacts, risks, and opportunities	Value chain location	Time frame	Management response
Climate change adaptation	**Opportunity** Framery has the potential to attract new customers if it can differentiate with a more sustainable offering compared to the market.	Own operations, downstream	Long	Framery invests in low-carbon and circular offerings and partnerships to capture demand and create customer value.
Climate change mitigation	**Negative impact** Product-related emissions. Framery's value chain causes Scope 3 GHG emissions, which arise throughout the life cycle of Framery pods.	Upstream, downstream	Long	Framery sets science-based emission reduction targets both for its own operations and for the value chain. Framery decarbonizes its products through low-carbon material selection, renewable energy deployment, and product design. Framery reports on progress annually.
	Positive impact Repair, maintenance, and refurbishment options extend the lifetime of a pod. This reduces the need for frequent replacement and manufacturing of new products, leading to lower GHG emissions associated with production. Basic maintenance can be conducted by the end user or by the dealer, making it feasible for all customers.	Own operations	Long	Framery promotes the circular economy by extending product lifetimes through new business models. The modular design of Framery smart pods enables lifetime extension through easy repair and refurbishment. The new circular business models with take-back promote product repair and reuse, extending product lifetimes. Framery deploys circular business models globally via Framery Subscribed and partnerships.
	Positive impact Pods provide proper meeting rooms, reducing the need for business travel and the need to renovate offices. This helps customers avoid emissions.	Downstream	Long	Framery solutions help to optimize office usage. Framery pods provide a quiet space for focused work, video calls, and small meetings. Thanks to their modular design, the pods are easy to relocate compared to purpose-built meeting rooms. Framery smart office solutions enable efficient workspaces by providing real-time usage data that delivers insights for office development.
	Transition risk Decreased demand for Framery's products and services if customer sustainability expectations are not met. Customers are increasingly prioritizing sustainability and competitors with stronger environmental credentials may enter the market, potentially leading to lower demand and reduced sales.	Own operations, downstream	Long	Framery continuously interacts with stakeholders and monitors policy and market development to ensure its sustainability offering is best-in-class. Decarbonization of Framery pods is highly dependent on the availability of low-carbon materials and energy.
Energy	**Negative impact** Framery pods are designed to last for decades. During their lifetime they consume energy.	Downstream	Long	Framery acknowledges that its pods consume energy during use, leading to associated emissions. The Company mitigates this by improving energy efficiency through design optimization and smart features, while supporting customers in reducing energy use. Framery also promotes the use of renewable energy to minimize lifecycle emissions.

Framery has assessed its climate-related risks and opportunities as part of its Double Materiality Assessment (DMA). Although no distinct resilience analysis has been conducted, Framery's resilience under different climate scenarios was discussed and addressed in the DMA conducted during late 2024 and early 2025.

The resilience of Framery's strategy and business model in relation to climate change has not yet been thoroughly analyzed. However, some general conclusions have been drawn that consider the whole value chain. This analysis has been informed by a climate scenario analysis consisting of two scenarios: a High-Carbon Scenario (global warming exceeds 3°C) and a Low-Carbon Scenario (global warming is limited to 1.5°C) with the following time horizons: short-term (1 year or less), medium-term (1-5 years), and long-term (5+ years). While the resilience analysis is underway, the areas of uncertainty and ability to adjust or adapt the strategy and business model will be studied.

Framery's impact on climate change is assessed based on the GHG inventory, which is mainly compiled based on product LCA studies. The GHG inventory serves as the basis for Framery's science-based emission reduction targets and is compiled annually to report on progress. The impact of Framery's own operations is minor, with no significant locked-in emissions. Framery has concluded that product decarbonization does not require substantial product redesign; instead decarbonization can be realized by switching to low-carbon materials and energy sources together and optimizing the pod's electricity usage at the use stage. The majority of the impact is driven by the upstream value chain, in particular the main materials from high-emitting industries: steel, glass, and aluminum. Reliance on these industries is considered a significant transition risk that will be realized if they fail to decarbonize. On the other hand, such concentration of emissions in a small number of materials enables effective focusing of emission reduction efforts.

Framery's strategy and business model are considered relatively resilient in both climate scenarios. While the risk profiles are different in the two scenarios, the mitigation levers are identified for both.

The physical risks are higher in the High-Carbon Scenario, where high fossil fuel use continues, decarbonization efforts are minimal, and physical risks are intensifying. Framery recognizes that its supply chain is exposed to physical climate-related risks like extreme weather events. While most of the Company's tier 1 suppliers are located relatively close to Framery's manufacturing site in Tampere, Finland, the raw materials are typically sourced from locations that are further away. These locations have not been mapped against projected climate-related hazards. However, Framery applies dual sourcing principles for other reasons, which also helps mitigate this risk.

Transition risks are considered significant in the Low-Carbon Scenario, characterized by aggressive decarbonization, strong environmental policies, and a shift toward renewable energy. The transition risks relate mainly to market, policy, and reputation. Framery is dependent on its suppliers' ability to decarbonize. Framery's own assessment indicates that the availability of low-carbon materials is limited and subject to premium pricing. This exposes Framery to market and reputational risks, so the pace of decarbonization needs to align with customer demand.

Since Framery has not yet conducted a distinct climate scenario analysis, no assessments have been made regarding the compatibility of climate scenarios with the assumptions used in the Financial Statements. Framery plans to evaluate the use of climate scenarios as part of future development of its climate-related risk and opportunity assessment processes.

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Policies related to climate change

Framery's Code of Conduct explains the Company's approach to ethical business practices, human and labor rights, and environmental values. Framery is committed to continuously improving its environmental performance, taking the whole product life cycle into consideration. Processes are improved in order to reduce energy and material use, emissions, and environmental risks. Framery products are expressly designed for long lifetime and recyclability. Framery's Supplier Code of Conduct explains the values and principles that its suppliers and their respective supply chains are expected to comply with. Framery participates in the UN Global Compact and the Science Based Targets initiative, and its suppliers are expected to support Framery in implementing the commitments made as part of these initiatives.

Framery's Environmental Policy recognizes climate change, resource scarcity, and loss of biodiversity as serious environmental threats. Framery's approach is to conduct systemic environmental management and continuously improve its environmental performance throughout the value chain by complying with the requirements of the ISO 14001 standard for environmental management systems. While the Company's Environmental Policy applies to all Framery operations, the activities covered also include the upstream and downstream value chain. The Policy has been developed by internal subject matter experts and accepted by the Sustainability Steering Group. The Policy has been signed by the CEO and the responsibility for implementation lies with the respective Function Leaders. The Environmental Policy, together with other policies, is publicly available on the Framery website.

Framery's sustainability program (complementing Framery's strategy) aims at decarbonizing the Company's offering by reducing material use, increasing the share of recycled and low-carbon materials, and switching to low-carbon energy. In addition, Framery promotes the transition to a circular economy with the aim to maximize the utilization rate, repairability, reusability, and lifetime of its products. Framery participates in the Science Based Targets initiative in order to set the ambition level in terms of climate science.

A significant part of Framery's indirect environmental impacts, including Scope 3 emissions, arises from the supplier network. The Company is committed to selecting like-minded partners who are prepared to collaborate with Framery on environmental matters. Together, Framery and its partners can seek solutions to reduce negative impacts and amplify positive environmental outcomes throughout the supply chain.

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Targets and actions related to climate change

Framery has established specific, measurable, and timebound GHG reduction targets for Scopes 1, 2, and 3 in line with its Environmental Policy and commitment to the Science Based Targets initiative. These targets address Framery's most material climate impacts and guide its strategy and planning.

Framery joined the Science Based Targets initiative (SBTi) in 2020 and set its first science-based targets in the same year. After achieving those targets, new SBTi-aligned targets were set in 2025, approved by the Management Team, and are currently awaiting SBTi validation. While stakeholders were not directly involved in the target-setting process, many customers have expressed strong support for Framery's participation in the SBTi. Framery's new targets, using 2024 as the base year, are as follows:

Reduce absolute Scope 1 and Scope 2 emissions by 50% by 2030

- This is an absolute reduction target consistent with the 1.5°C pathway.
- Scope 2 emissions are calculated using the market-based method.
- The target boundary includes land-related emissions and removals from biogenic feedstocks.

Reduce Scope 3 emissions by 52% per EUR value added by 2030

- This is an economic intensity target aligned with a well-below-2°C trajectory and reflects Framery's commitment to decoupling growth from value-chain emissions.
- Value added is defined as the sum of earnings before interest and depreciation (EBITDA) and all personnel costs.
- Covers Scope 3 emissions from purchased goods and services, upstream transportation and distribution, downstream transportation, use of sold products, and end-of-life treatment of sold products
- An economic intensity target is used instead of a physical intensity metric to allow inclusion of digital smart office solutions, which cannot be measured in physical units.

In the 2024 base year, Scope 1 and 2 emissions totaled 196 tCO_2e and Scope 3 economic intensity was 647 tCO_2e/MEUR, in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, and Corporate Value Chain Accounting and Reporting Standard. The targets cover all greenhouse gases and are reported as CO_2-equivalents. Framery will rely exclusively on direct emission-reduction actions and will not use GHG removals, carbon credits, or avoided emissions to meet these goals.

Framery has identified the decarbonization levers required to achieve the targets, which are integrated into the Company's overall business strategy and financial planning.

Framery's actions to mitigate climate change address all emissions across Scopes 1, 2, and 3, including emissions from its own operations, upstream materials, and downstream product use. The Sustainability Steering Group allocates the necessary resources and oversees implementation, with primary responsibility for executing these actions falling to product and supply chain functions, which are both represented at management level.

Scope 1 and Scope 2 actions

The primary action to achieve the 50% reduction target is switching to zero-emission district heating, which is considered a simple and low-cost measure. The expected GHG reduction exceeds 80%, significantly surpassing the target of 50% reduction. There is no material annual OpEx associated with the target.

Scope 3 actions

Framery targets a 52% reduction from 647 tCO_2e/MEUR to 311 tCO_2e/MEUR over the course of the next five years. The targets were set in 2025 with 2024 as the base year and 2030 as the target year. Framery has identified several key levers:

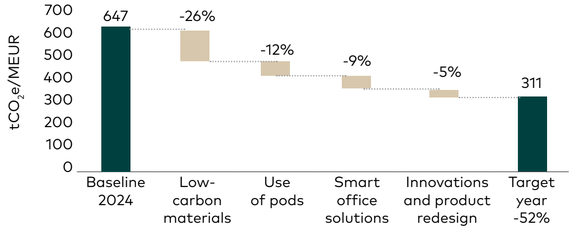
1. Low-carbon materials are currently considered the most impactful decarbonization strategy. Their availability and cost are subject to uncertainty, and projections will be refined over time.
2. Reducing emissions from the use of Framery pods represents the second-most significant lever. While customers' energy sourcing is outside Framery's control, Framery can reduce emissions through:
   - optimization of ventilation and lighting energy use
   - customer guidance on energy-source impacts
3. Deployment of smart office solutions, which optimize pod use and office-space efficiency
4. Continuous innovation and product redesign, such as the modular smart-pod design that achieved reduced product weight and facilitated easier refurbishment, thereby extending the product's lifetime.

These actions are integrated into routine operations, and no significant additional CapEx or OpEx is expected. The CO_2 reduction roadmap relies primarily on material changes, supply-chain improvements, and software-based energy optimization rather than extensive product redesign. Although low-carbon materials may carry a price premium, current estimates indicate that the increase is not significant enough to materially alter Framery's business position.

Table E1-3.1

Levers to reach Scope 1 and Scope 2 emission reduction target	tCO_2e	%
Baseline 2024	196	
Zero-emission district heating	-175	-89%
Target year 2030	98	-50%

Levers to reach Scope 3 emission reduction target



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Energy

Table E1-5.1

Energy consumption and mix	2024	2025	% change 2024–2025
(1) Fuel consumption from coal and coal products (MWh)	0	0	-
(2) Fuel consumption from crude oil and petroleum products (MWh)	16	13	-21%
(3) Fuel consumption from natural gas (MWh)	0	0	-
(4) Fuel consumption from other fossil sources (MWh)	0	0	-
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	534	207	-61%
(6) Total fossil energy consumption (MWh) (calculated as the sum of rows 1 to 5)	**550**	**219**	**-60%**
Share of fossil sources in total energy consumption (%)	19%	7%	-60%
(7) Total consumption from nuclear products (MWh)	**783**	**11**	**-99%**
Share of consumption from nuclear products in total energy consumption (%)	27%	0%	-99%
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	3	3	3%
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	1 585	2 707	71%
(10) Consumption of self-generated non-fuel renewable energy (MWh)	0	0	-
(11) Total renewable energy consumption (MWh) (calculated as the sum of rows 8 to 10)	**1 588**	**2 711**	**71%**
Share of renewable sources in total energy consumption (%)	54%	92%	70%
Total energy consumption (MWh) (calculated as the sum of rows 6, 7, and 11)	2 921	2 941	1%

Energy intensity per unit of net revenue	2024	2025	% change 2024–2025
Total energy consumption from activities in high climate impact sectors per unit of net revenue from activities in high climate impact sectors (MWh/MEUR)	18	13	-27%
Net revenue from activities in high climate impact sectors used to calculate energy intensity (MEUR)	162	222	37%
Net revenue (other) (MEUR)	-	-	

Framery's energy consumption consists of fuels used in company-owned vehicles and purchased electricity and district heating used in the Tampere manufacturing facility and office building and the Helsinki showroom facilities. The fuels used in company vehicles are mostly derived from petroleum products and assumed to contain a biogenic share as per the national average blend. The fuel volumes are reported based on data from invoices. All electricity is considered low carbon, either from nuclear or renewable sources. District heating is mostly from renewable sources, which represents the production mix in Tampere and Helsinki. Framery does not produce energy. Electricity, district heat, and district cooling figures are provided by the lessors through their energy services providers. The data has been externally assured as part of the limited assurance process conducted by the Company's auditor. There have been no significant changes in the consumption figures from the previous year. Tampere manufacturing facility switched from nuclear to renewable wind electricity in the beginning of 2025, and to renewable district heating in late 2025. These changes have increased the share of renewable sources in total energy consumption significantly to over 90%. Framery's regional overseas hubs and showrooms (other than Helsinki) are not included as they are not inside the Company's organizational boundary that has been defined to align with the Company's IFRS 16 pursuant reporting. See Note 3.3 Leases for more information.

The net revenue used is EUR 222.1 million, as reported in the Financial Statements. Framery's revenue is derived from the sale and rental of factory-manufactured office pods and, currently to a small degree, the sale of digital services. Hence, the bulk of Framery's activities fall under the manufacturing sector, which is considered a high impact climate sector. While rental of factory manufactured pods and the sale of digital services do not fall under the same classification of manufacturing, they only make up a minor part of the Company's revenue and are thus considered immaterial. Framery monitors the development of these activities and will address them in the future when considered material. See Note 2.1 Revenue for more information.

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Emissions

Table E1-6.1

	Retrospective			Milestones & targets
Scope 1 GHG emissions	**Base year 2024**	**2025**	**% change 2024–2025**	**2030**
Gross Scope 1 GHG emissions (tCO_2e)	4.5	3.5	-22%	-50%*
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0	0	-	
Scope 2 GHG emissions				
Gross location-based Scope 2 GHG emissions (tCO_2e)	200	160	-19%	
Gross market-based Scope 2 GHG emissions (tCO_2e)	190	90	-53%	
Significant Scope 3 GHG emissions				
Total Gross indirect (Scope 3) GHG emissions (tCO_2e)	**42 200**	**47 100**	**11%**	-52% (intensity**)
1 Purchased goods and services, including cloud computing and data center services	31 800	33 800	6%	
4 Upstream transportation and distribution, including 9 Downstream transportation and distribution	2 100	2 700	28%	
11 Use of sold products	7 200	9 400	31%	
12 End-of-life treatment of sold products	1 100	1 200	6%	
Total GHG emissions				
Scope 1+2 GHG emissions (location-based) (tCO_2e)	205	164	-20%	
Scope 1+2 GHG emissions (market-based) (tCO_2e)	196	94	-52%	-50%*
Total GHG emissions (location-based) (tCO_2e) ***	42 400	47 200	11%	
Total GHG emissions (market-based) (tCO_2e) ***	42 400	47 100	11%	

* Framery commits to reduce absolute Scope 1 and Scope 2 (market-based) GHG emissions by 50%. The target boundary includes land-related emissions and removals from biogenic feedstocks.

** Framery commits to reduce Scope 3 GHG emissions by 52% per EUR of value added.

*** Covers Scope 1, 2, and 3 emissions

Progress against the Science Based Targets*	**Base year 2024**	**2025**	**% change 2024-2025**	**Target 2030**
Reduction in Scope 1+2 GHG emissions (market-based) from a 2024 base year (tCO2eq)	196	94	-52%	-50%
Reduction in Scope 3 GHG emissions per EUR value added from a 2024 base year (tCO2e/MEUR)	647	516	-20%	-52%

* Currently awaiting SBTi validation

Additional disclosures	**2025**
Biogenic emissions of CO_2 from the combustion or bio-degradation of biomass not included in Scope 1 (tCO_2e)	0.8
Biogenic emissions of CO2 from the combustion or bio-degradation of biomass not included in Scope 2 (market-based)	510
Percentage of Scope 2 emissions through contractual instruments	100
Percentage of contractual instruments bundled with attributes	100
Percentage of contractual instruments under unbundled energy attribute claims	0

GHG intensity per net revenue	**2024**	**2025**	**% change 2024–2025**
Total GHG emissions (location-based) per unit of net revenue (tCO_2e/MEUR)	262	213	-19%
Total GHG emissions (market-based) per unit of net revenue (tCO_2e/MEUR)	262	212	-19%
Total net revenue used to calculate GHG intensity (MEUR)	162	222	37%

Framery's GHG Scope 1 and Scope 2 emissions are calculated following the GHG Protocol Corporate Accounting and Reporting Standard and are based on energy consumption figures. Scope 1 emission factors are obtained from the UK Government Conversion Factors for greenhouse gas reporting. Conversion factors and default biogenic shares are obtained from Statistics Finland's Fuel Classification. Scope 1 biogenic emissions are reported separately and totaled 0.8 tCO_2e in 2025. All of the reported Scope 1 emissions relate to fuel consumption by company vehicles. None of the Scope 1 emissions are subject to any regulated emission trading schemes.

Scope 2 emissions relate to the use of electricity, district heating, and district cooling. The electricity sources include nuclear and renewable sources. District heating and cooling are produced by the local energy companies with a mix of different energy sources. For electricity, the market-based emission factors are provided by the lessors through their energy services providers, and the location-based emission factors are obtained from Statistics Finland.

For district heating and cooling, the market-based emission factors are provided by the local energy companies Tampereen Energia and Helen. The location-based emissions factors for district heating and cooling are obtained from the local energy suppliers and complemented with Statistics Finland figures where there are gaps in the data. All Scope 2 emissions are covered with contractual instruments bundled with attributes. Renewable and CO_2-free electricity is covered with guarantee-of-origin certificates, which cover all electricity consumption. During 2025, the contractual instrument covering the district heating use of Tampere manufacturing facility was updated to renewable power with a guarantee-of-origin certificate. The remaining share of district heating is also covered with a contractual instrument bundled with attributes but is not fully renewable or CO_2-free. The Scope 2 biogenic emissions relate to district heating and total 510 tCO_2e in 2025. These emissions are calculated by using emissions factors from Tampereen Energia.

Scope 3 GHG emissions are calculated following the GHG Protocol Corporate Value Chain (Scope 3) Standard. Scope 3 emissions are calculated based on the life cycle emissions of pods and smart office solutions and multiplied by their yearly volumes. All smart office solutions related emissions are accounted for within Category 1. Purchased goods and services, subcategory Cloud computing and data center services. All other reported Scope 3 emissions are derived from pods' Environmental Product Declarations (EPDs, impact category GWP-fossil) and their underlying product LCA studies. As some of the EPDs used in calculating the emissions are based on earlier data than the year for which the emissions are reported, the Scope 3 emissions reported for 2024 shall be considered a reasonable estimate. To address this, Framery will update the EPDs annually starting from 2025. Emissions reported for 2025 are based on LCA studies updated in late 2025. The underlying data does not cover the full calendar year, but reflects either the most recent 12 months or case-by-case extrapolations depending on supplier data availability. The EPDs are verified by a third party and available in the EPD Library of the International EPD System.

Framery reports on the following Scope 3 categories: 1. Purchased goods and services (including cloud computing and data center services), 4. Upstream transportation and distribution (including 9. Downstream transportation and distribution), 11. Use of sold products, and 12. End-of-life treatment of sold products. Scope 3 emissions related to the following categories are calculated and excluded, as they are considered insignificant: 1. Purchased goods and services (other indirect goods and services), 2. Capital goods, 3. Fuel- and energy-related activities, 5. Waste generated in operations, 6. Business travel, and 7. Employee commuting.

Scope 3 emissions related to the following categories are considered not relevant in Framery's value chain: 8. Upstream leased assets, 10. Processing of sold products, 13. Downstream leased assets (leased Subscribed pods are included in Category 11. Use of sold products), 14. Franchises, and 15. Investments.

Scope 3 emissions account for about 99% of total emissions. This means the impact of Framery's own operations is very limited. The biggest emissions category is Purchased goods and services (more than 70% of Scope 3 emissions), which covers the emissions related to manufacture of components for Framery pods. Framery's own operations are assembly processes, with minimal energy consumption and waste generation. All the energy and material-intensive processes related to especially steel, aluminum, and glass components take place within the upstream value chain. Primary data availability from Framery's suppliers has improved over the years, and currently over 90% of the purchased goods and services-related emissions are calculated with primary data. When lacking primary data, the emissions are calculated based on supplementary information given by Framery together with a LCA database. Framery continues to engage with its suppliers in data collection in order to account for the decarbonization actions implemented.

The second biggest Scope 3 category is use of sold products, with a share of approximately 20%. These emissions arise from customers' use of Framery pods, i.e. the downstream value chain. Pods mainly consume energy for lighting and ventilation. There are four different power levels for a pod, depending on the use type: default work, default video call, idle, and refresh. Framery has optimized pod energy consumption by adjusting these modes. These emissions are highly dependent on the type of electricity used by the customer. For the purpose of estimating these usage emissions, the pods are assumed to be in use for 10 years. For the purpose of estimating these usage emissions, the pods are assumed to be in use for 10 years. The average usage hours are estimated based on actual usage data from Framery Connect. The electricity used represents the grid mixes in countries the pods were sold to during the reporting year. Rented pods (Framery Subscribed) are included in category 11.

The annual pod volume has been a key driver for emissions development over the years. Framery introduced new smart pods in 2024, and these have dominated the Company's production volume ever since. Although the new smart pods use metals instead of plywood in the main structure, they are significantly lighter than previous-generation pods.

GHG intensity per unit of net revenue is lower in 2025 compared to 2024. This change is driven by a decrease in product-specific emissions and a change in the pod mix.

Scope 3 emissions for 2024 are restated since the EPD update provided more accurate data. Regarding biogenic emissions that occur in the value chain and are not included in Framery's Scope 3 GHG emissions, the Company phases in these disclosures in as allowed by the ESRS. Framery plans on reporting these biogenic emissions in its 2026 Sustainability Statement.

For the reporting year 2025, Framery has utilized the phase-in provision under ESRS E1-9. Accordingly, information on anticipated financial effects from material physical and transition risks and potential climate-related opportunities is omitted.

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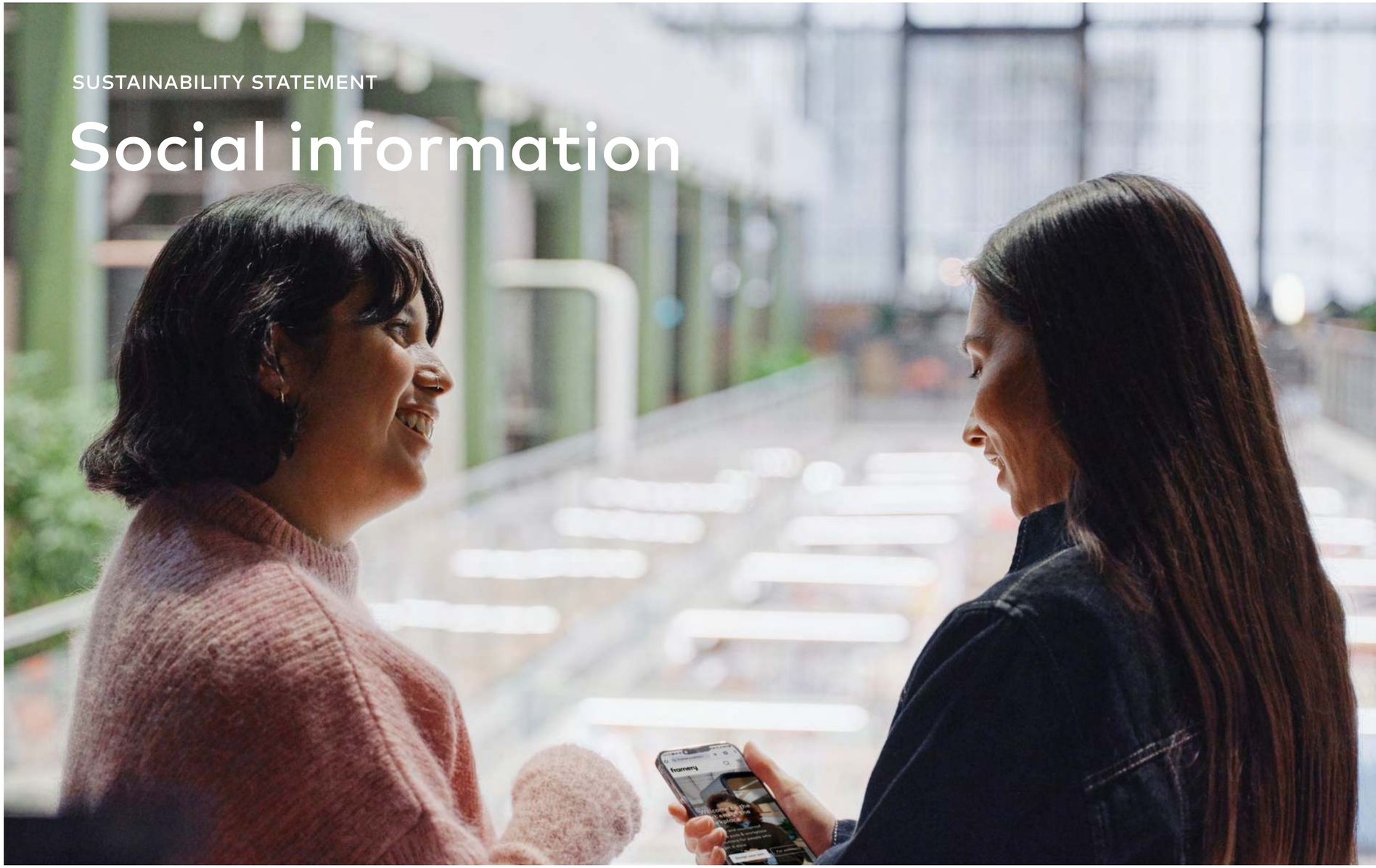

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S1 Own workforce

Material impacts, risks, and opportunities related to own workforce

Table SBM-2.1

Material topic	Material impacts, risks, and opportunities	Value chain location	Time frame	Management response
Health & Safety	**Negative potential impact**			
	As Framery operates its own factory, there is always a risk of injury. The Company's Lost Time Injury Frequency Rate (LTIF) is low, but smaller incidents do happen occasionally that lead to absenteeism. In addition there is always a risk of serious accidents in production that could lead to severe injuries.	Own operations	Long	Framery will strengthen its ISO 45001 aligned safety management system with improved safety training, ergonomic practices, and regular audits; the Company will track LTIF and corrective actions to drive continuous improvement.
	Risk			
	Sick leave leading to increased operational costs due to resourcing challenges and healthcare expenses.	Own operations	Medium	Framery will actively manage health-related risks and support employee well-being to maintain stable operations and workforce capacity.
Training and skills development	**Positive impact**			
	Providing training and growth opportunities for employees enhances their capabilities; leads to better performance, productivity, and engagement; and boosts curiosity and innovation. Through skills development, Framery has a positive impact on its reputation as a company.	Own operations	Long	Framery will continue to invest in developing employee skills and capabilities to build a resilient, skilled workforce that supports long-term growth.
Diversity	**Opportunity**			
	Ensuring a safe and inclusive workplace improves performance, increases overall employee well-being, strengthens the employer brand, and decreases attrition.	Own operations	Medium	Framery will foster an inclusive and equitable workplace culture that attracts and retains diverse talent and supports innovation and engagement.
Secure employment	**Opportunity**			
	Providing training and growth opportunities to employees increases engagement, lowers attrition, and ensures relevant skills and capabilities for the future needs of the Company.	Own operations	Medium	Framery will promote stable and fair employment relationships that strengthen workforce commitment and support business continuity.
Measures against violence and harassment in the workplace	**Positive impact**			
	Implementing measures to prevent and address workplace violence and harassment creates a safe and respectful work environment. Framery has a zero-tolerance policy towards harassment or violence and any incidents are thoroughly investigated and actions taken.	Own operations	Long	Framery will maintain a respectful and safe work environment by upholding clear behavioral standards and providing trusted reporting mechanisms.
Work-life balance	**Positive impact**			
	Flexible working hours and working practices in all employee groups promotes well-being, increases both employee retention and Framery's attractiveness as an employer, and results in better productivity and overall work-life balance.	Own operations	Long	Framery will support flexible and balanced working practices to enhance employee well-being, satisfaction, and retention.

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Framery's most material own-workforce impacts (health and safety; training and skills development; diversity and inclusion; secure employment; measures against violence and harassment; work-life balance) stem from its strategy and manufacturing-centered business model: The Company's business model centers on in-house manufacturing and ambitious growth targets - it also determines the Company's most important impacts on its workforce. This naturally creates challenges related to health, safety, and well-being, but it also gives Framery an opportunity to invest in employee training, diversity, and secure employment, all of which form the foundation of the Company's strategy. Safety and well-being are at the core of everything Framery does, and promoting people development and an inclusive culture is key to boosting performance, attracting talent, and retaining the best people. Essentially, managing these material S1 impacts, risks, and opportunities is now treated as a core part of ensuring Framery's entire business model remains stable and resilient.

Framery's disclosure covers all people in its own workforce who could be materially impacted by the Company. This includes employees and agency workers working under Framery's direction. While agency workers are covered by Framery's policies, processes, and practices, they are not included in the Company's headcount calculations. Negative impacts relate primarily to day-to-day operational contexts and are treated as ongoing exposures rather than widespread or systemic violations; positive impacts arise from development opportunities, an inclusive culture, and secure employment benefiting both employees and relevant agency employees. Framery recognizes risks and opportunities arising from these impacts and dependencies and reflects them in governance and operational planning. Environmental transition ambitions may entail role changes and evolving competence needs; related workforce impacts are considered to support orderly change. Framery found no significant risk of forced labor or child labor in its own operations, and the Company continues to monitor these risks.

Framery seeks to understand who in its workforce may be at greater risk of harm by considering role, context, and personal characteristics (for example, individuals in vulnerable positions, employees representing minority groups, or those in physically demanding tasks) and uses this understanding to prioritize how impacts are managed. Some impacts, risks, and opportunities are company-wide – such as culture, development, and work-life balance – while others relate to specific groups or locations.

For example:

- Health and safety risks (e.g., physical strain) are primarily concentrated in production and logistics teams.
- Secure employment risks (e.g., job insecurity) are higher for fixed-term employees and agency workers.
- Dependency risks (e.g., business continuity risk) are recognized for critical skill groups in tight labor markets.
- Diversity and inclusion risks and opportunities are focused on individuals in vulnerable positions or minority groups to ensure equitable access and treatment.

By focusing on these specific groups, Framery ensures risks are adequately mitigated and opportunities are maximized across the relevant segments of the Company's own workforce.

Policies related to own workforce

Framery manages the impacts, risks, and opportunities related to its workforce through a set of company-wide policies: Personnel Policy; Code of Conduct; Occupational Health & Safety (OHS) Policy; Diversity, Equity and Inclusion (DEI) Policy; and Whistleblowing Policy. These cover all employees globally, ensuring safe working conditions, equal treatment and opportunities, and ethical behavior. In 2025, Framery updated its Personnel Policy to strengthen commitments to fairness and inclusion. Framery also has a formal whistleblowing system to improve accountability. No workforce risks related to Framery's decarbonization efforts have been identified, and no specific "just transition" policy has been deemed necessary.

The Company's Management Team has the most senior level of accountability regarding the implementation of the policies mentioned.

All policies apply to the entire Framery workforce. Policies are communicated through onboarding, an intranet Wiki, team meetings, training modules, and internal communications events. Policy implementation is enforced through regular and active cooperation with employee representatives, both shop stewards and OHS Committee members. Cooperation extends to both longer-term annual planning (e.g., personnel planning and DEI planning) and short-term activities and planning (e.g., regular cooperation meetings). Code of Conduct training is part of the general onboarding and OHS procedures are reinforced through regular safety briefings. Framery provides translations and information in multiple formats to ensure accessibility, especially for production employees without daily computer access.

Framery respects the human rights of all employees as outlined in both its Code of Conduct and its Personnel Policy. These policies are governed by and align with internationally recognized standards, including the UN Guiding Principles on Business and Human Rights (UNGPs), and the Ten Principles of the UN Global Compact. These policies cover:

- Respect for human and labor rights, equal treatment, and prohibition of harassment.
- Upholding freedom of association and collective bargaining, with all employees entitled to unionize in line with local laws.
- Ensuring the safety of workers and prohibition of human trafficking, forced labor, and child labor, extended to suppliers through Framery's Supplier Code of Conduct. Furthermore, the Company expects its suppliers to uphold an ethical code of conduct and comply with widely recognized international labor and human rights standards, including the principles of the UN Global Compact, even for topics not explicitly detailed in the Supplier Code of Conduct.
- Engagement with employees takes place via employee representative groups and OHS Committee, employee surveys, and open HR channels. Negative impacts are addressed through grievance mechanisms, especially the whistleblowing process, which ensures impartial investigation and protection against retaliation.

Framery explicitly prohibits child labor and forced or compulsory labor in its Code of Conduct. While human trafficking is not mentioned by name, the prohibition of forced labor and modern slavery extends to such practices. Precarious work is avoided through lawful contracts, fair terms of employment, and equal recruitment processes and practices.

Framery has an ISO 45001-certified OHS management system, which guides systematic risk assessment, hazard identification, corrective actions, and continuous improvement. The OHS Policy commits to zero accidents, supported by regular KPI monitoring, employee safety training, and an OHS Committee with employee representatives.

Framery's Personnel Policy and DEI Policy both explicitly commit to eliminating discrimination, promoting equal opportunities, and advancing diversity and inclusion. The DEI Policy also steers the Company's inclusion work and specifies the use of reasonable accommodations when needed, covering protected characteristics including racial and ethnic origin, skin color, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national extraction, and social origin. Specific commitments include:

- Recruitment and promotion based on qualifications, skills, experience, and performance.
- Annual DEI action plans co-created with employee representatives.
- Training on non-discrimination and bias awareness, especially for team leaders.
- Reasonable accommodations to ensure equitable and accessible environment that supports the work ability of workers with special needs.
- Yearly analysis of pay equity, including gender pay gaps.
- Grievance procedures to handle complaints, including the whistleblowing channel and anti-harassment policy.
- Programs supporting continuous learning and career development.

Engaging with own workforce

To ensure Framery's core values, such as integrity and open communication, are part of employees' daily lives and decision-making, the Company has an active employee cooperation group that includes representatives from both the Management Team and employees. The cooperation aims to collectively develop Framery to ensure a great workplace for all employees and ensure active dialogue between employees and the Company. In addition, the Group negotiates all local agreements based on applicable collective agreements in Finland and agrees on guidelines for employment policies globally.

All employee groups elect employee representatives (shop stewards and occupational health and safety representatives) to represent them in cooperation with Framery and in various employee life-cycle related matters if needed.

The employee cooperation group and the OHS Committee meet regularly.

Collaboration between employee representatives and the Management Team is systematic, regular, and takes place with a solution-oriented and improvement-seeking mindset.

Framery actively cooperates with employees through various channels and by open communication and continuous dialogue.

Framery has monthly meetings with employee representatives to openly discuss ongoing projects impacting employees as well as Framery's financial status, strategy, and priority projects. Through these monthly meetings Framery also fulfils its duty as an employer in negotiating with the employee representatives on matters outlined in relevant laws and regulations.

Framery aims to understand potential employment impacts (job loss or creation) and identify, for example, associated training and re-skilling needs. Feedback from the cooperation and dialogue with employees is documented and considered in the final implementation plans. In addition, there are quarterly meetings with occupational health and safety representatives from all employee groups to review, for example, annual personnel plan for OHS, DEI, development and growth and consider representatives' suggestions and feedback on improving the plan. Employee representatives are consulted on, for example, risk assessments and provide input on necessary safety protocols and training. In addition, the OHS committee meets with the Management Team regularly to review health, safety, and DEI practices.

An employee representative meets with the Management Team on a monthly basis to enhance cooperation.

Framery conducts employee experience surveys annually to make sure the Company understands the employee experience and development needs. Results are shared with the whole organization and action planning is done on a team level and on an organizational level if needed.

Framery regularly communicates its sustainability program and progress through its intranet Wiki and internal communication channels and events.

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To gain specific insight into the perspectives of people who may be particularly vulnerable to impacts (e.g., due to background, age, or disability), Framery relies on the established mechanisms amplified by formal representative structures.

The Company's employee representatives act as designated formal channels for their respective employee groups, ensuring specific concerns, particularly those related to discrimination or safety, are escalated to management.

The whistleblowing channel provides a secure avenue for individuals who may feel intimidated by direct reporting to raise sensitive concerns without fear of retaliation.

Framery ensures its standard engagement channels, such as the annual employee experience survey and the whistleblowing channel, are accessible to all.

The Company recognizes that language can be a barrier. For non-English speaking employees, Framery endeavours to provide key communications in Finnish in addition to English on the Company intranet Wiki and through internal communication channels. Framery also encourages team leaders to facilitate informal discussions to ensure all voices are heard, and to report any specific concerns to Management Team members, People & Culture team members, and/or employee representatives.

Essential company policies and announcements are available on the Company intranet Wiki in English and in Finnish where possible.

Currently, any conflicting interests that arise among the Framery workforce are primarily addressed through direct dialogue mediated by team leaders or the People & Culture team, with or without the employee representative. Many issues have been resolved in the past through this process and the Company trusts that it provides the basis for addressing such issues. Framery prioritizes finding mutually acceptable solutions while upholding the Company's values and legal obligations. For example, a conflict regarding differing religious holiday observances was resolved by implementing a floating holiday system for the Company's North American-based employees.

The Framery Code of Conduct emphasizes respect for all individuals and their right to privacy and freedom of expression. The Company's grievance mechanism - an anonymous whistleblowing channel - allows for confidential reporting without fear of retaliation, which is especially vital for protecting vulnerable people and/or groups who may fear direct confrontation or disciplinary action. This channel also serves as a channel for those who may feel intimidated by direct reporting.

Framery promotes cross-functional and diverse team projects to build understanding and cohesion. Management Team members, team leaders, or the People & Culture team act as neutral facilitators in cases where inter-group conflicts arise.

Framery has not established a Global Framework Agreement (GFA) or similar worldwide instrument, as the Company does not meet the definition of a multinational enterprise requiring such a global structure for social dialogue.

Remediating negative impacts

Aligned with the UN Guiding Principles on Business and Human Rights, Framery's general approach to remediation is based on the principles of legitimate, accessible, predictable, equitable, transparent, and rights-compatible processes. Where the Company identifies that it has caused or contributed to a material negative impact on its workforce, the process for providing or cooperating in remedy involves several steps:

Identification

Impacts are identified through grievance mechanisms, internal audits, and employee surveys or other feedback.

Investigation and root cause analysis

A thorough investigation to understand the nature, scope, and root causes of the impact is conducted by dedicated people or a broader team.

Remedial action plan development

Based on the investigation, a tailored remedial action plan is developed in consultation with the affected individual(s) and their representatives where appropriate. This plan aims to cease the impact, prevent recurrence, and provide redress. Remedies may include apologies, restitution, rehabilitation, financial or non-financial compensation, or guarantees of non-repetition (e.g., policy changes, training).

Implementation

The remedial actions are promptly implemented.

Effectiveness assessment

Framery assesses the effectiveness of the remedy through follow-up discussion with the affected individual(s), through grievance mechanisms, internal audits, and employee surveys or other feedback.

Employees are onboarded to the Framery Code of Conduct and the various channels available for raising concerns – including the independent whistleblowing channel and the local employee representative – via their general onboarding.

The Company's whistleblowing channel and safety management tool are available 24/7 in English and Finnish. The intranet Wiki, where policies are hosted, is accessible from company devices. The whistleblowing and safety management channels are on the homepage of the intranet Wiki and they can also be accessed via mobile devices.

All concerns raised via the whistleblowing channel are stored in a secure case management system. This system tracks the date of submission, issue category, assigned investigator, current status, resolution date, and final outcome. In addition, the Company documents any concerns raised by employee representatives, employee cooperation groups or the OHS committee, and their resolution.

For non-anonymous cases, Framery solicits direct feedback from the complainant upon resolution to ensure they feel their concern was adequately addressed and that the process was fair.

Regular meetings with employee representatives provide a vital avenue for qualitative feedback from the users on the accessibility, trustworthiness, and overall effectiveness of the channels. Their input directly informs any necessary adjustments to Framery's processes or communication strategies.

Framery ensures that employee representatives have direct access to local union representatives, and employee representatives are provided with meeting spaces and adequate time to carry out their duties.

Framery recognizes the importance of providing accessible grievance channels at the operational level where impacts occur. The Company's approach ensures that individuals and their representatives can raise concerns directly related to their work environment:

- Local People & Culture Business Partners: Each company function has a dedicated People & Culture Business Partner (HRBP) who serves as a primary, accessible point of contact for employees to raise concerns. HRBPs are trained to handle a wide range of issues and can escalate them appropriately within the organization.
- Employee Representatives: In Finland, Framery has established an employee cooperation group. This group, composed of elected employee representatives, serves as a formal, local channel for addressing workplace issues, collective concerns, and specific impacts relevant to the site in question.
- Local leadership: Framery emphasizes that team leaders at all levels are crucial initial points of contact for concerns. Team leaders receive training on active listening and effective local resolution.

Framery conducts regular employee surveys to understand its workforce. If needed, the Company conducts specific surveys to understand issues better and ask directly and anonymously how comfortable people are with raising concerns and having them addressed.

Actions related to own workforce

In 2025, Framery continued a programmatic approach to protecting and enhancing the well-being, safety, and development of its own workforce. The Company's focus remains on: (i) preventing, mitigating, and remediating negative impacts such as work-related injuries and musculoskeletal and mental health related absences; and (ii) achieving positive impacts through inclusive culture, skills development, and modern occupational health services.

Framery's continuous work to improve safety was reflected in 2024 with a record-low lost-time injury frequency (LTIF) of 2.7. However, the number of injuries increased in 2025, with nine lost-time injuries leading to 49 days of absence and an LTIF of 11.38.

Action plans and resources

Actions are jointly owned by Operations (production safety and incident prevention), People & Culture (well-being, inclusion, training), team leaders (local implementation and follow-up), and the OHS Committee. External expertise is provided by Framery's occupational health partner, with an expanded service portfolio (e.g., short-term psychotherapy) introduced in late 2024 and continued in 2025. Actions are resourced via the annual planning and budgeting process and tracked monthly through safety, sickness absence, and other employee-related KPIs, with quarterly OHS Committee reviews and biannual personnel plan reviews with all employee cooperation group.

Framery operates an ISO 45001-certified OHS management system that covers 100% of employees and contractors working on Framery's premises. Core measures include hazard identification, risk assessment, incident investigation, employee training and participation, and systematic safety inductions for new hires. In 2025 the Company continued: (i) frequent risk assessments, safety walks, and observations; (ii) ergonomic coaching in production; (iii) targeted team leader training on early support; and (iv) focused communication on safe work practices.

Where incidents occur, Framery prioritizes immediate care, root-cause analysis, corrective actions, and follow-up to prevent recurrence. Return to work is supported by the team leader, People & Culture Business Partner, and occupational health provider through an early intervention model, one-to-one discussions, preventive checks, and personalized health support. The approach is complemented by regular case reviews between People & Culture, team leaders, and occupational health professionals.

To enhance positive outcomes, Framery continues to invest in mental well-being and inclusion. Expanded occupational health services (including short-term psychotherapy) and mental health initiatives complement an inclusive culture that is strengthened via training, onboarding, and internal communications.

Effectiveness is monitored via: LTIF (12-month rolling), number and quality of safety observations, incident root-cause closure, sickness-absence rates (production/office, mental health, and musculoskeletal sub-metrics), and annual employee experience results (e.g., Siqni Flame Index, eNPS). Monthly management reviews and quarterly OHS Committee meetings assess trends and inform direct further actions. In 2024, LTIF improved to 2.7 and total days lost to injuries fell to five (5). Unfortunately, in 2025 there were nine lost-time injuries, which resulted in the LTIF increasing to 11.38. The total number of days lost to injuries in 2025 was 49.

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For contractors working on Framery sites, the Company's ISO 45001 processes and site-level controls apply. The Company provides training materials and sets clear safety expectations for partner personnel who assemble Framery pods, using the Company's commercial and operational leverage to uphold safe methods of work.

Where role or workload changes arise, Framery relies on training, early-support, and team leader capability building to mitigate negative impacts and maintain employability. This includes Framery's early support model (EBIM) and support from occupational healthcare, with professionals such as an occupational physiotherapist and an occupational psychologist.

Framery identifies and prioritizes actions through its OHS management system (hazard identification, risk assessment, and incident investigation), sickness-absence analytics with the Company's occupational health provider, and the Company's updated double materiality assessment. Incident reviews and worker feedback inform corrective and preventive actions; recurring issues trigger targeted programs or training. Quarterly OHS committee sessions and monthly employee cooperation group meetings ensure employee input and continuous improvement.

Mitigating risks

Key workforce-related risks include injury, health-related absences (especially musculoskeletal and mental health), and potential culture or inclusion setbacks. Mitigation relies on robust OHS processes, team leader training for early support, and targeted health services. Effectiveness is tracked through LTIF, days lost, absence rates, and engagement outcomes. In addition, Framery monitors contractors' adherence to the Company's OHS requirements to reduce operational disruption from incidents.

Pursuing opportunities

Framery's opportunity thesis is that a healthy, inclusive, and learning-oriented workplace improves retention, productivity, and quality. The Company therefore invests in mental well-being, inclusion training, and skills development. Positive outcomes are reflected in employee experience metrics (e.g., 2025 Siqni Flame Index 80/100) and long-term safety performance.

Workforce impacts and related risks are integrated into regular management reviews, with People & Culture, Production leadership, and the OHS Committee responsible for implementation, monitoring, and escalation. Resourcing covers training, PPE and ergonomics, incident investigation time, occupational health services, and well-being initiatives.

Framery manages potential tensions between safety, delivery, and cost through its Code of Conduct, Personnel Policy, DEI Policy, and OHS Policy. Practical safeguards include risk-based work planning, team leader training on early support, clear rules for safe work (including stop-work authority), equal access to occupational health services, and responsible onboarding and training for contractors who work at Framery sites. The Company protects employee privacy and medical data in line with applicable laws and internal policies.

Framery evaluates the effectiveness of actions against the following targets and KPIs: step-down LTIF target toward 0 by 2035 (≤5 by 2026), and sickness-absence targets of production 8.0% and office 1.8% by 2028. Interim performance is reviewed monthly, with corrective actions where trends deviate. Performance in 2024 (LTIF 2.7; production sickness absence 10.1%; office 2.6%) provided the baseline for 2025.

Framery allocates resources through the annual planning cycle to fund training (safety, leadership, inclusion) and ergonomic improvements, incident investigation and audits, and occupational health services. External medical and well-being services were expanded in late 2024, with continued funding in 2025 to support early intervention and safe return to work. Progress is monitored through monthly management reviews and quarterly OHS Committee meetings.

Targets related to own workforce

Framery sets measurable, time-bound, outcome-oriented targets for its own workforce to (i) reduce negative impacts (injuries and sickness absence), (ii) advance positive impacts (engagement and well-being), and (iii) manage related business risks and opportunities (e.g., productivity and retention). Targets are proposed by the People & Culture team and approved as part of the Company's sustainability program by the Management Team; the Board is briefed annually.

Target & policy link	Reduce lost-time injuries (LTIF). Linked to OHS Policy and "zero accidents" ambition.	Cut sickness absence (production & office). Linked to OHS and People policies; new occupational health partnership supports delivery.
Target level & unit	Long-term: LTIF = 0 by 2035 (absolute goal). Near-term: ≤ 5 by 2026. Interim step-down: 2027–28 ≤ 4; 2029–30 ≤ 3; 2031–32 ≤ 2; 2033–34 ≤ 1.	By 2028:Production ≤ 8.0%; Office ≤ 1.8% of theoretical working time (relative).
Scope & geography	Framery employees (own workforce); global	Finland employees (reported by function: production, office). Scope to expand geographically as data systems mature.
Baseline & base year	LTIF 2.7 (employees), 2024; 2 recordables; 5 lost days; 746 000 hours worked.	Production 10.1%, Office 2.6% in 2024; company-wide sickness absence 4.6% (excl. sales).
Period & milestones	2025–2035 with interim milestones (above); annual target set each January based on previous year's performance.	2025–2028; indicative annual glidepath: Production -0.5–0.6 pp/year, Office -0.2 pp/year.
Methodology & assumptions	LTIF = lost-time injuries (≥1 full day) per 1 000 000 hours worked; data from incident logs and time tracking (2024 hours disclosed).	Measure = sickness absence % of theoretical working time, using occupational health and HR absence data.
Stakeholder involvement	Worker input via safety observations; priorities informed by survey insights and incident learnings; executive approval of targets.	Engagement with team leaders (early support), employees, and occupational health provider to co-design actions and enable early interventions.
Monitoring & review (metrics, cadence)	Monthly H&S reviews; semi-annual management reviews; KPIs: LTIF (rolling 12-month), recordables, days lost, safety observations.	Monthly follow-up by Management Team; KPIs: absence % (production/office), diagnosis of group trends, LTIF, safety observations.
2025 results	LTIF = 11.38	Production = 10.26 %
	Recordables = 9	Officials = 2.43 %
	Days lost = 49	Off track
	Off track	Corrective actions: Early support and ergonomics training
	Corrective actions: Improved safety training, development of production daily management.	

Reflecting on risks and opportunities lower LTIF and sick leave directly reduce health-related absence risk and productivity loss; sustained engagement supports retention and employer brand – both identified business dependencies relating to the workforce.

Process for setting and tracking targets

Health & Safety targets support Framery's zero accidents ambition and ISO-45001-based management system coverage for all employees and contractors; well-being targets align with People & Culture priorities and Framery's culture & organization strategy, with the strengthened occupational health service model introduced in 2024.

LTIF measures ≥1-day lost time injuries per 1 000 000 hours worked; sickness absence is reported as % of theoretical working time; engagement is measured via Siqni Flame Index.

Workers' perspectives inform priorities through the employee experience survey and ongoing safety observations; occupational health specialists provide data insights and preventive recommendations used in target tracking and early support processes.

Performance is reviewed monthly by the Management Team and quarterly by the OHS Committee against the interim path. KPIs include LTIF (rolling 12 months), recordables, days lost, safety observations; sickness absence % (by function) and cause categories; Siqni Flame Index and action-plan completion.

Any change to scope, metric, or trajectory (e.g., expansion of sickness absence reporting beyond Finland or revised LTIF step-down) will be explained with the rationale (e.g., system upgrades, structural changes) and the impact on comparability.

Progress against targets

In 2025, Framery's LTIF was 11.38 (2024: 2.7), with 9 recordable injuries and 49 days lost. The Company did not meet its <5 near-term target. Production sickness absence increased slightly to 10.26% (2024: 10.1%) and officials decreased to 2.43% (2024: 2.6%).

Lessons learned and planned improvements

The significant increase in LTIF to 11.38 in 2025 highlights a clear need to strengthen the safety management protocols and organizational safety culture. To reverse this trend and achieve the near-term target of <5, the Company is prioritizing the enhancement of daily safety leadership and implementing more robust, practical safety training. Regarding sickness absences, Framery is already implementing several production-level ergonomics projects and planning early support training.

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Characteristics of Framery's employees

The figures in this section are calculated as headcount, not FTE, which is also consistent with Framery's financial reporting (see Note 2.4 Employee benefit expenses in the Financial Statements). Framery's HR management system gives these options for gender:

Female, Male, Non-binary, Prefer not to respond. It should be noted that not every employee has chosen to disclose their gender.

Table S1-6.1

Gender	Number of employees (headcount)
Male	298
Female	150
Non-binary	0
Prefer not to respond	0
Not disclosed	36
Total employees	**484**

Table S1-6.2

1.1.2025 - 31.12.2025	Male	Female	Not disclosed	Total
Employees	298	150	36	484
Permanent employees	257	139	25	421
Temporary employees	41	11	11	63
Non-guaranteed hours employees	17	3	4	24
Full-time employees	277	146	32	455
Part-time employees	4	1	0	5

At the reporting date (December 31, 2025) Framery had 5 part-time employees and 63 temporary employees. Of temporary employments 6 were due to substitution, 7 were project workers, 1 due to own request, and 49 due to demand instability in production. 24 of those in production were non-guaranteed hours employees.

Attrition

Framery uses monthly attrition reporting. Attrition at Framery refers to the departure rate, which is the ratio of permanent employees who left during a reporting period to the average number of permanent employees during that same period.

During the reporting period 38 permanent employees left Framery (9.35% attrition rate) with the average number of permanent employees 406.

The data presented in this section is internally collected and aggregated from the HR management system. The data has been externally assured as part of the limited assurance process conducted by the Company's auditor.

Diversity

Table S1-9.1 presents the gender breakdown of employee age groups. In each age group, the table shows the number and proportion of male, female, non-binary, and not-disclosed gender groups, with a total count for each group. "Non-binary" refers to gender identities outside the binary identities and "Not disclosed" is used when the employee has not specified their gender to the HR system.

Table S1-9.1 Employee age groups

Employee age group	Male N	Male %	Female N	Female %	Non-binary N	Non-binary %	Prefer not to respond N	Prefer not to respond %	Not disclosed N	Not disclosed %	Total
Employees under 30 years old	71	64%	23	21%	0	0%	0	0%	16	14%	110
Employees 30–50 years old	210	61%	119	34%	0	0%	0	0%	18	5%	347
Employees over 50 years old	17	63%	8	30%	0	0%	0	0%	2	7%	27

Table S1-9.2 presents the gender breakdown of Framery's senior management, which in this instance refers to the Company Management Team. The Management Team consists of the CEO, Function Leaders (9 persons), and the Strategy Director. The same categorization applies as in table S1-9.1, and senior management is also included in the aforementioned table.

Table S1-9.2 Gender breakdown of senior management

Employee group	Male N	Male %	Female N	Female %	Non-binary N	Non-binary %	Prefer not to respond N	Prefer not to respond %	Not disclosed N	Not disclosed %	Total
Senior management	7	64%	4	36%	0	0%	0	0%	0	0%	11

The data presented in this section is internally collected and aggregated from the HR management system. The data has been externally assured as part of the limited assurance process conducted by the Company's auditor.

Social protection

All employees are covered by social protection against loss of income due to major life events through public programs or through benefits offered by Framery. The coverage of social protection for the employees in all countries of operation is confirmed based on a legal review of the public social security programs and national regulations (e.g., official government and authority websites) in those countries. This coverage data has been internally collected and externally assured as part of the limited assurance process conducted by the Company's auditor.

Training and skills development

Framery's Culture & Organization strategy steers the Company's organizational-level learning and development needs and plans, and these plans are annually assessed and determined in the Personnel Plan (Work Community Development Plan). This top-down approach ensures alignment with Framery's strategy and objectives. Beyond the organizational level, needs and actions are planned at the function, team, and individual levels, ensuring all specific requirements are met across the organization. Each function is responsible for identifying, maintaining, and developing their strategic and competitive core competencies. This also includes minimizing associated competence risks.

Development and growth at Framery focuses on two key areas:

- Strengthening capabilities for development and growth, which involves equipping individuals with the skills and mindset for continuous learning and development.
- Ensuring there are no significant risks to the Company's strategic and competitive core competencies, which means focusing on identifying and mitigating risks related to skill shortages and ensuring the necessary talent to maintain a competitive advantage.

Framery's development and growth framework is built on the following cornerstones, designed to facilitate continuous professional growth and skill development. These include:

- Developing on the job: Emphasizing practical application and skill acquisition through daily work challenges.
- Learning from others: Encouraging peer-to-peer knowledge transfer, mentorship, and collaborative problem-solving.
- Developing through internal mobility and job rotation: Promoting career progression and broader business understanding through movements across roles and functions. This is further enhanced by Job Shadowing Days, organized one to two times a year, where employees gain diverse perspectives and expand their internal networks.
- Developing through training, both internal and external: Providing structured learning opportunities, both in-house and through external providers, to address specific skill gaps and development needs.
- Personal Development one-to-ones: An annual or biannual formal conversation between team leader and employee.

Each function and team has an annual planning and budgeting process in the fall. Function Leaders and team leaders plan and decide how to support their teams' development and growth efficiently and how to allocate the budget. The annual Personal Development process drives individual development activities, requiring a minimum of one discussion per year between the team leader and each employee. Team leaders' Personal Development process also includes a 360-degree feedback survey to help them mirror strengths and areas for development. The need for specific employee training is planned by team leaders, decided within respective functions, and agreed upon collaboratively between the team leader and the employee. The execution of the annual Personal Development process is supported by Framery's HR system and performance enablement system, where it is also possible to report the percentage of Personal Development discussions held.

In 2025, 56% of production employees confirmed that they had completed the annual performance review, while the rest completed it in January 2026. The annual performance review process applies from the day the employee exceeds 6 months of employment.

In 2025, 56% of officials employees (incl. officials and senior officials) confirmed that they had completed the annual Personal Development one-to-one.

In 2025, 65% of team leaders (incl. senior management) confirmed that they had completed their annual Personal Development one-to-one.

To support organizational-level development and growth, the Framery Learning Series concept was launched in 2024. This initiative directly supports strategy implementation and aims to expand employees' business knowledge. Five separate sessions have been held on strategic themes ranging from strategic analysis and planning to sales and operations. In addition to these, Framery offers training on the Company's information security policies and practices and on its Code of Conduct for all employees to ensure adherence to the required ethical standards. Furthermore, every new employee undergoes a general onboarding process, comprising multiple themed sessions that cover general practices and essential company operations.

Framery hosts training sessions for team leaders to ensure quality leadership throughout the organization. In 2025, the Company launched its new leadership framework and trained team leaders on company leadership routines. Recurring team leader training sessions are also held on topics such as information security, the Early Bird Intervention Model (EBIM) for employee well-being, and compensation.

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Beyond formal training, Framery actively promotes internal mobility and job rotation to broaden employees' experiences and enhance their understanding of different organizational functions. In 2025 the Company had six (6) internal transfers and ten (10) employees in fixed-term job rotation. Recurring Job Shadowing Days are a key initiative in this regard, facilitating curiosity and learning across roles by pairing employees for immersive shadowing experiences. In 2025 there were 24 pairs participating in Job Shadowing Days.

The average number of training hours in 2025 per employee was 3.4.

Note! Framery's performance enablement tools does not include people's personal or employment data; therefore, it is not possible to report these numbers by gender or employee category. The policy and guideline for all employees is to have personal development one-to-one discussions at least once a year. There is no mandatory reporting policy for these discussions, therefore the numbers do not reflect reality.

Table S1-13.1 Training and skills development indicators by gender

Training and skills development	Male	Female	Non-binary	Prefer not to respond	Not disclosed	Total average
Average number of training hours per personforemployees	3.6	3.0	0	0	3.1	3.4

The data presented in Table S1-13.1 is internally collected and aggregated from the HR management system and performance enablement system. The data has been externally assured as part of the limited assurance process conducted by the Company's auditor.

Health and safety

Table S1-14.1 Health and safety metrics

Health and safety metrics	2025
Percentage of people in own workforce who are covered by a health and safety management system based on legal requirements and (or) recognized standards or guidelines	100%
Number of fatalities in own workforce as result of work-related injuries and work-related ill health	0
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on the Company's site.	0
Number of recordable work-related accidents for own workforce	9
Rate of recordable work-related accidents for own workforce	11.38 (LTIF)
Number of cases of recordable work-related ill health of employees	0*
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health, and fatalities from ill health related to employees	49
Description of underlying standards for internal audit or external certification of health and safety management system	ISO 45001

* This figure is based on occupational diseases confirmed by the insurance company.

During 2025, there were nine (9) work-related injuries that resulted in time off work for Framery employees. The total number of lost days from these injuries was 49, with individual absences varying between 2 to 15 days. There were no work-related injuries involving non-employee workers.

The Company's accident frequency rate was 11.38. There were no fatalities in 2025.

All Framery employees are covered by the Company's occupational health and safety management system. The system is certified according to the ISO 45001 standard, demonstrating Framery's commitment to a proactive and systematic approach to managing workplace risks. The data, however, has not been subject to external validation, and its accuracy remains the sole responsibility of the Company.

Work-life balance

All Framery employees are entitled to take family-related leave in accordance with local regulations and collective bargaining agreements.

The percentage of employees that took family-related leave is calculated in the form [employees that took leave / total headcount]. Table S1-15.1 indicates that only females and males took family-related leave during the reporting period.*

*Data for employees taking family related leave in the US is not complete, since this is not systematically reported in the Company's systems.

Table S1-15.1

Work-life balance metrics	Male	Female	Non-binary	Prefer not to respond	Not disclosed	Total
Employees entitled to take family-related leave	100%	100%	100%	100%	100%	100%
Entitled employees that took family-related leave	8.2%	4.1%	0%	0%	0.2%	12.6%

The data presented in table S1-15.1 is internally collected and aggregated figures from the HR system. The data has been externally assured as part of the limited assurance process conducted by the Company's auditor.

Incidents, complaints, and severe human rights impacts

Table S1-17.1

Incidents, complaints, and severe human rights impacts	2025
Total number of incidents of discrimination, including harassment	1
Number of complaints filed through channels for people in own workforce to raise concerns	4
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	0
Amount of fines, penalties, and compensation payouts for damages as a result of the incidents and complaints disclosed above	0
Number of severe human rights incidents connected to own workforce	0
Number of severe human rights incidents connected to own workforce that are cases of non-respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0
Amount of fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	0
Number of severe human rights cases where undertaking played role securing remedy for those affected	0

During the reporting period, Framery received a total of four (4) reports through its whistleblowing channel. All reports pertained to internally reported inappropriate behavior by individual employees. Two (2) of these reports concerned the same issue, and one (1) of the four cases was classified as discrimination.

The cases were handled internally and did not involve any legal violations, fines, sanctions, or compensation. The reported inappropriate behavior was verbal in nature. The reports did not constitute severe human rights impacts.

Upon receiving the reports, Framery took immediate action to address the concerns. Each case was handled confidentially and in accordance with the Company's Whistleblowing Policy. A thorough internal investigation was conducted for each report, and the issues were resolved.

The data is internally collected from the whistleblowing channel. The data has been externally assured as part of the limited assurance process conducted by the Company's auditor.

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Governance structure

Framery's governance structure – which includes the Annual General Meeting, Board of Directors, Management Team, Function Leaders, and Steering Groups – is designed to ensure responsible business conduct and strategic leadership. Furthermore, the Company's operations are organized into functions and in teams.

Annual General Meeting

The Annual General Meeting (AGM) is Framery's highest decision-making body. Held annually, the AGM is a meeting where shareholders exercise their ownership rights and make key decisions about the Company's governance and finances. The AGM's role is to ensure accountability and provide a check on the powers of the Board of Directors and the CEO.

Board of Directors

The Board of Directors is appointed yearly and brings diverse expertise, including industry knowledge, financial expertise, and business growth. The Board of Directors manages the Company's long-term strategy, approves and monitors goals, oversees financial reporting, and ensures proper operations. It appoints the CEO and decides on major matters such as investments and acquisitions.

Management Team

The Management Team is responsible for the strategic leadership of Framery. It serves as the Company's strategic decision-making and planning body. The team's role includes preparing materials for meetings of the Board of Directors and following up on the implementation of strategic projects, as well as monitoring key business metrics and figures. The Management Team comprises the CEO, the Strategy Director, and the Function Leaders.

Function Leaders

Function Leaders are responsible for the planning, budgeting, and people within their own functions. They ensure that their function's operations and plans are aligned with the Company's overall strategy and most important initiatives. Function Leaders are also responsible for cross-functional alignment.

Steering Groups

Steering Groups are cross-functional forums that lead projects, business planning, or other cross-functional topics. Each Steering Group has a Function Leader as the chairperson and at least one appointed person as the manager. Active Steering Groups are, for example, Framery Subscribed, Sales & Operations Planning, Quality Steering, and Sustainability Steering.

Material impacts, risks, and opportunities related to business conduct

Framery's DMA assessment highlighted how a strong and transparent corporate culture, together with trusted whistleblowing practices, plays a central role in supporting responsible growth. Framery's culture is deeply rooted in openness, accountability, and shared values, which help strengthen stakeholder confidence and employee engagement. At the same time, the Company acknowledges that maintaining these standards requires continuous attention – risks such as isolated misconduct or breaches of trust can emerge even in mature governance environments.

To address this, Framery focuses on reinforcing ethical practices, clear expectations for behavior, and transparency across its operations. These governance foundations are viewed not only as safeguards but also as drivers of long-term resilience. Refer to ESRS 2, Process to identify and assess sustainability impacts, risks, and opportunities, for a description of the materiality assessment methodology.

Material topic	Material impacts, risks, and opportunities	Value chain location	Time frame	Management response
Corporate culture	**Positive impact**			
	Framery's Culture Handbook and Code of Conduct prioritize the importance of good corporate culture and business conduct. These are shared with all employees. In addition, Framery provides culture onboarding and communication that promote an ethical and positive corporate culture.	Own operations	Long	Framery will nurture a strong and transparent corporate culture that supports responsible business conduct and long-term value creation.
	Opportunity			
	Framery's work culture – with strong corporate and sustainability-related values – helps to attract and retain a talented workforce, leading to improved productivity, innovation, and employee satisfaction while reducing turnover and recruitment costs.	Own operations	Long	Framery will leverage its values-driven culture to attract and retain talent, strengthen stakeholder trust, and support sustainable growth.
Protection of whistleblowers	**Positive impact**			
	Framery has established an internal and external whistleblowing channel to enable employees and any externals to anonymously report any suspected cases of illegal or unethical behavior in the workplace. The process follows the EU Whistleblowing Directive and the Finnish law based on the Directive.	Own operations, upstream, downstream	Medium	Framery will maintain transparent and trusted reporting channels that encourage openness and accountability throughout the organization.

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Corporate culture and business conduct policies

Framery's corporate culture is described in the Company's Culture Handbook - Being Framerian, which serves as the foundation for the Company's business conduct policies. The handbook clarifies Framery's shared values, expectations, and how the Company operates to achieve the best results. It is a guiding document for how every employee should act and behave. Framery's Code of Conduct policy complements the Culture Handbook, forming a unified framework for ethical business conduct and corporate culture. These policies and codes of conduct apply to the entire Framery workforce. The most senior-level accountability regarding the implementation of the policies lies with the Company's Management Team. All policies regarding Framery's own workforce are disclosed in the "Policies related to own workforce" section in S1 chapter.

Values

Framery's corporate values are explicitly outlined in the Culture Handbook and form the core of the Company's business conduct:

- Respect
- Courage & Curiosity
- Transparency
- Responsibility
- Good Judgment

Each value is described in detail, with examples of principles, choices, and actions that align with them, ensuring that ethical conduct is integrated into Framery's daily work.

Role of governance bodies

The Company's administrative, management, and supervisory bodies are actively involved in fostering its corporate culture.

Board of Directors

The Board of Directors reviews and discusses People & Culture-related matters, including Framery's corporate culture and business conduct, at least once a year. This oversight ensures that the Company's cultural principles remain aligned with its long-term strategic direction.

Management Team

The Management Team provides direction by regularly discussing cultural and organizational matters. The Management Team is responsible for aligning ways of working and strategic decisions with the corporate culture. Members of the Management Team are always involved in the execution of culture-shaping projects.

Fostering and communicating culture

Framery's corporate culture is put into practice and reinforced throughout the organization by:

Employee collaboration

The Culture Handbook was originally drafted in collaboration with employees in 2018, with final approval from the CEO. While subsequent revisions have been top-down, the initial collaborative process ensures the values reflect the Framery community.

Onboarding and training

The Company hosts a general onboarding session about the Culture Handbook for all new employees.

Communication and engagement

Over the years, Framery has executed communication campaigns to actively promote and reinforce its cultural values.

Mechanisms for identifying, reporting, and investigating concerns

Framery maintains high standards of ethics, integrity, and transparency. The Company utilizes a Whistleblowing Policy and a secure online platform to allow all Framerians (internal stakeholders) and external stakeholders to report suspected breaches of Finnish or EU law, unethical conduct, or serious misconduct. This serves as an early warning system to promote responsible business practices. Issues concerning public procurement, financial services, product safety, environmental protection, data privacy, EU financial interests, discrimination, harassment, bribery, serious safety deficiencies, or environmental crime should be reported. Personal grievances are handled via HR processes. Reports can be submitted anonymously.

The reporting procedure involves submission, acknowledgment within seven calendar days, assessment and impartial investigation by Designated Persons (Whistleblowing Team), and feedback within three (3) months of acknowledgment. Criminal cases are handed over to competent authorities. This established procedure - including the prompt, independent, and objective investigation by Designated Persons - is also applied to follow-up and investigate all other reported business conduct incidents, including incidents of corruption and bribery.

To ensure all stakeholders are aware of their rights and the correct procedures, the whistleblowing system and its use are communicated to all employees as part of the general onboarding process. Furthermore, the Whistleblowing Team responsible for receiving, assessing, and investigating reports has been specifically trained to handle reports impartially, confidentially, and in accordance with all legal requirements, ensuring the integrity of all investigations into business conduct incidents.

Framery's Code of Conduct further guides ethical practices, human rights, labor rights, and environmental values, emphasizing compliance with all relevant laws and regulations.

Protection of whistleblowers

Framery protects whistleblowers in accordance with the Finnish Whistleblower Act (1171/2022).

Internal whistleblower reporting channels

The Company provides a dedicated secure online platform managed by an external partner, to ensure anonymity and security. The communication channel is encrypted and password-protected. Two designated handlers at Framery have restricted access to reports.

Measures to protect against retaliation

The Company's Whistleblowing Policy strictly forbids retaliation against good-faith reporters or those assisting them, with disciplinary action for any adverse treatment. The identity of a whistleblower and information about them is treated with the utmost confidentiality, with access limited to Designated Persons. Protection is granted if there are reasonable grounds to believe the reported information is true and within the scope of the Finnish Whistleblower Act (1171/2022). All personal data processing complies with the EU General Data Protection Regulation (GDPR) and Finnish data protection laws.

Policies on anti-corruption and anti-bribery

Framery has clear anti-corruption and anti-bribery policies consistent with the UN Convention against Corruption (UNCAC). The Company's Code of Conduct explicitly states: "We will not make bribes, nor will we condone the offering of bribes on our behalf", and "We will not accept bribes, nor will we agree to them being accepted on our behalf". There are strict rules in place regarding gifts and hospitality, prohibiting valuable, lavish, or frequent items or entertainment. Bribery concerns are also explicitly reportable via the Company's whistleblowing channel.

The functions that are assessed to be most at risk of corruption and bribery are those involving direct contact with external parties, significant procurement decisions, and financial transactions. These functions include Sourcing, Purchasing, Sales, Global Logistics, and Finance.

The Code of Conduct is introduced to employees during their onboarding period. To facilitate this, Framery has created an e-learning training course which is part of the onboarding for all new employees. The Code of Conduct training includes the following sections:

Cornerstone of decision making

Values are at the heart of what Framery does; How to make decisions in accordance with culture and values

Areas of decision making

Diversity, Equality, and Inclusion; Health, safety, and well-being at work; Environment; Framery's assets and trade secrets; Free and fair competition; Gifts and hospitality; Conflicts of interest in decision making

Making good decisions

When you notice inappropriate behavior; Whistleblowing channel

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Datapoints that derive from other EU legislation

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ESRS 2 GOV-1	21 (d)	Board's gender diversity	x		x		Sustainability governance
ESRS 2 GOV-1	21 (e)	Percentage of board members who are independent			x		Sustainability governance
ESRS 2 GOV-4	30	Statement on due diligence paragraph	x				Sustainability governance
ESRS 2 SBM-1	40 (d) i	Involvement in activities related to fossil fuel activities	x	x	x		Not material
ESRS 2 SBM-1	40 (d) ii	Involvement in activities related to chemical production	x		x		Not material
ESRS 2 SBM-1	40 (d) iii	Involvement in activities related to controversial weapons	x		x		Not material
ESRS 2 SBM-1	40 (d) iv	Involvement in activities related to cultivation and production of tobacco			x		Not material
ESRS E1-1	14	Transition plan to reach climate neutrality by 2050				x	Developing a transition plan
ESRS E1-1	16 (g)	Undertakings excluded from Paris-aligned Benchmarks		x	x		Developing a transition plan
ESRS E1-4	34	GHG emission reduction targets	x	x	x		Developing a transition plan
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	x				Not material
ESRS E1-5	37	Energy consumption and mix	x				Energy
ESRS E1-5	40 to 43	Energy intensity associated with activities in high climate impact sectors	x				Energy
ESRS E1-6	44	Gross Scope 1, 2, 3 and Total GHG emissions	x	x	x		Energy
ESRS E1-6	53 to 55	Gross GHG emissions intensity	x	x	x		Energy
ESRS E1-7	56	GHG removals and carbon credits				x	Not material
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			x		Phase-in used
ESRS E1-9	66 (a)	Disaggregation of monetary amounts by acute and chronic physical risk		x			Phase-in used
ESRS E1-9	66 (c)	Location of significant assets at material physical risk		x			Phase-in used
ESRS E1-9	67 (c)	Breakdown of the carrying value of its real estate assets by energy efficiency classes		x			Phase-in used
ESRS E1-9	69	Degree of exposure of the portfolio to climate-related opportunities			x		Phase-in used
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water, and soil	x				Not material
ESRS E3-1	9	Water and marine resources	x				Not material
ESRS E3-1	13	Dedicated policy paragraph	x				Not material
ESRS E3-1	14	Sustainable oceans and seas	x				Not material
ESRS E3-4	28(c)	Total water recycled and reused	x				Not material
ESRS E3-4	29	Total water consumption in m3 per net revenue on own operations	x				Not material
ESRS 2- IRO 1 - E4	16 (a) i		x				Not material
ESRS 2- IRO 1 - E4	16 (b)		x				Not material
ESRS 2- IRO 1 - E4	16 (c)		x				Not material
ESRS E4-2	24 (b)	Sustainable land / agriculture practices or policies	x				Not material
ESRS E4-2	24 (c)	Sustainable oceans / seas practices or policies	x				Not material
ESRS E4-2	24 (d)	Policies to address deforestation	x				Not material
ESRS E5-5	37 (d)	Non-recycled waste paragraph	x				Not material
ESRS E5-5	39	Hazardous waste and radioactive waste	x				Not material
ESRS 2- SBM3 - S1	14 (f)	Risk of incidents of forced labor	x				Not material

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ESRS 2- SBM3 - S1	14 (g)	Risk of incidents of child labor	x				Not material
ESRS S1-1	20	Human rights policy commitments	x				Policies related to own workforce
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8			x		Policies related to own workforce
ESRS S1-1	22	Processes and measures for preventing trafficking in human beings	x				Policies related to own workforce
ESRS S1-1	23	Workplace accident prevention policy or management system	x				Policies related to own workforce
ESRS S1-3	32 (c)	Grievance/complaints handling mechanisms	x				Remediating negative impacts
ESRS S1-14	88 (b) and (c)	Number of fatalities and number and rate of work-related accidents	x		x		Health and safety
ESRS S1-14	88 (e)	Number of days lost to injuries, accidents, fatalities, or illness	x				Health and safety
ESRS S1-16	97 (a)	Unadjusted gender pay gap	x		x		Not material
ESRS S1-16	97 (b)	Excessive CEO pay ratio	x				Not material
ESRS S1-17	103 (a)	Incidents of discrimination	x				Incidents, complaints, and severe human rights impacts
ESRS S1-17	104 (a)	Non-respect of UNGPs on Business and Human Rights and OECD	x		x		Incidents, complaints, and severe human rights impacts
ESRS 2- SBM3 – S2	11 (b)	Significant risk of child labor or forced labor in the value chain	x				Material impacts, risks, and opportunities related to own workforce
ESRS S2-1	17	Human rights policy commitments	x				Phase-in used
ESRS S2-1	18	Policies related to value chain	x				Phase-in used
ESRS S2-1	19	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	x		x		Phase-in used
ESRS S2-1	19	Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8			x		Phase-in used
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	x				Phase-in used
ESRS S3-1	16	Human rights policy commitments	x				Not material
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD	x		x		Not material
ESRS S3-4	36	Human rights issues and incidents	x				Not material
ESRS S4-1	16	Policies related to consumers and end users	x				Not material
ESRS S4-1	17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	x		x		Not material
ESRS S4-4	35	Human rights issues and incidents	x				Not material
ESRS G1-1	10 (b)	United Nations Convention against Corruption	x				Corporate culture and business conduct policies
ESRS G1-1	10 (d)	Protection of whistleblowers	x				Corporate culture and business conduct policies
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

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ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1			
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II	
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2	
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6	
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1			
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1			
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1			
ESRS E1-6 Gross Scope 1, 2, 3, and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)	
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)	
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II	
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.		
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)				

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ESRS E1-9 Breakdown of the carrying value of real estate assets by energy-efficiency classes paragraph 67 (c)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral.		
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II	
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water, and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1			
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1			
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1			
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1			
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1			
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1			
ESRS 2- IRO 1 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1			
ESRS 2- IRO 1 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1			
ESRS 2- IRO 1 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1			
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1			
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1			
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15Table #2 of Annex 1			
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1			
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1			
ESRS 2- SBM3 - S1 Risk of incidents of forced labor paragraph 14 (f)	Indicator number 13 Table #3 of Annex I			
ESRS 2- SBM3 - S1 Risk of incidents of child labor paragraph 14 (g)	Indicator number 12 Table #3 of Annex I			
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I			
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II	
ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 1 Table #3 of Annex I			

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ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I			
ESRS S1-3 Grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I			
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II	
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I			
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II	
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I			
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I			
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	Indicator number 10 Table #1 and Indicator number 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)	
ESRS 2-SBM3 – S2 Significant risk of child labor or forced labor in the value chain paragraph 11 (b)	Indicators number 12 and number 13 Table #3 of Annex I			
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1			
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and number 4 Table #3 of Annex 1			
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II	
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1			
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1			
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles and/or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1			
ESRS S4-1 Policies related to consumers and end users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1			
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1			
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1			
ESRS G1-1 Protection of whistleblowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1			
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)	
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1			

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Group structure

The Framery Group was founded in February 2018. The Framery Group includes the following nine companies:

Framery Group Oyj	Parent company of the Group.
Framery Finance Oy	A subsidiary of which 100% is owned by Framery Group Oyj. Is a company that was founded in 2018, which is responsible for the production of the Group's services.
Framery Oy	A subsidiary of which 100% is owned by Framery Finance Oy. Was founded in 2010 and it is responsible for product sales in Finland and partly responsible for export sales in the Group.
Framery Trade Oy	A subsidiary of which 100% is owned by Framery Oy. Is a company founded in 2018, which is partly responsible for the Group's export sales.
Framery, Inc. (US)	A subsidiary of which 100% is owned by Framery Oy. Is a company that was founded in 2016, which is responsible for product sales in the United States.
Framery Canada LTD (CA)	A subsidiary of which 100% is owned by Framery Oy. Is a Canadian subsidiary founded in 2021, responsible for the Framery Group's export sales to Canada.
Framery Singapore Pte. Ltd. (SG)	A subsidiary of which 100% is owned by Framery Oy. Is a subsidiary founded in 2019, which is partly responsible for the Group's export sales to the Asian market.
Framery Australia Pty Ltd. (AU)	A subsidiary of which 100% is owned by Framery Oy. Is an Australian subsidiary founded in 2020, which is responsible for the Framery Group's export sales to Australia and New Zealand.
Framery Japan Co., Ltd. (JP)	A subsidiary of which 100% is owned by Framery Oy. Is a Japanese subsidiary founded in 2020 that is responsible for the marketing of Framery's products in Japan.

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The Board of Directors

Members of the Company's Board of Directors 31 December 2025

Mika Sutinen
Chair of the Board of Directors 2022–, Chair of the Audit Committee, Member of the Remuneration Committee
Master of Science (Finance and Accounting)
Born 1966, Finnish citizen, male
Main occupation: Board professional
Framery Group Plc shares on 31 December 2025: 243 238*

Ville Koskenvuo
Vice Chair of the Board of Directors 2025–, Member of the Board of Directors 2018–, Chair of the Remuneration Committee
Master of Science (Industrial Engineering and Management)
Born 1979, Finnish citizen, Male
Main occupation: Partner of Vaaka Partners Oy
Framery Group Plc shares on 31 December 2025: 0*

Gregory Bylsma
Member of the Board of Directors 2022–, Member of the Audit Committee
Bachelor of Arts (Accounting)
Born 1965, American citizen, male
Main occupation: Member of the Board of Directors of Cascade Engineering
Framery Group Plc shares on 31 December 2025: 152 739*

Timo Toikkanen
Member of the Board of Directors 2022–, Member of the Remuneration Committee
Master of Laws
Born 1966, Finnish citizen, Male
Main occupation: Managing Director of Varjo Technologies Oy
Framery Group Plc shares on 31 December 2025: 243 238*

Pipsa Loimijoki
Member of the Board of Directors 2025–, Member of the Audit Committee
Master of Science (Finance)
Born 1992, Finnish citizen, female
Main occupation: Investment Professional at Vaaka Partners Oy
Framery Group Plc shares on 31 December 2025: 0*

* Including own holdings and controller entities.

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The Management Team

Members of the Management Team 31 December 2025

Samu Hällfors
Chief Executive Officer 2017–
Studies in industrial engineering and management
Born 1988, Finnish citizen, male
Framery Group Plc shares on 31 December 2025: 5 119 190

Lauri Isotalo
Chief Financial Officer 2017–
Master of Science (Industrial Engineering and Management)
Born 1987, Finnish citizen, male
Framery Group Plc shares on 31 December 2025: 402 627

Inka Roos
Acting Chief Marketing Officer 2025–
Master of Design (Arts and Culture, Regenerative Design, and Media Competence)
Born 1984, Finnish citizen, female
Framery Group Plc shares on 31 December 2025: 8 716

Lasse Karvinen
Head of Sales 2024-
Master of Science (Marketing)
Born 1986, Finnish citizen, male
Framery Group Plc shares on 31 December 2025: 740 924

Arto Vahvanen
Head of Smart Office Solutions 2022–
Master of Science (Computer Science)
Born 1977, Finnish citizen, male
Framery Group Plc shares on 31 December 2025: 18 601

Anni Hallila
Head of People and Culture 2018–
Master of Science (Business Administration)
Born 1982, Finnish citizen, female
Framery Group Plc shares on 31 December 2025: 236 838

Henrik Skyttä
Head of Customer Operations 2025–
Master of Science (Accounting), MBA
Born 1974, Finnish citizen, male
Framery Group Plc shares on 31 December 2025: 21 856

Tomi Nokelainen
Acting Head of R&D 2025–
Doctor of Technology, Master of Science (Industrial Engineering and Management), Authorized Patent Attorney
Born 1976, Finnish citizen, male
Framery Group Plc shares on 31 December 2025: 58 188

Hannu Seppä
Head of Supply Chain 2017–
Master of Science (Industrial Engineering and Management)
Born 1988, Finnish citizen, male
Framery Group Plc shares on 31 December 2025: 284 204

Oona Vilermo
Strategy Director 2024–
Master of Public Administration
Born 1996, Finnish citizen, female
Framery Group Plc shares on 31 December 2025: 58 188

Daniela Tjeder
Chief Marketing Officer 2018–
Master of Science (Marketing)
Born 1985, Finnish citizen, female
Framery Group Plc shares on 31 December 2025: 355 257

The resumes of the members of the Management Team are available on the company website at https://framery.com/sijoittajat/en/governance/management-team/.

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Framery reports alternative performance measures as additional information to the financial measures presented in the consolidated statement of comprehensive income, balance sheet, statement of cash flow, and in the notes disclosure prepared in accordance with the IFRS Accounting Standards.

Revenue Growth, %	$\frac{\text{Revenue for the period - Revenue for the previous period}}{\text{Revenue for the previous period}} \times 100$
Organic revenue	Revenue adjusted by excluding the revenue generated from business acquisitions or divestments
EBITDA	Operating profit + depreciation, amortizations and impairment
Items affecting comparability	Items affecting comparability are defined as unusual significant items outside the ordinary course of business. Items affecting comparability include e.g. costs related to changes in group structure, non-recurring consulting and legal expenses, people related non-recurring expenses such as top management recruitment expenses, expenses related to pre-listing share based incentive programs (including the change in the value of redemption liability for own shares), non-recurring expenses related to new product launch and strategic growth, non-recurring component quality costs and related insurance compensations, and costs related to preparations for and the implementation of the Company's listing on the stock exchange
Adjusted EBITDA	Operating profit + depreciation, amortizations and impairment +/- items affecting comparability
EBIT	Operating profit
Adjusted EBIT	Operating profit +/- items affecting comparability
EPS (basic and diluted, EUR)	$\frac{\text{Profit for the period - preference return attributable to the holders of series P shares}}{\text{Weighted average number of shares outstanding during the period}} \times 100$
Net working capital	Inventories + trade receivables + other receivables less financing agreement related accruals and income tax receivables - trade payables - contract liabilities – provisions - other current payables less other current liabilities related to share based payments and income tax payable
Investments	Purchases of property, plant and equipment and intangible rights derived from the Group's consolidated statement of cash flows
Operating Free Cash Flow	Adjusted EBITDA - repayments of lease liabilities derived from the Group's consolidated statement of cash flows - investments + change in net working capital
Capital Employed	Other intangible assets + right-of-use assets + property, plant and equipment + net working capital (on average, rolling 12 months)
ROCE	$\frac{\text{Adjusted EBIT (12 months rolling)}}{\text{Capital employed}} \times 100$
ROE	$\frac{\text{Profit for the period (12 months rolling)}}{\text{Total equity (average of opening and closing balance of the previous 12 months)}} \times 100$
Net debt	Bank loans + lease liabilities + shareholder loans + series P shares reserve - cash and cash equivalents
Personnel	Personnel employed by Framery of the last day of the reporting period
Net debt / Adjusted EBITDA	$\frac{\text{Net debt}}{\text{Adjusted EBITDA (12 months rolling)}} \times 100$
Cash conversion	$\frac{\text{Operating free cash flow}}{\text{Adjusted EBITDA}} \times 100$

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EUR million	1-12 2025	1-12 2024	1-12 2023	1-12 2022
Items affecting comparability				
Costs related to changes in Group structure	-	-	0.0	0.0
Non-recurring consulting and legal expenses	0.1	0.7	-	0.6
Non-recurring people expenses	-	0.0	0.0	-
Expenses related to pre-listing share based incentive programs (including the change in the value of redemption liability for own shares)	6.9	-0.4	-0.9	4.3
Non-recurring expenses related to new product launch and strategic growth	-0.1	2.8	0.3	0.0
Non-recurring component quality costs and related insurance compensations	0.3	0.3	0.0	0.1
Costs related to preparations for and the implementation of the Company's listing on the stock exchange	2.3	-	-	-
Items affecting comparability	**9.5**	**3.4**	**-0.5**	**5.1**
EBITDA and adjusted EBITDA				
Operating profit	41.0	29.6	31.5	24.1
Depreciation, amortization and impairment	5.8	5.6	4.0	4.5
EBITDA	**46.9**	**35.2**	**35.5**	**28.6**
Items affecting comparability	9.5	3.4	-0.5	5.0
Adjusted EBITDA	**56.4**	**38.6**	**35.0**	**33.7**
EBITDA margin, %	**21.1%**	**21.7%**	**23.5%**	**18.8%**
Adjusted EBITDA margin, %	**25.4%**	**23.8%**	**23.2%**	**22.1%**
Adjusted EBIT				
Operating profit	41.0	29.6	31.5	24.1
Items affecting comparability	9.5	3.4	-0.5	5.1
Adjusted EBIT	**50.5**	**33.0**	**31.0**	**29.2**
Adjusted EBIT margin, %	**22.8%**	**20.4%**	**20.5%**	**19.1%**
Net debt / Adjusted EBITDA				
Net debt	66.9	67.9	78.1	94.7
Adjusted EBITDA (12 months rolling)	56.4	38.6	35.0	33.7
Net debt / Adjusted EBITDA	**1.2**	**1.8**	**2.2**	**2.8**
Return on equity (ROE), %				
Profit for the period (12 months rolling)	20.4	19.6	19.3	13.1
Equity (average of the opening and closing balance of the last 12 months)	51.1	46.8	31.4	19.4
Return on equity (ROE), %	**39.9%**	**41.8%**	**61.6%**	**67.6%**
Net working capital				
Inventory	29.2	22.0	16.1	17.9
Trade receivables	25.9	26.4	20.3	21.7
Other receivables	6.4	5.7	4.6	3.5
Financing agreement related accruals	-	-1.3	-	-
Income tax receivables	-0.7	-	-	-
Trade payables	-22.9	-18.2	-13.8	-11.9
Contract liabilities	0.0	0.0	0.0	-0.4
Provisions	-0.4	-	-	-
Current other payables	-14.0	-14.5	-10.1	-9.4
Current payables related to share based payments	-	2.7	-	-
Income tax payable	0.4	1.1	0.3	0.9
Net working capital	**23.9**	**23.9**	**17.3**	**22.3**

EUR million	1-12 2025	1-12 2024	1-12 2023	1-12 2022
Operating Free Cash Flow				
Adjusted EBITDA	56.4	38.6	35.0	33.7
Repayments of lease liabilities	-1.6	-1.5	-1.5	-1.5
Investments	-3.1	-3.8	-6.2	-4.1
Change in net working capital	0.0	-6.6	5.0	-5.9
Operating Free Cash Flow	**51.6**	**26.6**	**32.3**	**22.2**
Cash Conversion				
Operating free cash flow	51.6	26.6	32.3	22.2
Adjusted EBITDA	56.4	38.6	35.0	33.7
Cash Conversion, %	**91.6%**	**68.9%**	**92.2%**	**66.0%**
Capital employed				
Other intangible assets in the beginning of the period	3.5	4.1	2.0	1.6
Right-of-use assets in the beginning of the period	3.6	4.4	2.8	3.8
Property, plant and equipment in the beginning of the period	6.9	7.1	6.1	6.2
Net working capital in the beginning of the period	23.9	17.3	22.3	16.4
Capital employed in the beginning of the period	37.9	32.9	33.2	27.9
Other intangible assets at the end of the period	2.9	3.5	4.1	2.0
Right-of-use assets at the end of the period	6.7	3.6	4.4	2.8
Property, plant and equipment at the end of the period	5.8	6.9	7.1	6.1
Net working capital at the end of the period	23.9	23.9	17.3	22.3
Capital employed at the end of the period	39.3	37.9	32.9	33.2
Capital employed (on average, rolling 12 months)	**38.6**	**35.4**	**33.0**	**30.6**
Return on capital employed (ROCE), %				
Adjusted EBIT (12 months rolling)	50.5	33.0	31.0	29.2
Capital employed	38.6	35.4	33.0	30.6
Return on capital employed (ROCE), %	**130.9%**	**93.4%**	**93.7%**	**95.4%**

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Consolidated statement of comprehensive income

EUR thousand	Note	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Revenue	**2.1.**	**222 128**	**162 119**
Other operating income	**2.6.**	1 158	1 587
Materials and services	**2.3.**	-106 134	-79 243
Employee benefit expenses	**2.4.**	-44 390	-30 007
Depreciation, amortisation and impairments	**2.7.**	-5 843	-5 557
Other operating expenses	**2.8.**	-25 896	-19 292
Operating profit		**41 023**	**29 607**
Finance income	**2.9.**	451	631
Finance costs	**2.9.**	-13 801	-6 350
Net financial items		**-13 350**	**-5 719**
Profit before tax		**27 672**	**23 888**
Income taxes	**2.10.**	-7 296	-4 322
Profit for the period		**20 376**	**19 566**
Other comprehensive income			
Items that may be reclassified to profit or loss			
Translation differences	**4.2.**	488	-267
Other comprehensive income for the period, net of tax		**488**	**-267**
Total comprehensive income for the period		**20 865**	**19 299**
Profit for the period attributable to:			
Owners of the parent company		20 376	19 566
Total comprehensive income for the period attributable to:			
Owners of the parent company		20 865	19 299
Earnings per share for profit attributable to owners of the parent company			
Basic and diluted earnings per share, EUR*	**4.3.**	0.26	0.24

* The earnings per share for profit attributable to owners of the parent company, basic and diluted, for the periods presented have been retrospectively adjusted for the effects of the share issue without payment, as resolved by the Company's Board of Directors on 14 November 2025. See note 4.3 Earnings per share for more information.

The consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.

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Consolidated balance sheet

EUR thousand	Note	31 Dec, 2025	31 Dec, 2024
ASSETS			
Non-current assets			
Goodwill	**3.1.**	68 730	68 730
Other intangible assets	**3.1.**	2 894	3 462
Right-of-use assets	**3.3.**	6 674	3 608
Property, plant and equipment	**3.2.**	5 842	6 897
Deferred tax assets	**2.10.**	4 109	4 669
Total non-current assets		**88 249**	**87 365**
Current assets			
Inventories	**3.4.**	29 190	22 003
Trade receivables	**3.5.**	25 936	26 393
Other receivables	**3.5.**	6 383	5 657
Cash and cash equivalents	**4.1.**	19 777	20 461
Total current assets		**81 287**	**74 514**
TOTAL ASSETS		**169 536**	**161 878**
EQUITY			
Share capital	**4.2.**	80	13
Reserve for invested unrestricted equity	**4.2.**	18 774	12 178
Cumulative translation difference	**4.2.**	274	-200
Retained earnings	**4.2.**	26 392	28 853
Total equity attributable to owners of the parent company		**45 521**	**40 845**
Series P shares	**4.2**	**-**	15 805
Total equity		**45 521**	**56 650**
LIABILITIES			
Non-current liabilities			
Bank loans	**4.1.**	74 402	9 750
Shareholder loans	**4.1.**	-	59 052
Lease liabilities	**3.3.**	5 363	2 264
Total non-current liabilities		**79 765**	**71 066**
Current liabilities			
Bank loans	**4.1**	5 471	-
Lease liabilities	**3.3.**	1 478	1 480
Contract liabilities	**2.1.**	15	41
Trade payables	**3.5.**	22 866	18 162
Provisions	**3.6.**	398	-
Other payables	**3.5.**	14 021	14 480
Total current liabilities		**44 249**	**34 163**
Total liabilities		**124 015**	**105 229**
TOTAL EQUITY AND LIABILITIES		**169 536**	**161 878**

The consolidated balance sheet should be read in conjunction with the accompanying notes.

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Consolidated statement of changes in equity

EUR thousand	Note	Share capital	Reserve for invested unrestricted equity	Cumulative translation difference	Retained earnings	Total equity attributable to owners of the parent company	Series P shares reserve	Total equity
Equity at 1 Jan, 2025		**13**	**12 178**	**-200**	**28 853**	**40 845**	**15 805**	**56 650**
Profit for the period		-	-	-	20 376	**20 376**	**-**	**20 376**
Reclassification		-	-	-14	14	-	-	-
Other comprehensive income								
Translation differences	**4.2.**	-	-	488	-	**488**	**-**	**488**
Total comprehensive income			-	**474**	**20 391**	**20 865**	**-**	**20 865**
Transactions with owners								
Share issue	**4.2.**	-	20 060	-	-	**20 060**	**-**	**20 060**
Transaction cost on share issue		-	-1 226	-	-	**-1 226**	**-**	**-1 226**
Increase in share capital		68	-	-	-68	-	-	-
Capital returns	**4.2**	-	-12 018	-	-	**-12 018**	**-**	**-12 018**
Interest on series P shares		-	-	-	-33	**-33**	33	**-**
Series P shares redemption		-	-	-	-	-	-15 838	**-15 838**
Dividends		-	-	-	-22 970	**-22 970**	-	**-22 970**
Total transactions with owners		**68**	**6 816**	**-**	**-23 071**	**-16 188**	**-15 805**	**-31 993**
Other changes in equity:								
Reclassification		-	-220	-	220	-	-	-
Equity at 31 Dec 2025		**80**	**18 774**	**274**	**26 393**	**45 521**	**-**	**45 521**

EUR thousand	Note	Share capital	Reserve for invested unrestricted equity	Cumulative translation difference	Retained earnings	Total equity attributable to owners of the parent company	Series P shares reserve	Total equity
Equity at 1 Jan, 2024		**13**	**11 779**	**68**	**10 371**	**22 230**	**14 653**	**36 883**
Profit for the period		-	-	-	19 566	19 566	-	19 566
Other comprehensive income								
Translation differences	**4.2.**	-	-	-267	68	-200	-	-200
Total comprehensive income		**-**	**-**	**-267**	**19 634**	**19 367**	**-**	**19 367**
Transactions with owners								
Share issue	**4.2.**	-	400	-	-	**400**	**-**	**400**
Interest on series P shares	**4.2.**	-	-	-	-1 152	-1 152	1 152	-
Total transactions with owners		**-**	**400**	**-**	**-1 152**	**-752**	**1 152**	**400**
Equity at 31 Dec, 2024		**13**	**12 178**	**-200**	**28 853**	**40 845**	**15 805**	**56 650**

The consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

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Consolidated statement of cash flows

EUR thousand	Note	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Cash flows from operating activities			
Profit for the period		20 376	19 566
Adjustments:			
Depreciation, amortisation and impairment	**2.7.**	5 843	5 557
Unrealized exchange rate gains and losses		781	-1 137
Gains and losses on sale of non-current assets	**3.2.**	-662	-389
Finance income and costs	**2.9.**	13 350	5 719
Income taxes	**2.10.**	7 296	4 322
Other non-cash adjustments		1 381	-112
Adjustments total		**27 989**	**13 960**
Changes in net working capital:			
Change in trade and other receivables, increase (-) / decrease (+)	**3.5.**	-816	-4 752
Change in trade and other payables, increase (-) / decrease (+)	**3.6.**	7 875	5 460
Change in inventories, increase (-) / decrease (+)	**3.4.**	-6 623	-6 762
Interest received	**2.9.**	258	377
Income taxes paid	**2.10.**	-7 839	-4 345
Net cash flow from operating activities		**41 221**	**23 505**
Cash flow from investing activities			
Purchases of property, plant and equipment and intangible assets	**3.2.**	-3 101	-3 830
Proceeds from sale of property, plant and equipment	**3.2.**	805	389
Net cash from investing activities		**-2 296**	**-3 442**
Cash flow from financing activities			
Issuance of shares for cash	**4.2.**	20 060	400
Transaction costs paid on share issue		-1 226	-
Dividends paid and other distributions		-59 552	-
Company's own share acquisitions	**4.2.**	-4 197	-1 136
Interest paid and finance expenses paid		-12 707	-1 338
Transaction costs paid on financing transactions		-3 096	-1 273
Proceeds from borrowings		195 000	-
Repayment of borrowings	**4.1.**	-124 750	-9 000
Repayments of lease liabilities*	**3.3.**	-1 625	-1 533
Repayments of shareholder loans		-47 199	-
Net cash from financing activities		**-39 294**	**-13 880**
Net change in cash and cash equivalents			
Cash and cash equivalents at the beginning of the period	**4.1.**	20 461	14 256
Effects of exchange rate changes on cash and cash equivalents		-314	21
Cash and cash equivalents at the end of the period	**4.1.**	19 777	20 461
Change in cash and cash equivalents		**-683**	**6 205**

* Including interests on lease liabilities

The consolidated statement of cash flows should be read in conjunction with the accompanying notes.

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Notes to the consolidated financial statements

1. General information and basis of preparation

This section comprises the general information of the Framery Group, basis of preparation, foreign currency translation as well as summaries of the key estimates and management judgement.

1.1. General information of the Group

Framery Group Plc (the Company, the parent company) together with its consolidated subsidiaries (Framery, the Group) considers itself as the pioneer and the world's leading designer, manufacturer and marketer of soundproof private workspaces and related software solutions and pods for solving noise and privacy issues in open offices.

Framery Group Plc, the parent company of Framery Group, is a Finnish public limited liability company, with a corporate identity number, 2887221-4, registered in Tampere, Finland. The registered address is Patamäenkatu 7, 33900 Tampere, Finland. The parent company's shares have been listed on Nasdaq Helsinki's main list since 4 December 2025.

The Board of Directors of Framery approved this consolidated financial statements for issue on 30 March 2026. According to the Finnish Limited Liability Companies Act, the shareholders can approve or reject the financial statements at the Annual General Meeting held after their publication. Furthermore, the Annual General Meeting can decide on modifications to be made to the consolidated financial statements. The consolidated financial statements are available on framery.com/investors.

1.2. Basis of preparation

Framery's consolidated financial statements have been prepared in accordance with the IFRS Accounting Standards as issued by the IASB and adopted by the European Union, including IAS and IFRS Accounting Standards as well as interpretations issued by the SIC and the IFRIC as at 31 December 2025.

New or amended standards IFRS accounting standards and interpretations

The Group will apply the new standard IFRS 18 Presentation and Disclosure in Financial Statements from its mandatory effective date of 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with IFRS 18. The standard will replace IAS 1 Presentation of financial statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the financial statements, the Group is currently assessing its impacts on presentation and disclosure, in particular those related to the statement of financial performance and providing management-defined performance measures within the financial statements.

Principles of consolidation

The consolidated financial statements include the parent company Framery Group Oyj and those subsidiaries in which the parent exercises control. List of subsidiaries and consolidation principles related to subsidiaries have been presented in note 5.1. Group structure.

The consolidated financial statements have been prepared under the historical cost convention unless otherwise indicated.

All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest thousand unless otherwise stated, therefore the sum of individual figures may deviate from the presented total figure.

1.3. Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in euros, which is the Company's functional and presentation currency.

Foreign currency transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year-end exchange rates are recognized in the consolidated statement of comprehensive income.

Foreign exchange gains and losses relating to the revenue and purchase transactions are presented in the other operating income and other operating expenses. Foreign exchange gains and losses relating to financing items are presented in finance income or costs.

Group companies

The results and financial position of foreign operations that have a functional currency different from the presentation currency are translated into the presentation currency. Assets and liabilities for each consolidated balance sheet presented are translated at the closing rate at the balance sheet date. Income and expenses for each consolidated statement of comprehensive income are translated at average exchange rates. All resulting exchange differences are recognized in other comprehensive income.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities are recognized in other comprehensive income. When a foreign operation is sold, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

1.4. Key estimates and management judgement

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires management to use certain critical estimates and exercise judgement, which have an impact on the amount of assets and liabilities as well as the amount of income and expenses recognized for the financial year presented in these consolidated financial statements. In addition, the management is required to use judgement in the application of the accounting policies.

The estimates and judgement are continually evaluated and are based on the management's best knowledge, historical experience and expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Areas that involved a higher degree of judgement, and items which include a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities due to final outcomes deviating from estimates and assumptions made are presented in the following notes to the consolidated financial statements:

Note	Key estimates and judgements
2.1. Revenue	Recognition and measurement of revenue based on the estimated transaction price of contracts
2.5. Share-based payments	Measurement of share-based incentive plans
2.10. Income tax	Recognition of deferred tax assets for tax losses
3.1. Goodwill and Other intangible assets	Impairment testing of goodwill
3.3. Leases	Determination of lease term and incremental borrowing rate
3.6. Provisions	Estimation of the existence and amount of the obligation

These areas are explained in more detail in the individual notes.

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1.5 Notes disclosures

Financial statements' notes include information which are required under IFRS Accounting Standards and in general needed to understand the consolidated financial statements and which are material and relevant to Framery's operations, financial position and performance. Information is considered material and relevant if, for example:

- The amounts are significant because of size or nature;
- Disclosure is important for understanding the results of the Group;
- Disclosure helps to explain the impact of significant changes in the composition of the Group, operations or significant events such as acquisitions, impairments, major refinancing transactions; or
- The disclosure relates to an aspect of Framery's operations that is important to its future performance.

In addition to certain accounting policies presented above, which relates to the consolidated financial statements as whole, when an accounting policy is applicable to a specific note, it is described within that note with the related disclosures including key estimates and judgements made by management when applicable.

Disclosures of this consolidated financial statements are organized into the following sections:

2. Performance – provides a comprehensive overview of the Group's financial performance. It includes details on revenue, other operating income, materials and services, employee benefit expenses, depreciation, amortisation and impairments, other operating expenses, finance income and costs, income taxes, and changes in deferred taxes.
3. Capital employed - provides an overview of the Group's assets and working capital items. It includes details on goodwill and other intangible assets, property, plant and equipment, leases, trade and other receivables and payables.
4. Capital structure, financing and financial risk management - provides an overview of the Group's financial position and financial risk management strategies. It includes information on cash and cash equivalents, borrowings, lease liabilities, and financial risk management. This section outlines the Company's liquidity position, its debt structure, lease obligations, and the strategies employed to manage financial risks such as interest rate and currency risks.
5. Other disclosures - provides additional information about the Group's financial activities. It includes details on related party transactions, contingent liabilities and assets, commitments, events after the reporting period, and other significant disclosures that are necessary for a comprehensive understanding of the Group's financial position and performance.

2. Performance

This section includes notes providing insights into Framery's financial performance, covering areas such as revenue, other operating income, materials and services, employee benefit expenses, depreciation, amortisation and impairments, other operating expenses, finance income and costs, income taxes, and changes in deferred taxes.

2.1. Revenue

Framery considers itself as the pioneer and the world's leading designer, manufacturer, and marketer of soundproof office pods for solving noise and privacy issues in open offices, with an emerging position in the smart office software solutions market. Therefore, Framery's main revenue stream arises from the sale of pods. Framery pods are manufactured in Tampere, Finland and sold either to distributors, who sell the pods to end customers, or directly to end customers. Framery also sells maintenance parts for the pods, leases pods mainly for shorter periods of time (see note 3.3. Leases for more information) and sometimes sells the pods to the customers after the end of the rental period. In addition, the Company offers digital services with a monthly subscription as part of the full customer experience such as easy pod or other meeting space bookings, calendar integration features and opportunity to track usage data.

Revenue consists of sales from customer contracts, as well as income from subscribed pods, which are classified and accounted for as leases. Leases in which substantially all the risks and rewards incidental to ownership of an asset remain with Framery are classified as operating lease contracts and recognized as revenue in the consolidated statement of comprehensive income on a straight-line basis over the lease term. All of the leases where Framery is the lessor, are classified as operating leases.

Framery derives revenue from the transfer of goods and services over time and at a point in time in the following major product lines and geographical regions:

Revenue by categories

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Pods	216 017	156 155
Spare parts	2 806	2 623
Services*	3 304	3 341
Total	**222 128**	**162 119**
Recognized at a point in time	218 824	158 778
Recognized over time	3 304	3 341

*Includes revenue from subscribed pods and revenue from digital services sales from May 2025 onwards

The revenue recognized over time is related to rental income from subscribed pods and to revenue from digital services.

Revenue by Framery entity location

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Europe, Middle East and Africa	118 338	99 000
North, Central and South America	65 884	43 354
Asia Pacific	37 905	19 765
Total	**222 128**	**162 119**

Revenue by top 5 countries

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
The United States	61 551	39 901
India	17 801	4 717
Germany	14 581	12 834
The United Kingdom	13 316	9 640
Switzerland	10 626	10 758
Others	104 253	79 572
Total	**222 128**	**162 119**

In 2025, revenue growth and scalability were supported by the continued development of a dealer-driven business model, close relationships with key customers, and the competitive advantage provided by the new smart product family. Additionally, the increase was supported by one of the Company's long-term key customer who acquired a significant amount of the Framery's products during the year 2025, which showed particularly in the revenue recognized in the US and India.

Contract liabilities

EUR thousand	Dec 31, 2025	Dec 31, 2024
Contract liabilities	15	41

Contract liabilities are advances received from pods sales. Revenue recognized from the opening balance of contract liabilities was EUR 41 thousand in 2025 (2024: EUR 54 thousand).

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Transaction price allocated to performance obligations

EUR thousand	Dec 31, 2025	Dec 31, 2024
Transaction price to be recognized as revenue later		
Europe, Middle East and Africa	23 518	21 406
North, Central and South America	17 984	6 429
Asia Pacific	4 795	6 166
Total	**46 298**	**34 001**

Management expects the transaction price allocated to unsatisfied performance obligations as presented in the table above, to be recognized as revenue within the next 12 months from the period presented.

Accounting policy

Framery manufactures and sells pods and spare parts for the pods to the distributors or directly to the end-users. All sales are executed through a purchase order, which is a written contract between customer and Framery.

Some contracts include multiple deliverables, such as the sale of products, delivery service relating to the goods and an option to use Framery's digital services free of charge for a certain period of time. Sometimes a contract may also include installation service. Where the contracts include multiple performance obligations, the transaction price is allocated to each performance obligation based on the stand-alone selling prices. Transaction price is the amount of consideration to which Framery expects to be entitled in exchange for transferring the promised goods or services to a customer, including variable amounts, such as discounts, rebates and sanctions. No significant element of financing is deemed present as the sales are made mainly with a credit term of 30–90 days. Advance payments from customers are included in contract liabilities. Framery has granted two-year warranty to its consumable parts and five-year warranty to other parts. To products prior to March 2024 and to Connect sensors Framery provides a one-year warranty, for more information see note 3.6. Provisions.

Revenue is recognized when control of the products has transferred. Control may be transferred either at the point in time or over time. Typically, control is transferred to the customer according to the delivery terms and revenue from sales of pods and spare parts is recognized at a point in time. Control transfers when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the customer. For certain contract terms, a delivery service is considered to be a separate performance obligation when control over the goods is transferred to the customer before delivery. Framery recognizes revenue from delivery service over time.

Framery does not have or expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, Framery does not adjust any of the transaction prices for the time value of money. The incremental costs of obtaining a contract are costs that would not have incurred if the contract would not have been obtained and they should be recognized as an asset if Framery expects to recover those costs. Framery does not have any contracts where the amortisation period of the assets would be over a year. Therefore, as a practical expedient, Framery recognizes the incremental costs as an expense when incurred.

Key estimates and judgements

Management judgements and estimates in revenue relates to recognition and measurement of revenue related to the estimates regarding the contract's transaction price.

Products can be sold with retrospective volume discounts based on aggregate sales over a 12-month period. Revenue from these sales is recognized based on the price specified in the contract, net of the estimated volume discounts. Accumulated historical experience is used to estimate and accrue 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. Currently there are no expected volume discounts payable to customers during the periods presented. The estimates are updated each reporting date.

2.2. Segment information

Framery focuses on providing soundproof pods designed to enhance workplace productivity. Framery's operations and profitability has been reported as a single operating segment, which is consistent with the way that operative decisions related allocations of resources and assessment of the Group performance have been made by the CEO as Framery's Chief Operating Decision Maker (CODM).

The Group's business model encompasses the entire product lifecycle, from design and manufacturing to post-sale services. Given the Framery's business model and the nature of its operations, governance is organized such that the CEO serves as the Chief Operating Decision Maker (CODM), with support from the executive management team. The CEO is responsible for allocating resources and evaluates the Group's overall performance.

2.3. Materials and services

The following items comprise Framery's materials and services reported in the consolidated statement of comprehensive income based on the nature of the item. Materials and services consist of purchases of materials and supplies, change in inventories of finished goods and work in progress, production for own use and external services.

Materials and services

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Purchases of materials and supplies	110 126	84 790
Change in inventories of finished goods and work in progress	-5 765	-6 762
Production for own use	-410	-343
External services	2 183	1 558
Total	**106 134**	**79 243**

The increase in purchases of materials and supplies in 2025 aligns with Framery's increasing sales volumes and resulting revenue growth, which is for example driven by the demand for the new pod models. Write-offs of inventory are included in change in inventories of finished goods and work in progress, see more information in note 3.4. Inventories. External services mainly encompass installation expenses of pods and operational costs associated with warehouses, which are operated by external service providers.

2.4. Employee benefit expenses

Framery's employee benefit expenses consist of wages and salaries, cash settled share-based payment transactions and pension costs. Other employee benefit expenses include for example accruals related to social security costs and insurance payments.

Employee benefit expenses

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Wages and salaries	30 656	24 705
Cash settled share-based payment transactions	6 929	-389
Pension costs - defined contribution plans	4 199	3 752
Other employee benefit expenses	2 605	1 939
Total	**44 390**	**30 007**

The impact and accounting treatment of share-based payments are described in the note 2.5. Share-based payments.

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Number of employees

	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Average number of employees during the period	470	444
Number of employees at the end of the period	484	455

Accounting policy

Framery's employee benefits consist of short-term employee benefits, post-employment benefits (defined contribution pension plans) and share-based payments.

Short-term employee benefits consist of wages and salaries, including non-monetary benefits, bonus payments and annual leave. They are recognized as expenses during the period in which related service is provided. A liability is recognized when the Group has a statutory and constructive obligation relating to employment relationship based on performance received and when an obligation can be measured reliably.

Framery has defined contribution pension plans in the jurisdictions it operates. The Group pays contributions to external insurance companies, and it does not have a legal or constructive obligation to make additional payments in case the recipient for pension contributions is unable to pay the pension benefits.

The contributions are recognized as employee benefit expenses in the consolidated statement of comprehensive income during the period to which the charge relates to.

2.5. Share-based payments

Until its settlement in December 2025, Framery's share-based incentive program encompassed one synthetic option program. The purpose of the share-based incentive program was to align the goals of shareholders and key employees, with the objective of increasing the Company's long-term value. The synthetic option plan for key employees was approved on 10 March 2021 as part of Framery's incentive scheme determined by the Board of Directors. The synthetic options were granted with Board of Directors' decision to key individuals who are, or would be recruited to be, in service of the Company.

Synthetic options

Under the terms of the plan, if majority of the Framery's shares was sold or an initial public offering occurred, all synthetic options were considered fully vested as of the date of such transaction even if less than four years of the vesting period have lapsed from the grant date. With Framery's IPO in December 2025, all outstanding synthetic options became fully vested and exercised. When exercised, each synthetic option gave its holder a right to receive a cash payment corresponding to the value appreciation of a common share, which was determined based on the appreciation between grant and the exercise date.

Reception of any reward derived from the synthetic options was conditional on continued employment or service relationship with the Company throughout the plan period from the grant of the synthetic options until the payment date. If a member of the plan left the Company before the synthetic options became exercisable and was determined as a good leaver, they were entitled to whole remuneration to which the so far vested synthetic options gave a right. Termination of the employment or service relationship by the Group or upon mutual agreement was considered a good leaver situation.

As the synthetic options were settled with monetary payments based on the share value appreciation, the synthetic options were treated as cash-settled share-based payments. The cost was recognized over the four-year vesting period. The cost is included in the employee benefit expenses in the consolidated statement of comprehensive income. Following the IPO all outstanding synthetic options became vested, and the option liability was settled in cash on 29 December 2025. As at 31 December 2025, the Group has no active share-based incentive plans.

Number of synthetic options	2025	2024
As at Jan 1	220 070	162 486
Granted during the year	7 380	63 788
Exercised during the year	-223 760	-6 204
Forfeited during the year	-3 690	-
As at Dec 31	**-**	**220 070**
Exercisable at Dec 31	**-**	**61 213**

Granted during	2025	2024
Grant dates	March	January and April
Valuation model	Black-Scholes	Black-Scholes
Vesting period	March 2025 – December 2025	January 2024 – December 2025
Main assumptions used for valuation:		
Expected exercise date	31 Dec, 2025	31 Dec, 2025
Expected price volatility of the Company's shares, average*	39.0%	39.4%
Expected dividend yield	-	-
Risk-free interest rate, average	2.0%	2.8%

* Defined based on selected peer company data

The expense recognized during 2025 for the synthetic options totalled to EUR 3 880 thousand (2024: EUR 699 thousand). The liability arising from synthetic option plan was remeasured to fair value in connection with the IPO and totalled EUR 5 170 thousand (31 December 2024: EUR 1 539 thousand). The entire liability related to synthetic options was settled in cash to all option holders on 29 December 2025. As at 31 December 2025, the entire liability related to the synthetic option plan has been settled and derecognized from the consolidated balance sheet.

Share redemption rights

Based on the shareholder agreement in force prior to the listing, the Group and secondarily the other shareholders had in specific circumstances a right to redeem shares of the Company held by shareholder-employees that leave the Group at the price of the fair value for good leavers, or the lower of the fair value and the initial subscription price for bad leavers. The redemption of the shares was not obligatory, but the Group had historically used its primary right to redeem the shares in certain events.

Due to the past practice of exercising the right to redeem shares, Framery's share-based incentive program related to the common shares was treated as a cash settled share-based payment arrangement and presented as a liability measured at fair value at the end of each reporting period. The change in liability and its corresponding fair value was recorded as employee benefit expenses in the consolidated statement of comprehensive income. The shareholder agreement and the redemption right of shares ceased to exist in connection with Framery's listing and no redemption right liability exists as at 31 December 2025 (31 December 2024: EUR 1 148 thousand).

During the reporting period 190 430 common shares were redeemed (2024: 77 114 common shares and 2 600 series P shares). The expense recognized for the share redemption rights related to common shares during 2025 totalled EUR 3 049 thousand (2024: EUR -1 088 thousand).

Accounting policy

The share-based incentive plans have been accounted for as share-based payments whereby certain key employees were granted the right to subscribe Framery's shares in exchange for providing services. Framery has classified these programs as cash settled and equity-settled based on the Group's analysis of whether the Group has a present obligation to settle in cash.

The fair value of synthetic options was recognized as an employee benefits expense, with a corresponding increase in the liability over the vesting period. The liability was remeasured to fair value at each reporting date and the change in fair value is recorded as employee benefit expenses. The total expense was recognized over the vesting period, which was the period over which all of the specified vesting conditions were to be satisfied. At the end of the period, estimates of the number of options that were expected to vest based on the service condition were revised.

Until Framery's listing, the Group recognized a liability for the common shares' redemption rights over the relevant redemption period in accordance with the management estimate. The liability was remeasured to fair value at each reporting date and presented as other payables in the consolidated balance sheet. The change in liability and its corresponding fair value was recorded as employee benefit expenses.

Key estimates and judgements

The share-based incentive plans have been accounted for as equity settled or cash settled share-based payments based on their nature. This is based on a judgment made by the management that the plans will be rewarded in the form of shares or settled in cash.

The expense recognized in employee benefit expenses for synthetic options was based on the estimated number of participants remaining in the scheme when the vesting period ends. At the of the period, management used judgement when estimating the expected retention rate for participants in order to calculate the expense for the current period and the change in the amount recognized in equity.

Framery's management applied judgement when estimating the obligation to redeem the shares. This included assessing the number of participants expected to remain with the Group until the estimated date of sale or listing of the Group.

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2.6. Other operating income

Framery recognizes the following items presented in the table below as other operating income based on the nature of the item.

Other operating income

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Exchange rate differences related to revenue	-	1 066
Received indemnities	921	32
Other items	237	488
Total	**1 158**	**1 587**

Received indemnities include mainly insurance compensation related to the compensations received from the damaged products. Exchange rate differences related to revenue are mainly caused by the fluctuation of the US dollar. In 2025, the exchange rate differences related to revenue were recognized under other operating expenses (see note 2.8. Other operating expenses).

Accounting policy

Exchange rate differences

See note 1.3. Foreign currency translation.

Received Indemnities

Received indemnities, such as insurance compensation, are recognized in the consolidated statement of comprehensive income as other operating income at the time they are received or when the right to receive compensation is established and the amount can be reliably measured.

Expenses related to the event giving rise to the indemnity (e.g., losses, damages, or related costs) are recognized as expenses in the consolidated statement of comprehensive income when they are incurred. The recognition of the indemnity income is not deferred, as the corresponding expenses have already been recognized in the consolidated statement of comprehensive income.

2.7. Depreciation, amortisation, and impairment

Framery's intangible assets, property, plant and equipment and right-of-use assets are recognized in the balance sheet at cost less accumulated depreciation, amortisation and impairment. Depreciation and amortisation charges are presented below.

Depreciation and amortisation by asset group

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Other intangible assets		
Development costs	1 451	1 225
Intangible rights	70	83
Software	-	29
Total	**1 522**	**1 337**
Property, plant and equipment		
Machinery and equipment	1 911	1 742
Subscribed pods	657	820
Leasehold improvements	209	285
Total	**2 777**	**2 848**
Right-of-use assets		
Buildings	1 448	1 324
Machinery and equipment	96	48
Total	**1 544**	**1 372**
Depreciation and amortisation total	**5 843**	**5 557**

Accounting treatment of property, plant and equipment are presented in the note 3.2., accounting treatment of other intangible assets are presented in the note 3.1. and accounting treatment of leases and related right-of-use assets are presented in the note 3.3 Leases.

Accounting policy

Depreciation and amortisation are calculated using the straight-line method to allocate the cost of the assets, net of their residual values, over their estimated useful lives. Leasehold improvements are depreciated over the shorter of their useful life or the lease term, unless the entity expects to use the assets beyond the lease term.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

The expected useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

2.8. Other operating expenses

Framery recognizes the following items presented in the table below as other operating expenses based on the nature of the item. Framery's other operating expenses include various costs that are essential for the Group's operations but are not directly tied to the production of goods.

Framery recognizes research and development costs as other operating expenses when the criterion for capitalization is not met (see note 3.1. Goodwill and other intangible assets for more information). Research and development costs have mainly included costs related to development of Framery's digital services' software and new pod models. Foreign exchange loss represents losses incurred from fluctuations in exchange rates related to revenue. Computer equipment and software costs are related for example to general IT machinery expenses and software license fees. Premises expenses are mainly related to operating expenses arising from the premises such as real estate maintenance and lease payments which are not capitalized as right-of-use assets (see note 3.3. Leases for more information). External services include costs related to consulting, legal, auditing and financial management services. Administrative services include costs related for example to finance and legal services.

Other operating expenses

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Computer equipment and software costs	3 407	2 292
Marketing expenses	3 363	3 868
Foreign exchange losses	3 002	-
Research and development costs	2 869	2 311
Premises expenses	2 461	2 574
Administrative services*	2 316	1 312
External services*	1 813	1 178
Travel expenses	1 408	1 340
Voluntary social expenses	1 173	1 242
Other expenses**	4 086	3 174
Total	**25 896**	**19 292**

* External and administrative services for 2025 include EUR 2 299 thousand in listing costs

** Includes mainly machinery and equipment expenses, credit loss provisions and data transmission costs

Foreign exchange losses in 2025 are mainly due to fluctuations in the US dollar. In 2024 the exchange rate difference was recognized under other operating income (see note 2.6.). Increase in computer equipment and software costs was mainly driven by a particular development project and increased license costs.

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Auditor remuneration includes the fees paid to the auditors of each group company. The auditor remuneration is presented under administrative services within other operating expenses. Listing costs are recognized as expenses, except for the portions that are recognized in equity or re-invoiced to the sellers. Ernst & Young Oy has been the auditor for Framery Group since 2020.

Auditor remuneration

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Statutory audit	141	179
Tax advisory services	-	-
Sustainability statement assurance	20	-
Other services*	327	2
Total	**487**	**181**

* Other services include listing costs of EUR 326 thousand.

2.9. Finance income and costs

The increase in interest costs on bank loans in 2025 is related to higher interest expenses on bank loans. In addition, the premature repayment of the previous term loan resulted in a non-recurring impact of EUR 3 792 thousand, comprising derecognition of unamortised transaction costs and a prepayment fee. The reduction of interest costs on shareholder loans in comparison to 2024 was due to the repayment of shareholder loans in January 2025. See note 4.4. Financial risk and capital management for more information

Finance income and costs

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Finance income		
Interest income from bank accounts	237	356
Foreign exchange gains	193	255
Other interest income	21	21
Total	**451**	**631**
Finance costs		
Interest costs on shareholder loans	103	3 823
Interest costs on bank loans	12 029	1 341
Interest costs on Series P shares	18	635
Interest costs from lease liabilities	179	201
Foreign exchange losses	507	234
Other interest costs	965	117
Total	**13 801**	**6 350**
Net financial items	**13 350**	**5 719**

Accounting policy

Interest income and interest expenses are recognized under the effective interest method. The effective interest rate is the discount rate that is used to discount expected future payments related to the financial asset or the financial liability in order for the present value of such asset or liability to match their carrying amount.

2.10. Income tax

The tax expense for the period comprises current and deferred tax.

Income tax expense

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Current tax on profit for the period	6 834	5 577
Adjustments for current tax of prior periods	159	85
Total current income tax expense	**6 993**	**5 661**
Deferred tax expense (/benefit)	**303**	**-1 339**
Income tax expense	**7 296**	**4 322**

The reconciliation between income tax expense and tax payable is presented in the table below:

Reconciliation of income tax expense

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Profit before tax	**27 672**	**23 888**
Tax calculated at Finnish tax rate 20%	5 534	4 778
Effect of other tax rates for foreign subsidiaries	329	-290
Effect of the expenses not deductible for tax purposes	696	-160
Effect of the non-taxable income	-40	-79
Adjustment in respect to prior years	729	-11
Effect of other items	46	85
Income tax expense	**7 296**	**4 322**

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Deferred tax assets and liabilities

Deferred tax assets and liabilities

EUR thousand	At 1 Jan	Recognized in profit or loss	Exchange rate differences	At 31 Dec
2025				
Deferred tax assets				
Internal margin of inventories	3 259	-271	-257	2 731
Non-deductible interest expenses	836	484	-	1 320
Series P shares	416	-416	-	-
Synthetic options	308	-308	-	-
Tax losses	100	-100	-	-
Provisions	-	80	-	80
Lease contracts	24	7	-	31
Expected credit loss	6	5	-	10
Other items	76	-16	-	60
Total	**5 025**	**-536**	**-257**	**4 231**
Offsetting deferred tax assets and liabilities	-356	233	-	-123
Net deferred tax assets	**4 669**	**-303**	**-257**	**4 109**
Deferred tax liabilities				
Other intangible assets	-101	47	-	-55
Other items	-255	186	-	-68
Total	**-356**	**233**	**-**	**-123**
Offsetting deferred tax assets and liabilities	356	-233	-	123
Net deferred tax liabilities	**-**	**-**	**-**	**-**
2024				
Deferred tax assets				
Internal margin of inventories	1 217	1 938	104	3 259
Non-deductible interest expenses	1 471	-635	-	836
Series P shares	289	127	-	416
Synthetic options	171	137	-	308
Tax losses	105	-5	-	100
Lease contracts	24	-1	-	24
Expected credit loss	4	1	-	6
Other items	92	-16	-	76
Total	**3 375**	**1 547**	**104**	**5 025**
Offsetting deferred tax assets and liabilities	-149	-206	-	-356
Net deferred tax assets	**3 225**	**1 340**	**104**	**4 669**
Deferred tax liabilities				
Intangible assets	-114	12	-	-101
Accumulated depreciation differences	-	-	-	-
Other items	-36	-219	-	-255
Total	**-149**	**-206**		**-356**
Offsetting deferred tax assets and liabilities	149	206	-	356
Net deferred tax liabilities	**-**	**-**	**-**	**-**

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Tax losses	Tax losses carried forward		Recognized deferred tax assets	
EUR thousand	31 Dec, 2025	31 Dec, 2024	31 Dec, 2025	31 Dec, 2024
Expiry within five years	-	-	-	-
Expiry within 6-10 years	2	519	-	100
Total	**2**	**519**	**-**	**100**

Accounting policy

Income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate for each jurisdiction, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses. Tax is recognized in the consolidated statement of comprehensive income, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case, the tax is also recognized in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax

Deferred income tax is recognized on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised, or the deferred income tax liability is settled.

Deferred tax assets are recognized only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Key estimates and judgements

Recognition of deferred tax assets for tax losses

The management uses judgement and estimates in deciding on whether deferred tax assets will be recognized for unused tax losses. The estimates are affected by expectations of the profit and taxable profit from the Group companies' operations in future years and the options of utilising the tax losses. Deferred tax assets are recognized to the extent that it is probable that there will be future taxable profit against which the unused tax losses and unused tax rebates can be used.

3. Capital employed

This section comprises components of capital employed in the Group, including goodwill and other intangible assets, property, plant and equipment, leases, inventories, trade and other receivables and payables.

3.1. Goodwill and Other intangible assets

Framery's intangible assets consist of goodwill, capitalized development costs, intangible rights, software and assets under development. Intangible rights and software are acquired separately while development costs and assets under development are internally generated assets.

Goodwill and Other intangible assets

EUR thousand	Goodwill	Development costs	Intangible rights	Software	Assets under development	Other intangible assets total
2025						
Cost at 1 Jan	68 730	6 865	479	1 857	164	9 365
Additions	-	0	180	-	923	1 104
Disposals	-	-41	-5	-	-60	-105
Reclassifications	-	-	-99	-	55	-45
Cost at 31 Dec	**68 730**	**6 824**	**555**	**1 857**	**1 082**	**10 319**
Accumulated amortisation and impairment at 1 Jan	-	-3 762	-283	-1 857	-	-5 902
Amortisation	-	-1 451	-70	-	-	-1 522
Accumulated amortisation and impairment at 31 Dec	**-**	**-5 214**	**-354**	**-1 857**	**-**	**-7 424**
Carrying value at 1 Jan	**68 730**	**3 102**	**196**	**-**	**164**	**3 462**
Carrying value at 31 Dec	**68 730**	**1 610**	**202**	**-**	**1 082**	**2 894**

EUR thousand	Goodwill	Development costs	Intangible rights	Software	Assets under development	Other intangible assets total
2024						
Cost at 1 Jan	68 730	2 648	380	1 851	3 785	8 665
Additions	-	133	103	5	512	753
Disposals	-	-7	-3	-	-43	-53
Reclassifications	-	4 090	-	-	-4 090	-
Cost at 31 Dec	**68 730**	**6 865**	**479**	**1 857**	**164**	**9 365**
Accumulated amortisation and impairment at 1 Jan	-	-2 537	-201	-1 827	-	4 565
Amortisation	-	-1 225	-82	-29	-	-1 337
Accumulated amortisation and impairment at 31 Dec	**-**	**-3 762**	**-283**	**-1 857**	**-**	**-5 902**
Carrying value at 1 Jan	**68 730**	**111**	**179**	**24**	**3 785**	**4 099**
Carrying value at 31 Dec	**68 730**	**3 102**	**196**	**-**	**164**	**3 462**

Goodwill has arisen mostly from the acquisition of Framery Oy by Framery Finance Oy in March 2018.

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Framery is continuously performing product development activities and developing additional features to the pods and new offerings e.g. in software. Research and development costs are expensed except when development costs meet the capitalization criteria. Development costs are related to the development of different pod models and the pod electricity system. When development costs meet capitalization criteria, these are recorded under other intangible assets. The capitalized development costs comprise external costs such as services for mechanical design and sensor, electrical and software development services and internal costs such as personnel expenses attributable to specific development projects. The capitalized development costs are recorded as Assets under development until the production of the underlying asset commences, at which point the capitalized costs are reclassified to Development costs. Increase to Assets under development is mainly related to the development costs of the new products. Intangible rights are related to the external patent registration service fees to third party patent agencies, acquired domain, and costs incurred historically for the trademark application.

Goodwill impairment testing

Goodwill is tested for impairment annually to identify any impairment. In addition, the Group monitors any internal and external indicators for any signs of impairment.

In the goodwill impairment testing, the carrying value of the cash generating unit (CGU) is compared to the recoverable amount of the CGU. Framery has one CGU which is the operating segment defined by the management and is the lowest level used to monitor goodwill.

If the recoverable amount of the CGU is lower than the carrying value, the difference is recognized as an impairment loss in the consolidated statement of comprehensive income. Impairment tests have indicated that the recoverable amount of the CGU exceeds the carrying value and goodwill has not been impaired.

Impairment testing and the key assumptions

The recoverable amount of the CGU is determined using a fair value less costs of disposal method. The fair value less costs of disposal is estimated by discounting future cash flows and deducting the estimated costs of disposal, from the net present value of the cash flows.

The key assumptions used in the determination are short-term and long-term revenue development, development of EBITDA and post-tax discount rate. Other assumptions are related to the annual capital expenditures and the change in net working capital. Terminal growth assumptions and discount rates used are presented in the following table:

	31 Dec, 2025	31 Dec, 2024
Terminal growth assumption	2.0%	2.0%
Post-tax discount rate	14.6%	15.4%

The average cumulative increase in revenue for the forecast periods is assumed to be over 10%, in line with the company's target, and accordingly the average EBITDA assumed for the forecast periods is over 25%.

Impairment testing calculations are based on annual long-term plans for the periods presented and other assumptions prepared by the Group's management and approved by the Board of Directors, including the forecast and terminal periods. The forecasts are based on the management's best estimates on future sales, cost development and general market conditions. The estimated future sales and production volumes are derived from the utilization of existing property, plant and equipment. If necessary, the assumptions are reconciled to reflect any possible differences between the Group management's view and those that market participants would take when pricing the assets and liabilities.

The impairment testing calculations use a five-year forecast period. The discount rate used in impairment testing is the weighted average post-tax cost of capital (WACC). The discount rate reflects the total cost of equity and debt and the market risks associated with the Group. Cash flows beyond the five-year period are extrapolated using the estimated growth rates stated below. The management has determined the following assumptions used in the calculations:

Assumptions	Description
Revenue growth	Revenue growth is based on the review period forecast.
Terminal growth	The terminal period growth assumption has been determined as 2.0%, which represents the long-term inflation projections.
EBITDA	EBITDA is based on the budgeted, forecasted profitability development in the review period as well as expected long-term profitability.
Discount rate	The discount rate is based on the weighted average post-tax cost of capital (WACC), determined using market data and peer company analysis.

The management judgement and estimates regarding future have a central role in preparing the impairment testing calculations. The discounted cash flow method used in preparing the calculations requires forecasts and assumptions of which the most significant relate to Revenue growth, the development of costs, the level of maintenance investments and changes in the discount rate.

It is possible that the predictions related to the cash flow forecasts are not achieved. As a result, the impairment of goodwill or other assets may have a significantly negative effect on the result and the financial position in the future periods.

No impairment has been recognized in the financial period presented. The management has prepared a sensitivity analysis for the key factors and based on the management estimate none of the reasonably possible changes in the key assumptions would lead to a situation in which the recoverable amount would be less than the carrying value of the cash generating unit.

Accounting policy

Goodwill

Goodwill arises from the business combinations and represents the excess of the consideration transferred over the Group's interest in the fair value of the identifiable net assets acquired at the acquisition date. Goodwill is an intangible asset with an indefinite useful life and is presented separately in the consolidated balance sheet. Goodwill is not amortised, but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes, being the Group level at Framery. An impairment loss recognized for goodwill will not be reversed in subsequent periods.

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Development costs

Development costs that are directly attributable to the design, testing and implementation of identifiable and unique assets controlled by the Group are recognized as intangible assets in the consolidated balance sheet where the following criteria are met:

1. it is technically feasible to complete the intangible asset so that it will be available for use
2. management intends to complete the intangible asset and use or sell it
3. there is an ability to use or sell the intangible asset
4. it can be demonstrated how the intangible asset will generate probable future economic benefits
5. adequate technical, financial and other resources to complete the development and use or sell the intangible asset are available, and
6. the expenditure attributable to the development of the intangible asset can be reliably measured.

Capitalized development costs include external services, materials and directly attributable salaries. Capitalized development costs are recognized at historical cost less accumulated amortisation and impairment losses. Amortisations are calculated on a straight-line method over the useful economic lives of the assets.

Intangible rights and software

Intangible rights and software are recognized at historical cost less accumulated amortisation and impairment losses. Amortisations are calculated on a straight-line method over the useful economic lives of the assets.

The estimated useful economic lives of other intangible assets are:

- Development costs: 3 years
- Intangible rights: 5 years
- Software: 5 years

The assets' residual values, useful lives and amortisation methods are reviewed at minimum at the end of each reporting period and adjusted, if appropriate, to reflect changes in the expected economic benefits. The amortisation of internally generated other intangible assets is commenced when the asset is ready for its intended use.

Impairment

Other intangible assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

Key estimates and judgements

Key estimates used in goodwill impairment testing

The management has made key estimates and judgements in determining the level at which the goodwill is tested and whether there are any indications of impairment. The calculations of the fair value less cost to sell are based on estimated cash flows, which require assessments and estimates from the management. The most significant estimates are related to the forecasted Revenue and EBITDA as well as calculation of the weighted average cost of capital (WACC) used to discount cash flows. Management assesses the impacts of changes in key estimates used in forecasts by preparing sensitivity analyses as described above in this note.

Estimates and judgements related to Other intangible assets

Framery has other intangible assets such as development costs, intangible rights and software with definite useful lives which values are presented above in this note. These assets are tested for impairment when events or changes in circumstances indicate that the carrying value may be impaired (a triggering event). The recoverability of these assets is based on management's estimate of the forecasted cash flow and market assumptions. Changes in these assumptions could result in impairment. See more details for impairment testing above in this note.

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3.2. Property, plant, and equipment

Framery's property, plant and equipment consist of machinery and equipment, subscribed pods and leasehold improvements. Additionally, construction in progress includes capitalized development costs related to new products.

Property, plant and equipment

EUR thousand	Machinery and equipment	Subscribed pods	Leasehold improvements	Construction in progress	Total
2025					
Cost at 1 Jan	**11 279**	**5 023**	**3 156**	**271**	**19 729**
Additions	630	648	41	677	1 996
Disposals	-109	-143	-	-65	-318
Reclassifications	-2	-	-	-124	-126
Translation differences	-1	-	-	-	-1
Cost at 31 Dec	**11 797**	**5 528**	**3 198**	**758**	**21 280**
Accumulated depreciation and impairment at 1 Jan	**-6 117**	**-3 950**	**-2 596**	**-171**	**-12 833**
Depreciation	-1 911	-657	-209	-	-2 777
Impairment	0	-	-	-	0
Reclassifications	-	-	-	171	171
Translation differences	0	-	-	-	0
Accumulated depreciation and impairment at 31 Dec	**-8 027**	**-4 607**	**-2 805**	**-**	**-15 438**
Carrying value at 1 Jan	**5 163**	**1 073**	**560**	**100**	**6 897**
Carrying value at 31 Dec	**3 771**	**921**	**393**	**758**	**5 842**

EUR thousand	Machinery and equipment	Subscribed pods	Leasehold improvements	Construction in progress	Total
2024					
Cost at 1 Jan	**7 173**	**4 224**	**2 870**	**2 583**	**16 851**
Additions	1 417	799	226	476	2 917
Reclassifications	2 689	-	60	-2 788	-39
Translation differences	0	-	-	-	0
Cost at 31 Dec	**11 279**	**5 023**	**3 156**	**271**	**19 729**
Accumulated depreciation and impairment at 1 Jan	**-4 345**	**-2 933**	**-2 310**	**-171**	**-9 759**
Depreciation	-1 742	-820	-285	-	-2 848
Disposals	-29	-197	-	-	-226
Translation differences	0	-	-	-	0
Accumulated depreciation and impairment at 31 Dec	**-6 117**	**-3 950**	**-2 596**	**-171**	**-12 833**
Carrying value at 1 Jan	**2 828**	**1 291**	**560**	**2 413**	**7 091**
Carrying value at 31 Dec	**5 163**	**1 073**	**560**	**100**	**6 897**

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Framery is using various machinery and equipment in connection with the manufacturing process including production line machines and assembly tools. Additionally, molds are another significant item, which are used for casting the frame structures of the pods. These items are presented as machinery and equipment. Subscribed pods include pods that are rented to customers for short term (see more information in note 3.3. Leases). Leasehold improvements include the costs associated with the enhancement of rental premises, which Framery uses for office and production purposes.

Accounting policy

Property, plant and equipment is recognized at cost less accumulated depreciation and any accumulated impairment losses. The cost includes purchase price of the asset and any other costs directly attributable to bringing the asset to the location and condition intended by the Framery's management. Maintenance and repair costs are expensed as incurred.

Depreciation is calculated using the straight-line basis over the estimated useful lives as follows:

- Machinery and equipment: 5 years
- Subscribed pods: 3 years

Leasehold improvements are depreciated over the shorter of the lease term of the leased premise and the useful life of the leasehold improvements. The useful lives and depreciation methods are reviewed, and adjusted if appropriate, at the end of each reporting period.

If there is evidence that an asset is impaired, the carrying amount of an asset is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. The impairment loss is recognized in the consolidated statement of comprehensive income and is reviewed at the end of each reporting period and reversed if appropriate.

An item of property, plant and equipment is derecognized on disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on disposals are determined by comparing sales proceeds with the carrying amount of the asset and are recognized in the consolidated statement of comprehensive income.

3.3. Leases

Framery has several lease contracts during the periods presented. The leased assets include for example Framery's head office and production premises, showrooms, cars and certain production related machinery and equipment. The lease terms are fixed or valid until further notice and only a few include termination or extension options. Lease payments are mostly containing fixed payments, which are annually updated based on indexes such as consumer price index.

Following table presents the items recognized in the consolidated balance sheet based on the categories of leased assets:

EUR thousand	31 Dec, 2025	31 Dec, 2024
Right-of-use assets		
Buildings	6 386	3 374
Machinery and equipment	288	235
Total	**6 674**	**3 608**
Lease liabilities		
Current	1 478	1 480
Non-current	5 363	2 264
Total	**6 841**	**3 745**

Additions to the right-of-use assets during 2025 were EUR 4 642 thousand (2024: EUR 639 thousand). In 2025 Framery exercised the extension option for the head office lease agreement, which resulted in an extended lease term and the subsequent remeasurement of the lease liability and right-of-use asset. As a result, the lease liability and right-of-use assets increased by EUR 3 832 thousand.

Following table presents the items related to leases included in the consolidated statement of comprehensive income where Framery acts as a lessee:

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Depreciation charge of right-of-use assets [1]		
Buildings	1 448	1 324
Machinery and equipment	96	48
Total	**1 544**	**1 372**
Interest expense [2]	179	201
Expense relating to short-term leases [3]	126	203
Expense relating to leases of low value assets that are not short-term leases [3]	234	177
The total amount recognized in the consolidated statement of comprehensive income	**2 084**	**1 953**
The total cash outflow	**1 986**	**1 913**

1) Included in the line item Depreciation, amortisation and impairments in the consolidated statement of comprehensive income
2) Included in the line item Finance costs in the consolidated statement of comprehensive income
3) Included in the line item Other expenses in the consolidated statement of comprehensive income

In 2025 short-term leases consist mainly of flexible workspaces and car leases mainly related to sales representatives in-person visits to clients. Low value leases consist mainly of IT and other office equipment.

Framery acts as a manufacturer lessor by leasing soundproof pods. These are leased only for short-term purposes and treated as operating leases. The rental income incurred from subscribed pods is presented in the note 2.1. Revenue. The maturity of the lease liabilities is presented in note 4.4. Financial risk and capital management.

Accounting policy

Framery as lessee

The Group assesses whether a contract is, or contains, a lease at inception of the contract. Framery recognizes a right-of-use asset and a corresponding lease liability at the commencement date of a lease. Initially, the lease liability is measured at the present value of the future lease payments to be made over the lease period. The lease payments include fixed payments including variable lease payments that depend on an index or rate.

To determine the present value of future lease payments, Framery discounts the lease payments using the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. The incremental borrowing rate reflects the rate at which the Group could borrow an amount similar to the value of the right-of-use asset in a similar economic environment.

Framery determines the lease term as the non-cancellable period of the lease, together with the periods covered by an option to extend the lease, if it is reasonably certain to be exercised, and periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. Management uses judgement to evaluate the lease term for leases with extension or termination options. Management estimates the lease term based on overall strategy and business development plans as well as contract specific facts and circumstances.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets comprises the initial measurement of the corresponding lease liability, initial direct costs incurred, and lease payments made at or before the commencement date. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful life of the underlying asset.

Lease liabilities are measured at amortized cost. The carrying amount of lease liabilities is increased to reflect the interest on the lease liability and decreased for the lease payments made. Interest expenses related to the lease liabilities are recognized in the consolidated statement of comprehensive income. The carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term or in lease payments.

Framery applies the recognition exemption provided for leases. Lease payments for leases of low value assets and short-term leases (less than 12 months) are recognized in the consolidated statement of comprehensive income on a straight-line basis. The low value assets comprise mainly IT and office equipment.

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Framery as lessor

Framery has classified all its lease contracts in which it is acting as a lessor as operating leases as the risks and rewards incidental of the ownership of assets are not seen transferred during the lease period because the leases are only for short term purposes without a purchase option at the end of the lease term. Framery recognizes lease payments as revenue on a straight-line basis over the lease term, see note 2.1. Revenue.

Key estimates and judgements

Lease term determination

For leases that continue in perpetuity, but both the lessor and Framery have termination options, management uses judgement to determine the period during which Framery is reasonably certain to remain in the premises. Management assesses the enforceable period of the lease based on the contractual terms and reasonable certainty criteria as described above. If both parties are able to leave the contract without permission of each party and there are no significant penalties related to the termination, the lease term is assessed based on the notice period. However, when assessing whether the penalty is considered significant, management considers not only the direct payments to the lessor, but also indirect or economic penalties for both parties, i.e. replacement costs incl. negotiations and implementations for a new asset, importance of that underlying asset to the Company's operations and possible investments performed already in connection with the leased asset i.e. all the facts and circumstances that create an economic incentive to continue with the leased asset. If the penalty is considered to be significant (direct or indirect), management uses judgement in determination of the lease term. The assessment is updated regularly.

In addition, periods covered by an option to extend the lease term are included in the lease term if the management is reasonably certain to exercise that option. The same rationale applies to termination options. Periods covered by a termination option are included in the lease term if the management is reasonably certain not to exercise the option. The same considerations are applied with termination and extension options as with perpetual leases described above.

Incremental borrowing rate determination

The incremental borrowing rate is the rate of interest that Framery would have to pay to borrow, over a similar term and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Management has defined incremental borrowing rates based on the company's credit rating, nature and geographical location of the asset, contract currency and the maturity of the contracts. The incremental borrowing rate used during the periods presented varies between 2.4%–11.7%.

3.4. Inventories

Framery's inventories comprise materials and supplies, work in progress and finished goods. Materials and supplies are related to the raw materials and components used in the production of Framery's pods. Work in progress is related to the unfinished pods in different stages of production. Finished goods are related to pods ready for sale and distribution. Advance payments are related to payments for materials which have not yet been received at the balance sheet date.

Inventories

EUR thousand	31 Dec, 2025	31 Dec, 2024
Materials and supplies	9 367	9 159
Work in progress	2 680	1 154
Finished goods	16 899	11 424
Advance payments	244	266
Total	**29 190**	**22 003**

Inventories recognized as an expense were included in the line materials and services of the consolidated statement of comprehensive income (see note 2.3. Materials and services).

Write-downs of inventories to net realisable value amounted to EUR 578 thousand (2024: EUR 1 852 thousand). These were recognized as an expense and included in materials and services in the consolidated statement of comprehensive income. Inventory write-downs during 2025 were mainly related to aging of inventory.

Accounting policy

Inventories are stated at the lower of cost and net realisable value. Cost comprises direct materials, direct labor and an appropriate proportion of variable and fixed overhead expenditure such as leases and depreciation of machinery and equipment. Fixed overhead expenditure is allocated on the basis of normal operating capacity.

Costs are assigned to individual items of inventory on the basis of weighted average costs method. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

The policy for inventory write-downs involves that when a product has been in stock for over 6 months, its value is written down by half, and when it has been in stock for a year, it is completely written off.

3.5. Trade and other receivables and payables

Trade and other receivables

Trade receivables represent amounts that Framery expects to collect from customers in the ordinary course of business. Other receivables include mainly prepaid expenses related to software licenses and VAT receivables. Following table presents Framery's trade and other receivables:

Trade and other receivables

EUR thousand	31 Dec, 2025	31 Dec, 2024
Current		
Trade receivables	25 936	26 393
Other receivables:		
Prepaid expenses	1 675	977
VAT receivables	3 081	2 957
Income tax receivables	654	-
Other	974	1 723
Total	**32 320**	**32 050**

Accounting policy

Trade receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 to 90 days and are therefore all classified as current. Trade receivables are recognized initially at the amount of consideration that is unconditional as they do not contain significant financing components. The Group holds trade receivables with the objective of collecting the contractual cash flows. The carrying amount of trade receivables is considered to equal their fair value due to their short maturity and accordingly fair value information is not provided. Factoring is not in use.

Framery applies the simplified approach to measure the credit losses on trade receivables. The simplified approach requires expected lifetime credit losses to be recognized from the initial recognition of the receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. Framery has assessed the need for expected credit loss provision based on management judgement, the historical payment profiles of sales, the corresponding historical credit losses experienced within the respective period as well as current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Receivables are written off as uncollectible where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 120 days past due.

Credit risk arising from trade receivables, management of credit risk and the provision matrix of trade receivables are presented in note 4.4. Financial risk and capital management.

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Trade and other payables

Trade and other payables represent unpaid, non-interest bearing liabilities at the end of the reporting period.

Current other payables consist mainly of accrued personnel expenses and other accruals. Accrued personnel expenses include payroll accruals, bonus provision and other personnel related accruals. Accruals primarily consist of accruals of purchase invoices, accruals for deferred income from subscribed pods and a liability for expected distributor commissions payable in relation to sales made until the end of the reporting period.

The following table presents Framery's trade and other payables during the periods presented.

Trade and other payables

EUR thousand	31 Dec, 2025	31 Dec, 2024
Current		
Trade payables	22 866	18 162
Other payables:		
Accrued personnel expenses	8 978	5 911
Other accruals	1 384	1 906
Employee benefit obligations	-	2 687
Income tax payables	371	1 127
Distributor commission	413	309
Other liabilities	2 876	2 540
Total	**36 888**	**32 642**

Accounting policy

Trade payables

Trade payables represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30-60 days of recognition. Trade payables are presented as current liabilities. They are recognized initially at their fair value and subsequently measured at amortised cost. The carrying amount of trade payables is considered to equal their fair value due to their short maturity and accordingly fair value information is not provided.

3.6. Provisions

Framery provides warranties for its products and recognizes provision for this obligation. Framery grants two-year warranty to its consumable parts and five-year warranty to other parts. To products prior to March 2024 and to Connect sensors Framery provides a one-year warranty.

EUR thousand	Warranty provisions	Total
2025		
At 1 Jan	-	-
Additions	398	398
At 31 Dec	**398**	**398**
Current	398	398
Total	**398**	**398**

Accounting policy

A provision is recognized when the Group has a current legal or constructive obligation as a result of past events, and it is probable that an outflow of resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Key estimates and judgements

The management estimates the provision based on historical warranty claim information. The amount of warranty provision involves uncertainty, as future claims may differ from historical amounts and estimated warranty claims may not be realized as predicted. Estimates and assumptions are reviewed quarterly.

4. Capital structure, financing and financial risk management

This section comprises an overview of Framery's capital structure including financing position, as well as financial risk and capital management strategies. In addition, the section describes Framery's liquidity position, debt structure and other obligations.

4.1. Financial assets and liabilities

Financial assets measured at amortised cost consist of trade receivables and cash and cash equivalents. Framery's cash and cash equivalents consist of cash in hand and deposits held at call with banks. Financial liabilities measured at amortised cost comprise bank loans. In addition, Framery has lease liabilities related to leased assets, as described in note 3.3. Leases.

New Financing Agreement

During the fourth quarter of 2025, Framery entered into a new financing agreement (the "New Financing Agreement") with a Nordic bank. The New Financing Agreement consists of two loans: a EUR 80 million term loan and a revolving credit facility of EUR 15 million.

The loans under the New Financing Agreement became available for drawdown in connection with the Company's IPO and the repayment of the previous term loan in December 2025. The premature repayment of the previous term loan resulted in an additional prepayment fee of EUR 880 thousand and it was immediately expensed. The difference between the carrying amount and the repayment amount of the previous loan, primarily relating to unamortized transaction costs, was recognized in profit or loss.

The new term loan matures in five years and will be amortised semi-annually in installments of approximately EUR 2.7 million, with the first installment due six months after the drawdown date. The remaining outstanding balance will be repaid on the final maturity date. The revolving credit facility may be used to finance Framery's ordinary business operations and working capital. The revolving credit facility is available for drawdown at any time during the five-year loan term; however, it has not yet been used. In addition, Framery has negotiated an account limit agreement with the same Nordic bank for EUR 5 million, which, at the reporting date, is not yet effective.

The loans under the New Financing Agreement have a floating interest rate based on Euribor plus a margin, linked to the covenant net debt to EBITDA as defined in the agreement. The loans under the New Financing Agreement are unsecured.

The New Financing Agreement includes a covenant net debt to EBITDA. For reporting periods ending on or before 30 September 2026, EBITDA is adjusted to exclude listing costs and other non-recurring items, in accordance with the terms of the New Financing Agreement. The covenant is reported regularly and factored into internal forecasts. The covenant has not been breached, nor has it been close to a breach.

Refinancing January 2025

In January 2025, Framery restructured its capital by executing a refinancing transaction. The refinancing included a financing agreement, consisting of a term loan of EUR 110 million and bridge loan facility of EUR 15 million. The term loan and EUR 5 million of the bridge loan facility were drawn down in January 2025 to refinance the existing shareholder loans and bank loans as well as to redeem the series P shares and to repay capital and distribute dividends on series A shares to the shareholders.

The term loan carried a floating interest of Euribor plus margin, which was 5.25% p.a before repayment of the term loan in December 2025. The bridge loan carried floating interest of Euribor plus margin of 4.0% p.a. for the first six months. The interest margin of the financing agreement was tied to a net debt / Adjusted EBITDA ratio.

Framery had the opportunity to prepay the bridge loan facility before the margin-reset date, while the term loan is paid at its maturity at the latest. The terms also stated that if the undrawn amount of bridge facility is not used during the first six months, the remaining facility is terminated. If the facility would have been drawn down, the same terms and conditions would have been applied as with the term loan. Framery repaid the bridge loan facility of EUR 5 million in July 2025 before the margin-reset date, and the remaining facility was terminated. Framery also repaid EUR 10 million of the term loan in September 2025 and the remaining EUR 100 million in December 2025.

Under the terms of the term loan, the Group was required to comply with the covenant gross debt / Adjusted EBITDA. The covenant was reported regularly and taken into account in the internal forecasts. The covenant was not breached, nor was it close to a breach.

Shareholder loans

Framery had shareholder loans from several shareholders with identical terms drawn in March 2018 with maturity of eight years. Accrued interest was capitalized annually. The shareholder loans, along with accrued interest were repaid in January 2025 using the proceeds from the term loan described above.

Framery also had recognized a liability for the series P shares held by shareholder-employees. Framery's series P shares did not carry voting rights but would entitle the holders to a predefined cumulative annual return on the initial subscription amount, payable upon an exit event. The Shareholders' Agreement included good and bad leaver clauses for Series P shares. Upon a good leaver event, the redemption price was based on the fair value of the shares. In bad leaver events, the redemption price was the lower of fair value and the subscription amount, or in certain situations a lower amount as otherwise defined in the Shareholders Agreement. As the entitlement to the predefined return was conditional on continued employment, the series P shares including initial subscription amount and the preference return accrued up to the reporting date held by shareholder-employees were classified as a liability. The annual accrual of the return was recognized as a finance cost in the consolidated statement of comprehensive income due to the nature of the arrangement.

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As a result of the preferential payment made to the holders of series P shares in January 2025 in connection with the refinancing, the Company redeemed all outstanding series P shares and accordingly all balances related to the Series P shares were derecognized from the consolidated balance sheet in January 2025 (31 December 2024: EUR 8 707 thousand).

Following table presents the carrying amounts and fair values of the borrowings on the balance sheet dates, together with applicable fair value hierarchies:

		31 Dec, 2025		31 Dec, 2024	
EUR thousand	**Fair value hierarchy level**	**Book value**	**Fair value**	**Book value**	**Fair value**
Financial liabilities measured at amortised cost					
Bank loans	3	79 873	80 107	9 750	9 750
Shareholder loans	3	-	-	47 199	47 199
Total financial liabilities measured at amortised cost		**79 873**	**80 107**	**56 949**	**56 949**

Trade payables are presented in note 3.5. Trade and other receivables and payables and their carrying value approximates the fair value.

The hierarchy levels are as follows:

Level 1: The fair value of financial instruments traded in active markets is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in level 1.

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

Fair value of bank loans is determined using discounted cash flow analysis. Cash flows are discounted using estimated market rate for similar loans at the measurement date. The management has applied judgement in determining the appropriate credit spread for the loans for each measurement date and as such classified the instruments to level 3 in the fair value hierarchy. For bank loans and shareholder loans as at 31 December 2024, the management has estimated that the discount rate has not significantly changed between the year, thus concluding that the book value of the loans is a reasonable approximation of their fair value. The Group has not changed any valuation techniques in determining the fair values.

Changes of financial liabilities arising from financing activities

EUR thousand	**Bank loans**	**Shareholder loans**	**Lease liabilities**	**Total**
Liabilities as at Jan 1, 2024	**18 572**	**46 522**	**4 515**	**69 608**
Cash flows from financing				
Repayments	-9 000	-	-1 533	-10 533
Non-cash movements				
Additions	-	-	763	763
Interest capitalization	178	3 823	-	4 001
Liabilities as at Dec 31, 2024	**9 750**	**50 344**	**3 745**	**63 839**
Cash flows from financing				
Proceeds	195 000	-	-	195 000
Repayments	-124 750	-50 344	-1 625	-176 719
Non-cash movements				
Additions	-	-	4 722	4 722
Interest capitalization	-127	-	-	-127
Liabilities as at Dec 31, 2025	**79 873**	**-**	**6 842**	**86 715**

Accounting policy

Financial assets

Framery's financial assets are measured at amortised cost, as all financial assets are held for collection of contractual cash flows, and the contractual terms give rise to cash flows that represent solely payments of principal and interest. Interest income from these financial assets is included in finance income and is calculated using the effective interest rate method.

Trade receivables are initially recognized at the transaction price. For more information on trade receivables please see note 3.5. Trade and other receivables and payables.

Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred so that the Group has transferred substantially all the risks and rewards of ownership. Any gain or loss arising on derecognition is recognized directly in the consolidated statement of comprehensive income.

Financial liabilities

Financial liabilities are initially measured at fair value, net of transaction costs incurred. Subsequently, financial liabilities are measured at amortised cost. Any difference between the proceeds received (net of transaction costs) and the redemption amount is recognized as interest expense over the loan term using the effective interest method and presented as finance costs in the income statement.

Fees paid on the establishment of loan facility are recognized as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalized as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Financial liabilities are derecognized from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognized in the consolidated statement of comprehensive income as other income or finance cost.

Financial liabilities are classified as current liabilities unless, at the end of the reporting period, the Group has a right to defer settlement of the liability for at least 12 months after the reporting period.

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification. For more information on covenants, see note 4.4 Financial risk and capital management.

Series P shares granted to shareholder-employees, which the Company has redeemed and cancelled during 2025, were subject to good and bad leaver conditions, under which the employee was entitled to predefined cumulative annual return on the subscription amount only if they remain employed until an exit event. As the benefit depended on future employment and service provided, the Series P shares held by shareholder-employees were presented as a liability. A liability was recognized based on the initial subscription amount and the accrued preference return up to the reporting date. The incurred right for the predefined accrued annual return was recorded as a finance cost through the comprehensive income statement, see note 2.9. Finance income and costs.

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4.2. Equity

Framery's total equity consists of share capital, reserve for invested unrestricted equity, cumulative transaction difference and retained earnings. The table below discloses the changes in the number of shares.

	Outstanding shares (pcs)	
	Common shares	Series P shares
Jan 1, 2024	**19 417 919**	**2 327 457**
Share issue	20 966	-
Cancellation of treasury shares	-	-
Change	-	-
Dec 31, 2024	**19 438 885**	**2 327 457**
Share issues	3 690	-
Cancellation of treasury shares	-282 543	-2 327 457
Share issue without payment (share split)	57 480 096	-
Listing share issue	2 508 703	-
Dec 31, 2025	**79 148 831**	**-**

As at 31 December 2025 Framery held no treasury shares (31 December 2024: 94 713 common shares, representing 0.4% of the share capital and total voting rights).

In connection with the refinancing in January 2025, Framery distributed capital and dividends to series A shareholders amounting to EUR 34 988 thousand. In addition, Framery paid a total of EUR 24 564 thousand to the holders of series P shares as preferential return, including both return of capital and dividends. As a result of the preferential payment made to the holders of series P shares, all balances related to the Series P shares were derecognized from the consolidated balance sheet. The Company had the right to redeem the series P shares without consideration once the amount corresponding to the preferential payment as defined in the Articles of Association had been distributed. After the preferential payment to the series P shareholders had been made, the General Meeting resolved to redeem all the Company's outstanding series P shares in May 2025. The Company cancelled all series P shares in August 2025. At the same time, the Company amended its Articles of Association so that it has only one class of shares (common shares).

The Board of Directors of the Company was authorised by the Extraordinary General Meeting on 12 November 2025 to resolve on the issuance of new shares without payment (share split). The Board of Directors resolved under the authorisation on 14 November 2025 to implement the issuance of new shares by issuing the shareholders three (3) new shares for each existing share. After the share split, the total number of shares was 76 640 128. The issued shares were entered in the Trade Register on 18 November 2025.

Trading in Framery Group Oyj's shares began on the pre-list of Nasdaq Helsinki Oy on 2 December 2025 and on the official list on 4 December 2025. The listing consisted of a share issue and a share sale. In the share issue, 2 508 703 new shares were issued, and the total number of shares in the Company after the IPO was 79 148 831. The new shares were registered in the Trade Register on 1 December 2025.

Framery received gross proceeds of EUR 20 million from the share issue, which was recognized in the reserve for invested unrestricted equity. Framery's listing costs totalled EUR 3.1 million. Of this amount, EUR 1.5 million was recognized in equity (less the tax impact of EUR 0.3 million), and EUR 1.5 million was recognized as expense in the consolidated statement of income. The final subscription price was EUR 8.00 per share in the institutional and public offering, and 10.0% lower in the personnel offering, i.e., EUR 7.20 per share, based on which the Company's market capitalization was approximately EUR 633 million immediately after the IPO. The demand for shares was strong, and the share issue and share sale were oversubscribed. The trading code for Framery's shares is FRAMERY.

Share capital

Framery's share capital is EUR 80 000 (2024: EUR 12 500). The share capital of Framery Group Plc was increased to EUR 80 000 by a resolution of the shareholders on 12 September 2025 by transferring EUR 67 500 from the Company's retained earnings to the share capital. As at 31 December 2025 Framery has one share series and each share constitutes one vote in the shareholders' meeting.

Reserve for invested unrestricted equity

The reserve for invested unrestricted equity includes the subscription price for shares as provided by the Finnish Limited Liability Companies Act. Changes in reserve for invested unrestricted equity are presented in the consolidated statement of changes in equity.

Translation differences

Translation differences arising from the translation of the financial statements of foreign subsidiaries are recognized in the other comprehensive income and accrued in a separate equity reserve. The cumulative amount of translation differences is recognized as income or expense in the consolidated statement of comprehensive income on the disposal of the net investment.

Dividends

Framery Group Oyj has paid return of capital and distributed accrued dividend to the preference shareholders as well as distributed dividends to common shareholders during the financial year 2025. After the end of the reporting period the Board proposes to the Annual General Meeting that a dividend of EUR 0.23 per share be distributed for the financial year ended 31 December 2025. The Board proposes that the dividend be paid in one instalment in May 2026.

Accounting policy

Shares are classified as equity and measured at transaction price. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

4.3. Earnings per share

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Earnings per share		
Profit for the year attributable to the owners of the company	20 376	19 566
Less: Preference return attributable to the holders of series P shares	33	1 152
Profit for the year attributable to the holders of common shares	**20 343**	**18 414**
Weighted average number of shares outstanding during the period before dilution:	77 155 552	77 467 886
Basic and diluted earnings per share (EUR)	**0.26**	**0.24**

Changes in the number of shares have been described in note 4.2. Equity.

Framery has amended its Articles of Association in August 2025, as a result of which the Company now has only one class of shares (common shares, formerly series A shares). The earnings per share for profit attributable to owners of the parent company, basic and diluted, for the periods presented have been retrospectively adjusted for the effects of the share issue without payment as resolved by the Company's Board of Directors on 14 November 2025.

Accounting policy

Basic earnings per share is calculated by dividing the profit for the period less the predefined cumulative annual preference return attributable to series P investor shareholders by the weighted average number of shares outstanding during the financial year.

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into consideration the Group's potential commitment to issue new shares in the future. Framery had no instruments during the financial years 2025-2024 that would have had a dilutive effect on earnings per share.

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4.4. Financial risk and capital management

The Group is exposed to a variety of financial risks including market risks (interest rate and foreign exchange risks), credit risk and liquidity risk. Financial risks are managed by the finance department in accordance with principles approved by the Board. The main focus of the risk management overall is on working capital and operative risk management to ensure the growth and profitability of the business, as the financial risks are not considered significant currently. The Group has not historically used derivatives to hedge the financial risks.

Market risk

Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk, primarily to the US dollar and Singapore dollar. Foreign exchange risk refers to the potential impact on the Group's financial performance or financial position due to fluctuations in exchange rates. The Group is mainly exposed to transaction risk, and to a minimal extent, translation risk that arises to translation of the foreign operations to the Group reporting currency. Foreign exchange transaction risk arises from future commercial transactions and recognized assets and liabilities denominated in a currency that is not the functional currency of the relevant Group entity. The Group entities operate in their local currencies in which also the intra-group transactions are carried. Accordingly, transaction risk arises mainly from foreign trade and internal transactions.

The management monitors the level of the foreign currency risk, and, as long as the business is considered profitable with a reasonable buffer to cover the foreign exchange risk, the policy is not to hedge the foreign currency risk.

The Group's exposure to foreign currency transaction risk at the end of the reporting period was as follows:

Foreign exchange transaction risk position

	31 Dec, 2025				31 Dec, 2024			
EUR thousand	**USD**	**SGD**	**GBP**	**AUD**	**USD**	**SGD**	**GBP**	**AUD**
Trade receivables	29 144	16 197	1 868	3 547	21 175	15 556	1 457	1 616
Cash	1 689	7	869	-	1 975	16	711	-
Trade payables	493	51	299	15	109	34	374	7

Trade receivables also include intercompany balances as these carry foreign exchange transaction risk.

The aggregate net foreign exchange gains/losses recognized in profit or loss were:

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Net foreign exchange gain/(loss) included in other operating income/ expenses	-3 265	819
Exchange gains/(losses) on foreign currency related to cash and cash equivalents included in finance costs	-314	-21
Total net foreign exchange gains/(losses) recognized in profit before income tax for the period	**-3 579**	**798**

In preparing the sensitivity analysis, net transaction position, as disclosed above, is multiplied by the reasonable possible change per foreign exchange rate per year, which is assessed by the management to be 10%. All other variables are assumed to remain constant in preparing the sensitivity analysis.

Sensitivity analysis

	Impact on profit for the period	
EUR thousand	**1 Jan – 31 Dec, 2025**	**1 Jan – 31 Dec, 2024**
EUR/USD exchange rate – increase 10%	-2 800	-2 302
EUR/USD exchange rate – decrease 10%	3 430	2 813
EUR/SGD exchange rate – increase 10%	-1 474	-1 512
EUR/SGD exchange rate – decrease 10%	1 799	1 847

Interest rate risk

Interest rate risk refers to the potential negative impact on the Group's financial performance due to fluctuations in interest rates. The Group's interest rate risk arises from long-term bank loans which are at variable rates, which expose the Group to cash flow interest rate risk. The interest rate risk has not been hedged. During the periods presented, the Group's borrowings at variable rate were denominated in Euro. The sensitivity analysis is provided in the table below. All other variables except for the market interest rate are assumed to remain constant in preparing the sensitivity analysis.

Sensitivity analysis

	Impact on profit for the period	
EUR thousand	**1 Jan – 31 Dec 2025**	**1 Jan – 31 Dec 2024**
Interest rates – increase by one percentage points*	-1 089	-159
Interest rates – decrease by one percentage points*	1 089	159

* Holding all other variables constant

Financing arrangements

Floating rate (EUR thousand)	**31 Dec, 2025**	**31 Dec, 2024**
Expiring within one year (bank loans)	5 471	-
Expiring beyond one year (bank loans)	74 402	9 750

Credit risk

Credit risk arises from cash and cash equivalents and trade receivables from wholesale and retail customers. Cash and cash equivalents are held with stable banks with high credit rating and their credit risk is considered immaterial. For trade receivables, credit risk is managed centrally. The Group limits the credit risk by monitoring clients credit position and payment history, and when necessary requiring prepayments from its clients. The management sets credit limits to clients and the credit controlling unit monitors the compliance with the credit limits. The maximum exposure to credit risk is the carrying amount of cash and cash equivalents and trade receivables. The credit risk overall is currently considered limited.

The credit controlling unit also monitors the general credit quality of the customers, taking into account their financial position, past payment behavior and other customer-specific factors. If the credit risk of a client is considered increased, letters of payment are required. Trade receivables past due over 7 days are monitored on a daily basis by the credit controlling unit. The Group uses an external company for debt collection for debts which are past due.

The expected credit loss model for trade receivables is described below. While cash and cash equivalents are also subject to the ECL model, the management has assessed that the expected losses for those items are not significant.

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Expected credit losses

The Group applies the simplified approach to measuring expected credit losses for trade receivables which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on the payment profiles of sales over a period of 24 months before 31 December 2025 respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Loss allowance

EUR thousand	Not due	Under 30 days	30-60 days	61-90 days	Over 90 days	Total
31 Dec, 2025						
Expected loss rate	0.0%	0.1%	0.3%	1.6%	4.9%	0.2%
Trade receivables, gross	22 672	2 945	477	176	822	27 150
Loss allowance	7	2	1	3	39	52
Trade receivables, net	**22 665**	**2 942**	**476**	**172**	**843**	**27 098**

EUR thousand	Not due	Under 30 days	30-60 days	61-90 days	Over 90 days	Total
31 Dec, 2024						
Expected loss rate	0.0%	0.1%	0.2%	0.8%	6.6%	0.1%
Trade receivables, gross	20 878	5 746	1 199	549	190	28 561
Loss allowance	5	4	3	5	12	29
Trade receivables, net	**20 873**	**5 742**	**1 196**	**544**	**177**	**28 532**

The loss allowances for trade receivables reconcile to the opening loss allowances as follows:

Loss allowance reconciliation

EUR thousand	2025	2024
Opening loss allowance at 1 Jan	29	22
Increase in loss allowance recognized in the statement of comprehensive income during the year	52	49
Receivables written off during the year as uncollectible	-2	-42
Unused amount reversed	-26	-
Closing loss allowance at 31 Dec	**52**	**29**

The Group has recognized an expected credit loss allowance of EUR 52 thousand. Additionally, during the financial year the Group has identified increased credit risk related to certain trade receivables and recognized a separate credit loss allowance of EUR 639 thousand for these receivables (2024: EUR 125 thousand).

Trade receivables are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on trade receivables are presented as other expenses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Liquidity risk and capital management

The Group's capital as at 31 December 2025 consisted of bank loans and equity, as shown on the balance sheet. The objectives of the capital management is to facilitate growth and profitability, and to safeguard the ability to provide returns to the shareholders. Refer to notes 4.1. Financial assets and liabilities and 4.2. Equity for more information.

The Group actively manages the working capital, aiming to maintain adequate levels of inventory to safeguard the Group's ability to continue its operations despite possible delivery problems arising from external events. This has been enabled by the Group's strong cash position and profitability of the business.

Framery's external funding is managed centrally at the Group level in accordance with the treasury policy.

Under the terms of the New Financing Agreement, the Group is required to comply with the covenants on net debt / EBITDA. For reporting periods ending on or before 30 September 2026, EBITDA is adjusted to exclude listing costs and other non-recurring items, in accordance with the terms of the New Financing Agreement. The repaid term loan had a covenant gross debt / adjusted EBITDA. The covenants are reported regularly to the bank and taken into account in the internal forecasts. The Group monitors the covenants actively. The covenants have not been breached, or they have not been close to a breach.

The Group has a stable liquidity position. The liquidity is further ensured by maintaining adequate committed credit facilities at all times as presented below.

The Group's liquidity risk management is based on maintaining sufficient cash and cash equivalents and the availability of funding through an adequate amount of committed credit facilities to ensure the Group's ability to meet obligations when due. Framery has revolving credit facility of EUR 15 million, which is unused as at 31 December 2025 (2024: EUR 4 559 thousand).

Management monitors rolling forecasts of the Group's liquidity reserve (comprising the undrawn borrowing facilities below and cash and cash equivalents) on the basis of expected cash flows. This is generally carried out at local level in the operating companies of the Group, in accordance with practice and limits set by the Group. These limits vary by location to take into account the liquidity of the market in which the entity operates. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet the limits, monitoring balance sheet liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans.

The Group had the following unused sources of financing at the end of the reporting period:

Unused financial sources

EUR thousand	31 Dec, 2025	31 Dec, 2024
Cash and cash equivalents	19 777	20 461
Committed credit facilities	15 000	4 559
Used	-	441
Total	**34 777**	**25 020**

The table below describes the maturities of financial liabilities and lease liabilities. Framery repaid the previous term loan in December 2025 (see Note 4.1. Financial assets and liabilities). The new term loan, in accordance with the New Financing Agreement, matures in 5 years from the drawdown and is amortised semi-annually in installments of approximately EUR 2.7 million. The entire remaining balance is paid on the final maturity date.

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Maturities of financial liabilities

EUR thousand	2026	2027	2028	2029	2030	2031-	Total contractual cash flows	Carrying amount
31 Dec, 2025								
Bank loans	7 896	7 722	7 553	7 539	60 545	-	91 255	79 873
Lease liabilities	1 800	1 694	1 614	1 606	973	-	7 687	6 841
Trade payables	22 866	-	-	-	-	-	22 866	22 866
Total	**32 562**	**9 415**	**9 168**	**9 145**	**61 518**	**-**	**121 808**	**109 580**

EUR thousand	2025	2026	2027	2028	2029	2030-	Total contractual cash flows	Carrying amount
31 Dec, 2024								
Bank loans	655	655	10 279	-	-	-	11 588	9 750
Shareholder loans	-	50 344	-	-	-	-	50 344	50 344
Lease liabilities	1 731	1 641	793	5	5	1	4 178	3 745
Trade payables	18 162	-	-	-	-	-	18 162	18 162
Total	**20 548**	**52 640**	**11 072**	**5**	**5**	**1**	**84 273**	**82 002**

5. Other disclosures

This section comprises additional significant information related to Framery's financial activities. It outlines details on related party transactions, contingent liabilities and assets and other commitments, events after the reporting period, and other significant disclosures that are necessary for understanding the company's financial position and performance.

5.1. Group structure

The consolidated financial statements of Framery includes the following entities:

Subsidiaries

The following table includes the subsidiaries in the Framery Group during the periods presented:

Subsidiary	Country of incorporation	Group ownership 31 Dec, 2025 (%)	Group ownership 31 Dec, 2024 (%)
Framery Group Plc	Finland	100	100
Framery Finance Oy	Finland	100	100
Framery Oy	Finland	100	100
Framery Trade Oy	Finland	100	100
Framery, Inc.	the United States	100	100
Framery Singapore Pte. Ltd.	Singapore	100	100
Framery Australia Pty. Ltd.	Australia	100	100
Framery Japan Co., Ltd.	Japan	100	100
Framery Canada Ltd.	Canada	100	100

Accounting policy

Subsidiaries are all entities over which the Group has control. The Group controls an entity where the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to consolidate because of a loss of control, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognized in the consolidated statement of comprehensive income. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognized in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognized in other comprehensive income are reclassified to the consolidated statement of comprehensive income.

5.2. Related party transactions

Framery's related parties include other companies in the Group, members of the Board of Directors, the CEO and members of the management team. The related parties also include the family members of these individuals and entities, in which these individuals have either control or joint control.

Until Framery's IPO in December 2025, Framery's ultimate controlling party was Vaaka Partners Buyout Fund III Ky, one of Vaaka Partners Oy's private equity funds. Following the IPO and the termination of the Shareholders' Agreement, Vaaka Partners Buyout Fund III Ky is considered a shareholder with significant influence.

Compensation and remuneration to the members of the Board of Directors, CEO and members of the Management Team

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Members of the Board of Directors		
Fees	142	136
CEO		
Short-term employee benefits	255	231
Management team		
Short-term employee benefits	1 398	1 033
Share-based payments	3 273	-
Termination benefits	56	-
Total	**5 124**	**1 401**

Shareholding of the members of the Management Team and Board of Directors

	31 Dec, 2025		31 Dec, 2024	
Shareholding	**Management Team (incl. CEO)**	**Board of Directors**	**Management Team (incl. CEO)**	**Board of Directors**
Common shares (pcs)*	6 949 332	639 215	2 596 764	199 755
Shareholding, % (of common shares)*	8.8%	0.8%	13.4%	1.0%
Series P shares (pcs)	-	-	764 162	24 800

* Framery has amended its Articles of Association in August 2025, as a result of which the company now has only one class of shares (common shares, formerly series A shares).

In the financial year 2025, the members of the Board of Directors were paid EUR 108 thousand, and the members of the Management team EUR 3 336 thousand, in capital returns related to series P shares. The total predefined accrued annual return related to the Series P shares recognized as a financial expense attributable to the members of the Board of Directors and the Management team amounted to EUR 17 thousand (2024: EUR 597 thousand). In addition, during the year, the members of the Board of Directors were paid EUR 360 thousand in dividends, and EUR 264 thousand in capital returns related to common shares, and the members of the Management team were paid EUR 7 418 thousand in dividends and EUR 5 362 thousand in capital returns.

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Executive officers have also participated in the Group's share option program (see Note 2.5. Share-based payments for the terms and conditions of the program). The options were fully vested and exercised in connection with Framery's IPO in December 2025. At the settlement date on 29 December 2025, the members of the management team had a total 31 472 (31 December 2024: 31 472) synthetic options, and the Board of Directors 47 740 (31 December 2024: 47 740) synthetic options. The expense recognized for synthetic options attributable to the members of the Board of Directors and Management team amounted to EUR 1 594 thousand during the period ended 31 December 2025 (2024: EUR 298 thousand). The liability related to the synthetic option program attributable to the members of the Board of Directors and Management team was EUR 2 187 thousand (31 December 2024: EUR 658 thousand), and it was fully settled in cash on 29 December 2025.

Transactions with significant investors

Vaaka Partners Buyout Fund III Ky holds 17 168 650 of the Company's shares as at 31 December 2025.

Other transactions are disclosed below:

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Finance costs		
Interest costs on shareholder loans	58	2 116
Financial liabilities measured at amortized cost		
Shareholder loans	-	28 437

During 2025, a total of EUR 28 496 thousand was repaid to Vaaka Partners Buyout Fund III Ky in shareholder loans and accrued interest, as well as EUR 6 955 thousand in dividends and EUR 5 253 thousand in capital returns.

During the financial years 2025, and 2024 Framery had a minor transaction with a related party. Framery has not engaged in any other transactions with related parties other than the ones described above during the period ended 31 December 2025. There were no other outstanding balances with related parties as of 31 December 2025 and 31 December 2024.

5.3. Contingent liabilities and commitments

Commitments

EUR thousand	31 Dec, 2025	31 Dec, 2024
Guarantees		
Company mortgages	-	156 000
Rent commitments	432	651
Less than 12 months	286	399
Over 12 months	146	252
Other guarantees		
Rent deposits	-	441
Purchase commitments	13 399	12 010
Less than 12 months	11 832	10 310
Over 12 months	1 567	1 700

Accounting policy

Contingent liabilities are possible obligations resulting from past events whose existence will only be confirmed by uncertain future events that are beyond the Group's control. Existing obligations that the settlement is not probable, or the amount cannot be measured reliably, are also considered contingent liabilities. Contingent liabilities are presented in the notes to the financial statements.

5.4. Events after the reporting period

On 30 January 2026, Framery published that the four largest shareholders of Framery Group Plc have appointed their representatives to the Shareholders' Nomination Board in their organizing meeting on 26 January 2026. In accordance with the Charter of the Nomination Board, the Board consists of representatives of the four largest shareholders and the Chair of the Board of Directors of Framery Group Plc, as an expert member. These shareholders have appointed the following members to the Nomination Board: Ville Koskenvuo (Partner, Vaaka Partners Oy), Samu Hällfors, Tommi Walther (Investment Director, Varma Mutual Pension Insurance Company), and Niko Syrjänen (Director Equity Investments, Elo Mutual Pension Insurance Company). The duty of the Shareholders' Nomination Board is to prepare and present to the 2026 Annual General Meeting proposals on the remuneration of the members of the Board of Directors, the number of members of the Board, and the composition of the Board.

Framery's negotiated account limit agreement for EUR 5 million with the same Nordic bank became effective on 16 February 2026.

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EUR thousand	Note	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
REVENUE		**447**	**-**
			-
Other operating income		1	
Personnel costs	1.1		
Salaries and fees		-5 870	-13
Social security costs			
Pension costs		-82	-
Other social security costs		-13	-
Total personnel costs		-5 964	-13
Other operating expenses	1.2	-2 549	-54
OPERATING PROFIT (LOSS)		**-8 065**	**-67**
Finance income and expenses			
Finance income from group undertakings		-	41 575
From group companies		395	3 744
Finance expenses			
To group companies		-201	-213
To others		-2 149	-3 823
Total finance income and expenses	1.3	-1 956	41 284
PROFIT (LOSS) BEFORE APPROPRIATIONS AND TAXES		**-10 021**	**41 216**
Appropriations			
Group contribution		10 021	360
Total appropriations		10 021	360
Income taxes		-0	-0
PROFIT (LOSS) FOR THE PERIOD		**0**	**41 576**

Parent company balance sheet (FAS)

EUR thousand	Note	31 Dec, 2025	31 Dec, 2024
ASSETS			
NON-CURRENT ASSETS			
Investments			
Subsidiary shares	2.1	19 986	19 986
TOTAL NON-CURRENT ASSETS		**19 986**	**19 986**
CURRENT ASSETS			
Receivables			
Current			
From group companies	2.2	97 369	112 547
Other receivables		575	-
Accrued group receivables	2.3	292	3 144
Total current receivables		98 235	115 691
Cash and cash equivalents		2 404	463
TOTAL CURRENT ASSETS		**100 639**	**116 153**
TOTAL ASSETS		**120 625**	**136 139**
EQUITY AND LIABILITIES			
EQUITY			
Share capital		80	13
Other reserves			
Reserve for invested unrestricted equity		20 000	25 365
Retained earnings		16 285	13 102
Profit (loss) for the period		0	41 576
TOTAL EQUITY		**36 365**	**80 055**
LIABILITIES			
NON-CURRENT			
Loans from financial institutions		74 667	-
TOTAL NON-CURRENT		**74 667**	**-**
CURRENT			
Loans from financial institutions		5 333	-
Shareholder loans		-	47 199
Trade payables		292	0
Liabilities to group companies	2.4	1 308	5 740
Accrued liabilities	2.5	2 660	3 145
TOTAL CURRENT		**9 593**	**56 084**
TOTAL LIABILITIES		**84 260**	**56 084**
TOTAL EQUITY AND LIABILITIES		**120 625**	**136 139**

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Parent company cash flow statement (FAS)

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
CASH FLOW FROM OPERATING ACTIVITIES:		
Profit (loss) before appropriations and taxes	-10 021	41 216
Adjustments:		
Finance income and costs	1 956	-41 284
Cash flows from operating activities before change in working capital	-8 065	-67
Changes in net working capital:		
Change in trade and other receivables, increase (-) / decrease (+)	-1 510	-
Change in trade and other payables, increase (-) / decrease (+)	4 046	0
Cash flows from operating activities before tax	-5 529	-67
Income taxes paid	0	-
CASH FLOW FROM OPERATING ACTIVITIES (A)	**-5 529**	**-67**
Cash flow before financing (A+B)	**-5 529**	**-67**
CASH FLOW FROM FINANCING ACTIVITIES		
Issuance of shares for cash	20 060	400
Transaction costs paid on share issue	-1 532	-
Company's own share acquisitions	-4 197	-1 153
Dividends received	64 792	-
Dividends paid and other distributions	-59 552	-
Interest and finance expenses received	3 247	-
Interest and finance expenses paid	-3 548	-
Change in non-current loans, increase (+) / decrease (-)	74 667	-
Change in current loans, increase (+) / decrease (-)	-86 465	370
Group contributions received	-	730
CASH FLOW FROM FINANCING ACTIVITIES (C)	**7 471**	**347**
Change in cash and cash equivalents (A+B+C) increase (+) / decrease (-)	**1 941**	**280**
Cash and cash equivalents at the beginning of the period	463	183
Cash and cash equivalents at the end of the period	2 404	463
Change in cash and cash equivalents	**1 941**	**280**

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Accounting policies for the parent company

Basis of preparation

The financial statements have been prepared in accordance with the accounting and limited liability company regulations in force in Finland.

Revenue recognition

Revenue consists of service sales provided to group companies. Revenue from services is recognized when the service has been performed.

Borrowing costs

Borrowing costs arising from loans from financial institutions are recognized as expenses on an accrual basis when incurred.

Non-current assets

Subsidiary shares included in non-current assets are valued at acquisition cost or, if lower, at fair value.

Income taxes

Income taxes in the income statement include taxes calculated from the profit for the financial year based on Finnish tax regulations, as well as adjustments to taxes from previous financial years. Deferred taxes are not recognized in the parent company.

Synthetic options

Share-based incentive programs have been treated as share-based payments in which certain key personnel were granted the right to subscribe for Framery shares in exchange for providing services.

The share-based incentive programs have been accounted for as cash settled and payments arising from synthetic options have been recorded as expenses at the time of payment. Share subscriptions related to the programs and possible redemptions of treasury shares have been recognized as changes in the invested unrestricted equity.

The synthetic option program was terminated and fully settled during the financial year 2025 in connection with the company's listing. The profit impact arising from the termination of the program has been fully recorded in personnel expenses for the financial year 2025.

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Personnel expenses

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Average number of personnel	2	-
Salaries and fees	-5 870	-13
Pension and other social security costs	-95	-
Total	**-5 964**	**-13**

Other expenses

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Voluntary social expenses	0	-
Premises expenses	-1	-
Marketing expenses	-167	-
Administrative services	-1 285	-50
Other expenses	-1 096	-5
Total	**-2 549**	**-54**

Auditor remuneration

Fees paid to Ernst & Young Oy:

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Statutory audit	23	47
Other services	327	2
Sustainability statement assurance	20	-
Total	**370**	**49**

Finance income and expenses

EUR thousand	1 Jan - 31 Dec, 2025	1 Jan - 31 Dec, 2024
Dividends from group companies	-	41 575
Interest income from group companies	395	3 744
Interest expenses from group companies	-201	-213
Other interest expenses	-317	-3 823
Other finance expenses	-1 833	-
Total	**-1 956**	**41 284**

Notes to the balance sheet

Investments

Shares owned by the company in other companies in which the ownership interest exceeds 20%:

	Domicile	Parent ownership (%)
Framery Finance Oy	Finland	100%

Receivables from group companies

EUR thousand	31 Dec, 2025	31 Dec, 2024
Trade receivables	561	-
Group loan receivables	85 844	47 187
Other group receivables	10 964	65 360
Total	**97 369**	**112 547**

Material items included in accrued receivables

EUR thousand	31 Dec, 2025	31 Dec, 2024
Amortised interest relative to group loan	292	3 144
Total	**292**	**3 144**

Liabilities to group companies

EUR thousand	31 Dec, 2025	31 Dec, 2024
Trade payables	1 308	-
Group loans	-	5 740
Total	**1 308**	**5 740**

Material items included in accrued liabilities

EUR thousand	31 Dec, 2025	31 Dec, 2024
Personnel expenses	669	-
Interest expenses	215	3 145
Withholding tax debt	1 776	-
Income tax	0	0
Total	**2 660**	**3 145**

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Increases and decreases to equity during the financial year

EUR thousand	31 Dec, 2025	31 Dec, 2024
Share capital 1 Jan	13	13
Additions	68	-
Share capital 31 Dec	**80**	**13**
Invested unrestricted equity reserves 1 Jan	25 365	26 117
Additions	20 060	400
Transfer from retained earnings	3 978	-
Dividends paid and other distributions	-11 947	-
Deductions	-17 455	-1 153
Invested unrestricted equity reserves 31 Dec	**20 000**	**25 365**
Retained earnings from previous financial years 1 Jan	54 678	13 102
Dividend distribution	-34 348	-
Transfer to invested unrestricted equity reserves	-3 978	-
Share capital increase	-68	-
Retained earnings from previous financial years	16 285	13 102
Profit (loss) for the period	0	41 576
Total equity	**36 365**	**80 055**
Restricted equity	80	13
Unrestricted equity	36 285	80 042
Equity	**36 365**	**80 055**
Statement regarding distributable unrestricted equity		
Invested unrestricted equity reserves	20 000	25 365
Retained earnings from previous financial years.	16 285	13 102
Profit/loss for financial year	0	41 576
Distributable unrestricted equity	**36 285**	**80 042**

From August 2025 onwards, Framery Group Plc's shares consist of one share series (former series A shares).

Total number of shares 79 148 831.

Each share constitutes one vote in the Annual General Meeting.

Board of Directors' proposal for the distribution of profit

Framery Group Plc's total unrestricted equity amounts to 36 285 107.11 euros, of which the profit for the 2025 financial year accounts for 271.99 euros. Framery's Board of Directors proposes to the Annual General Meeting that a dividend of EUR 18 204 231.12 is distributed from the unrestricted equity and that the remaining EUR 18 080 875.99 is retained in the company's equity as retained earnings.

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The financial statements, prepared in accordance with applicable accounting regulations, give a true and fair view of the assets, liabilities, financial position, and profit or loss of both the Company and the Group of companies included in its consolidated financial statements.

The management report contains a fair review of the development and performance of the business operations of both the Company and the Group of companies included in its consolidated financial statements, as well as a description of the most significant risks and uncertainties and other aspects of the Company's condition. The sustainability report included in the management report has been prepared in accordance with the reporting standards referred to in Chapter 7 and Article 8 of the Taxonomy Regulation.

Tampere, 30 March 2026

Mika Sutinen
Chair of Board of Directors

Ville Koskenvuo
Board Member

Pipsa Loimijoki
Board Member

Timo Toikkanen
Board Member

Gregory Bylsma
Board Member

Samu Hällfors
CEO

Auditor's note

Our Auditor's Report has been issued today

Helsinki, 30 March 2026

Ernst & Young Oy

Authorized Public Accountants

Juha Hilmola

Authorized Public Accountant

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To the Annual General Meeting of Framery Group Oyj

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Framery Group Oyj (business identity code 2887221-4) for the year ended 31 December, 2025. The financial statements comprise the consolidated balance sheet, income statement, statement of comprehensive income, statement of changes in equity, statement of cash flows and notes, including material accounting policy information, as well as the parent company's balance sheet, income statement, statement of cash flows and notes.

In our opinion

- the consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with IFRS Accounting Standards as adopted by the EU.
- the financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

Our opinion is consistent with the additional report submitted to the Audit Committee.

Basis for Opinion

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

In our best knowledge and understanding, the non-audit services that we have provided to the parent company and group companies are in compliance with laws and regulations applicable in Finland regarding these services, and we have not provided any prohibited non-audit services referred to in Article 5(1) of regulation (EU) 537/2014. The non-audit services that we have provided have been disclosed in note 2.8 to the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

We have also addressed the risk of management override of internal controls. This includes consideration of whether there was evidence of management bias that represented a risk of material misstatement due to fraud.

Key Audit Matter	How our audit addressed the Key Audit Matter
Revenue recognition We refer to the accounting principles for consolidated financial statement and note 2.1. In accordance with the accounting principles revenue is recognized when control of the products has transferred to client. Control may be transferred either at a point in time or over time. Typically, control is transferred to the customer according to the delivery terms and revenue from sales of pods and spare parts is recognized at a point in time. The Group focuses on revenue as a key performance measure which could create an incentive for revenue to be recognized too early. Revenue recognition was determined to be a key audit matter and a significant risk of material misstatement referred to in EU Regulation No 537/2014, point (c) of Article 10(2) because of the risk of correct timing of revenue recognition.	Our audit procedures to address the risk of material misstatement in respect of the revenue recognition included, among others: • assessment of the appropriateness of the Group's accounting policies over revenue recognition and comparing them to the applicable accounting standards; • gaining an understanding of the revenue recognition process including related accruals; • data analytical procedures, for example, analyzing the conversion of revenue to cash received; • familiarizing ourselves with the contractual terms in sales agreements; • testing the revenue cut-off with analytical procedures and with a sample test of details on a transaction level on either side of the balance sheet date; and • assessment of the Group´s disclosures in respect of revenues.
Valuation of Goodwill We refer to the accounting principles for consolidated financial statement and note 3.1. The value of goodwill at the date of the financial statements 31.12.2025 amounted to 68,7 million euros representing 41 % of total assets and 151 % of equity. Valuation of goodwill was a key audit matter because the assessment process is based on significant management estimates and judgement and because the amount of goodwill is significant to the financial statements. Valuation of goodwill is based on management's estimate about the fair value less costs of disposal of cash generating units. There are underlying assumptions used to determine the fair value less costs of disposal, including development of revenue and profitability and the discount rate applied on cash flows. Estimated fair value less costs of disposal of the cash generating units may vary significantly when the underlying assumptions are changed. Changes in above-mentioned individual assumptions may result in an impairment of goodwill.	Our audit procedures included, among others: • Involvement of our valuation specialist to assist us in evaluating methodologies, impairment calculations and underlying assumptions applied by the management in impairment testing. • Testing of the mathematical accuracy of the impairment calculations. • Comparing the key assumptions applied by management in impairment tests to approved long-term plans for the periods presented and other assumptions, information available in external sources and our independently calculated industry averages such as weighted average cost of capital used in discounting the cashflows. In addition, we compared the outcome of the impairment test with Framery Group Oyj's market capitalization. • Assessing the adequacy of the Group´s disclosures on goodwill.

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Responsibilities of the Board of Directors and the CEO for the Financial Statements

The Board of Directors and the CEO are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. The Board of Directors and the CEO are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the CEO are responsible for assessing the parent company's and the group's ability to continue as going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance on 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 good auditing practice 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 the financial statements.

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Board of Directors' and the CEO's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the parent company or the group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Reporting Requirements

Information on our audit engagement

We were first appointed as auditors by the Annual General Meeting on 25th August 2020, and our appointment represents a total period of uninterrupted engagement of six years. Framery Group Oyj became a Public Interest Entity on 4 December 2025.

Other information

The Board of Directors and the CEO are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. We have obtained the report of the Board of Directors prior to the date of this auditor's report, and the Annual Report is expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions, excluding the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions. Our opinion does not cover the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Helsinki 30.3.2026

Ernst & Young Oy

Authorized Public Accountant Firm

Juha Hilmola

Authorized Public Accountant

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Assurance Report on the Sustainability Statement

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To the Annual General Meeting of Framery Group Oyj

We have performed a limited assurance engagement on the group Sustainability Statement of Framery Group Oyj (business identity code 2887221-4) that is referred to in Chapter 7 of the Accounting Act and that is included in the report of the Board of Directors for the reporting period 1.1.–31.12.2025.

Opinion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the group Sustainability Statement does not comply, in all material respects, with

1) the requirements laid down in Chapter 7 of the Accounting Act and the sustainability reporting standards (ESRS), and

2) the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy).

Point 1 above also contains the process in which Framery Group Oyj has identified the information for reporting in accordance with the sustainability reporting standards (double materiality assessment).

Our opinion does not cover the tagging of the group Sustainability Statement with digital XBRL sustainability tags in accordance with Chapter 7, Section 22, Subsection 1(2), of the Accounting Act, because sustainability reporting companies have not had the possibility to comply with that requirement in the absence of requirements for the tagging of sustainability information in the ESEF regulation or other European Union legislation.

Basis for Opinion

We performed the assurance of the group Sustainability Statement as a limited assurance engagement in compliance with good assurance practice in Finland and with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Our responsibilities under this standard are further described in the Responsibilities of the Authorized Group Sustainability Auditor section of our report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

We draw attention to the fact that the group Sustainability Statement of Framery Group Oyj that is referred to in Chapter 7 of the Accounting Act has been prepared and assurance has been provided for it for the first time for the reporting period 1.1.–31.12.2025. Our opinion does not cover the comparative information that has been presented in the group Sustainability Statement. Our opinion is not modified in respect of this matter.

Authorized Group Sustainability Auditor's Independence and Quality Management

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our engagement, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The Authorized Group Sustainability Auditor applies International Standard on Quality Management ISQM 1, which requires the Authorized Sustainability Audit Firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities of the Board of Directors and the CEO

The Board of Directors and the CEO of Framery Group Oyj are responsible for:

- the group Sustainability Statement and for its preparation and presentation in accordance with the provisions of Chapter 7 of the Accounting Act, including the process that has been defined in the sustainability reporting standards and in which the information for reporting in accordance with the sustainability reporting standards has been identified,
- the compliance of the group Sustainability Statement with the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088, and for
- such internal control as the Board of Directors and the CEO determine is necessary to enable the preparation of a group Sustainability Statement that is free from material misstatement, whether due to fraud or error.

Inherent Limitations in the Preparation of a Sustainability Statement

The preparation of the group Sustainability Statement requires a materiality assessment from the company in order to identify relevant disclosures. This significantly involves management judgment and choices. Group Sustainability reporting is also characterized by the fact that reporting of this type of information involves estimates and assumptions, as well as measurement and assessment uncertainty.

The determination of greenhouse gases is subject to inherent uncertainty due to the incomplete scientific data used to determine the emission factors and the numerical values needed to combine emissions of different gases.

When reporting future-related information in accordance with the ESRS standards, the company's management must present assumptions regarding possible future events and disclose the company's potential future actions related to these events, as well as prepare future-related information based on these assumptions. The actual outcome is likely to differ, as predicted events often do not occur as expected.

Responsibilities of the Authorized Group Sustainability Auditor

Our responsibility is to perform an assurance engagement to obtain limited assurance about whether the group Sustainability Statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the group Sustainability Statement.

Compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) requires that we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

- Identify and assess the risks of material misstatement of the [group] Sustainability Statement, whether due to fraud or error, and obtain an understanding of internal control relevant to the engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the the group's internal control.
- Design and perform assurance procedures responsive to those risks to obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Description of the Procedures That Have Been Performed

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The nature, timing and extent of assurance procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures included for ex. the following:

- We have interviewed key personnel responsible for collecting and reporting of the information included in the group Sustainability Statement.
- Through interviews, we gained an understanding of the group's control environment related to the group sustainability reporting process.
- We evaluated the implementation of the company's double materiality assessment process in relation to the requirements of the ESRS standards, as well as whether the information provided from the double materiality assessment is in material respects in accordance with the ESRS standards.

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- We assessed whether the group Sustainability Statement in material respects meets the requirements of the ESRS standards regarding material sustainability topics:
  - We have tested the accuracy of the information presented in the group Sustainability Statement by comparing the information on a sample basis to the documentation and records prepared by the company and assessed whether they support the information included in the group Sustainability Statement.
  - We have on a sample basis performed analytical assurance procedures and related inquiries, recalculations and inspected documentation, as well as tested data aggregation to assess the accuracy of the group Sustainability Statement.
- Regarding EU Taxonomy data, we gained an understanding of the process by which a company has defined taxonomy-eligible and taxonomy-aligned economic activities, and we assessed the compliance of the information provided.

Helsinki 30.3.2026

Ernst & Young Oy

Authorized Sustainability Audit Firm

Juha Hilmola

Authorized Sustainability Auditor

Remuneration report

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Greetings from the Chair of the Remuneration Committee

Dear Framery shareholder,

It is my pleasure to present Framery Group Plc's remuneration report for the 2025 financial year. This is the company's first remuneration report as a publicly listed company, following Framery's listing on the main list of the Helsinki Stock Exchange in December 2025. The report describes the remuneration paid to the members of the Board of Directors and the CEO during 2025, and how the company's remuneration policy has been followed and implemented in practice.

The remuneration at Framery Group is designed to promote the Group's long-term success. The remuneration is based on the remuneration policy presented at the Extraordinary General Meeting on 12 November, 2025. In 2025, the remuneration of the Board of Directors and the CEO was in accordance with the applicable remuneration policy, and no deviations occurred.

The remuneration of Framery employees, the Management Team, and the CEO is guided by the company's growth and profitability, as well as a competitive compensation model that rewards individual performance and expertise. The year 2025 has been a significant year for Framery due to the stock market listing. The success in all our market areas and achievements with global key accounts propelled the company to 37.0% growth. Revenue growth and scalability were supported by the development of a reseller-driven business model, close ties with key customers, and the competitive advantage provided by a new, intelligent product family. The strong growth has also been reflected in the overall remuneration. The effective implementation of the strategy and the expansion of operations have required a reassessment of the Board of Directors' and the CEO's remuneration to ensure they correlate with the company's increased size, the diversity of operations, and market demands. Through regular assessment and necessary changes, we ensure that remuneration serves as an effective tool in implementing our strategy and ensuring the company's ability to attract and retain the necessary leadership expertise. The aim is for remuneration to match with the company's value creation and increased responsibility.

Finally, I would like to thank every Framery employee for their relentless work over the years, which enabled last year's successful stock market listing, and the shareholders for their trust in the company. We also welcome feedback from shareholders regarding our remuneration report.

Ville Koskenvuo

Chair of the Remuneration Committee

Framery Group Plc

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Introduction

This remuneration report of Framery Group Plc ("Framery" or "the Company") describes the salaries, fees, and other financial benefits paid to the members of the Board of Directors and the CEO during the 2025 financial year. Additionally, the report describes the decision-making process for remuneration and the key principles governing it within the Company. Framery complies with the Corporate Governance Code published by the Securities Market Association, and the 2025 remuneration report has been prepared in accordance with the recommendations of the Corporate Governance Code that entered into force on 1 January, 2025, and applicable legislation.

The Remuneration Committee of Framery Group Plc's Board of Directors has prepared the Remuneration Report for evaluation by the Board of Directors, and the Board of Directors has approved it to be presented to the Annual General Meeting. Shareholders will make an advisory decision on the report at the 2026 Annual General Meeting.

Framery's remuneration policy forms the basis for the remuneration of the members of Framery's Board of Directors and the CEO. The updated remuneration policy was presented to Framery's Extraordinary General Meeting held on 12 November, 2025, which adopted it by advisory decision. The remuneration policy is available on Framery's website https://framery.com/sijoittajat/wp-content/uploads/sites/2/2025/11/Framery-Group-Remuneration-Policy.pdf.

Key principles of remuneration

Framery's remuneration policy is designed to promote the Company's long-term success. Its purpose is to ensure the successful implementation of the Company's business strategy, promote the Company's performance, and support long-term value creation for shareholders. The remuneration principles and practices have been established to attract, engage, and motivate employees and to ensure the fairness of remuneration across all markets in which the Company operates.

The compensation of the members of the Board of Directors and Board committees are decided during the Company's Annual General Meeting, based on a proposal by the Shareholders' Nomination Board. The Shareholders' Nomination Board is not entitled to receive compensation from the Company for its membership, unless otherwise decided during the Annual General Meeting. The Board of Directors decides on the CEO's compensation in accordance with the remuneration policy presented during the Company's latest Annual General Meeting. To avoid conflicts of interest, the CEO may not be a member of any Board committee, nor may they participate in the preparation or decision-making concerning their own remuneration. The Board and its committees may engage external experts to assist with remuneration matters.

Remuneration of the Board of Directors

When preparing its proposal concerning the remuneration of the Board of Directors for the Annual General Meeting, the Shareholders' Nomination Board may take into account, for example, the duties and responsibilities of the Board and committees, the Company's ability to attract and retain competent and diverse individuals to the Board, and the market relevance of the remuneration. To promote the Board of Directors' share ownership in the Company, it may be decided in the Annual General Meeting to pay part of the Board of Directors' fee in company shares.

Remuneration of the CEO

The objective of the CEO's remuneration is to guide and reward the achievement of the Company's strategic priorities, thereby promoting the Company's long-term financial success, competitiveness, and the favorable development of shareholder value.

In principle, the same remuneration principles and practices apply to the CEO as to the Company's other employees. However, due to the CEO's special role and related requirements and responsibilities, the CEO's remuneration includes components that differ from those of other employees.

The CEO's remuneration consists of:

- fixed components, such as base salary and fringe benefits
- variable components, such as short- and long-term incentives, and
- other financial benefits

A significant portion of the CEO's theoretical maximum total remuneration opportunity is based on variable components, and the payout is dependent on the achievement of predetermined performance measures.

Framery's Board of Directors monitors and supervises the functionality of the remuneration policy, the competitiveness of remuneration, and how the remuneration policy promotes the Company's long-term goals.

Development of remuneration

Framery's growth has been strong and consistent over the past few years. During the period between 2022 and 2025, the Company's revenue grew from 152.5 million euros to 222.1 million euros. At the same time, profitability developed, and the result rose from 29.2 million euros to 50.5 million euros. In 2025, Framery's revenue grew by 37 percent to 222.1M€, significantly exceeding the estimated 15% annual average growth rate of the soundproof workspace market (2024–2030). Revenue growth and scalability were supported by the continued development of a dealer-driven business model, close relationships with key customers, and the competitive advantage provided by the new smart product family.

The comparison between the remuneration of the Board of Directors, the CEO, and the Company's financial performance is detailed in the table below. The table includes a comparison of the remuneration of the Board of Directors and the CEO in relation to the Company's revenue, profit, and average employee salary over the past five financial years. The comparison period 2021–2025 ended with the stock market listing realized in December 2025. The Company's financial development is expressed by presenting the development of Framery's revenue and results during the financial years 2022-2025. The revenue and results for 2021 have not been presented, as comparable revenue and adjusted operating results in accordance with IFRS are only available from 2022 onwards.

According to Framery's Articles of Association, the Company's Board of Directors consists of at least four and at most eight members elected during the Annual General Meeting. The Board compensation and information concerning the Board presented in this report refer to the Board of Framery Oy until November 2025 and the Board of Framery Group Oyj from December 2025 onwards. In 2025, there were five (5) members on the Board. During the year 2025, the following changes occurred in the Company's Board of Directors: Tuomas Siponen left his position as a Board member, and Pipsa Loimijoki was appointed to the Board. The Board of Directors consists of Mika Sutinen (Chair of the Board), Timo Toikkanen, Gregory Bylsma, Pipsa Loimijoki, and Ville Koskenvuo. Ville Koskenvuo also serves as Vice Chair of the Board. Framery's governance structure includes an Audit Committee, a Remuneration Committee, and a Shareholders' Nomination Board. While the Audit and Remuneration Committees are Board bodies tasked with overseeing financial integrity and executive compensation, the Shareholders' Nomination Board is an external body representing the Company's largest shareholders. According to the charter of the Nomination Board, the Nomination Board consists of four (4) members. The number of committee members at the end of 2025 was three (3) in the Audit Committee, and three (3) in the Remuneration Committee.

Both the Board Chair's compensation and Board members' compensation have been based on monthly compensation in the years 2021–2025. The amount of the compensation has been confirmed during the Annual General Meeting. Additionally, Board members have had the opportunity to participate in a long-term share-based engagement program, in which their financial interests are directly tied to the company's long-term value creation. However, representatives of Vaaka Partners Oy have not had this opportunity. The long-term engagement program based on shares has been structured as an opportunity for Board members to purchase company shares at market price, and this has served as a remuneration tool, tying the financial interests of Board members directly to the company's long-term value growth and success. The long-term engagement program based on shares ended in December 2025 as Framery listed on the stock exchange, and Framery currently has no valid LTI model. Regarding Gregory Bylsma, a significant change in the 2025 fees is the payment of synthetic options due to the stock market listing. No Board fees have been paid to Vaaka Partners Oy's representatives on the Board, nor have separate compensations been paid to committee members for committee work in accordance with the remuneration policy.

The development of the CEO's remuneration reflects Framery's growth and profitability. The performance bonus is paid in February of the following year based on each year's results, meaning the CEO's remuneration always reflects the financial performance of the preceding year.

Paid compensation during 2021-2025

	2021	2022	2023	2024	2025
Chair of the Board: Mika Sutinen	24 000	26 000	39 000	54 000	54 000
Board member Gregory Bylsma[1]		22 000	32 000	46 000	1 418 098.29
Board member Timo Toikkanen	12 000	14 000	26 000	36 000	36 000
Board member Per-Arne Andersson[2]	12 000				
Board member Ville Koskenvuo*					
Board member Pipsa Loimijoki*[3]					
Board member Tuomas Siponen*[4]					
Board member Ilkka Pentikäinen*[5]					
The CEO's fixed monthly salary annually, including taxable benefits	140 640	174 240	189 240	189 240	219 240
CEO's total short-term incentive (STI)	600	36 525	49 537.44	42 000	36 000
The company's revenue, M€ **		152.5	151.1	162.1	222.1
Adjusted operating profit M€ **		29.2	31	33	50.5
Average employee remuneration*** EUR	51 402	51 165	54 814	55 335	64 923

Board member Gregory Bylsma[1], member since 1.6.2021. The total amount for 2025, EUR 1 418 098, consists of EUR 36 000 in monthly fees, EUR 12 000 in meeting fees, and EUR 1 370 098 from the settlement of synthetic options under the company's long-term share-based incentive program.

Board member Per-Arne Andersson[2], member until 31.5.2021.

*No Board fees are paid to the representatives of Vaaka Partners Oy.

Board member Pipsa Loimijoki*[3], member since 15.8.2025.

Board member Tuomas Siponen*[4], member until 15.8.2025.

Board member Ilkka Pentikäinen*[5], member until 7.2.2024.

**No comparable figures are available for the financial statements; IFRS-compliant comparable revenue and adjusted operating profit are available from 2022 onwards.

***The average salary of a Framery employee is calculated by taking the salaries and fees paid, excluding board members, as stated in the financial statements for each financial year, and dividing that sum by the number of employees.

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Board remuneration in the 2025 financial year

The Board remuneration in 2025 was based on monthly cash fees, confirmed during the Annual General Meeting. Additionally, meeting fees have been paid when a meeting was held on a continent other than the member's home country, and the member traveled to the meeting outside their home country. Only Gregory Bylsma has been paid separate meeting fees. None of the Board members was in an employment or service relationship with the Company or a company belonging to the same group as the Company. Thus, Board members have not had a right to salaries, fees, or financial or other benefits related to employment and unrelated to Board work. Company shares have not been paid as a fee to Board members, nor were they covered by the Company's incentive systems.

Board fees in 2025 were based, first, from January to the end of November, on the shareholders' decision of 29.5.2023, and, from December onwards, on the updated remuneration policy presented to the Extraordinary General Meeting on 12 November, 2025.

The following board remuneration is reported on a cash-basis.

January 2025–November 2025:

- The Chair of the Board is paid 4 500 euros per month, and each Board member 3 000 euros per month. The fees are paid twice a year.
- However, no Board fees are paid to representatives of Vaaka Partners Oy.
- Gregory Bylsma is paid a meeting fee of 4 000 euros for meetings held on a continent other than the member's home country if the member travels to the meeting outside their home country. Separate meeting fees for Board meetings are not otherwise paid.
- Additionally, reasonable travel expenses for the Board Chair and members are reimbursed upon presentation of receipts.
- The Board fees for the period January 2025–November 2025 have been paid by Framery Oy.

December 2025:

- The Chair of the Board is paid a fee of 6 000 euros per month, and each Board member is paid a fee of 4 000 euros per month. The fees are paid semi-annually.
- However, no Board fees are paid to representatives of Vaaka Partners Oy.
- Additionally, Board members are paid a meeting fee of 4 000 euros for meetings held on a continent other than the member's home country if the member travels to the meeting outside their home country. Otherwise, separate meeting fees are not paid.
- Reasonable travel and other expenses of the Board Chair and Board members are reimbursed upon presentation of receipts. The new fees came into effect on 1.12.2025.
- The Board fees for December 2025 have been paid by Framery Group Oyj.

Additionally, upon joining the Board, Board members have had the opportunity to participate in a long-term share-based engagement program, in which their financial interests are directly tied to the company's long-term value creation. However, representatives of Vaaka Partners Oy on the Board have not had this opportunity.

Compensation of the Board of Directors, financial year 2025

	Total annual fixed board fees paid in cash	Board meeting fees	Synthetic options
Mika Sutinen	54 000		
Gregory Bylsma*	36 000	12 000	1 370 098.29
Timo Toikkanen	36 000		
Ville Koskenvuo**			
Pipsa Loimijoki**, member since 15.8.2025			
Tuomas Siponen**, member until 15.8.2025			

*The synthetic options settled for Gregory Bylsma in 2025 represent value accrued during the relevant performance period of the long-term share-based incentive program. These have been itemized in accordance with transparency requirements and do not represent an annual Board fee

**No Board fees are paid to the representatives of Vaaka Partners Oy

CEO remuneration in the 2025 financial year

Samu Hällfors has served as Framery's CEO since 29.9.2017 and is one of the two founding members of Framery. The CEO's remuneration includes a fixed monthly salary, taxable fringe benefits, and a short-term incentive, i.e. performance bonus. The CEO's fixed salary, including taxable fringe benefits, totaled 219 240 euros in 2025, representing approximately 16% growth from the 2024 level (189 240 euros). The CEO is covered by the statutory TyEL pension system.

In addition to the fixed monthly salary, the CEO was paid a performance bonus (STI) of 36 000 euros in 2025, based on the Company's performance in the 2024 financial year. The performance bonus corresponded to approximately 16% of the CEO's fixed monthly salary, including fringe benefits. The target level for the 2024 STI program was 60% of the maximum bonus; this maximum was equivalent to six months' salary. The targets for the performance bonus paid to the CEO in February 2025, based on the 2024 financial year, were based on Framery's profitability.

The CEO's remuneration is based on a benchmarking study of the pay of CEOs of similar listed companies, and as a result, the CEO's base salary was increased for 2025. In accordance with the remuneration policy, the Board recommends that the CEO maintain a share ownership in the Company corresponding to at least 100 percent of the annual fixed salary. Expense reimbursements are made to the CEO in accordance with the Company's travel policy and other practices.

The table below describes the fees paid to the CEO during 2025. The short-term performance bonus paid during 2025 is based on the Company's performance in the 2024 financial year.

Fees and benefits paid to the CEO in the financial year 1.1.2025–31.12.2025

	The CEO's fixed annual salary, including taxable benefits	Total short-term variable compensation for the CEO	CEO's total remuneration EUR/year
CEO remuneration during the financial year 2025	219 240	36 000	255 240

Summary of the CEO's remuneration elements in 2025

Remuneration element	Description of the element
Fixed: Base pay	Fixed monthly salary including taxable fringe benefits, such as phone benefit. When reviewing the base salary, the Board may take into account several factors, including market benchmarks, company and individual performance, as well as the scope and complexity of the CEO's role.
Fixed: Pension	Finnish statutory pension.
Variable: Short-term incentive (STI) scheme, i.e., performance-based bonus	The purpose of the scheme is to support the achievement of the Company's short-term financial and strategic targets. The performance period for the CEO's short-term incentive (STI) scheme is one year. The STI bonus is paid based on the achievement of the annual targets set by the Board. The bonus paid at the beginning of 2025, based on 2024 performance, was tied to Framery's operating results.

Key contract terms of the CEO's director service agreement

CEO Hällfors's director service agreement is valid until further notice. A mutual six-month notice period applies to the CEO's agreement, and the agreement includes a 12-month non-compete and non-solicitation clause at the end of the service relationship. During the notice period, the Company may release the CEO from his duties and/or assign him other duties at the Company's discretion. The CEO's retirement age is determined according to the Pension Act. No special supplementary pension benefits have been agreed upon with the CEO.

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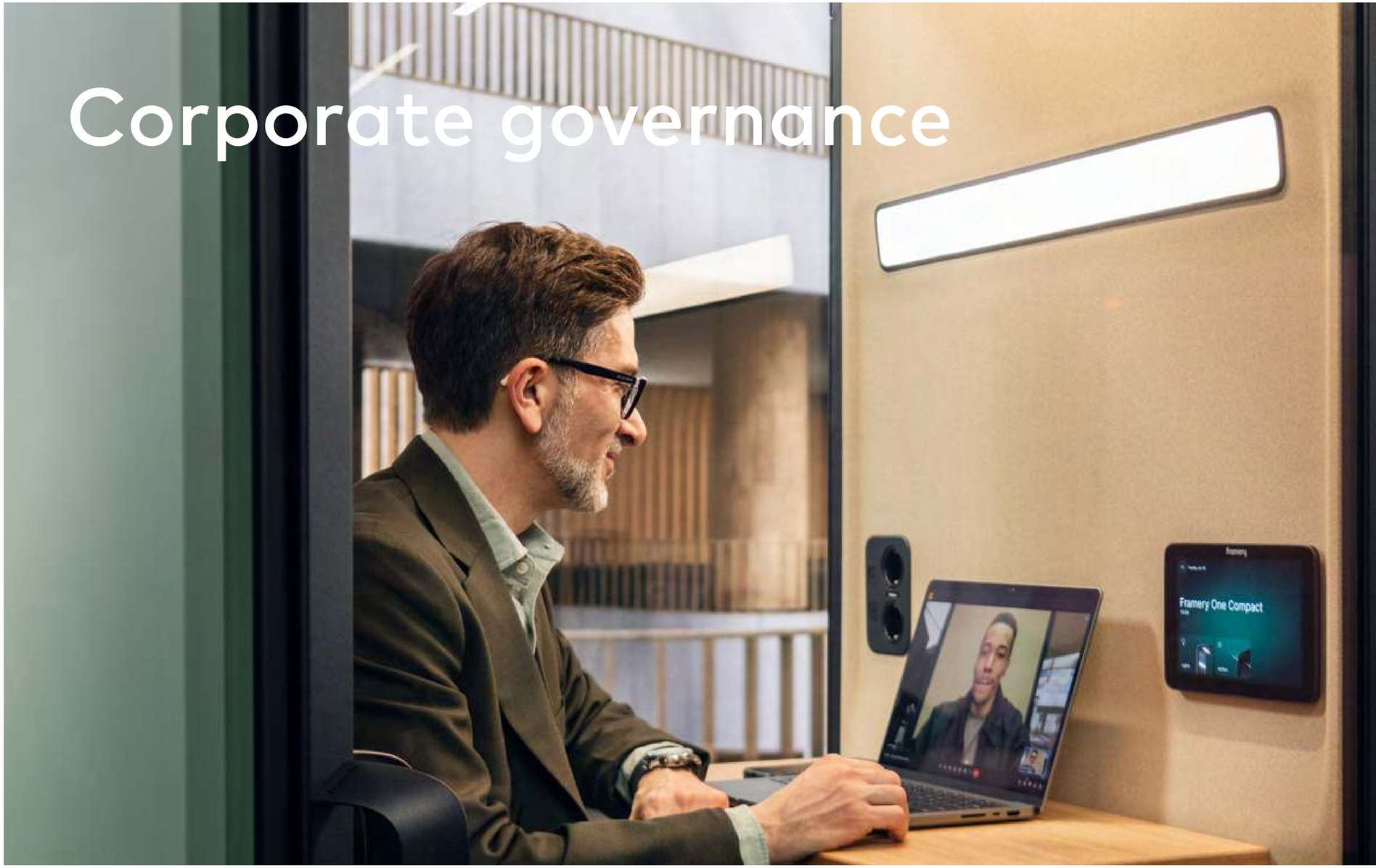

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Framery Group Plc ("Framery Group" or the "Company") complies in its corporate governance with the Finnish Limited Liability Companies Act (the "Finnish Companies Act") and Securities Markets Act, regulations concerning listed companies, the Company's Articles of Association, and the rules and regulations of Nasdaq Helsinki Ltd ("Nasdaq Helsinki"). The Company also complies with the Finnish Corporate Governance Code 2025 (the "CG Code") issued by the Securities Market Association, which is available at www.cgfinland.fi.

The Corporate Governance Statement is issued separately from the Company's Report of the Board of Directors, and it is published together with Company's Report of the Board, Financial Statements and Remuneration Report for 2025 on the Company website at framery.com/investors.

The Corporate Governance Statement has been reviewed by Framery Group's Audit Committee. The Company's auditor has verified that this Statement has been issued and that the included description of the principles of internal control and risk management systems related to the financial reporting process is consistent with the financial statements.

Framery Group's governance model

Framery Group's governing bodies comprise the General Meeting, the Board of Directors, and the Chief Executive Officer ("CEO"). The General Meeting of shareholders is the highest decision-making body of the Company. The Board of Directors and the CEO are responsible for the management of the Company. The Board has an Audit Committee and a Remuneration Committee, which assist the Board. The Management Team assists the CEO in managing the Company.

Annual General Meeting

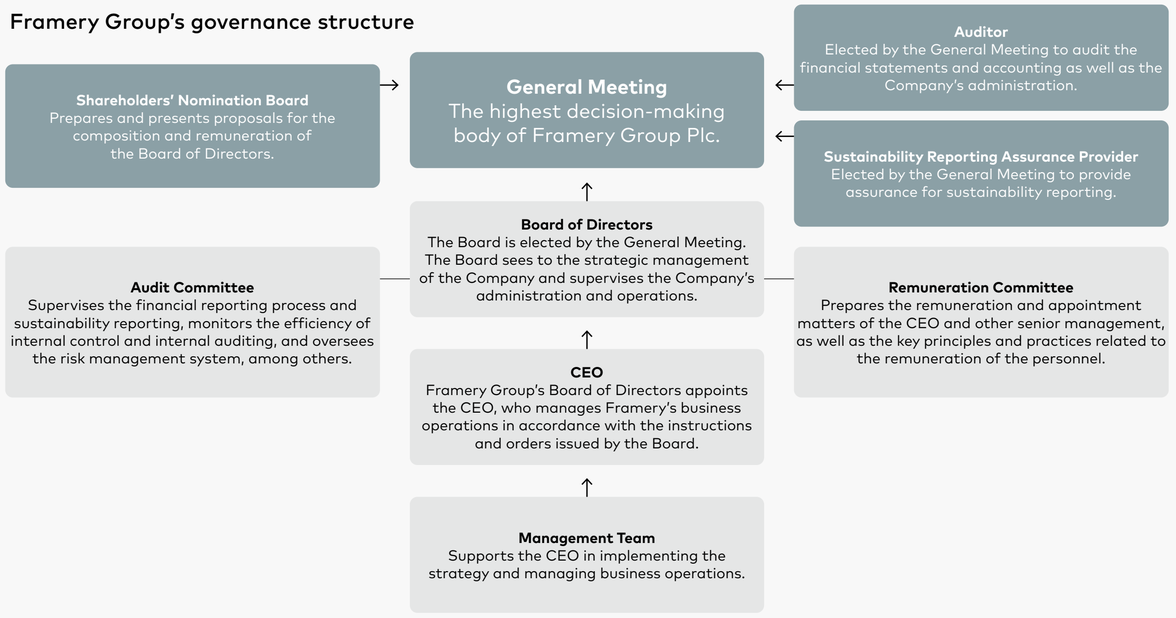
The General Meeting of shareholders is the highest decision-making body of Framery Group that decides on matters stipulated by the Finnish Companies Act and the company's Articles of Association. In the General Meeting, all shareholders of the Company are entitled to raise questions and propose resolutions regarding issues on the agenda. The Company has a single class of shares, and every share entitles to one vote in the General Meeting.

The Annual General Meeting shall be held annually on the date set by the Board of Directors within six months from the end of the previous financial year. An Extraordinary Meeting of Shareholders shall be convened if the Board deems it necessary, or if one is legally required. Framery Group's General Meeting is to be held in Tampere or Helsinki, and is convened by the Board of Directors. The Board of Directors may also decide to convene a General Meeting without a physical venue so that the shareholders exercise their full decision-making power in real time during the General Meeting using a remote connection and technical means.

The decision-making power of Framery Group's Annual General Meeting includes, among other things:

- approving the financial statements and deciding on the distribution of profits;
- the number, election and remuneration of Board members;
- discharging the members of the Board of Directors and the CEO from liability;
- amending the Articles of Association;
- share issues or authorising the Board of Directors to decide on share issues;
- electing the auditor and sustainability reporting assurance provider; and
- increase or decrease of share capital

Framery Group's governance structure



The notice of the General Meeting shall be convened by publishing a notice to the meeting on the Company's website no earlier than three months and no later than three weeks prior to the General Meeting, in any event no later than nine days prior to the record date of the General Meeting, in accordance with the Finnish Companies Act and the Company's Articles of Association. In addition, Framery Group publishes the notice to the meeting and the Board's proposals to the Annual General Meeting in a stock exchange release.

All shareholders of Framery Group have the right to attend General Meetings of Shareholders, provided they follow the instructions in the meeting notice. Shareholders may attend in person, authorize a representative to attend on their behalf, or participate in a hybrid or virtual meeting if the Board resolves to hold one as permitted by the Company's Articles of Association. Holders of nominee-registered shares may also attend by obtaining temporary registration in the Company's shareholder register. To attend a General Meeting, shareholders must register with the Company by the deadline specified in the meeting notice, which may not be earlier than ten days before the General Meeting.

Board of Directors

According to Framery Group's Articles of Association, The Board of Directors of the Company shall comprise a minimum of four and a maximum of eight members elected in the Annual General Meeting. The Board of Directors appoints the Chair and the Vice Chair from among its members annually. The term of the Board of Directors expires at the end of the Annual General Meeting following their election. The Nomination Board prepares a proposal on the composition of the Board of Directors for the Annual General Meeting's decision.

Duties of the Board of Directors

The duties and activities of the Board of Directors are defined by the Finnish Companies Act, the CG Code, other applicable legislation, the Company's Articles of Association and the Board Charter. The key duties and operating principles of the Board of Directors are defined in the Board Charter. The Board of Directors determines the Company's strategy and oversees its implementation.

The Board is responsible for the administration of the Company and the appropriate organisation of its operations. The duties of the Board of Directors include:

- approving the Company's financial statements and interim reports and monitoring the appropriateness of accounting and the Company's financial management;
- deciding on the strategy, investments, organisation and financial affairs of the Company;
- approving the annual and long-term business plans and budgets as well as the principles of risk management;
- deciding on the principles according to which the management may make decisions regarding investments, acquisitions and divestments and issuing of guarantees;
- approving the Company's long- and short-term remuneration schemes and their realisation;

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- appointing and dismissing the Company's CEO, supervising the CEO's actions, and deciding on the CEO's remuneration and other terms and conditions of service; and
- approving the charters of the Board, the Audit Committee and the Remuneration Committee.

The Board of Directors shall act with due care and promote the interests of the Company and all its shareholders. The Board shall not make decisions or take measures that confer undue benefit to a shareholder or another person at the expense of the Company or another shareholder.

The Board of Directors 31 December 2025

Between 15 August and 31 December 2025, the members of the Board of Directors were Mika Sutinen (Chair), Ville Koskenvuo (Vice Chair), Gregory Bylsma, Timo Toikkanen and Pipsa Loimijoki.

The Annual General Meeting on 14 May 2025 confirmed the composition of the Board of Directors for a term that expires at the end of the next Annual General Meeting. Mika Sutinen (Chair), Ville Koskenvuo, Gregory Bylsma, Timo Toikkanen and Tuomas Siponen were elected as members of the Board. Tuomas Siponen resigned from his position as a Member of the Board on 15 August 2025 and Pipsa Loimijoki was appointed as a new Member of the Board and Ville Koskenvuo was elected as Vice-Chair.

In 2025, the Board of Directors held a total of 15 meetings. Additionally, in 2025 the Board made decisions 16 times without holding a meeting.

Information about the attendance of the members of the Board of Directors in meetings is shown in the table below.

Meeting attendance of Board of Directors in 2025:

	Board of Directors	
Member	**Attendance**	**Attendance %**
Mika Sutinen	15/15	100%
Ville Koskenvuo	15/15	100%
Gregory Bylsma	15/15	100%
Timo Toikkanen	14/15	93%
Pipsa Loimijoki (appointed 15 August 2025)	9/9	100%
Tuomas Siponen (resigned 15 August 2025)	6/6	100%

Members of the Company's Board of Directors 31 December 2025

Mika Sutinen

Chair of the Board of Directors 2022–, Chair of the Audit Committee, Member of the Remuneration Committee

Master of Science (Finance and Accounting)

Born 1966, Finnish citizen, male

Main occupation: Board professional

Framery Group Plc shares on 31 December 2025: 243 238*

Ville Koskenvuo

Vice Chair of the Board of Directors 2025–, Member of the Board of Directors 2018–, Chair of the Remuneration Committee

Master of Science (Industrial Engineering and Management)

Born 1979, Finnish citizen, Male

Main occupation: Partner of Vaaka Partners Oy

Framery Group Plc shares on 31 December 2025: 0*

Gregory Bylsma

Member of the Board of Directors 2022–, Member of the Audit Committee

Bachelor of Arts (Accounting)

Born 1965, American citizen, male

Main occupation: Member of the Board of Directors of Cascade Engineering

Framery Group Plc shares on 31 December 2025: 152 739*

Timo Toikkanen

Member of the Board of Directors 2022–, Member of the Remuneration Committee

Master of Laws

Born 1966, Finnish citizen, Male

Main occupation: Managing Director of Varjo Technologies Oy

Framery Group Plc shares on 31 December 2025: 243 238*

Pipsa Loimijoki

Member of the Board of Directors 2025–, Member of the Audit Committee

Master of Science (Finance)

Born 1992, Finnish citizen, female

Main occupation: Investment Professional at Vaaka Partners Oy

Framery Group Plc shares on 31 December 2025: 0*

* Including own holdings and controller entities.

The resumes of the members of the Board of Directors are available on the Company website at https://framery.com/sijoittajat/en/governance/board-of-directors/.

Independence of the Board of Directors

The majority of the Board members shall be independent of the Company. At least two of these members shall also be independent of the major shareholders of the Company.

The Board of Directors assesses its members' independence of the Company and its major shareholders annually. According to the Board of Directors' independence assessment, Mika Sutinen, Gregory Bylsma and Timo Toikkanen are considered independent of the Company and its significant shareholders. Ville Koskenvuo and Pipsa Loimijoki are considered independent of the Company. Ville Koskenvuo acts as Partner and Pipsa Loimijoki as an Investment Professional at Vaaka Partners Oy and are, therefore, not considered to be independent of the Company's significant shareholder.

Self-assessment of Board of Directors

According to its Charter, the Board of Directors conducts an annual evaluation of its and its committees' performance and working methods.

Diversity of the Board of Directors

Framery Group's Nomination Board considers the principles concerning the Board of Directors' diversity in its work and its proposals. The election and composition of the Board of Directors is guided by the principle of diversity to ensure that the Company has a skilled, competent, experienced and effective Board. Diversity is an essential quality of a well-functioning Board. The Board of Directors must at all times be able to react to the requirements of the Company's business and strategic objectives and support and challenge management in a proactive and constructive manner. A diverse composition of the Board of Directors supports and caters to the current and future needs in the successful development of the Company.

A person elected as a member of the Board of Directors must have qualifications required for the task as well as adequate availability for carrying out the duties of a Board member. A diverse composition of the Board of Directors includes complementary education, competence, personal networks and experience of its members in different professional fields and management of business in different development phases as well as the personal qualities of each Board member, all of which add to the diversity of the Board of Directors. Diversity is also supported by varied professional and educational backgrounds, relevant experience in fields and markets that are strategically significant for the Company, and by a diverse age, term of office and gender distribution.

On 31 December 2025, the Company's Board of Directors comprised of one woman (20%) and four men (80%) among the five members of the Board of Directors. The members include four Finnish citizens as well as one American citizen.

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Audit Committee

To enhance the efficiency of its work, the Board of Directors has established an Audit Committee. The Committee is neither a decision-making nor an executive body. The Committee is a body established by the Board, which assists the Board of Directors by preparing matters within its competence. The Board of Directors selects from among its members the Chair and the members of the Committee and adopts its written charter.

The Audit Committee shall consist of a minimum of three members. The majority of the Committee members shall be independent of the Company, with at least one member also being independent of the significant shareholders of the Company.

The Committee as a whole must possess the expertise and experience required for the performance of the duties and responsibilities of the Committee. Without limiting the applicable requirements, desirable qualifications for Committee members include appropriate understanding of accounting practices and financial reporting gained through education or experience in performing or overseeing related functions. At least one Committee member must have competence in accounting or auditing, and the Committee members as a whole must have competence relevant to one or several of the sectors in which the Company operates.

The Board of Directors remains ultimately responsible for the duties assigned to the Committee. The Committee does not have independent decision-making authority in matters within the responsibility of the Board, but it assists the Board by preparing such matters and thus the Board collectively makes the decisions on matters within its competence

According to its charter, the Audit Committee's duties consist particularly of:

- assisting the Board in fulfilling its oversight responsibilities of the Company's financial and sustainability reporting processes;
- monitoring the statutory audit and assurance of the sustainability reporting of the Company;
- assisting the Board in its oversight of matters pertaining to financial and sustainability reporting, internal control, internal audit, risk management, and related party transactions, and making proposals on such matters to the Board;
- preparation of the proposal for resolution on the election and remuneration of the auditor and sustainability reporting assurance provider;
- evaluation of the independence of the auditor and sustainability reporting assurance provider, particularly the provision of non-audit and sustainability reporting assurance services to the Company;
- monitoring the efficiency of internal control, internal audit and risk management;
- evaluating the auditor's and the sustainability reporting assurance provider's work; and
- carrying out other tasks assigned to it by the Board.

The Audit Committee was established in December 2025 prior to the Company's listing on Nasdaq Helsinki and did not meet during 2025. In 2025, Audit Committee consisted of Chair Mika Sutinen, Gregory Bylsma and Pipsa Loimijoki.

Remuneration Committee

The Remuneration Committee assists the Board of Directors by preparing matters within the competence of the Committee. The Board selects from among its members the members and the chair of the Committee. The Committee shall consist of a minimum of three members. The majority of the members of the Remuneration Committee shall be independent of the Company. The Company's CEO or any other executive director may not be a member of the Remuneration Committee.

The Committee as a whole must have the expertise and experience required for the performance of the duties and responsibilities of the Committee. Desirable qualifications for Committee members include experience in business management, corporate governance, human resources management, and executive remuneration and employee benefits.

According to its charter, the duties of the Remuneration Committee include:

- preparation of the Remuneration Policy and Remuneration Report of the Company's corporate bodies;
- presentation of the Remuneration Policy and Remuneration Report to the General Meeting;
- preparation of the appointment of the CEO and other members of the Management Team and succession planning;
- preparation and review of the remuneration of the CEO and other members of the Management Team, including salary, short-term incentives, long-term incentives and special benefits;
- review and recommendation of the Company's remuneration schemes and plans, including short-term incentive plans, long-term incentive plans, and pension plans;
- monitoring the administration of the Company's short- and long-term incentive plans; and
- monitoring regulatory compliance with respect to remuneration matters.

In addition, the Remuneration Committee performs other tasks assigned to it by the Board of Directors.

The Chair, in consultation with the Remuneration Committee members, shall determine the meeting schedule and frequency. As a general rule, the Remuneration Committee convenes at least two times per year.

The Remuneration Committee was established in December 2025 prior to the Company's listing on Nasdaq Helsinki and did not meet during 2025. In 2025, Remuneration Committee consisted of Chair Ville Koskenvuo, Timo Toikkanen and Mika Sutinen.

Shareholders' Nomination Board

The Shareholders' Nomination Board prepares proposals concerning the election and the remuneration of the members of the Board to the following Annual General Meeting and to any Extraordinary General Meeting when necessary.

The Shareholders' Nomination Board consists of four members appointed by the shareholders. The four largest shareholders, determined annually on 1 June based on the shareholder register maintained by Euroclear Finland Oy, are entitled to appoint a member to the Nomination Board. In deviation from this, for the purposes of the Annual General Meeting to be held in 2026, the assessment day shall be the first banking day of January 2026.

The Chair of the Board of Directors acts as an expert member in the Shareholders' Nomination Board without the right to vote. However, the Chair of the Board of Directors has the right to attend the meetings of the Shareholders' Nomination Board and receive the relevant material for such meetings. It is the duty of the Chair of the Board of Directors to ask each of the four largest shareholders to nominate one member to the Shareholders' Nomination Board. If a shareholder does not exercise his or her right to nominate a member to the Shareholders' Nomination Board, the nomination right will be transferred, in accordance with the shareholder register, to the next largest shareholder who would not otherwise be entitled to nominate a member to the Shareholders' Nomination Board.

The term of the members of the Shareholders' Nomination Board ends upon the appointment of the following Shareholders' Nomination Board. The Shareholders' Nomination Board was established by the Extraordinary General Meeting of the Company in November 2025.

CEO

The CEO is responsible for the day-to-day executive management of the Company in accordance with the instructions and orders given by the Board. In addition, the CEO ensures that the accounting practices of the Company comply with Finnish law and that its financial administration have been arranged in a reliable manner. The duties of the CEO are governed primarily by the Finnish Companies Act.

The CEO shall provide the Board and its members with the information necessary for the performance of the duties of the Board. The CEO prepares matters for decision by the Board, develops the Company in line with the targets approved by the Board and ensures the proper implementation of the decisions of the Board. The CEO is also responsible for ensuring that the Company is managed in compliance with applicable laws and regulations. The CEO is not a member of the Board but attends the meetings of the Board regularly and has the right to speak at the meetings.

The Company's Board appoints and dismisses the CEO. The Board decides on the financial benefits within the framework of the valid Remuneration Policy presented to the General Meeting and on other terms and conditions of the CEO's position. The terms and conditions of the CEO's position are specified in a written director agreement.

Samu Hällfors has acted as the CEO of the Company since 2017.

Management Team

The Company's Management Team comprises the CEO and CFO as well as other members appointed by the Board of Directors.

The Management Team is not a decision-making body of the Company, but it assists the CEO in the implementation of Framery Group's strategy and in operational management. The Management Team is responsible for managing the Company's core business operations as a whole, which requires planning of various development processes, Framery Group principles and Framery Group practices, as well as monitoring the development of financial matters and the Company's business plans.

The Management Team convenes regularly at a schedule agreed in advance and also as required and minutes are kept of all meetings. The CEO acts as the Chair of the Management Team.

During 2025, the Management Team composition underwent several changes. Henrik Skyttä was appointed as Head of Customer Operations. Timo Inkinen left his position as Head of R&D in May 2025, and Tomi Nokelainen was appointed as Acting Head of R&D. Additionally, Inka Roos was appointed as Acting Chief Marketing Officer during Daniela Tjeder's parental leave.

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Members of the Management Team 31 December 2025

Samu Hällfors

Chief Executive Officer 2017–

- Studies in industrial engineering and management
- Born 1988, Finnish citizen, male
- Framery Group Plc shares on 31 December 2025: 5 119 190

Lauri Isotalo

Chief Financial Officer 2017–

- Master of Science (Industrial Engineering and Management)
- Born 1987, Finnish citizen, male
- Framery Group Plc shares on 31 December 2025: 402 627

Inka Roos

Acting Chief Marketing Officer 2025–

- Master of Design (Arts and Culture, Regenerative Design and Media Competence)
- Born 1984, Finnish citizen, female
- Framery Group Plc shares on 31 December 2025: 8 716

Lasse Karvinen

Head of Sales 2024-

- Master of Science (Marketing)
- Born 1986, Finnish citizen, male
- Framery Group Plc shares on 31 December 2025: 740 924

Arto Vahvanen

Head of Smart Office Solutions 2022–

- Master of Science (Computer Science)
- Born 1977, Finnish citizen, male
- Framery Group Plc shares on 31 December 2025: 18 601

Anni Hallila

Head of People and Culture 2018–

- Master of Science (Business Administration)
- Born 1982, Finnish citizen, female
- Framery Group Plc shares on 31 December 2025: 236 838

Henrik Skyttä

Head of Customer Operations 2025–

- Master of Science (Accounting), MBA
- Born 1974, Finnish citizen, male
- Framery Group Plc shares on 31 December 2025: 21 856

Tomi Nokelainen

Acting Head of R&D 2025–

- Doctor of Technology, Master of Science (Industrial Engineering and Management), Authorized Patent Attorney
- Born 1976, Finnish citizen, male
- Framery Group Plc shares on 31 December 2025: 58 188

Hannu Seppä

Head of Supply Chain 2017–

- Master of Science (Industrial Engineering and Management)
- Born 1988, Finnish citizen, male
- Framery Group Plc shares on 31 December 2025: 284 204

Oona Vilermo

Strategy Director 2024–

- Master of Public Administration
- Born 1996, Finnish citizen, female
- Framery Group Plc shares on 31 December 2025: 58 188

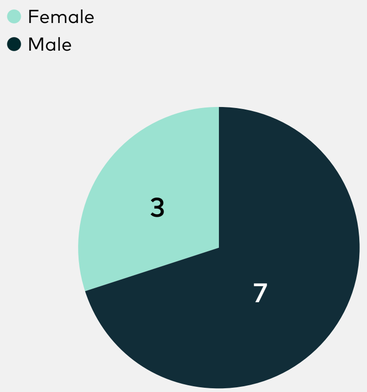
Daniela Tjeder

Chief Marketing Officer 2018–

- Master of Science (Marketing)
- Born 1985, Finnish citizen, female
- Framery Group Plc shares on 31 December 2025: 355 257

The resumes of the members of the Management Team are available on the company website at https://framery.com/sijoittajat/en/governance/management-team/.

Members of the Management Team



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Internal control

The purpose of internal control is to ensure the profitability, efficiency, continuity and freedom from disruptions of operations and that the group's financial and operating reporting is reliable and compliant. Internal control ensures compliance with internal principles, policies, guidelines, laws and regulations.

The Board and the CEO are responsible for organizing internal control. The CEO is assisted by the CFO and operative management in establishing sufficient internal control processes in the organization.

Internal control over financial reporting consists of risk identification and assessment, processes and supporting systems, internal control points, and internal control monitoring and reporting. The business functions and Framery Group's finance organization are responsible for the financial reporting processes.

The Audit Committee and the Board assess the financial reporting processes and monitor the financial situation of Framery Group. The Audit Committee and the Board review the interim reports and financial statements before their approval and publication.

Overview of risk management

Risk management is part of the Company's strategy execution, continuity of operations and realisation of business objectives by anticipating any risks involved in the Company's operations and managing them in a proactive manner. The Board of Directors has approved the Risk Management Policy, which defines the framework, processes, governance and responsibilities of risk management in the Company.

The Board and the Audit Committee monitor and are responsible for ensuring that Framery Group's risk management process functions are comprehensive. The Company's operative management is responsible for achieving the set objectives and controlling, managing and mitigating risks that threaten them as well as risk management work. Risk management assessments are coordinated by the Head of Strategy and CFO. The business functions are responsible for risks related to their operations and their identification, assessment and mitigation measures.

The CFO reports key risks to the Board of Directors on an annual basis. The Audit Committee of the Board of Directors supervises the efficiency and expediency of Framery Group's risk management. The Board discusses the Company's most significant risks and uncertainties and reports them to the market annually in the Board's Report. In addition, the Company describes the material short-term risks and uncertainties in interim reports.

Internal audit

The Board of Directors decides on the operating model for the Company's internal audit and the charter of the internal audit. The internal audit team, consisting among oselected members of the Business Planning & Analytics team among others, will report functionally to the Audit Committee and administratively (i.e. day to day operations) to the CFO.

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the organisation's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the organisation's stated goals and objectives.

The internal audit plan will be developed based on a prioritisation of the audit universe using a risk-based methodology, including input of senior management and the Audit Committee. The audit plan of the internal audit is decided annually by the Audit Committee and approved by the Board of Directors.

Related party transactions

The Board of Directors has defined the principles for monitoring and evaluating related party transactions. The Company maintains a related party list intended to identify transactions that involve a person considered a related party to the Company.

Transactions with related parties are entered into on market terms and relevant decisions are taken in compliance with the Company's Related Party Policy. The Company's Finance organisation monitors related party transactions and regularly submits a watch list to the Audit Committee for information.

The Board of Directors decides on related party transactions that are not part of the Company's ordinary course of business or that are not implemented under arm's length terms.

Related party transactions are reported in the notes to the financial statements and material related party transactions also in the interim reports. In addition, the Company publishes related party transactions to the extent required pursuant to applicable legislation and the rules of Nasdaq Helsinki.

In 2025, the Company had no related party transactions that were significant to the Company and deviated from its regular business or were carried out on other than normal market terms.

Insider administration

In its insider administration, the Company follows the Market Abuse Regulation (EU No 596/2014) and the rules of Nasdaq Helsinki complemented by the Company's own Insider Policy. The Company maintains its own insider registers. The Company does not have permanent insiders.

Persons in managerial positions are prohibited to carry out transactions (on their own account or for the account of a third party), directly or indirectly, in the financial instruments of the Company during a closed period of 30 calendar days before the announcement of each of the interim reports or the year-end report (financial statement release). The Company applies the closed period of 30 calendar days after the end of each calendar quarter until the day after the announcement of the interim report or financial statements release, as the case may be (the "Closed Window"). The prohibition is in force during the Closed Window regardless of whether or not such a person holds any inside information at that time.

A project-specific insider list is maintained when required by law or regulations. Project-specific insiders are prohibited from trading in the Company's financial instruments until the termination of the project.

Any potential violations against Framery Group's Insider Policy or actual or suspected infringements of MAR and other related regulations, can be reported using Framery Group's Whistleblowing channel. This channel is available on the Company's website and in Framery Group's intranet.

Manager transactions

Persons in managerial positions (and their closely associated persons) are obligated to report transactions in the Company's financial instruments in line with applicable EU and domestic laws and regulations. The members of the Board of Directors, the CEO and the CFO are the managers of the Company with an obligation to disclose their transactions. The Company discloses the information via a stock exchange release without delay, at the latest within two business days following receipt of the notification.

Managers may not conduct any transactions on their own account or on the account of a third party, directly or indirectly, relating to the Company's shares, debt instruments, derivatives or other financial instruments during the Closed Window.

Auditor and sustainability reporting assurance provider

Ernst & Young Oy has acted as the Company's auditor and sustainability reporting assurance provider with Juha Hilmola, Authorised Public Accountant, acting as the principal responsible auditor and the responsible sustainability reporting assurance provider.

The audit fees paid to Ernst & Young Oy in 2025 totalled EUR 448 thousand. Of the fees paid, EUR 102 thousand were fees for statutory audit, EUR 20 thousand were fees for sustainability reporting assurance and EUR 327 thousand were fees for other services. Other services included listing costs of EUR 326 thousand.

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Framery Group's Listing on Nasdaq Helsinki

On 11 November 2025, Framery Group announced that it will apply for its shares to be listed on the official list of Nasdaq Helsinki. . The Offering consisted of a share sale to private individuals and entities in Finland, a share sale to institutional investors in Finland and internationally, and a personnel offering (the "Offering") The Offering was completed on 1 December 2025.

In the Offering 27,422,396 offer shares were allocated to institutional investors in Finland and, in accordance with applicable laws, internationally, and 1,250,000 offer shares to private individuals and entities in Finland. In addition, 87,024 new shares were allocated to the Company's and its subsidiaries' personnel in Finland.

Trading in Framery Group's shares commenced on the prelist of Nasdaq Helsinki on 2 December 2025 and on the official list of Nasdaq Helsinki on 4 December 2025.

Extraordinary General Meeting

An Extraordinary General Meeting (the "EGM") of Framery Group was held on 12 November 2025. The EGM resolved on the following matters: the amendment of the Company's Articles of Association for the purpose of the listing, the establishment of the Shareholders' Nomination Board, the adoption of the Remuneration Policy, the election of the sustainability reporting assurance provider as well as other resolutions relating to the listing.

Annual General Meeting

The 2025 Annual General Meeting of the Company (the "AGM") adopted the financial statements for the financial year 2024. The Members of the Board of Directors and the CEO were discharged from liability for the financial year 2024. The AGM confirmed the composition of the Board of Directors and elected the auditor. As proposed by the Board of Directors, the AGM decided that no dividend is distributed for the financial year 2024.