



SINCE 1965

ANNUAL ESG REPORT

2025/26



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LETTER FROM OUR CEO

It has been another year of significant development for RIIS. As our business evolves, our responsibility grows with it - not only for the impact of our operations, but also for the people, communities, and partnerships connected to our work.

At RIIS, our success has always been built on a simple but powerful foundation: Respect for people, pride in quality craftsmanship, and a commitment to building long-term partnerships.

These principles have guided us since the very beginning, and they continue to define who we are today. They shape the way we work with our partners, lead our teams, and deliver solutions across every market in which we operate.

We remain focused and keep improving our performance and strengthening responsible practices across our own workflows and our value chain. We want to create a place where people can develop and thrive.

Throughout the year, we have continued to support leading brands and organisations across retail, hospitality, and office environments. While these industries and

markets may differ, our approach remains the same. We believe that every project is built on trust, collaboration, and a deep understanding of our customers' ambitions. Our role is not simply to deliver a project, but to translate ideas, brand identities, and business objectives into environments that create lasting value through quality and design.

What makes RIIS unique is our ability to take responsibility for the entire execution process. From the earliest concepts and design phases to production, construction, and project management, we provide an integrated approach that ensures consistency, quality, and accountability from start to finish. This end-to-end responsibility allows us to create better outcomes for our partners while maintaining the high standards that define RIIS.

Behind every successful project stands a dedicated team of professionals whose knowledge, commitment, and passion make the difference. Our employees are our greatest strength. Their expertise, creativity, and ability to solve complex challenges enable us to deliver results that exceed expectations and build

relationships that endure. This is what defines our company more than anything else.

In an increasingly dynamic business environment, we remain focused on creating sustainable long-term value. We invest in strong partnerships, operational excellence, and the continuous development of our people because we believe these investments are the foundation for sustainable growth and future success.

As we look ahead, we do so with confidence and humility. Confidence in the capabilities of our organisation and the strength of our partnerships. Humility in recognising that our achievements are only possible because of the trust our customers, partners, and employees place in us every day.

On behalf of the entire RIIS team, I would like to thank our partners and colleagues for their continued trust and collaboration. Together, we will continue to create spaces, experiences, and solutions that reflect quality, innovation, and lasting value.



KRISTIAN RIIS, CEO OF RIIS GROUP



ABOUT THIS REPORT

Basis for Preparation

This report marks KRI Holding ApS' (RIIS Group) first standalone Environmental, Social, and Governance (ESG) Report. In previous years, sustainability-related information was communicated through our Corporate Social Responsibility (CSR) reporting.

By publishing a dedicated ESG Report, RIIS Group aims to increase transparency regarding its environmental, social, and governance efforts, as well as the impacts its business activities have on the environment, people, and the communities in which it operates.

Unless otherwise stated, the policies, actions, reflections, targets, results, and progress presented in this report relate to KRI Holding ApS (RIIS Group) and its subsidiaries. An overview of the entities included in the reporting scope can be found at the end of this report. Consequently, the report has been prepared on a consolidated basis.

This report constitutes KRI Holding ApS' statutory statement on corporate responsibility in accordance with Section 99a of the Danish Financial Statements Act. At the same time, RIIS Group has begun expanding its ESG reporting practices and disclosures with the ambition of progressively aligning future sustainability reporting with the Voluntary Sustainability Reporting Standard (VSME/Draft 27 of VS).

The reporting period covers the financial year from 1 July 2025 to 30 June 2026. This report provides insight into RIIS Group's ESG priorities, initiatives, objectives, performance, and progress throughout the reporting period.

To support readability and transparency, the report is structured into four main sections:

- General
- Our Business
- Our People
- Our Impact

The methodologies, accounting principles, definitions, assumptions, and calculation methods applied in preparing this report are described in the Methodology section at the end of the report.

RIIS Group's greenhouse gas inventory has been prepared in accordance with the principles and guidance of the Greenhouse Gas Protocol (GHG Protocol).

The reported greenhouse gas emissions have not been subject to external assurance or independent verification.

A black and white photograph of a group of men standing in front of a building. The men are wearing various types of work clothes, including jackets, hats, and overalls. One man on the right is wearing a suit and tie. The image has a vintage, slightly grainy quality. Overlaid on the center of the image is the text "60 YEARS OF RIIS" in a large, white, sans-serif font.

60 YEARS OF RIIS

BUILT ON CRAFTSMANSHIP



60 YEARS OF RIIS

BUILT ON CRAFTSMANSHIP

This year, RIIS marks 60 years of craftsmanship, expertise and collaboration. What began as a craftsmanship-driven business rooted in carpentry and restoration has developed into an international company creating retail, hospitality, workplace and showroom environments across multiple markets.

Over the years, RIIS has evolved from delivering national interior and retail projects to creating complex international environments across multiple sectors and markets.

GROWING THROUGH COMPLEXITY

While the scale and complexity of projects have changed significantly over the decades, some principles have remained remarkably consistent: craftsmanship, quality, long-term relationships and a belief in doing things properly from start to finish.

Today, RIIS works with global brands across a wide range of sectors and countries. Every project brings different ambitions, technical requirements, materials and stakeholders, but our role remains the same: turning ambition into environments that work in practice.

SHAPED BY EXPERIENCE

Marking 60 years is not only an opportunity to reflect on where we have come from, but also to recognise how decades of experience continue to shape the way we approach collaboration, execution and increasingly complex project environments today.





CELEBRATING THE PEOPLE BEHIND THE PROJECTS

Turning Our Expertise Into a Celebration

For six decades, RIIS has evolved through generations, projects and markets. While much has changed, the company's success continues to be built on the knowledge, commitment and collaboration of the people behind the projects.

"AFTER 28 YEARS AT RIIS, WHAT STANDS OUT TO ME IS THE PEOPLE. THEIR COMMITMENT, KNOWLEDGE AND WILLINGNESS TO HELP ONE ANOTHER CONTINUE TO MAKE OUR WORK ENGAGING."

- Lisa Thaarup, Senior Interior Designer & Studio Manager

At RIIS the knowledge, experience and commitment of our colleagues are among our most valuable assets. Every project, client relation, and solution is shaped by the expertise, dedication, and collaboration of our people. Bringing together colleagues with diverse backgrounds, perspectives and competencies, but a shared motivation for collaboration creates the strong foundation of knowledge that enables us to meet our partners' expectations and deliver high-quality solutions.

To recognise these contributions and celebrate the people behind our success, we marked our 60th anniversary by transforming our headquarters into a festival environment designed and built by our own teams. What is normally created for partners became the framework for celebrating the colleagues who help shape RIIS.

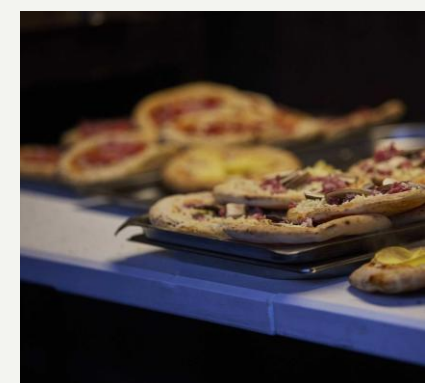
The site was transformed with purpose-built festival areas, food concepts, entertainment and live performances, creating an experience that reflected the creativity, craftsmanship and execution that define RIIS' daily work.

The anniversary was not only a reflection on the past. It was also a celebration of the people who continue to develop RIIS and help shape our future. The festival served as a reminder that behind every environment, project and client relationship are the individuals whose expertise and dedication make it possible.

RIIS Festival provided an opportunity to celebrate our shared achievements, relationships and culture that have developed and been shaped across generations of colleagues and continue to define and strengthen our company today.



CELEBRATION OF OUR COLLEAGUES



JOE & THE JUICE FLAGSHIP, COPENHAGEN AIRPORT

Project Case, 2026

Delivering a new flagship environment inside Copenhagen Airport required balancing customer experience, operational efficiency and long-term functionality within a highly demanding setting.

Airport environments place significant demands on logistics, installation processes, material durability and day-to-day operation. High passenger flow, limited installation flexibility and continuous activity around the site required careful coordination and planning throughout the project lifecycle. At the same time, the environment needed to support a consistent customer experience under intensive daily use.

RIIS managed the design development, technical execution and on-site coordination of Joe & The Juice's new flagship store in Terminal 2.

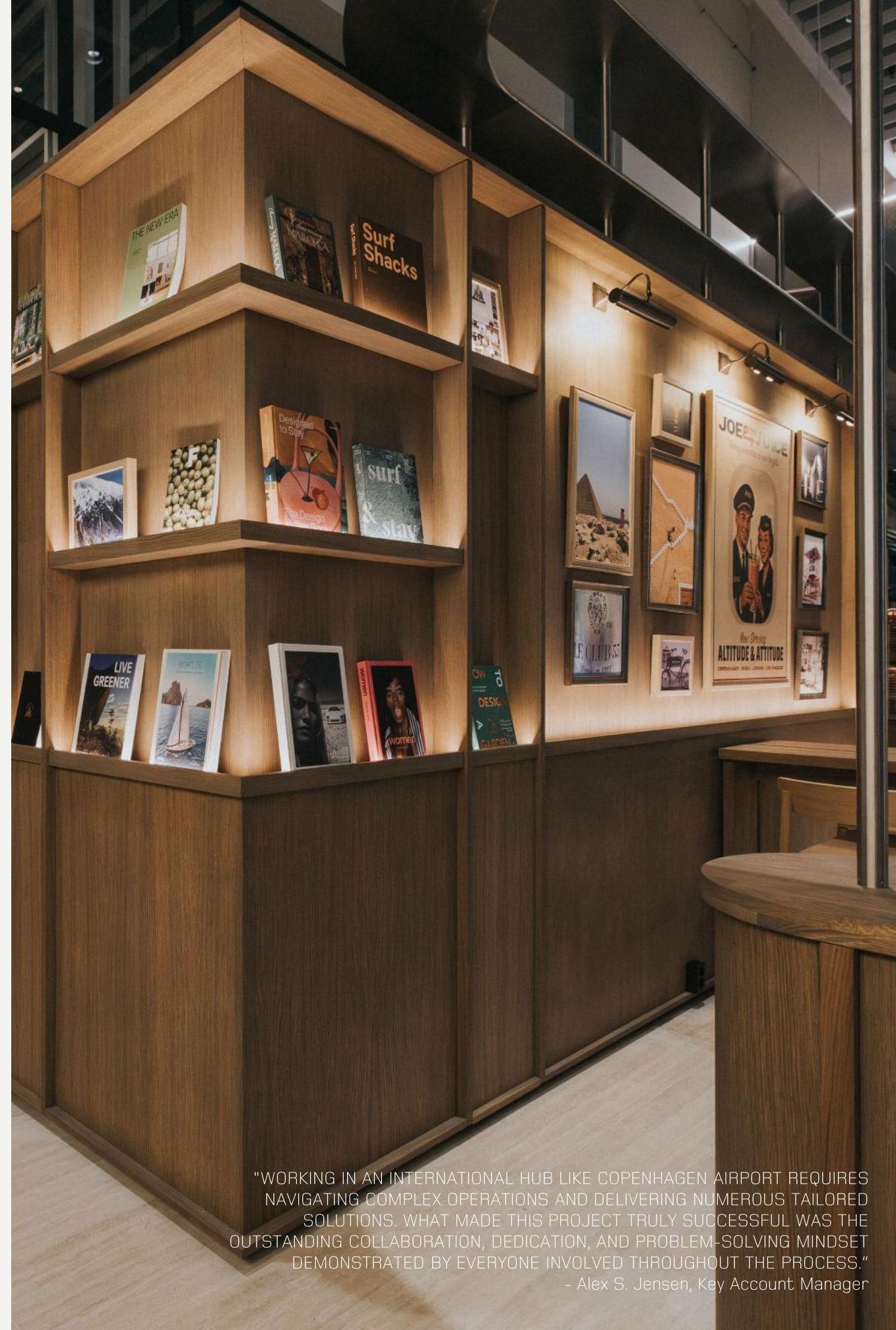
A particular focus was placed on creating an environment capable of supporting high operational demands over time through durable material choices, detailed technical planning and close coordination across suppliers and execution phases.

By integrating design, sourcing and execution within one workflow, the project also supported continuity across the different phases of development and delivery, helping reduce unnecessary complexity, improve coordination and strengthen implementation quality throughout the process.

Operational considerations, customer flow and long-term usability were integrated into both the physical design and technical execution of the environment.

The completed flagship environment is designed to support both high daily traffic and long-term operational functionality in practice.

The project reflects RIIS' approach to creating environments where quality, functionality and execution are closely connected throughout the full project lifecycle. It also demonstrates how early coordination, integrated workflows and long-term thinking can support more efficient implementation processes and durable customer environments over time.



"WORKING IN AN INTERNATIONAL HUB LIKE COPENHAGEN AIRPORT REQUIRES NAVIGATING COMPLEX OPERATIONS AND DELIVERING NUMEROUS TAILORED SOLUTIONS. WHAT MADE THIS PROJECT TRULY SUCCESSFUL WAS THE OUTSTANDING COLLABORATION, DEDICATION, AND PROBLEM-SOLVING MINDSET DEMONSTRATED BY EVERYONE INVOLVED THROUGHOUT THE PROCESS."

- Alex S. Jensen, Key Account Manager



"THIS WAS A UNIQUE PROJECT FOR US. UNLIKE OUR TYPICAL RETAIL PROJECTS, IT REQUIRED A DIFFERENT APPROACH. DELIVERING THE FINAL HIGH-END RESULT WAS POSSIBLE THROUGH CLOSE COLLABORATION AND A SHARED COMMITMENT ACROSS THE ENTIRE PROJECT TEAM."

- Sear Popal, Project Manager

FORMIUM SHOWROOM, AARHUS

Project Case, 2025

Formium develops architect-designed homes where bespoke solutions, carefully selected materials and craftsmanship are central to the customer experience. As part of supporting customers throughout the homebuilding journey, Formium wanted a new showroom in Aarhus that reflects the company's approach while making it easier to explore and understand the many choices involved in creating a customised home.

Designing and building a custom home involves numerous decisions regarding materials, finishes, layouts and functional solutions. The challenge was to create an environment that not only inspires but also helps customers navigate complex decisions and compare options in a structured and accessible way.

The showroom needed to balance architectural quality with practical functionality, providing a setting where customers can engage directly with materials and solutions before making long-term decisions about their future home.

RIIS was responsible for the design development, technical detailing and execution of the new showroom. Working closely with Formium, the project translated the company's universe into a physical environment where materials, details and solutions can be experienced firsthand.

A particular focus was placed on creating a logical customer journey that supports exploration, comparison and dialogue throughout the decision-making process.

The completed showroom serves as a platform for customer engagement, helping visitors gain a clearer understanding of materials, design options and their long-term implications. By creating transparency around complex choices, the environment supports more informed decision-making throughout the customer journey.

The project demonstrates how physical environments can support understanding, communication and confidence when customers are making significant long-term investments and decisions.



The image shows a multi-level interior space with a prominent wooden beam structure. A white wall in the background features a square sign with the word 'RIIS' in raised letters. A person is blurred while moving on a staircase to the left. A spherical pendant light hangs from the ceiling, which is covered in horizontal wooden slats. The overall aesthetic is clean and industrial.

RIIS GROUP

OUR BUSINESS

WHO WE ARE

Building a Foundation for Long-Term Value

Respect for people, pride in quality craftsmanship, and a focus on long-term relationships have been guiding principles since the beginning of RIIS. These principles continue to shape our core values and the way we approach partnerships, as well as the products and services we deliver.

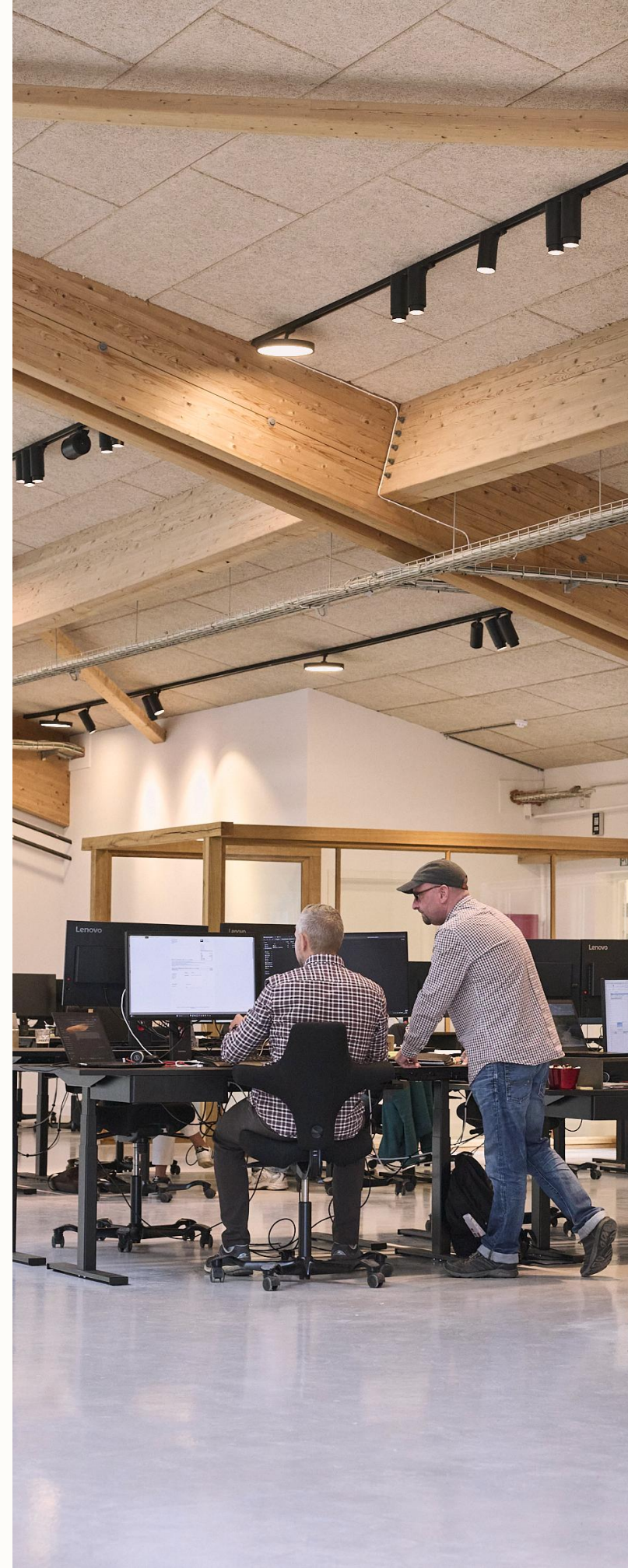
We operate across a range of markets and countries within retail, hospitality, and office environments. Delivering solutions that reflect our partners' unique brand identities across different markets and industries requires a consistent connection to our core values, ensuring that our approach is evident throughout our projects.

We take responsibility for the entire execution process, from concept and design to production, construction and project management. Throughout every stage of the process, our values remain at the forefront, ensuring a consistent RIIS experience regardless of the market, industry, or part of the process in which we are involved.

We believe our values contribute to durable solutions and long-term value creation for our partners – something we take great pride in. It is our people and their expertise that continue to make RIIS what it is.

“THE STRENGTH OF RIIS HAS ALWAYS BEEN ITS PEOPLE. THEIR EXPERTISE, CRAFTSMANSHIP AND COMMITMENT TO QUALITY ARE WHAT ENABLE US TO DELIVER SOLUTIONS THAT STAND THE TEST OF TIME. IT IS THE KNOWLEDGE, DEDICATION AND PROFESSIONALISM OF OUR PEOPLE THAT DEFINE WHO WE ARE AND THE VALUE WE CREATE.”

– Kristian Riis, CEO of RIIS Group



OUR APPROACH TO SUSTAINABILITY

An ESG Framework for Informed Decision-Making

Sustainability is not a destination but an ongoing commitment to understanding and managing the impacts our business has on the environment, people, and society.

For RIIS Group, sustainability does not mean claiming that our business can become sustainable by definition. Rather, it means taking responsibility for understanding and managing the impacts connected to our activities, while continuously working to reduce negative impacts, strengthen responsible practices, and contribute to long-term value for the resources, communities, and relationships on which our business and future generations depend. We recognise that environmental, social, and governance considerations are closely connected to the long-term success and resilience of our business.

At the same time, we acknowledge that no single company can solve global sustainability challenges alone. Meaningful progress requires collaboration across value chains, industries, customers, suppliers, employees, and broader society. As a project-driven organisation, we therefore seek to contribute where we can have the greatest influence and work together with our stakeholders to identify opportunities for positive impact.

We believe that responsible decisions must be based on knowledge, transparency, and reliable information. For this reason, it is important for

us to build our efforts on an informed and valid foundation. As ESG reporting and stakeholder expectations continue to evolve, we continuously work to strengthen our data quality, governance structures, processes, and understanding of our impacts.

Our sustainability approach is therefore focused not only on implementing initiatives, but also on building the foundation for a system necessary to make informed decisions and drive long-term improvements. We view ESG as a practical framework that helps us identify, prioritise, manage, and communicate sustainability-related topics across our business.

This report is founded on RIIS Group's ESG steering framework, which guides the identification, prioritisation, and management of ESG topics across the organisation. The framework is informed by applicable legislation, the Voluntary Sustainability Reporting Standard for SMEs (VSME), certification requirements, stakeholder and business partner expectations, and continuous input from RIIS Group's ESG Committee.

While our ESG journey is still evolving, we remain committed to increasing transparency, strengthening our reporting practices, and integrating ESG considerations into the way we operate, collaborate, and create value for our partners.

Our Sustainability Principles

Our approach is guided by four principles

TRANSPARENCY

We seek to communicate openly about both our progress and the areas where further development is needed.

CREDIBILITY

We strive to base decisions, reporting, and priorities on reliable data and evidence.

COLLABORATION

We believe meaningful progress is achieved through collaboration across our organisation, as well as through partnerships and stakeholder engagement.

CONTINUOUS IMPROVEMENT

We recognise that sustainability is an ongoing journey and commit to developing our approach over time.



2025/26 HIGHLIGHTS

EMPLOYEES AROUND THE WORLD PR. 30 06 2026

+250

NO. OF PROJECTS

+790

M² OF RETAIL SPACE BUILD

+129,000

COUNTRIES IN WHICH WE HAVE COMPLETED
PROJECTS

40

RIIS GROUP REVENUE

780.7 m.DKK

See page 98 for details on calculation overview.



BUSINESS ETHICS

Our Business Conduct

Responsible business conduct has long been a part of RIIS Group's way of doing business. As our journey continues to evolve, we are committed to strengthening the structures, competencies, and processes that enable us to work in a systematic, transparent, and accountable manner.

To support this development, RIIS established a dedicated ESG and Business Development department in 2024. The department was further strengthened in August 2025 with the appointment of a dedicated ESG & Sustainability Specialist, reflecting our ambition to professionalise and mature our approach to ESG. Since then, significant efforts have been made to establish governance structures, reporting systems, and management tools that support a more structured, informed, and data-driven approach to ESG management and reporting.

A central element of the ESG work is the ESG Committee, which supports the prioritisation of ESG topics, monitors progress, and helps ensure alignment between ESG ambitions, business objectives, stakeholder expectations, and regulatory requirements. Read more about the committee on pages 33-34.

By continuously strengthening our ESG governance, we aim to build a reliable foundation for transparency, accountability, and long-term value creation.

RIIS Group's Business Ethics Policy establishes the principles and expectations that guide responsible conduct throughout our business activities and value chain. The policy applies to all employees, managers, suppliers, and business partners and reflects our commitment to conducting business with integrity, respect, and accountability.

RIIS Group's environmental commitments and responsibilities are addressed separately through our Environmental Policy.

We expect our suppliers and business partners to uphold standards comparable to those we set for ourselves. Through dialogue, collaboration, and continuous improvement, we seek to promote responsible business conduct throughout our value chain and contribute to building long-term trust with our stakeholders.

As governance requirements, stakeholder expectations, and legislation continue to evolve, our commitment remains unchanged: to conduct business responsibly, transparently, and with integrity. We view strong governance not only as a means of managing risk and ensuring compliance, but as a fundamental prerequisite for building trust and creating sustainable long-term value.

Business Ethics Policy

The policy is guided by internationally recognised standards and principles, including:

- The Universal Declaration of Human Rights
- The International Covenant on Civil and Political Rights
- The International Covenant on Economic, Social and Cultural Rights
- The International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work
- The United Nations Convention on the Rights of the Child
- The United Nations Convention Against Corruption
- FSC's Policy for the Association of Organizations with FSC

The Business Ethics Policy establishes expectations and requirements within the following key areas:

- Legal Compliance – Compliance with applicable laws and regulations in all countries where we operate.
- Human Rights and Labour Rights – Respect for internationally recognised human and labour rights throughout our operations and value chain.
- Anti-Corruption and Business Integrity – A zero-tolerance approach to corruption, bribery, and unethical business practices.
- Anti-Money Laundering and Sanctions Compliance – Adherence to applicable sanctions and measures to prevent involvement in unlawful financial activities.
- AI, Data Protection and Confidentiality – Responsible use of AI and handling of our information and personal data in accordance with applicable legislation, including GDPR.



BOARD OF DIRECTORS

Kristian Riis
Board Member at RIIS Group since 2017

Year of birth: 1982

CEO, RIIS GROUP A/S

Owner and CEO of RIIS Group. Joined RIIS professionally in 2003, he has been an integral part of RIIS' development, succeeding his father, Søren Riis, as CEO in 2018.

Poul Sørensen
Chairman at RIIS Group since 2025

Year of birth: 1962

CEO & co-owner in Danish Healthcare Design A/S

Independent advisory business specialising in board, executive and management assignments.

Extensive experience and expertise within commercial relations, business development and economics.

Kurt H. Carstensen
Board Member at RIIS Group since 2024

Year of birth: 1961

Head of Family Businesses, KIRKBI A/S

Significant leadership experience across family-owned businesses and foundations, covering corporate strategy, operational execution, financial stewardship, and business development

Mads Danielsen
Board Member at RIIS Group since 2025

Year of birth: 1960

Partner & Attorney, Codex Advokater

Legal expertise and extensive board experience in commercial companies and foundations.

Søren Laursen
Board Member at RIIS Group since 2025

Year of birth: 1963

Operating Partner, Credo Partners A/S

Extensive experience in international retail businesses within brand and marketing, finance and supply chain management.

Steen Nissen
Board Member at RIIS Group since 2024

Year of birth: 1969

COO, RIIS Retail A/S

A key part of RIIS for 25+ years, bringing extensive experience and deep insight into RIIS' operational business.



CHRISTINE N. JESPERSEN
HEAD OF ESG & BUSINESS DEVELOPMENT
5 YEARS OF RIIS EXPERIENCE



KRISTIAN RIIS
CEO
23 YEARS OF RIIS EXPERIENCE



STEEN NISSEN
COO
29 YEARS OF RIIS EXPERIENCE



MICHAEL BROCK
CFO
6 YEARS OF RIIS EXPERIENCE



KRESTEN SKJØDT
CSO
3 YEARS OF RIIS EXPERIENCE



CAROLINE CELINDER
HEAD OF PEOPLE
0.5 YEARS OF RIIS EXPERIENCE



ANDERS M. PEDERSEN
SUPPLY CHAIN MANAGER
3.5 YEARS OF RIIS EXPERIENCE

ESG COMMITTEE

Supporting ESG Governance and Decision-Making

A key part of how RIIS Group works actively with ESG is through our ESG Committee. The committee consists of relevant decision-makers and representatives from the areas of the business where ESG topics have the greatest relevance and where cross-functional collaboration is needed.

The purpose of the ESG Committee is to support a shared direction for ESG across RIIS Group and ensure that ESG considerations are aligned with the company’s broader business strategy. We do not see ESG as a separate activity, but as an integrated part of how RIIS Group operates, develops, and creates value as a business.

The committee works through RIIS Group’s ESG steering framework, which is maintained and updated by the ESG & Sustainability Specialist. The ESG Committee held its first meeting in February 2026 and is expected to meet at least three times per year to review key ESG topics, developments, and priorities.

At ESG Committee meetings, relevant topics are presented and discussed to support informed decision-making. The committee also helps assess resource needs and provide direction for the ESG team’s continued work with development projects, reporting, and ESG initiatives across the organisation.

Our ESG Steering Model



Attendance Report

	RIIS	NISSEN	SKJØDT	BROCK	JESPERSEN	CELINDER	PEDERSEN
2026 Q1	▲	▲	▲	▲	▲	▲	▲
2026 Q2	▲	▲	▲	▲	▲	▲	▼

▲ = Participant ▼ = Non-Participant

BUSINESS MODEL

Decades of Experience in Creating Partner-Specific Solutions

Founded in 1965, RIIS Group has more than six decades of experience in designing, building, and delivering tailored concepts and environments across retail, hospitality, food & beverage, and workplace sectors.

Throughout the years, RIIS Group has developed extensive competencies across design, project management, construction, carpentry, procurement, installation, and maintenance. This broad expertise enables us to support our partners throughout the entire project lifecycle and adapt solutions to local market conditions, operational requirements, and brand ambitions.

Partnership has always been a defining element of our business model. We work closely with our partners to understand their specific needs, commercial objectives, and customer expectations, allowing us to create solutions that are both functional and aligned with the market in which they operate.

During the reporting period, RIIS Group supported its partners in the concept development, establishment and/or refurbishment of +790 stores and locations across multiple markets. Each project was developed in close collaboration with our partners to ensure that the final solution reflected local customer expectations, operational requirements, and brand identity.

RIIS Group is a family-owned company comprising several specialised business units that collectively deliver end-to-end solutions for customers across retail, hospitality, food & beverage, and workplace environments.

Our activities cover the entire project lifecycle, from concept development and design to implementation, maintenance, and after-sales support. This integrated approach is delivered through our Complete Solutions business model, providing a single point of coordination across all project phases.

The Complete Solutions model consists of six core elements:

Design

Development of concepts, interiors, and solutions based on customer needs, market trends, and brand identity.

Project Management

Planning, coordination, and management of projects, ensuring alignment on quality, timelines, and budgets.

Build

Construction, installation, carpentry, and fit-out activities delivered through in-house capabilities and strategic partners.

Supply

Procurement and delivery of furniture, materials, fixtures, and equipment supporting the overall project solution.

Aftersales

Ongoing support, adjustments, and assistance following project completion.

Maintain

Maintenance and service activities that help preserve functionality, quality, and value throughout the lifetime of the solution.

Through this integrated business model, RIIS Group creates tailored solutions that combine design, functionality, and operational performance while supporting long-term relationships with customers and business partners.



GROUP COMPANIES

RIIS Retail

Develops, designs, and manages unique concepts and interiors, particularly for retail and brand environments.

RIIS Carpentry

A carpentry and joinery company where modern technology meets traditional craftsmanship.

RIIS Construction

Based in Germany, delivering construction projects as turnkey solutions, renovations, or trade contracts.

RIIS Property

Owns and manages the group's Danish property portfolio and investments.

WITH *COMPLETE SOLUTIONS*, WE CREATE HOLISTIC OUTCOMES THAT UNITE DESIGN, FUNCTIONALITY, AND BUSINESS PERFORMANCE. IN THIS WAY, WE ARE NOT MERELY A SUPPLIER BUT A LONG-TERM PARTNER CONTRIBUTING TO OUR CLIENTS' SUCCESS

— TODAY AND IN THE FUTURE.

See more about RIIS Group's different companies on page 93-95.

Our 4D Design Process

01 - DISCOVER

CREATION OF CONCEPT FRAMING

We analyse your brand, culture, identity, and strategy as well as your customers and competitors.

02 - DREAM

CREATION OF CONCEPT VISION

We prioritise data, generate ideas and select main themes to create the vision of your concept.

03 - DESIGN

CREATION OF CONCEPT DESIGN

We apply space management, develop your layout, interior/exterior design, furniture selection and product presentation.

04 - DEVELOP

IMPLEMENTATION OF CONCEPT DESIGN

We handle product development and rollout plan agreement before implementing your concept design.

OUR 4D DESIGN PROCESS

Turning Brand Strategy Into Spatial Experiences

Before developing a concept, we seek to understand our partner's brand, ambitions, operational needs and the people who will experience the space. This insight forms the foundation for creating environments that are not only visually coherent, but also functional, purposeful and aligned with our partner's business.

"DESIGN IS NOT THE STARTING POINT, UNDERSTANDING IS. WHEN WE TRULY UNDERSTAND A BRAND, ITS AMBITIONS AND THE PEOPLE IT IS CREATED FOR, WE CAN DESIGN SPACES THAT DO NOT JUST LOOK GOOD BUT CREATE MEANINGFUL EXPERIENCES AND LASTING BUSINESS VALUE."

- Monique Englund, Head of Design

Our 4D Design Process supports a structured and collaborative approach to transforming ideas into physical spaces. Behind the process are skilled colleagues who bring together creativity, experience and a strong understanding of our partners' needs. Our designers and project teams work closely with partners and colleagues across the organisation to translate insights, ideas and brand identity into tailored solutions across retail, hospitality, and office environments.

Each project is shaped by its specific context — from brand identity and customer experience to operational flow, material choices and durability — ensuring that design decisions are connected to both the overall concept and the everyday use of the space. Our expertise lies in creating strong visual concepts, while also balancing aesthetics, functionality, user flow, durability and the practical realities of project execution.

For us, good design is never created for aesthetics alone. Every design decision should have a clear purpose and contribute to the overall experience, whether by strengthening a brand, improving functionality, supporting daily operations, or creating a space that people can see, feel and remember. This requires curiosity, collaboration and a clear understanding of both the businesses behind the space, the market and the people who will interact with it.

We strive to create solutions that last in both quality and relevance. This means developing environments that reflect our partners' individual brand identities, support long-term functionality, and are built with attention to durability, user flow and coherent design. By connecting aesthetics, functionality and purpose, we aim to create spaces that deliver value beyond completion.

DESIGN IS MUCH MORE THAN FORM AND FUNCTION.
IT'S ABOUT CREATING SPACES THAT ARE ROOTED IN YOUR DNA,
VALUES, CULTURE AND PURPOSE.

VALUE CHAIN

Our Approach to Responsible Partnerships

RIIS Group operates internationally through a value chain that spans from concept development and design to sourcing, production, construction, installation, delivery, and maintenance. Our network includes a diverse range of suppliers, manufacturers, contractors, service providers, and business partners, ranging from local specialists to large international enterprises.

As a project-driven organisation, we recognise that many of our environmental, social, and governance impacts occur beyond our own operations. The choices made throughout our value chain influence resource consumption, working conditions, business ethics, product quality, and environmental performance. Consequently, responsible value chain management is a key element of RIIS Group's approach.

We work with a wide range of materials and products, including wood, metals, textiles, construction materials, and technical components. While these materials enable us to deliver high-quality solutions to our partners, they may also be associated with environmental and social risks that require ongoing attention and responsible management.

RIIS Group's Supplier Code of Conduct forms part of its efforts to promote responsible business practices throughout the value chain. During this reporting period, we have further systematised and strengthened the process, governance, and follow-up related to the Code of Conduct, including clarifying the minimum standards and expectations placed on suppliers and their own supply chains. Following the update of the Supplier Code of Conduct, RIIS Group expects to work systematically on obtaining renewed signed commitments from

relevant suppliers to ensure alignment with the updated requirements.

We believe that responsible value chain management is built on both accountability and collaboration. While we maintain clear expectations for our suppliers and business partners, we also recognise that meaningful improvements are often achieved through dialogue, knowledge sharing, and long-term partnerships.

Supplier adherence may be monitored through documentation reviews, supplier assessments, and audits where relevant. In cases where non-compliance is identified, we seek to work constructively with suppliers to establish corrective actions and improvement plans.

Serious or repeated breaches of our requirements, particularly those involving human rights violations, corruption, forced labour, child labour, or deliberate non-compliance with legal obligations, may ultimately result in the suspension or termination of the business relationship.

As our work continues to mature, we remain committed to strengthening transparency, due diligence processes, and supplier engagement activities across the value chain. We recognize that sustainability challenges cannot be solved by one organisation alone, and we believe that long-term progress depends on collaboration, shared responsibility, and continuous improvement throughout the value chain.

Continues...

Supplier Code of Conduct

The Supplier Code of Conduct is aligned with RIIS Group's values, Business Ethics Policy, and internationally recognised frameworks, including:

- The Universal Declaration of Human Rights
- The International Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights
- The International Labour Organization's (ILO) Declaration of Fundamental Principles and Rights at Work
- The Convention on the Rights of the Child
- The United Nations Convention Against Corruption
- FSC's Policy for the Association of Organizations with FSC

The Supplier Code of Conduct sets expectations related to human rights, labour standards, health and safety, business ethics, anti-corruption, data protection, environmental responsibility, climate considerations, responsible sourcing, biodiversity, chemical management, and resource efficiency.



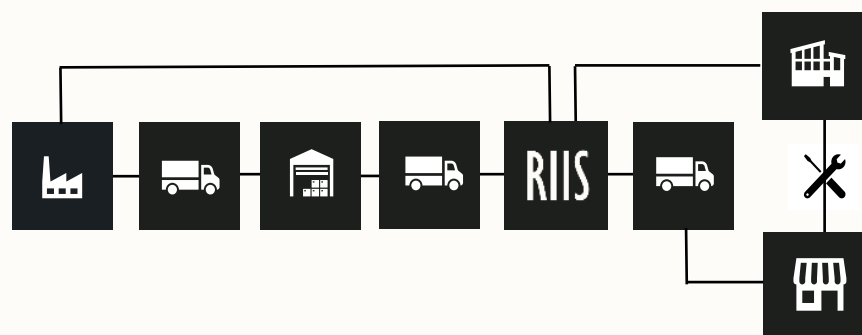
Continued...

Through our ESG framework and ongoing stakeholder dialogue, we have identified several risk areas within the value chain that are relevant to our activities as a project-driven organisation operating across design, sourcing, production, construction, installation, and maintenance. These risks are not isolated from our daily operations, but are closely connected to the partners, suppliers, materials, and processes that enable us to deliver complete solutions to our customers.

The overview below outlines the main categories of value chain risks currently considered most

material to our work. It also forms the basis for the expectations and requirements described in the following section on responsible partnerships and the Supplier Code of Conduct.

Recognising these risks does not mean that RIIS Group can address every challenge alone. However, it helps us focus our efforts where we can have influence and where collaboration with suppliers and business partners is necessary. This is why responsible value chain management, clear supplier expectations, and continuous dialogue are central to the next step of our ESG work.



Key Risk Areas in Our Supply Chain

(SUB-) SUPPLIERS	UPSTREAM-TRANSPORT	RIIS GROUP	DOWNSTREAM-TRANSPORT	PARTNERS	END-USE
Human Rights Labour Rights Environment Climate Business Ethics Supply Reliability Quality	Labour Rights Environment Climate Supply Reliability	Labour Rights Environment Climate Supply Reliability	Labour Rights Environment Climate Supply Reliability	Environment Climate	Environment Climate

Definitions of Risk Indicators:

HUMAN RIGHTS & LABOUR CONDITIONS

Human rights and labour-related risks may arise in extended supply chains, particularly where production, installation, or subcontracted work is carried out through several tiers. These risks include working conditions, labour rights, discrimination, forced labour, child labour, freedom of association, and worker welfare.

ENVIRONMENT AND CLIMATE

Environmental and climate-related risks may be linked to the materials and processes used throughout our value chain. This includes resource consumption, energy use, greenhouse gas emissions, waste generation, chemical management, biodiversity loss, and land-use changes associated with raw material extraction, manufacturing, transport, and project execution.

BUSINESS ETHICS AND COMPLIANCE

Business ethics and compliance risks may occur across global supplier and partner networks. These include corruption, bribery, money laundering, sanctions compliance, data protection, contractual compliance, and other aspects of responsible business conduct where clear expectations, due diligence, and follow-up are needed.

SUPPLY RELIABILITY AND QUALITY

Supply reliability and quality are important to both customer satisfaction and responsible project delivery. Risks may arise where materials, products, or services do not meet agreed requirements, timelines, legal obligations, or quality standards. Managing these risks supports operational performance while helping ensure that the solutions we deliver are safe, durable, and aligned with customer expectations.

RIIS GROUP

OUR PEOPLE



“WE ARE A FAMILY-OWNED COMPANY, AND THAT SHOULD BE SOMETHING YOU CAN FEEL.”

– Kristian Riis, CEO

GENERAL

OUR BUSINESS

OUR PEOPLE

OUR IMPACT

PEOPLE & CULTURE

Building a Place for Collaboration

“OUR CULTURE IS SHAPED EVERY DAY THROUGH THE WAY WE TREAT ONE ANOTHER – WITH RESPECT, CURIOSITY, AND COLLABORATION.”

– Caroline Celinder, Head of People

At RIIS we strive to create the foundation for a positive, safe and rewarding work environment. Our Social Policies serve as the cornerstone for ensuring that our values are reflected across all aspects of the organisation.

The policies cover the following key areas:

- Health and safety
- Labour relations policy
- Equality, inclusion, diversity, and non-discrimination policy
- No harassment and no violence policy
- Grievance policy

As our company extends across national borders, we want to ensure explicit expectations and set values for our colleagues and partners. Our values align with internationally recognised conventions, ensuring that human rights are upheld in all aspects of the organisation, so that it is the same RIIS that is met in all places of operation.

Due to our long history as a family business, we want our colleagues and partners to feel our values of respect, trust and integrity, going beyond compliance with local legislation. To ensure our continued reinforcement of our values our HR department has within the latest year worked diligently to secure up-to-date internal HR systems for continued improvement, to handle RIIS’ increasingly growing organisation, without losing our fundamental values reflected in the organisation culture.

People are at the heart of RIIS. It is our colleagues, their expertise, dedication and collaboration, that sustain our company’s work. It is their competencies and diversity and our company culture that create value.

We believe that the best solutions appear when people with different competences and perspectives work together towards a shared goal. With internal initiative we continue to sustain an environment that allows for preferred solutions and our colleagues’ physical and mental well-being. Our zero-tolerance policy against discrimination, harassment, and violence are set out to protect all colleagues and positive work culture. Colleagues are encouraged to use our grievance and whistleblower channel without fear of retaliation.

“CROSS-FUNCTIONAL COLLABORATION IS KEY TO RIIS’ SUCCESS, BRINGING TOGETHER DIVERSE DISCIPLINES AND FUNCTIONS TO ACHIEVE SHARED GOALS.”

– Maiken H. Jensen, People & Culture Partner

We strive not only to meet international standards but to continue evolving our corporate culture around respect and inclusion, to sustain our long-term shared success.

Continues...



Continued...

During the reporting year, RIIS continued its growth and development as an international company, resulting in a significant increase in both headcount and full-time equivalent employees (FTEs). Total headcount increased from 207 to 254 employees, while FTEs rose from 199.4 to 245.7 compared to the previous reporting period.

This growth reflects increased business activity and a growing number of projects delivered across the markets in which we operate. To support this development, RIIS welcomed 93 new colleagues during the year, further strengthening the organisation's capacity, competencies, and expertise.

The expansion of our workforce has enabled us to meet increasing partner demand while maintaining the quality and service levels that define RIIS. The overall composition of the workforce remained relatively stable compared to the previous reporting year.

Employee turnover increased during the reporting year and remains an area of focus as RIIS continues to grow and integrate new colleagues. At the same time, a certain level of workforce mobility is considered a natural consequence of a company experiencing substantial growth and expansion.

Headcount

254

No. of dedicated colleagues
employed across six
countries

FTEs

245.7

No. of Full-Time Equivalents
across six countries

Gender

41/59

Percentage distribution of
female/male across our six
countries based on
headcount

Employee Turnover

19.5

Percentage based on the
average monthly headcount
across all companies



Social Policies

We want our employees to thrive in their work and to always be treated with dignity and respect. These Social Policies express our commitments to our people in relation to human rights and labour rights. They are aligned with our overarching Business Ethics Policy and set out the principles that guide our actions in creating a safe, fair, and inclusive workplace.

Our Social Policies establish expectations and requirements within the following key areas:

- Health and Safety Policy
- Labour Relations Policy
- Equality, Inclusion, Diversity and Non-Discrimination Policy
- No Harassment and No Violence Policy
- Grievance Policy

HEALTH & SAFETY

Creating a Safe Working Environment and Strengthening
Our Safety Processes

Health and safety are fundamental to how people work, regardless of role, location, or workplace. RIIS Group is committed to providing working conditions that support both physical safety and psychological well-being. This commitment is reflected in our Health and Safety Policy, which establishes the framework for promoting a safe and healthy working environment and fostering a culture where health and safety are understood as a shared responsibility.

The policy outlines key commitments, including compliance with applicable legislation and procedures relating to emergency preparedness, first aid, personal protective equipment, fire safety, workplace inspections, and safety signage. All employees are expected to contribute to a safe working environment by acting responsibly, following established procedures, and reporting accidents, incidents, and unsafe conditions. During the reporting period, RIIS has strengthened its approach to occupational accident registration and monitoring to support more structured follow-up, identify trends, and improve the basis for preventive actions across the organisation.

While all employees have the right to a safe and healthy workplace, certain functions involve a higher level of occupational risk. This applies particularly to roles within logistics, warehousing, assembly, carpentry, installation, and construction activities, where tasks may involve machinery, transportation, heavy lifting, and dynamic project environments. Particular attention is therefore given to risk identification, preventive measures, safety awareness,

workplace inspections, emergency preparedness, and the availability and use of appropriate personal protective equipment.

During the reporting period, RIIS has recorded 14 work-related accidents, corresponding to an accident frequency rate of 33.5 per one million hours worked. No cases of work-related ill health were recorded. While the accident frequency rate remained relatively stable compared to the previous reporting period, the results underline the importance of maintaining a continuous focus on prevention, risk awareness, and systematic follow-up throughout the organisation.

“FOR US, COMPLIANCE IS ABOUT FAR MORE THAN MEETING REQUIREMENTS. IT IS ABOUT TAKING RESPONSIBILITY FOR THE QUALITY, SAFETY, AND INTEGRITY OF OUR WORK, AND CREATING ENVIRONMENTS THAT PEOPLE CAN TRUST AND RELY ON LONG AFTER A PROJECT HAS BEEN COMPLETED.”

- Bastian Altrogge, Head of Construction

Compliance with applicable legislation, construction standards, and safety requirements remains an important part of project execution. Beyond compliance, RIIS Group seeks to deliver projects that provide safe and reliable environments for customers, visitors, employees, and other users throughout the lifetime of the completed facilities.

Continues...



Continued...

A strong safety culture is supported through both formal systems and employee involvement. We value the contribution of colleagues participating in the Health and Safety Organisation (AMO), which plays an important role in maintaining and continuously improving health and safety practices across the business. The AMO brings together colleagues from different departments and professional backgrounds, ensuring that a broad range of perspectives and operational experiences are incorporated into health and safety discussions and improvement initiatives.

“I JOINED THE HEALTH AND SAFETY ORGANISATION TO MAKE A DIFFERENCE AND SUPPORT MY COLLEAGUES. LOOKING OUT FOR ONE ANOTHER IS AT THE CORE OF WHAT WE DO, BECAUSE INVESTING IN SAFETY MEANS INVESTING IN PEOPLE.”

- Katharina C. von R. H. Jacobsen, Project Coordinator & AMO Representative

During the reporting period, the AMO identified opportunities to improve the handling of heavy lifting within warehouse, facility, and production-related activities. As a result, RIIS completed a pilot project involving the use of exoskeletons in selected functions with an elevated risk of lifting-related strain and injury. Participants reported positive experiences with the equipment, and following the pilot project, investment in additional exoskeletons was approved for use in relevant departments.

Safety considerations also extend beyond employees. During the reporting period, visitor safety equipment was reviewed and updated across all locations to ensure that appropriate protective equipment remains accessible and up to date. In addition, efforts continued to improve the handling, protection, and preparation of goods for transport. By focusing on safer packaging and handling practices, we seek to reduce risks for employees, contractors, and other individuals involved in receiving, moving, installing, or handling goods throughout the value chain.

Accidents

14

Total number of accidents

Accident Frequency

33.5

Number of accidents per 1,000,000 hours worked

See pages 85-86 and 98 for details on data and methods for calculation.





“YOU ARE NOT JUST ANOTHER NUMBER. WHEN JOINING, I EXPERIENCED TO BE A PART OF A WORK ENVIRONMENT WHERE EVERYONE IS TREATED AS AN EQUAL.”

– Hannah I. Schmidt, Buyer, a part of RIIS since 5 January 2026

Onboarding

93

New colleagues onboarded this reporting year

JOINING RIIS

From Onboarding to Belonging

Due to RIIS being a fast-evolving business, we are fortunate to have welcomed a significant number of new colleagues. When growing rapidly, it is easy to focus on processes and structure. For us, it is equally important to preserve the culture colleagues help create every day.

To foster our relations and accommodate our growth journey, we have a heightened focus on the importance of initiatives that foster social relations across departments. In our latest reporting year, we introduced an extensive onboarding programme to welcome our new colleagues and secure the best integration into our business.

“UNDERSTANDING EACH OTHER’S ROLES AND DEPARTMENTAL RESPONSIBILITIES IS ESSENTIAL TO STRENGTHENING COLLABORATION ACROSS THE ORGANIZATION.”

– Caroline Celinder, Head of People

Our onboarding programme consists of 16 sessions to be carried out within a new colleague’s first 3 months as a part of RIIS, ensuring knowledge of our business, values and to foster social relations between departments.

“THE ONBOARDING PROGRAM CREATES TIES ACROSS DEPARTMENTS AND CREATES AN UNDERSTANDING BETWEEN COLLEAGUES.”

– Hannah I. Schmidt, Buyer, a part of RIIS since 5 January 2026

The programme takes new colleagues on an introduction to all departments, an in-person meeting with our CEO Kristian Riis, tour of our headquarters and warehouse locations we have near our headquarters. Our complex organisation structure and nature of our projects demand close interdisciplinary coordination between departments with varying responsibilities.

We experience that new colleagues are drawn to RIIS due to the perceived work environment, our family values, and that people are at the center. These are the values we regard highly both externally and internally and we are determined to ensure RIIS continues to reflect and entail these values. We believe that by supporting new colleagues’ integration into our work culture, we foster our values and connections with colleagues.

“RIIS IS A COMPLEX ORGANISATION. THE ONBOARDING PROGRAM MAKES IT LESS OVERWHELMING, BY CREATING AN UNDERSTANDING OF THE COMPANY AND WHAT IT CONSISTS OF.”

– Sarah Vandel, Procurement Coordinator, a part of RIIS since 1 February 2026

These initiatives are a reflection on our continued focus on employees’ well-being and work motivation. We want all who are part of RIIS to feel included. The initiatives helps a close-knit work environment and hold onto our core values, relations across departments, while evolving and expanding our business rapidly.

RIIS CANTEEN

With Consideration for Food and Our People

As part of RIIS, colleagues are part of our canteen programme, which offers lunch in our canteen. The team behind the meals that fuel our colleagues throughout the week works thoughtfully to minimise food waste while ensuring nutritious meals made with seasonal and fresh ingredients.

Our canteen offers a varied selection of dishes through its buffet service. Several measures are in place to reduce food waste, including rotating dishes, ensuring the assessment of quantity requirements, adding the option of previous day's leftovers, freezing surplus portions and dedicating Friday as our weekly leftover day, utilising excess food from the current week or frozen dishes from previous weeks. We engage in responsible food sourcing through our choice of food distributor, prioritising a partner that shares our focus on responsible sourcing, quality, and efforts to reduce environmental impacts.

"I CONSISTENTLY PLAN AND COORDINATE MEALS AROUND KNOWN DIETARY REQUIREMENTS TO ENSURE INCLUSION AND SUITABLE OPTIONS FOR EVERYONE."

– Ana-Maria Rotaru, Team Lead of Canteen and Services

In addition to minimising food waste, our canteen team is committed to fostering inclusion by accommodating colleagues' dietary needs, restrictions, and preferences. With more than 150 daily visitors, meeting diverse nutritional requirements and preferences can be challenging. This requires a high degree of planning, coordination, and consideration from our canteen team, making them a direct

contributor to a positive, inclusive, and supportive work environment.

"WHENEVER POSSIBLE, WE ADAPT DISHES TO ACCOMMODATE PREFERENCES AND DISLIKES, HELPING AS MANY COLLEAGUES AS POSSIBLE FEEL WELCOME AND SATISFIED."

– Ana-Maria Rotaru, Team Lead of Canteen and Services

As RIIS continues to grow, so does the need for canteen facilities that can accommodate more colleagues and support the continued development of our canteen scheme. RIIS is therefore expanding and upgrading its canteen facilities to create better space for colleagues to come together during the workday, while also providing the canteen team with improved facilities and equipment. These new surroundings will strengthen the team's ability to create even more high-quality meals that bring colleagues together.

Food Waste

26.8

kg food waste per employee
with access to the RIIS HQ
canteen





STAFF CLUB

Connecting Colleagues

At RIIS, fostering a strong sense of community is an important part of who we are. We believe that strong relationships and mutual understanding create the foundation for employee well-being, successful collaboration, and a shared sense of purpose that enables us to grow and succeed together. To support that, our Staff Club plays a central role in strengthening connections and shared understanding across the organisation.

“IT IS FOR THE SENSE OF COMMUNITY AND BRINGING PEOPLE TOGETHER.”

– Martin Kristoffersen, Strategic Buyer & Staff Club Representative

The club consists of 10 volunteer representatives from different departments who are dedicated to creating social initiatives for colleagues to meet, learn from one another, and build relationships beyond their daily work tasks. The club contributes to added purpose for the volunteer representatives in taking on added responsibility for the well-being and social relations between colleagues.

Our Staff Club is supported financially and encouraged by RIIS as an organisation, acknowledging the value such initiatives can promote in the workplace.

“WE ARE VERY FORTUNATE TO HAVE A MANAGEMENT TEAM THAT ACTIVELY SUPPORTS THE STAFF CLUB INITIATIVES.”

– Martin Kristoffersen, Strategic Buyer & Staff Club Representative

Through a variety of social, cultural, informative, and recreational activities, the Staff Club helps strengthen the sense of community and shared understanding that characterises RIIS.

As our organization continues to grow, these initiatives become increasingly important in maintaining the close-knit culture that defines our company.

Staff Club representative Martin Kristoffersen describes the representatives’ motivation as being for the community and highlights the importance of having opportunities to meet during and outside of working hours in different settings and enjoy time together, when everyday work can be fast-paced.

The Staff Club places a strong emphasis on bringing colleagues together across departments, supporting collaboration and encouraging social connections throughout the organization. Meeting regularly with a commitment to organizing activities and events monthly, the club continues to experience high levels of engagement and participation, demonstrating the value that employees place in being part of a strong and inclusive community.



“THE CORE IDEA IS TO STRENGTHEN RELATIONSHIPS INTERNALLY ACROSS DEPARTMENTS.”
– Kasper E. Larsen, Key Account Manager

RIIS GYM

Strengthening People and Connections

At RIIS we are committed to promoting employee well-being, inclusion and a strong sense of community. This commitment is reflected in our on-site gym facilities. Since opening in 2023, RIIS Gym has provided our colleagues with opportunities to stay active while cultivating relationships across departments.

“IT IS NOT JUST ABOUT TRAINING, BUT YOU ALSO GAIN A SENSE OF COMMUNITY ACROSS DEPARTMENTS.”

– Kasper E. Larsen, Key Account Manager

RIIS Gym is a complimentary offer available to all employees. In addition to supporting physical health, it provides a space for colleagues to meet and engage in activities outside their daily work responsibilities. Weekly functional training sessions are offered by our colleague Kasper E. Larsen after working hours, creating opportunities to meet and build relationships in an informal setting.

By bringing together colleagues from different departments and functions, the gym helps strengthen cross-functional relationships. These interactions support collaboration and contribute to a positive and inclusive working environment.

The initiative is driven by employee engagement, with colleagues voluntarily organising and leading training sessions. Through these sessions, colleagues contribute to strengthening both physical well-being and social connections across the organisation.

RIIS Gym reflects our company culture and broader commitment to supporting both physical health and personal well-being by fostering an inclusive and positive workplace. By creating opportunities for our colleagues to connect across teams and departments, we maintain the close-knit environment that has long been an important part of RIIS as a family-owned company, even as our company continues to grow and develop.

“IT IS SO REWARDING TO SEE PEOPLE GROW STRONGER, NOT ONLY PHYSICALLY BUT ALSO SOCIALLY.”

– Kasper E. Larsen, Key Account Manager

To further support employee well-being, RIIS has continued to invest in the development of the gym facilities. During the reporting period, new shower facilities and a sauna were under construction. These additions are expected to improve accessibility and lower barriers to participating in physical activities.

RIIS GROUP

OUR IMPACT

NV-15

PITCH PINE
6 SKK.

DIV. MAHOGNI
TEAK

BIRK/ALORN/ASK

RIIS

ENVIRONMENT & CLIMATE

Understanding and Managing Environmental Impacts

As an international company engaged in the development, production, and delivery of physical environments and products, RIIS recognises that our activities have an environmental impact and that businesses have an important role to play in supporting the transition towards a more responsible and resource-conscious future. Environmental responsibility is therefore an integrated part of how we operate, make decisions, and develop our business over time.

Throughout the reporting year, RIIS has continued to strengthen its approach to environmental management. Several practical initiatives have been implemented during the reporting year, including efforts to strengthen FSC-related procedures and a pilot project aimed at improving internal waste segregation while generating insights to support future waste-handling practices. The primary focus has been on building the organisational foundation required to support long-term, data-driven environmental management. Resources have therefore been dedicated to strengthening structures, processes and governance to ensure improved data collection processes, and enhancing reporting practices across the organisation.

As regulatory requirements and stakeholder expectations continue to evolve, robust environmental data, traceability, and transparent reporting have become increasingly important. Evolving regulations strengthen our understanding of environmental risks and opportunities and support our preparations for future compliance requirements.

During this reporting year, RIIS has continued integrating environmental considerations into relevant business processes, including supplier evaluations and due diligence processes, while strengthening cross-functional collaboration through our ESG governance framework, including our ESG Committee (see more on pages 33-34). These efforts have enhanced our ability to identify, assess, and manage environmental impacts and risks across our operations and value chain.

Our focus on incorporating governance structures that support and ensure environmental responsibility throughout our business is intended to provide the future foundations for setting reduction targets. We recognise that meaningful environmental progress depends on reliable information and a structured approach. We therefore consider strong data quality, effective governance, and consistent reporting practices as essential prerequisites for setting future ambitions, measuring progress, and prioritising initiatives where they can create the greatest impact.

The work carried out during 2025/26 has provided a stronger foundation for these efforts and will support continued development of our environmental and climate management in the years ahead.



Environmental Policy

Our Environmental Policy applies across RIIS Group and guides our approach in collaboration with suppliers and business partners. The policy is based on internationally recognised principles and commitments and supports our efforts to comply with applicable legislation while preparing for evolving environmental expectations and future requirements. The policy addresses the following topics:

Climate

We are mapping our emissions to strengthen our understanding of climate-related impacts and identify opportunities for reduction. We see this as an ongoing effort that requires reliable data, internal initiatives, and close dialogue with suppliers and partners.

Water

Although our direct water withdrawal is limited and primarily related to sanitary purposes, we recognise that water-related impacts may occur in our value chain, particularly in relation to materials, production processes, and supplier activities.

Land and Raw Materials

We are committed to supporting a value chain that respects forests, land, and natural ecosystems. This includes an ambition to avoid deforestation and land conversion and to respect the rights of Indigenous peoples, including the principle of Free, Prior, and Informed Consent (FPIC).

Biodiversity and Animal Welfare

We aim to source materials responsibly and with consideration for nature, biodiversity, and animal welfare. For materials such as leather and wool, we expect suppliers to respect animal welfare principles and contribute to the protection of natural habitats.

Chemicals

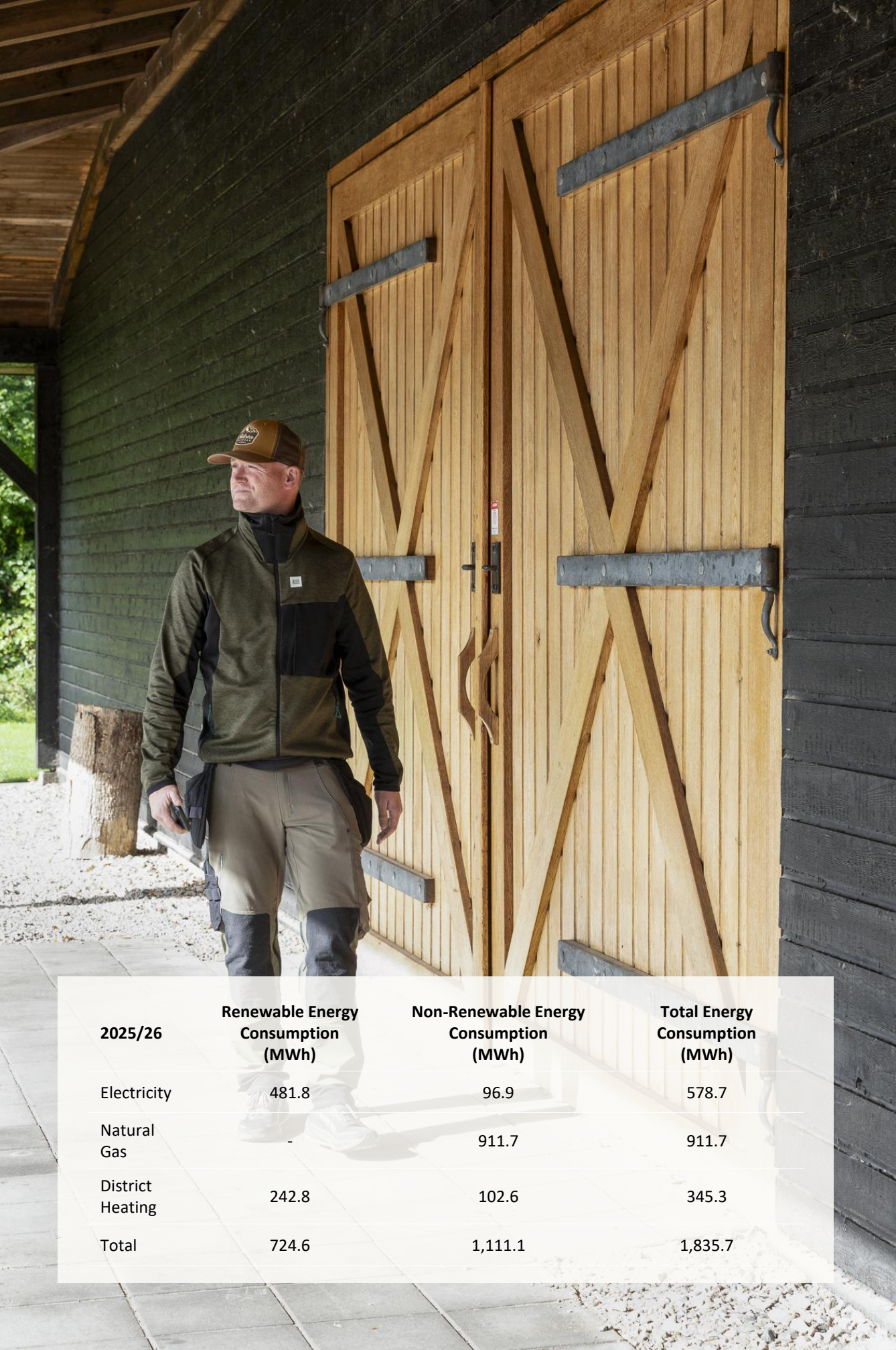
We work to ensure responsible chemical management within our own operations and expect suppliers to comply with applicable chemical requirements and relevant restrictions.

Resources and Circular Economy

We strive to use energy, materials, and other resources efficiently and to strengthen circular practices where possible. This includes working with suppliers and partners to identify opportunities for improved resource use across the value chain.

Waste Management

We take responsibility for the waste generated through our activities and comply with local requirements for sorting, handling, and disposal across our locations. We also seek to strengthen waste management practices over time through better segregation, awareness, and resource recovery.



ENERGY

Energy Consumption and Efficiency Improvements

Through the latest reporting year, extensive efforts have been made to improve the quality, accuracy and transparency of RIIS' energy data. This has enabled a more comprehensive overview of energy consumption across the business and strengthened the foundation for monitoring and analysing energy performance.

Total energy consumption increased from 1,712.0 MWh in 2024/25 to 1,835.7 MWh in 2025/26. This development reflects a period of increased activity and a growing number of projects delivered across the business. Additionally, the expansion of our headquarters commenced during the reporting period, with electricity used as the primary heating source throughout the construction phase. During the same period, energy intensity decreased from 3.47 to 2.36 MWh/m.DKK, indicating that activity growth outpaced the increase in energy consumption.

The share of energy derived from renewable sources increased from 34.0% to 39.5% during the reporting year. This development was primarily driven by the continued transition from natural gas to district heating across several Danish locations. The transition forms part of ongoing efforts to modernise the company's energy supply, improve energy performance and support long-term operational efficiency. As several locations were converted during the reporting period, the full effect of the transition is expected to be reflected in future reporting years.

Electricity consumption increased from 477.2 MWh to 578.7 MWh, reflecting the increased level of activity across the organisation. At the same time, the share of renewable electricity remained stable at more than 83% of total electricity consumption.

During the reporting year, RIIS continued to monitor and implement practical measures aimed at improving energy efficiency across its facilities. This included optimisation of warehouse operations and initiatives designed to reduce heat loss in areas with frequent goods movements, where ports naturally open multiple times throughout the day. These efforts support the continuous optimisation of building performance and energy utilisation.

“IT IS REWARDING TO IDENTIFY OPPORTUNITIES THAT CREATE VALUE ENVIRONMENTALLY, SOCIALLY AND FINANCIALLY. BY COMBINING TECHNICAL EXPERTISE WITH PRACTICAL IMPROVEMENTS, WE CAN STRENGTHEN OPERATIONAL PERFORMANCE WHILE CONTINUOUSLY IMPROVING THE WAY WE MANAGE OUR FACILITIES.”

– Claus Simoni Christensen, Head of Facility

Heating consumption increased slightly from 1,234.7 MWh to 1,256.9 MWh. However, the number of heating degree days increased by 14.9%, from 2,118 to 2,433, indicating a greater heating demand during the reporting period. When adjusted for heating degree days, heating consumption improved from 0.58 to 0.51 MWh per degree day, suggesting a more efficient utilisation of heating energy compared to the previous year.

Continues...



Methodology & Data Transparency for Our Energy

The renewable share of electricity consumption is based on hourly electricity declarations obtained through EI-overblik. These declarations provide insight into the share of renewable electricity supplied during each hour of the reporting period and form the basis for both renewable energy calculations and related emission calculations.

The renewable share of district heating is based on the latest available environmental declaration provided by the district heating supplier. For the Kolding area, the most recent declaration is based on production data from 2020 and indicates that approximately 70% of the supplied district heating originates from renewable energy sources and recovered surplus heat.

Part of the energy supply at RIIS' Danish locations was converted from natural gas to district heating during the reporting period. As the transition was implemented throughout the year, the full impact of the conversion is expected to be reflected in future reporting periods.

To improve the quality and consistency of reporting, historical energy data may be adjusted when updated information becomes available from external providers. Such adjustments are considered a natural part of energy and emissions reporting and are incorporated into future reporting periods when relevant.

Energy Source

39.5

Percentage of total renewable energy sources

Electricity Source

83.3

Percentage of total renewable electricity sources

Energy Intensity

2.36

MWh of total energy consumption/revenue in DKK million

Heating efficiency

0.51

MWh of total heating consumption/heating degree days for the reporting period.

WASTE MANAGEMENT

Building Knowledge for Improved Waste Management

Responsible waste management remains an important focus area for RIIS as the organisation continues to grow and develop. During the reporting year, a comprehensive waste mapping project was initiated to establish a stronger foundation for future improvements in waste handling and sorting practices across the company's Danish locations. The project is expected to be finalised during the next reporting period and aims to strengthen waste sorting processes while supporting the increasing complexity associated with a growing organisation. To date, the project has contributed to a more detailed mapping of waste streams, improved data quality and strengthened documentation processes.

Environmental data relating to waste covers RIIS' Danish locations. Further information regarding included locations and data quality can be found on page 95. The reported figures are based on data from RIIS' primary waste handlers and represent the vast majority of waste generated at company sites. Waste generated directly at project locations is not included, and work continues to improve accessibility to supplementary waste data sources.

Total waste generation increased from 150.7 tonnes in 2024/25 to 192.8 tonnes in 2025/26. The increase can partly be explained by organisational growth, increased activity levels and clean-up activities carried out at several warehouse locations during the reporting period.

The amount of waste sent for recycling increased from 94.8 tonnes to 102.4 tonnes. However, the recycling rate decreased from 62.9% to 53.1%, as total waste generation increased at a faster rate than the volume recycled. While the result reflects improved mapping and documentation of waste streams, the recycling rate is not considered satisfactory and remains an area that requires further attention and improvement in the coming years.

Food waste increased from 22.5 kg/FTE to 26.8 kg/FTE. This development is primarily linked to a transition period within canteen operations as facilities adapted to a significantly larger number of colleagues making use of the lunch programme during a year characterised by substantial organisational growth.

During the reporting year, 4.7 tonnes of hazardous waste were recorded. This consisted of pressure-treated wood identified and classified through the company's waste handling processes.

Although the recycling rate declined during the reporting year, the improved mapping of waste streams has provided valuable insights into the composition and handling of waste across RIIS' Danish locations. The ongoing waste mapping project is expected to support more effective sorting practices and contribute to improving recycling performance in future reporting periods.

Total Waste

192.8

Tonnes of registered waste at Danish locations

Recycling Rate

53.1

Percentage of the total waste was directed to recycling

Waste Intensity

0.24

Tonnes waste/revenue in DKK million

Hazardous Waste

4.7

Tonnes of hazardous waste

REPURPOSING OUR WOOD OFFCUTS

Exploring New Pathways for Material Reuse

As part of our continued efforts to strengthen our business responsibilities and reduce our environmental impact, we entered a pilot partnership with WEUPCYCL in May 2026 to explore opportunities for redistributing wood offcuts from our carpentry production.

WEUPCYCL specialises in connecting surplus materials and industrial waste streams with companies that can put these resources to new productive use, helping to prevent materials from becoming waste.

“WE HAVE A RESPONSIBILITY TO ENSURE THE BEST UTILISATION OF OUR RESOURCES. THROUGH THIS PILOT PROJECT, WE CAN INVESTIGATE POSSIBLE SOLUTIONS AND AREAS FOR OPTIMISATION THAT CREATE VALUE WITHIN AND BEYOND OUR OPERATIONS, TURNING CHALLENGES INTO OPPORTUNITIES.”

– Christine N. Jespersen, Head of ESG & Business Development

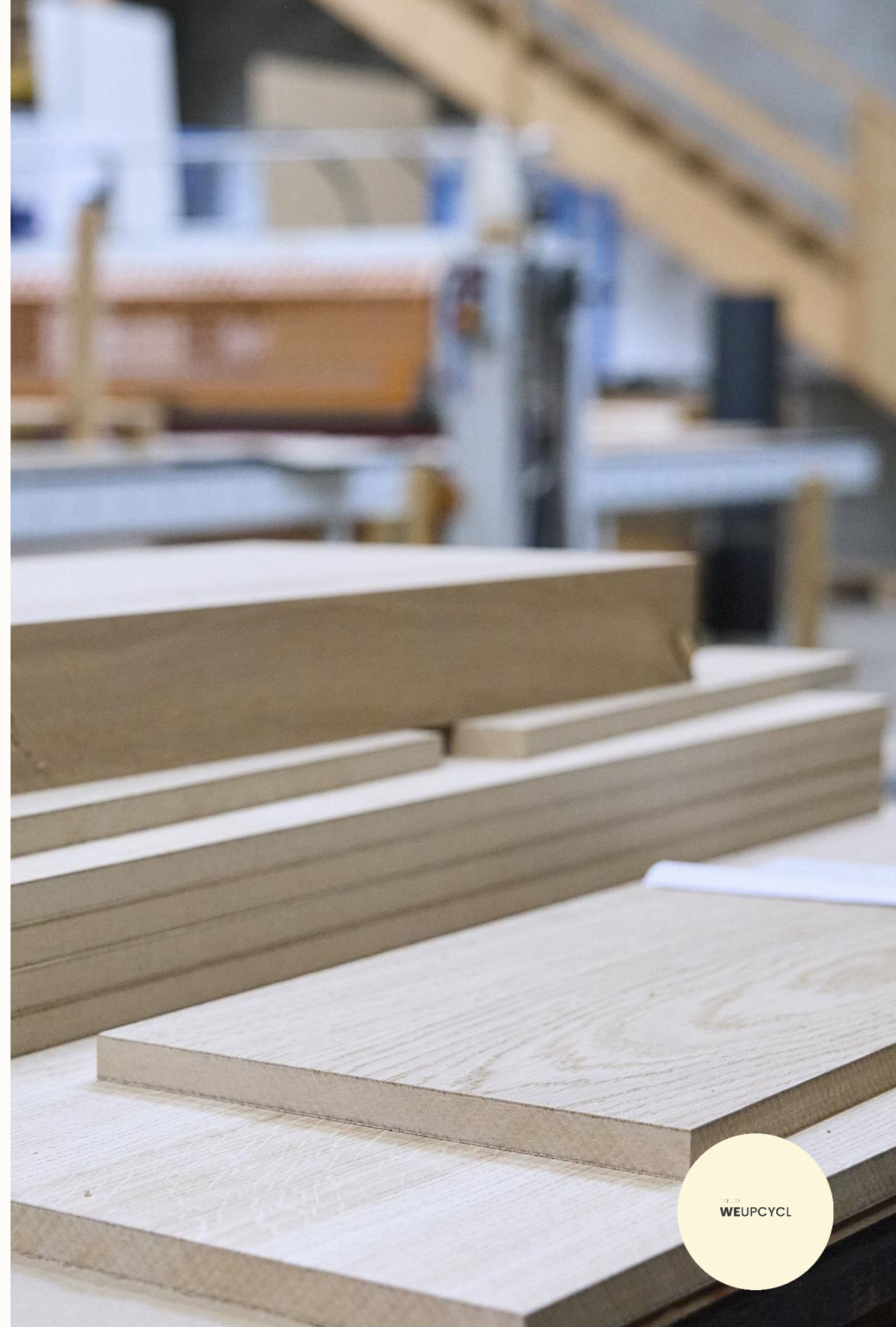
The pilot project will ensure that excess wood materials that are still suitable for use are given a second chance, benefiting the environment while creating value for RIIS and the local community. The aim is to turn our wood offcuts into value, by reusing and redistributing, instead of directly recycling. The pilot project focuses on identifying the best possible solutions for reusing plywood and MDF offcuts generated through our production processes.

Minimising waste can be challenging, as it requires careful consideration of work processes, sorting, logistics, infrastructure and matching with potential recipients. WEUPCYCL is a valuable partner in this effort, specialising in finding practical reuse solutions for materials that would otherwise be discarded.

Any solution must create value for all participants, while integrating smoothly into existing work processes, minimising disruption to daily operations. Such an initiative places additional demands on our colleagues in our carpentry, and we depend on their engagement in the partnership for its success.

Only a few months into the pilot project, we are already seeing positive effects on work processes due to our colleagues' active participation and commitment to reducing wood waste. The initiative has shown positive effects not only in the collection and sorting of offcuts, but also in an increased effort to sort and reuse excess materials within our own production.

We intend for the pilot project to evolve into a long-term, permanent partnership and are looking forward to reporting on the progress we expect to see in reducing our wood waste and strengthening our internal approach to waste minimisation.



CLIMATE & GREENHOUSE GAS EMISSIONS

Measuring and Managing Greenhouse Gas Emissions

CO₂e IMPACT 2025/26

Scope 1	187.22
Scope 2	50.04
Scope 3	1,215.09



For full breakdown and overview of CO₂e inventory see pages 89-90.

What Are Scope 1, 2, and 3 Emissions?

CO₂e Intensity

0.30

Scope 1 & 2 emissions
(tonnes) / revenue in m.DKK

The Greenhouse Gas Protocol groups emissions into three categories:

Scope 1: Direct emissions from company-owned or controlled sources, such as fuel combustion and company vehicles.

Scope 2: Indirect emissions from purchased energy, including electricity and heating.

Scope 3: All other indirect emissions across the value chain, such as purchased goods, transportation, waste, and product use.

Understanding greenhouse gas emissions is an important part of gaining insight into the climate impacts associated with our business activities. During the reporting year, RIIS Group continued developing its greenhouse gas inventory to improve transparency and consistency across reporting entities and operational activities.

As highlighted in last year's report (CSR 2024/25), RIIS Group considers it essential to base decisions and initiatives on reliable data. In the previous reporting period, purchased goods, project waste, and employee transportation were identified as likely significant sources of greenhouse gas emissions; however, sufficient data was not available to quantify these categories. During the current reporting year, progress has been made in expanding the reporting boundary and improving data coverage, particularly across selected Scope 3 categories.

RIIS Group has prioritised data quality and methodological robustness over rapid expansion of reporting coverage. New emission categories are therefore included only when sufficient and reliable data is available to support meaningful calculations. This approach helps ensure that reported results provide a reliable basis for future decision-making and prioritisation.

Reported Scope 1 emissions decreased from 200.23 tCO₂e to 187.22 tCO₂e during the reporting year. It is our assumption that the ongoing transition from natural gas to district heating has contributed to this reduction. However, the impact of this change has not been quantified, and a direct causal relationship has therefore not been verified.

Scope 2 emissions increased from 45.44 tCO₂e to 50.04 tCO₂e. The increase is primarily associated with higher operational activity, continued

business growth, the expansion of the headquarters and Danish facilities, and the temporary use of electricity for heating during parts of the construction period.

The combined Scope 1 and Scope 2 emissions intensity decreased from 0.50 to 0.30 tCO₂e/mDKK revenue during the reporting year, indicating a lower emissions intensity relative to business activity.

Scope 3 emissions totalled 1,215.1 tCO₂e. Compared to the previous reporting year, the increase is primarily driven by the inclusion of additional Scope 3 categories and improved data availability rather than a directly comparable increase in emissions.

Transport-related activities were identified as the most significant reported source of emissions within the current inventory. Upstream transportation and distribution, downstream transportation and distribution, and business travel together accounted for the majority of reported Scope 3 emissions.

The improved visibility of these categories provides a foundation for understanding our climate impacts. At the same time, important emission sources remain outside the current reporting boundary. Within Category 1, only water consumption and canteen food purchases are currently included. Procurement of project-related materials and other purchased goods is not yet included and is expected to represent a significant source of greenhouse gas emissions once sufficient data becomes available.

We will continue improving data quality, reporting completeness, and transparency, with particular focus on those areas identified as having the greatest climate impact across the value chain.



RIIS GROUP

ESG DATA



GOVERNANCE

		Unit	24/25	25/26
Revenue		m.DKK	493.3	780.7
Board	Board Members	No.	6	6
	External Board Members	No.	4	4
	Gender Diversity	F/M	0/6	0/6
ESG Committee	Members	No.	NA	7
	Gender Diversity	F/M	NA	2/5
	Attendance 26 Q1	No. of Attendees	NA	7/7
	Attendance 26 Q2	No. of Attendees	NA	6/7
Reports, Convictions & Fines	Reports via Whistleblower	No.	0	0
	Legal Cases (Bribery and/or Corruption)	No.	0	0
Policies	Supplier Code of Conduct	Yes/No	Yes	Yes
	Business Ethics (Code of Conduct)	Yes/No	Yes	Yes
	- Legal Compliance	Yes/No	Yes	Yes
	- Human Rights & Labour Rights	Yes/No	Yes	Yes
	- Anti-Corruption & Business Integrity	Yes/No	Yes	Yes
	- AI, Data Protection & Confidentiality	Yes/No	Yes	Yes
	Environmental Policy	Yes/No	Yes	Yes
	- Climate	Yes/No	Yes	Yes
	- Water	Yes/No	Yes	Yes
	- Land & Raw Materials	Yes/No	Yes	Yes
	- Biodiversity & Animal Welfare	Yes/No	Yes	Yes
	- Chemicals	Yes/No	Yes	Yes
	- Resources & Circular Economy	Yes/No	Yes	Yes
	- Waste Management	Yes/No	Yes	Yes
	Social Policies	Yes/No	Yes	Yes
	- Health and Safety	Yes/No	Yes	Yes
	- Labour Relations	Yes/No	Yes	Yes
	- Equality, Inclusion, Diversity and Non-discrimination	Yes/No	Yes	Yes
	- No Harassment and No Violence	Yes/No	Yes	Yes
	- Grievance	Yes/No	Yes	Yes

See page 95 for details on data quality and completeness.
See page 98 for details on calculation overview



SOCIAL

		Unit	24/25	25/26
Employees*	Total	No. Headcounts	207	254
	Total Ratio of Female/Male	% of Headcounts	40/60	41/59
	ATP FTE***	No.	123	232
	Total	No. FTE	199.4	245.7
	Total Ratio of Female/Male	% of FTE	38/62	40/60
Type of Employment*	Permanent	No. Headcounts	NA	NA
	Temporary	No. Headcounts	NA	NA
Country of Employment*	Denmark	No. Headcounts	NA	194
	Germany	No. Headcounts	NA	46
	France	No. Headcounts	NA	5
	USA	No. Headcounts	NA	4
	Sweden	No. Headcounts	NA	3
	India	No. Headcounts	NA	2
Turnover	Employee Turnover	% of Headcount	14.5	19.5
Accidents**	Work-Related Accidents	No.	11	14
	Accident Frequency Rate	No./1,000,000 Hours Worked	32.5	33.5
	Work-Related ill health	No.	0	0
Remuneration & Collective Bargaining	Pay equal to or above the minimum wage	%	NA	NA
	Required by EU Law to Report on Gender Pay Gap	Yes/No	No	No
	Employees Covered by Collective Bargaining Agreements	%	NA	NA
Training	Hours of Training	Hours	NA	NA

* = Status as of 30 June 2026, ** = Data from Danish Companies only, ***= The ATP FTE as reported in the audited Annual Financial Report for RIIS Group
See page 98 for details on calculation overview



ENVIRONMENT

		Unit	24/25	25/26
Energy	Total Energy Consumption	MWh	1,712.0	1,835.7
	Total Energy Intensity	Total MWh/m.DKK	3.47	2.36
	Renewable Energy sources	%	34.0	39.5
Electricity	Total Electricity Consumption	MWh	477.2	578.7
	- <i>Renewable Consumption</i>	MWh	401.6	481.8
	- <i>Renewable Consumption Share</i>	%	83.8	83.3
	- <i>Non-renewable Consumption</i>	MWh	77.0	96.9
	Facilities // Electricity Consumption	MWh	418.4	502.9
	EV Chargers // Electricity Consumption	MWh	58.8	75.8
Heating	Natural Gas	MWh	975.0	911.6
	District Heating	MWh	259.7	345.3
	Heating Days for Reporting Period	No.	2,118	2,433
	Heating adjusted for Heating Degree Days	Total Heating MWh/Degree Days	0.58	0.51
Waste	Total Amount at all sites (DK)	Tonnes	150.7	192.8
	Waste Intensity	Tonnes/m.DKK	0.3	0.2
	Recycling	Tonnes	94.8	102.4
	Recycling Rate	%	62.9	53.1
	Disposal/Landfilling	Tonnes	2.4	3.8
	Energy Recovery	Tonnes	53.5	81.9
	Other Final Material Recovery	Tonnes	NA	4.8
	Non-Hazardous Waste	Tonnes	150.7	188.2
	Hazardous Waste	Tonnes	0.0	4.7
Water				
	Food Waste Rate	kg/FTEs at Facilities	22.5	26.8
	Withdrawal	m³	802.7	1,070.7
	Avg. FTE at Facilities	No.	130.9	178.1
	Avg. Withdrawal	m³/FTEs at Facilities	6.1	6.0



CLIMATE

The greenhouse gas inventory is not third-party verified.

		Unit	Corrected 24/25	Calculated 25/26
Scope 1	Total	tCO ₂ e	200.23	187.22
Scope 2	Total -- Location-based	tCO ₂ e	45.44	50.04
Scope 1 & 2	Sum	tCO ₂ e	245.67	237.26
	CO ₂ e Intensity	tCO ₂ e/m.DKK	0.50	0.30
Scope 3	Total	tCO ₂ e	143.29	1,215.09
Category 1	Purchased goods and services	tCO ₂ e	57.98	75.73
	<i>Water</i>	<i>tCO₂e</i>	<i>1.87</i>	<i>2.49</i>
	<i>Canteen – Food</i>	<i>tCO₂e</i>	<i>56.11</i>	<i>73.24</i>
Category 3	Fuel- and energy-related activities	tCO ₂ e	41.01	42.17
Category 4	Upstream transportation and distribution	tCO ₂ e	NA	153.88
Category 5	Waste Generated In Operations	tCO ₂ e	44.3	59.60
Category 6	Business Travel	tCO ₂ e	NA	238.97
	<i>Flying</i>	<i>tCO₂e</i>	<i>NA</i>	<i>217.62</i>
	<i>Car Rental</i>	<i>tCO₂e</i>	<i>NA</i>	<i>2.22</i>
	<i>Train</i>	<i>tCO₂e</i>	<i>NA</i>	<i>0.79</i>
	<i>Hotel Stays</i>	<i>tCO₂e</i>	<i>NA</i>	<i>18.34</i>
Category 9	Downstream transportation and distribution	tCO ₂ e	NA	644.75
Scope 1, 2 & 3	Sum	tCO ₂ e	389.0	1,452.36
	CO ₂ e Intensity	tCO ₂ e/m.DKK	0.79	1.86

See page 95 for details on data quality and completeness.
See pages 99-101 for details on methodology overview.



RIIS GROUP

APPENDIX

ACCOUNTING PRINCIPLES AND REPORTING SCOPE

Transparency in Scope, Coverage and Data Quality

The applied reporting principles provide the foundation for the data points presented in this report. They are intended to support transparency, consistency, and a clear understanding of the scope, assumptions, and limitations related to RIIS Group’s ESG data.

The report covers the activities of RIIS Group and its subsidiaries for the financial year from 1 July 2025 to 30 June 2026. Unless otherwise stated, the reported information is consolidated for KRI Holding ApS and its underlying companies. The companies included in the reporting scope are presented in the overview, which also specifies where employees are registered and which entities are connected to building operations.

Entities with registered employees are included in the social data presented in this report. Environmental data does not cover all locations and entities to the same extent.

Further details regarding data quality, coverage, and limitations are described in the data quality overview on page 95. In particular, the Danish locations are included more comprehensively in the environmental data scope, while RIIS Retail GmbH and RIIS India IT Solutions Privata Limited are not included in these environmental data sets for the reporting period.

indicators are presented, the calculation method has been selected based on the purpose of the specific metric and the information it is intended to provide. The methodologies applied seek to ensure that reported figures are meaningful for internal follow-up, audit purposes, and year-on-year comparison, while reflecting the best available data and relevant reporting practice at the time of publication.

In this reporting period, energy data from our international locations are not included. Our focus has been to establish a solid and reliable data foundation for our Danish sites, where the majority of our energy consumption—and therefore our greatest impact—occurs.

However, the international entities are fully included in our social data. On this page, you will find an overview of RIIS Group’s companies, indicating where employees are based and where building operations take place.

At RIIS Group, we aim for transparency in our reporting. This means that we not only present our results but also provide insight into the quality of the data we rely on and the areas where there is still room for improvement. Therefore, we have included an overview of our data quality, showing which areas are covered by complete primary data and where we continue to strengthen our foundation.

Continues...

Company Registration Number	Company	Company Address	Country	Employees	Building Operations
DK27178545	KRI HOLDING ApS	Gejlhavegård 31, 6000 Kolding	Denmark	No	No
DK20171979	RIIS Holding A/S	Gejlhavegård 31, 6000 Kolding	Denmark	No	No
DK19729001	RIIS Retail A/S	Gejlhavegård 31, 6000 Kolding	Denmark	Yes	Yes
DK40619577	RIIS North America ApS	Gejlhavegård 31, 6000 Kolding	Denmark	No	No
82132 6865 RC0001	RIIS Canada Ltd.	1000-44 Chipman Hill, Box 72, E2L 4S6 Saint John	Canada	No	No
30-0867300	RIIS Retail US Inc.	c/o USA Denmark Law 228 Park Ave S, #300, NY 10003 New York	USA	Yes	No
NL812545655B02	RIIS Retail Netherland B.V.	Gejlhavegård 31, 6000 Kolding	Netherlands	No	No
984 119 062	RIIS Retail Norge AS	c/o Soliditet AS Tollbugata 24, 0157 Oslo	Norway	No	No
B92443662	RIIS Retail Spain S.L.	Calle de Dinamarca, 15, 29630 Benalmádena, Málaga	Spain	No	No
837495647	RIIS Retail SARL	Esplanade Business Centre, 16 Place de l’Iris; 92400 Courbevoie	France	Yes	No
DE455638228	RIIS Germany GmbH	Neustadt 16, 24939 Flensburg	Germany	No	No
7831929831	RIIS Retail Poland Sp.z o.o	Ul. Pl. Wladyslawa Andersa 3 p. 11 61-894 Poznan	Poland	No	No
16963705	RIIS Retail UK LTD	B1 Vantage Park Old Cloucester Road, Hambrook Bristol BS16 1 GW	United Kingdom	No	No
DK13212384	RIIS Entreprise A/S	Gejlhavegård 31, 6000 Kolding	Denmark	Yes	Yes
DK41399724	RIIS-Estate A/S	Gejlhavegård 31, 6000 Kolding	Denmark	No	No
DK36985682	RIIS Property A/S	Gejlhavegård 31, 6000 Kolding	Denmark	No	Yes
DK32829406	RIIS Capital A/S	Gejlhavegård 31, 6000 Kolding	Denmark	No	No
U51109DL2010PT C202510	RIIS India IT Solutions Privata Limited	SHUBHYOG, Plot no. 59, Survey No. 95, Bhusari Colony, Kothrud, Paud Road	India	Yes	Yes
DE249931895	RIIS Retail GmbH	Max-Planck-Strasse 8, 24941 Flensburg	Germany	Yes	Yes
DE277551408	RIIS Construction GmbH’	Max-Planck-Strasse 8, 24941 Flensburg	Germany	Yes	Yes

Status as of 30 June 2026.

Continued...

Our ambition is always to work with complete primary data as the foundation. In practice, however, there will be cases where methodological choices are necessary due to incomplete assumptions or data sources. This is a natural part of working with ESG data, where figures must be processed, harmonised, and aligned with applicable standards and methodologies. Whenever we make methodological adjustments or deviate from a standard, we will clearly disclose it in our reporting.

We continuously work to improve both the quality and comparability of our data. This means that we are gradually expanding our data foundation to cover more locations and environmental parameters while maintaining a high degree of transparency. In this way, our ESG reporting not only reflects our current status but also documents the progress we make towards achieving more robust and reliable results over time.

Location	Heating	Electricity	Water Withdrawal	Waste
Jernet 39, 6000 Kolding	○	○	○	□
Gejlhavegård 10, 6000 Kolding	○	○	○	□
Gejlhavegård 16, 6000 Kolding	○	○	○	□
Gejlhavegård 18, 6000 Kolding	○	○	□	□
Gejlhavegård 31, 6000 Kolding	○	○	○	□
Gejlhavegård 33, 6000 Kolding	□	○	○	No Collection of Waste
Olgas Allé 11, 6000 Kolding	○	○	△	□
Vonsildvej 17, 6000 Kolding	No Heating	○	No Withdrawal	△
Rote Strasse 19A, 24937 Flensburg*	△	△	△	△
Neustadt 16, 24939 Flensburg*	△	△	△	△
Max-Planck-Strasse 8, 24941 Flensburg	△	△	△	△
SHUBHYOG, Plot no. 59, Survey No. 95, Bhusari Colony, Kothrud, Paud Road, 411038 Pune	△	△	△	△

○ = Complete primary data representing the full reporting period – High data quality

□ = Primary data covering the majority of the reporting period – Medium data quality

+ = Secondary or proxy data representing the full reporting period – Low data quality

△ = Incomplete or unavailable data – Poor data quality

* = Locations moved to Max-Planck-Strasse 8 during the reporting year



Project: Joe & The Juice, Helsinki, Finland, 2026

DATA CALCULATION OVERVIEW

ENVIRONMENT

Energy Consumption

Energy (gas, district heating and electricity) consumption is calculated using data obtained from utility providers' online platforms, official reports, and invoices.

Energy Intensity

Energy intensity is calculated as total energy consumption divided by revenue (DKK million).

Renewable Energy Sources

Renewable energy consumption is calculated based on district heating declarations and the preliminary hourly electricity declaration.

Renewable Electricity Consumption

Renewable electricity consumption is calculated using data from El-overblik.dk and hourly electricity declarations for RIIS Group's Danish locations.

Renewable Electricity Share

The share of renewable electricity is calculated using preliminary data from El-overblik.dk and is based on the preliminary hourly declaration of electricity consumption.

Heating Degree Days

Heating degree day data is based on publicly available updates from the Danish Technological Institute.

Heating Consumption Adjusted for Heating Degree Days

Heating consumption adjusted for heating degree days is calculated as total heating consumption (MWh) divided by the number of heating degree days during the reporting period.

Waste

Waste data is based on registrations provided by RIIS Group's waste service providers. The data includes total waste volumes, treatment methods such as recycling, landfill, and energy recovery, as well as classifications of hazardous and non-hazardous waste.

Waste Intensity

Waste intensity is calculated as total registered waste divided by revenue (DKK million).

Recycling Rate

The recycling rate is calculated as the share of total waste sent for recycling. A higher recycling rate indicates more effective waste sorting and material recovery.

Food and Organic Waste Rate

The food and organic waste rate is calculated as the total volume of food and organic waste generated per average FTE within the reporting scope.

Average FTE at Included Facilities

This figure represents the average number of employees whose primary workplace is located at facilities where water consumption and food waste data are included in the reporting scope.

Water Withdrawal

Water withdrawal is calculated based on volume data provided by utility suppliers.

Average Water Withdrawal

Average water withdrawal is calculated as total registered water withdrawal divided by the number of FTEs at locations where water consumption data is available. Water use primarily relates to canteen operations at headquarters and sanitary facilities at other locations.

SOCIAL

Employees

Total headcount represents the number of employees across all entities included in the reporting scope. Total FTE is calculated based on contracted working hours, where one FTE equals one full-time employee.

Female-to-Male Ratio

The female-to-male ratio is calculated based on the proportion of women and men in the workforce. The ratio is reported for both headcount and FTE.

Employment Type

Data on employment type is not available for the current reporting period.

Country of Employment

Employees are reported by country of employment based on headcount.

Employee Turnover

Employee turnover is calculated using the monthly average headcount across all entities included in the reporting scope throughout the financial year.

Work-Related Accidents

Work-related accident data includes reported incidents from RIIS Group's Danish entities only.

Work-Related Accident Frequency Rate

The work-related accident frequency rate is calculated as the number of accidents per 1,000,000 hours worked. Total hours worked are estimated using the average annual net working hours in Denmark (1,700 hours)/number of Danish FTEs.

Training

Data on training hours is not available for the current reporting period.

GOVERNANCE

Board and ESG Committee Diversity

The gender composition of the Board of Directors and the ESG Committee is measured based on the number of women and men represented. Results are disclosed as a female-to-male ratio.

Policies

Policies are reported as either "Yes" or "No" depending on whether RIIS Group maintained an active, reviewed, and updated version of the relevant policy during the reporting period.

HIGHLIGHTS

Employees around the world

Total headcount from social data.

No. of projects

Count of the projects completed in the reporting period.

M² of retail space built

Count of m² on the projects completed in the reporting period.

Countries in which we have completed projects

Count of the countries in which we have completed projects in the reporting period.

RIIS Group revenue for 2025/26

The revenue as reported in the audited Annual Financial Report for RIIS Group.

METHODOLOGY OVERVIEW OF CO₂e IMPACT

Reporting Scope, Methodology and Data Sources

Greenhouse gas emissions reported under Scope 1 and Scope 2 are calculated in accordance with the principles of the Greenhouse Gas Protocol (GHG Protocol) using the Danish climate accounting platform Klimakompasset. The calculations are based on the latest available emission factors within the platform, which currently utilise 2024 emission factors. As a result, the reported figures should be considered estimates based on the best available information at the time of reporting and may be updated in future reporting periods. Scope 2 emissions are reported using the location-based approach with a time-declaration from www.el-overblik.dk.

The greenhouse gas inventory is based on activity data collected from internal records, utility providers, logistics partners, travel service providers, supplier reports, and other relevant sources. Where primary data is unavailable, secondary data or recognised estimation methods may be applied in accordance with the relevant calculation methodology.

Data quality and coverage vary between emission categories. RIIS Group continues to improve completeness, consistency, and transparency across the reporting process. Certain data may remain preliminary at the time of publication and may be revised in future reporting periods as improved information becomes available.

For Scope 3 Categories 1, 4, 6, and 9, calculations are based on data and methodologies provided by external partners and service providers. The methodological approaches have been reviewed and assessed as reasonable and suitable for reporting purposes.

The current inventory does not yet cover all Group entities and countries. Where stated, calculations are based on available data from Danish facilities and operational activities included within the reporting boundary.

An overview of included facilities, reporting boundaries, and data quality assessments is available on page 87.

REPORTING SCOPE AND INCLUDED CATEGORIES

Scope 1

Scope 1 emissions include direct greenhouse gas emissions from natural gas consumption at Danish facilities where complete and reliable activity data was available during the reporting year.

Included sources:

Natural gas consumption

The ongoing transition from natural gas to district heating may contribute to lower direct Scope 1 emissions over time while increasing the relative contribution of Scope 2 emissions.

Scope 2

Scope 2 emissions include indirect emissions from purchased energy at Danish facilities where complete and reliable activity data was available.

Included sources:

- Purchased electricity
- District heating

The reporting boundary includes electricity consumption from the following Danish facilities:

- Jernet 39
- Gejlhavegård 10
- Gejlhavegård 16
- Gejlhavegård 18
- Gejlhavegård 31
- Gejlhavegård 33
- Olgas Allé 11
- Vonsildvej 17

The underlying activity data is based on primary utility consumption records. Additional information regarding reporting boundaries, included facilities, and data quality assessments is available on page 87.

Scope 3 Category 1 – Purchased Goods and Services

The current reporting boundary includes: Water consumption from Danish facilities (with the exception of one location where data was unavailable).

Food purchases for employee canteens
Water consumption and sanitary use is reported as purchased water within Category 1.

Canteen-related emissions are based on calculations provided by the food supplier and include emissions associated with the food products supplied. Packaging associated with food deliveries is not included in the calculations.

At present, Category 1 includes only water consumption and canteen food purchases. Procurement of project-related materials and other purchased goods is not yet included and is expected to represent a significant source of greenhouse gas emissions once sufficient data becomes available.

Scope 3 Category 3 – Fuel- and Energy-Related Activities

Category 3 includes emissions associated with the production and distribution of purchased energy. Included sources:

- Electricity consumption
- Natural gas consumption
- District heating

Calculations are based on the methodologies and emission factors available through www.Klimakompasset.dk.

Scope 3 Category 4 – Upstream Transportation and Distribution

Category 4 includes emissions associated with transportation and distribution activities occurring before products reach RIIS Group or project locations where RIIS Group holds economic responsibility for the transportation activity.

This includes the following areas:

- 1) Deliveries to RIIS Group facilities
- 2) Direct deliveries from suppliers to project locations
Emissions are calculated using activity data supplied by selected logistics partners and are based on shipment-specific information, including transportation routes, cargo weights, and transport distances. The scope of data is not complete .
- 3) Transportation activities include:
 - Road transport
 - Sea freight
 - Air freight
 - Rail transport
 - Ferry transport

Continues...

Continued...

Emissions are reported on a Well-to-Wheel (WtW) basis. Well-to-Wheel reporting includes emissions generated throughout the fuel life cycle, including extraction, production, distribution, and final fuel combustion during transportation activities.

The reporting period is based on the delivery date rather than the order date, as deliveries may be delayed, cancelled, or completed in different reporting periods.

Scope 3 Category 5 – Waste Generated in Operations

Category 5 includes:

Registered waste collected from Danish facilities
Wastewater treatment emissions
Emissions are calculated based on waste data from the Group's primary waste management providers and wastewater activity data.

The majority of emissions reported within this category originate from wastewater treatment processes rather than the treatment of solid waste.

Scope 3 Category 6 – Business Travel

Business travel emissions are based on data obtained from RIIS Group's primary travel agency.

Included sources:

- Air travel
- Hotel stays
- Rental cars
- Rail travel

The available dataset covers approximately 75.6% of all registered travel activities managed through the primary travel agency. Of 1,980 registered travel activities, 484 records did not contain associated CO₂e data and could therefore not be included in the calculations.

Due to the nature of business travel activities, emissions are allocated to the reporting period based on the travel end date.

Scope 3 Category 9 – Downstream Transportation and Distribution

Category 9 includes emissions associated with the transportation and distribution of products, materials, and project-related deliveries to customers and project locations where RIIS Group holds economic responsibility for the transportation activity.

Emissions are based on activity data supplied by logistics partners and follow the same methodological principles applied to Category 4. Only transportation activities for which RIIS Group is financially responsible are included in the reporting boundary. Internal transportation between RIIS Group facilities and warehouses is currently excluded from the inventory. The scope of data is not complete in this category.

As with Category 4, emissions are reported on a Well-to-Wheel basis and allocated according to delivery date rather than order date to ensure alignment with actual transportation activities completed during the reporting period.

Data Quality, Limitations and Future Development

RIIS Group recognises that the greenhouse gas inventory is still under development and that reporting completeness varies between categories. Significant progress has been made during the reporting year, particularly within transportation-related emissions and business travel reporting. However, further improvements remain necessary.

The most significant limitation relates to purchased goods and services, where only a small selection of categories are currently included. Project-related procurement is expected to represent a material emission source but cannot yet be quantified with sufficient confidence.

As the greenhouse gas inventory continues to mature, RIIS Group expects future reporting periods to provide an increasingly complete representation of climate impacts.





RIIS GROUP

HEAD OFFICE
Gejlhavegård 31
6000 Kolding, Denmark

Phone: +45 70243100
Mail: mail@riis-retail.com

Questions regarding this report:
ESG@riis-retail.com

Report prepared by:
Karoline Schou
ESG & Sustainability Specialist

Camilla Grøngård
ESG Assistant