

CORPORATE RESPONSIBILITY REPORT 2025



PUUSTELLI IN BRIEF

Puustelli Group Oy is a financially stable Finnish family-owned company that manufactures high-quality products at its own factory in Harjavalta. Puustelli has been the market leader in its sector for several years and is at the forefront of developing more ecological ways of working and a more environmentally friendly furniture industry in Finland. In 2025, Puustelli Group Oy’s turnover was approximately EUR 86 million. The company employed 350 people. In addition, Puustelli’s extensive network of stores, installers and transport providers employs a significant number of people.

Puustelli Group Oy is part of the Harjavalta Group, a Finnish family-owned company founded in 1920. The group also includes Kastelli Group Oy, Finland’s leading detached house manufacturer, as well as Lapti Group Oy, which focuses on construction operations. In 2025, the group had 885 employees and turnover of approximately EUR 400 million.

Puustelli kitchens are sold to consumers through 37 stores in Finland and 10 in Sweden, and to construction companies through our own project sales organisation. Puustelli is also expanding its international presence. In addition to Finland, kitchens are delivered to Sweden, the United Kingdom and Estonia. The ecological Miinus kitchen range is also sold in the United States. In 2025, exports accounted for approximately 13 percent of turnover.

Puustelli kitchens have always been known for their high quality, and the brand is strong. According to studies, Puustelli has been Finland’s largest kitchen manufacturer and the most purchased kitchen brand since 1983.*

*Rakennustutkimus RTS Oy: Surveys of single-family home builders 1983-2025





CEO'S REVIEW

Responsibility is a central part of Puustelli’s strategy, operations and management. Our goal is to offer our customers the most responsible and environmentally friendly products and services in the industry. Our customers value quality, reliability and our comprehensive expertise – from product development and procurement to delivery, installation and after-sales service. We want to listen to our customers and develop our operations in accordance with our values, with the customer at the centre.

Our vision is to be the most valued kitchen brand and the most sought-after partner in project business. Our mission is to provide customers with the best service experience and user experience – and to create the conditions for more comfortable living. We invest in the long-term durability of furniture.

We manufacture our furniture in Finland at our factory in Harjavalta. Puustelli operates in competitive markets, and developing competitiveness and cost-efficiency is at the core of our strategy. We continuously improve our operations and efficiency in cooperation with all personnel and our customers. A well-being and competent team is the key to customer satisfaction and future success. We want to be the most attractive workplace and employer in the industry. The Harjavalta furniture factory is the largest workplace in the sector in Finland. The factory permanently employs approximately 300 people, and Puustelli

Group employs a total of 350 people. Responsibility is about operations and concrete actions. In 2025, we succeeded in improving our operations in many respects. We set both short- and long-term goals for responsibility and development. We prepare programmes, targets and indicators for each area of responsibility and monitor their implementation at supervisor and management team level. Management is responsible for achieving company-level targets and ensuring sufficient resources. In this corporate responsibility report, we present the most central targets and the results achieved.

Our company uses an ISO 9001 quality management system, an ISO 14001 environmental management system and an ISO 45001:2018 occupational health and safety system. The systems are certified and extensively cover operations at the factory, stores, installations and transport. In 2025, no significant non-conformities were identified in audits, which confirms the quality and reliability of our operations.

The market situation in the kitchen furniture industry has been challenging after the pandemic years 2020–2022. The volume of housing production has halved, and kitchen renovations have also decreased somewhat. Turnover in the market for existing homes has in recent years remained below the long-term average.

Puustelli’s market share has increased significantly in both the B2C and B2B business areas. We have been the clear market leader in consumer sales for approximately 40 years.

Approximately 40 percent of detached-house builders and approximately 15 percent of renovation customers choose Puustelli as their kitchen brand. Our market share of furniture deliveries to house manufacturers and construction companies has also increased in recent years, and we are also the leading supplier in Finland’s project sales market.

Our turnover increased in 2025 to EUR 86 million (83). The profitability of Puustelli Group Oy’s operations remained good despite the challenging market situation. The company’s operating profit was EUR 1.3 million (1.8). Revenue from Sweden, Estonia, the United Kingdom and the United States increased significantly and amounted to approximately 13 percent (9) of turnover. The difficult situation in the Finnish housing market is reflected in a decrease in the delivery volume of project business by approximately 4 percent compared with 2024 and approximately 35 percent compared with 2023.

Satisfied customers are at the centre of our strategy. We continuously examine customer satisfaction among both our consumer customers and our professional construction customers.

CEO’S REVIEW

We use the NPS Net Promoter Score as the indicator. In consumer sales in Finland, we reached the target level of NPS 80 (76). The result is excellent, and feedback on the work of our salespeople, installers and transport personnel was very positive. Our products and the functionality of kitchens are also highly valued, and after one year of use our customers’ NPS for kitchens and functionality was 79.

We examine the satisfaction of our corporate customers through telephone interviews. In 2025, we also achieved good results in project business. Satisfaction among corporate customers increased to NPS 75 (72). Praise was given to the professional skills, service-mindedness and delivery reliability of our personnel. Communication and the handling of problem situations have also developed positively.

The average number of employees decreased slightly to 350 (361). The personnel recommendation index (eNPS) was 22 (12). The result improved from the previous year but has not yet reached our target of 50. Based on the annual survey results, we have implemented several measures to improve operations. A more extensive onboarding programme for new employees, well-functioning internal cooperation within the organisation and improved information flow are important development areas for us. We also invest in management training and good leadership.

A safe working environment is essential to our operations. The accident frequency at the factory was 23 (18) accidents per million working hours. The target of 18 was not achieved, and we continue our systematic work to improve safety through safety projects, observations and the 5S methodology. Cooperation with the company’s own occupational health care at the factory is continuous. In 2025, we began regular safety rounds with management at the furniture factory.

In 2025, investments were exceptionally low and amounted to EUR 1.4 million (2.6). In our investment decisions, we emphasise efficient use of resources, quality, occupational safety and productivity. We have a strategic investment programme extending to 2030.

Good governance is a fundamental prerequisite for our operations. We have a whistleblowing channel and require personnel, suppliers and partners alike to comply with our Code of Conduct.

We continuously develop our products and launch new products four times a year. We monitor and analyse our customers’ satisfaction with the quality and functionality of our products. Feedback is very important for the development of our products and our range. Product development emphasises functionality, durability, safety and low-emission materials. In the training of our salespeople, we emphasise the importance of ecological product

choices. We want to offer our customers environmentally friendly and durable products. In 2025, we began the process of obtaining the Nordic Swan Ecolabel for a limited product series, and in spring 2026 this label was granted. We also aim to increase the positive climate impact of our products and thereby enable our customers to reduce their own climate footprint.

We continued our investments in corporate responsibility in accordance with our strategy. The focus was on reducing the carbon footprint, energy consumption and material waste, and on increasing the recycling rate. Transparency in the supply chain is emphasised in cooperation with our logistics partners.

We also followed the development of the EU’s CSRD Directive and prepared for the forthcoming deforestation regulation (EUDR). We will act in accordance with the final forthcoming directives.

I would like to thank our personnel and our partners for their commitment. We are satisfied with the results, but we continue to see development potential going forward. The work to develop our responsibility continues at the furniture factory, in stores and sales, in installation and in transport.

Jussi Aine
Chief Executive Officer



YEAR 2025

€86m

TURNOVER

2024: €83m

€1,3m

OPERATING PROFIT

2024: €1,8m

13 %

EXPORTS

2024: 9 %

NPS 80

PUUSTELLI CUSTOMER SATISFACTION

2024: NPS 76

NPS 75

PROJECT CUSTOMER SATISFACTION

2024: NPS 72

eNPS 22

EMPLOYEE PROMOTER SCORE

2024: eNPS 12

1302

SAFETY OBSERVATIONS

2024: 1114

22

LTI/MILLION HOURS WORKED

2024: 18

350

EMPLOYEES

2024: 361

NATURAL STEPS -PROGRAMME GUIDES OUR SUSTAINABILITY WORK

With the help of the Natural Steps programme for sustainable development, we guide our projects towards more sustainable furniture production. The programme forms an integrated part of the implementation of our strategy and is an essential part of day-to-day management. As a pioneer, we want to offer the market’s most ecological material alternatives. In the Natural Steps programme, we have defined targets and measures for responsibility in all parts of our operations, the most important of which are responsible procurement, product development that promotes the circular economy, and reducing emissions in production. Our internal sustainability group sets the targets and evaluates the impact of our measures monthly.

A RESPONSIBLE PRODUCT LASTS OVERTIME

We have mapped the environmental impacts of our products. Most of the environmental impact arises from the production of the materials we purchase. Our long-term and stable supplier relationships facilitate cooperation as we develop a more sustainable furniture industry.

Puustelli’s quality has been trusted for decades. The durability and long service life of our products are the cornerstone of our responsibility, because durable products are used for a longer time. Extending the life cycle is at the heart of Puustelli’s values.

We develop our products to be adaptable so that they stand the test of time.

VALUABLE WORK IS REFLECTED IN CUSTOMER SATISFACTION

One indicator of successful responsibility is high customer satisfaction. We are particularly proud of the number of recommendations. During the year, 69 percent of our consumer customers chose Puustelli based on a

recommendation or previous experience.

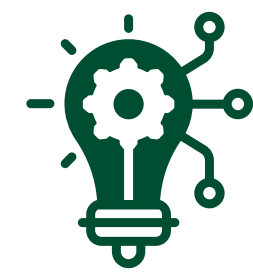
During the year, our consumer customers felt that Puustelli products and the functionality of the kitchens remained at a very high level after one year of use (NPS 79). The overall NPS index reached 80 among consumer customers and 75 in project business. We monitor our customer satisfaction through continuous and precise NPS measurements so that we can immediately direct our development measures to the right areas.





SUSTAINABLE VALUE CREATION

We strive for sustainability in everything we do. Our environmental programme covers the entire operation – from product development to installation and use.



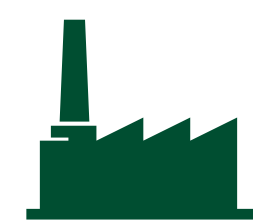
PRODUCT DEVELOPMENT

Our product development team works continuously to develop more sustainable, high-quality and ecological products. We evaluate the necessity of products and optimise material use annually. We actively seek more environmentally friendly material alternatives.



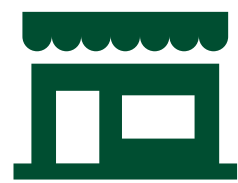
PROCUREMENT

Information on the origin of materials is one of our most important selection criteria. An unbroken supply chain ensures transparency regarding the origin of materials and how they are manufactured. All suppliers have signed our Code of Conduct, and we carry out regular audits focusing on social and environmental responsibility. The aim is to carry out 10 more extensive supplier audits annually, in which responsibility is a central element.



MANUFACTURING

All electricity used in production comes from hydropower and wind power as well as our own solar power plant. Our factory meets the requirements of ISO standards for quality, environment and occupational safety. High-quality production in accordance with standards is demonstrated by the FI mark and the Key Flag symbol, which shows that the product is made in Finland. All subcontracted work is carried out through operators in the Luotettava Kumppani network, in accordance with legislation on the contractor's obligations.



SALES

Our competent sales team designs kitchen solutions that stand the test of time and meet both current and future needs. We train our salespeople so that they can guide customers in ecological product choices and communicate the environmental impact of products.



TRANSPORT

We plan and optimise transport carefully based on load space and routes. Transport emissions are monitored through carbon footprint calculation.



INSTALLATION

A central part of our value chain is our own certified and trained installers. We continuously train installers in products, household appliances and installation processes. The aim is to ensure a high-quality and flawless result and to deliver a safe and functional overall solution to the customer.



CUSTOMERS

More than 90 percent of our products meet the M1 classification, the highest level for indoor air. In this way, we ensure clean indoor air in the customer's home. We offer customers sustainable overall solutions with energy-efficient household appliances and solutions that facilitate recycling.



RECYLCING

Our aim is to integrate old kitchen materials into the circular economy. We continuously develop ways to minimise waste both at the factory and at customers' premises. In the long term, we aim to use recycled material as an input in new products.

SUSTAINABLE DEVELOPMENT GOALS

Our goal is to promote equality in accordance with our equality plan.

5 GENDER EQUALITY

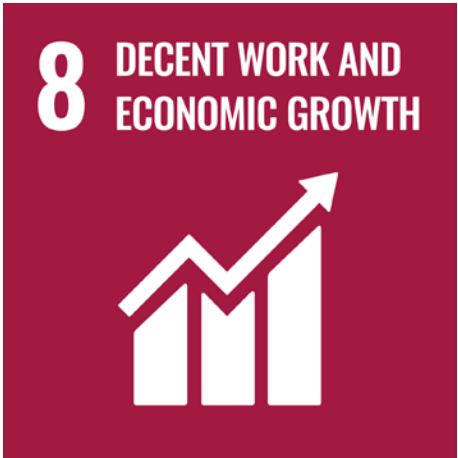


EQUAL WORKPLACE

All employees must have equal opportunities to succeed and develop in their work. Gender must never be a discriminatory factor. We have active equality and pay groups that regularly evaluate fairness in work duties and compensation.

Our goal is to achieve eNPS 50.

8 DECENT WORK AND ECONOMIC GROWTH



OVERALL WELL-BEING

We safeguard domestic work, invest in personnel well-being and ensure that jobs are preserved by investing in our efficient production in Harjavalta. We have integrated sustainable development as part of our procurement processes. All raw material suppliers must sign our Code of Conduct, and we carry out annual supplier audits.

Our goal is to implement at least 10 ecological product changes annually.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



CIRCULAR PRODUCTION PROCESS

We manufacture products only to order and annually test several recycled raw materials in our products. In accordance with the principles of the circular economy, we strive to extend product life cycles and ensure that products can be maintained and repaired. We encourage the reuse of our products. We are mapping different ways to integrate our customers’ old kitchens as part of the circular economy.

Our goal is to reduce production emissions by 2035.

13 CLIMATE ACTION



MINIMISING CLIMATE IMPACT

We have calculated our factory’s carbon footprint since 2019. We strive to reduce our emissions every year. In the coming years, we will, among other things, deliver our products using fossil-free fuels, improve the energy efficiency of our factory through solar energy and promote the implementation of the circular economy.

Our goal is to integrate the waste generated in our production as part of the circular economy.

15 LIFE ON LAND



SUSTAINABLE FORESTRY

We are preparing for the EU Deforestation Regulation (EUDR). We ensure sustainable forestry by using PEFC- or FSC-certified wood. Wood production waste is used for energy production, but we are investigating the possibility of including it in circular flows. We aim to increase the use of recycled, bio-based and low-carbon materials.

TRANSPARENT SUPPLY CHAIN

Puustelli’s responsibility begins with the origin of materials. We must know where our materials come from, under what working conditions they are produced, and what environmental impact they have. Most of our materials are sourced from low-risk areas in Finland and elsewhere in Europe. Approximately 94.5 percent of the materials are of European origin. The share of products from Asia is approximately 5 percent, and consists mainly of traded goods such as household appliances, lighting and other electrical products. In addition, we use light oak from North America in our products.

RESPONSIBILITY DIALOGUE WITH THE SUPPLY CHAIN

Responsibility dialogues with our suppliers are part of Puustelli’s everyday work. In these discussions, the focus is on more ecological material choices as well as social and economic responsibility in the value chain. As the market leader, our goal is to drive the industry towards a more sustainable furniture industry, which requires close cooperation and continuous innovation together with our supply chain. Regular supplier audits are an important part of our supplier relationship management. New suppliers undergo a comprehensive review process, in which we evaluate aspects related to product quality, working conditions and environmental impact on site at suppliers’ factories. We also carry out five follow-up

ACTIONS IN 2025

- Carried out 10 supplier audits
- Mapped products and value chains in accordance with the EUDR

audits annually to ensure product quality and the continuity of responsible manufacturing processes. In 2025, we carried out a total of 10 audits, with a particular focus on sustainability issues. Our supply chain consists of 120 suppliers. In 2025, we purchased materials and services with a total value of approximately EUR 52.7 million.



SUPPLIER CODE OF CONDUCT

We require our suppliers to sign our Code of Conduct document containing ethical guidelines. The guidelines address, among other things, ensuring fair working conditions, taking environmental impacts into account, preventing unfair competition, corruption and bribery, and employees’ safety and well-being. Through this, we oblige our suppliers to ensure responsible manufacturing practices also in their own supply chain.

PREPARATION FOR THE DEFORESTATION REGULATION (EUDR)

A significant share of Puustelli’s products are made from wood raw material and are therefore covered by the Deforestation Regulation (EUDR). We have prepared for the requirements of the Deforestation Regulation by classifying our product range and mapping the value chains. During 2026, we will assess the risks for the products covered by the regulation and create a due diligence system. In the risk assessment, we will make use of the PEFC and FSC certifications for the wood-based raw materials used.



SUSTAINABLE PRODUCTS WITHOUT COMPROMISING SAFETY

PRODUCT QUALITY ASSURANCE

Product quality and safety are a central part of our responsibility. We manufacture products that are durable over time, which reduces the need for renewal. Products are tested both in our own and external laboratories. Twice a year, external auditors review new products in our range and test product safety and quality in accordance with the many standards required for the FI certificate. Our long-standing and internationally recognised ISO 9001, 14001 and 45001 certifications also demonstrate our continuous work for quality,



the environment and occupational safety. The annual audit of the certificates is carried out by DNV.

In our own test laboratory, we test the durability of materials through, among other things, mechanical and chemical tests as well as tests measuring heat resistance and the impact of environmental stress. We ensure that our products meet the standards set for fixed furniture as well as Puustelli's internal quality requirements. When selecting new materials, the tests provide results that help us choose the material best suited to its purpose among several similar alternatives. We measure the overall durability and bending strength of frames by overloading them. We test environmental impact through loads that measure moisture resistance, and we simulate sunlight with a UV chamber where we can see how materials react to long-term exposure to UV light. Common cleaning agents and food products used in homes are spread on material surfaces for several days, thereby ensuring that the quality of the material surface is preserved.

M1 – THE BEST CLASS FOR INDOOR AIR

The M1 label shows that the product is clean and does not cause irritation or odour nuisance. We set high requirements for our products, which means that more than 90 percent of Puustelli products meet this highest level in the indoor air classification. Emissions from all new materials are tested through chamber tests carried out by an accredited laboratory. The tests show which substances evaporate from the product, such as volatile organic VOC and TVOC compounds, ammonia and formaldehyde, as well as the share of odour that may cause irritation in the respiratory tract and is assessed sensorily. Solid wood and veneered products are surface-treated with natural oils or water-based stains and lacquers. Products lacquered in our wooden door production also receive an UV surface treatment, through which we reduce colour changes caused by natural light.





MORE ECOLOGICAL MATERIALS IN THE RANGE

Responsibility has been integrated into our strategy, and we want to meet the requirements of both customers and the environment by promoting more sustainable furniture. Reducing environmental impact requires careful analysis of the environmental footprint of materials and raw materials. We choose materials and raw materials for our range that are safe to use and do not burden the environment. Our goal in product development is to identify solutions and materials with a lower environmental impact. In 2025, we implemented product changes in which we switched to recycled materials. The most important of these were the development of biocomposite material and material changes in solutions for waste management containers.

The long service life of products is a matter of honour for us, and ensuring the kitchen's long-term functionality is a decisive factor. In our products, we use extensively tested mechanisms, but over time part of a mechanism may break. In such cases, it is unnecessary to replace an otherwise functioning mechanism; only the broken part should be replaced. For this reason, in cooperation with our suppliers, we have ensured the availability of spare parts for mechanisms and included this as part of the principles of our product development. During the year, we carried out several tests with more ecological materials and worked together with our suppliers to

ACTIONS IN 2025

- Expanded availability of spare parts
- Increased use of recycled material

make environmentally friendly materials that meet our quality requirements.

We have prepared EPD environmental product declarations for our melamine and biocomposite frames in accordance with the EN 15804 + A2 standard, in which the environmental impact of the products throughout their entire life cycle has been calculated. Third-party verification creates the conditions for a reliable comparison of emissions data.



RESPONSIBLE MANUFACTURING AND SUPPLY CHAIN

OVERVIEW FOR 2025

In 2025, we continued to implement the daily management model in our production. With the help of the model, we aim to act immediately and improve our ability to produce quality. The daily management model involves the entire personnel, which means that employees increasingly experience participation and responsibility in their daily work. The working method has become established as part of daily operations and has already led to clearly positive results, particularly from the perspectives of personnel well-being and cooperation.

Our customer complaints decreased by 13 percent and the amount of transport damage by 24 percent. We have made joint efforts to reduce complaints and transport damage and are satisfied with the results achieved. We developed our processes throughout the year and worked closely with both production and transport companies. The measures have produced results, but there is still development potential, and work for higher-quality and smoother deliveries will continue during the current year.

At our factory, there is a maintenance team responsible for the maintenance of buildings and equipment. Our maintenance personnel work according to a machine-specific preventive maintenance programme and thereby ensure efficient and

ACTIONS IN 2025

- Reduced the amount of waste by 18%
 - Reduced complaints by 13%
- Reduced transport damage by 24%

uninterrupted production. Extending the technical service life of machines reduces the need for investments and thereby also our carbon footprint. The factory has a high level of expertise, and preparedness for spare parts helps manage risks that affect the maintenance of our production capacity.



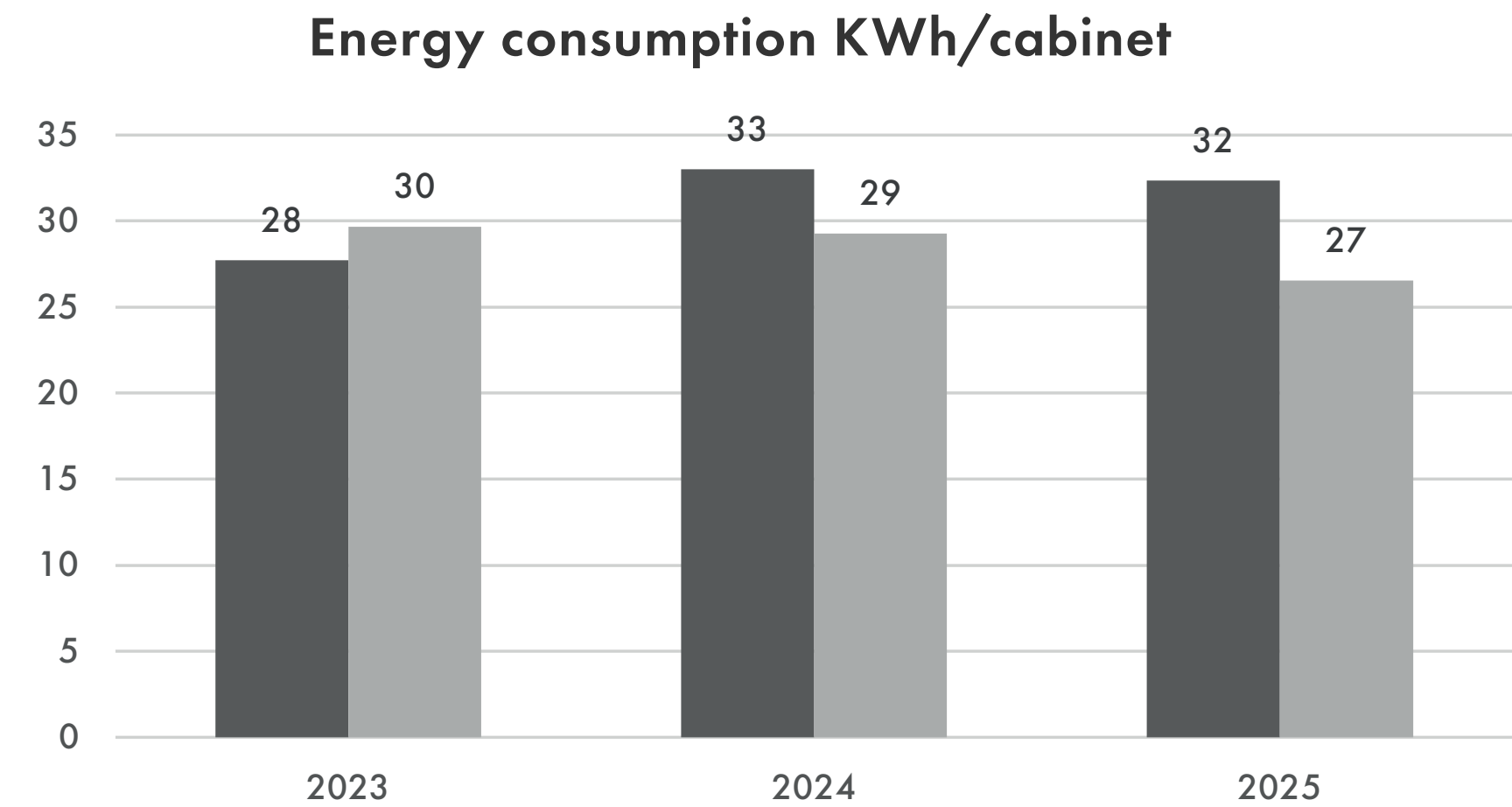
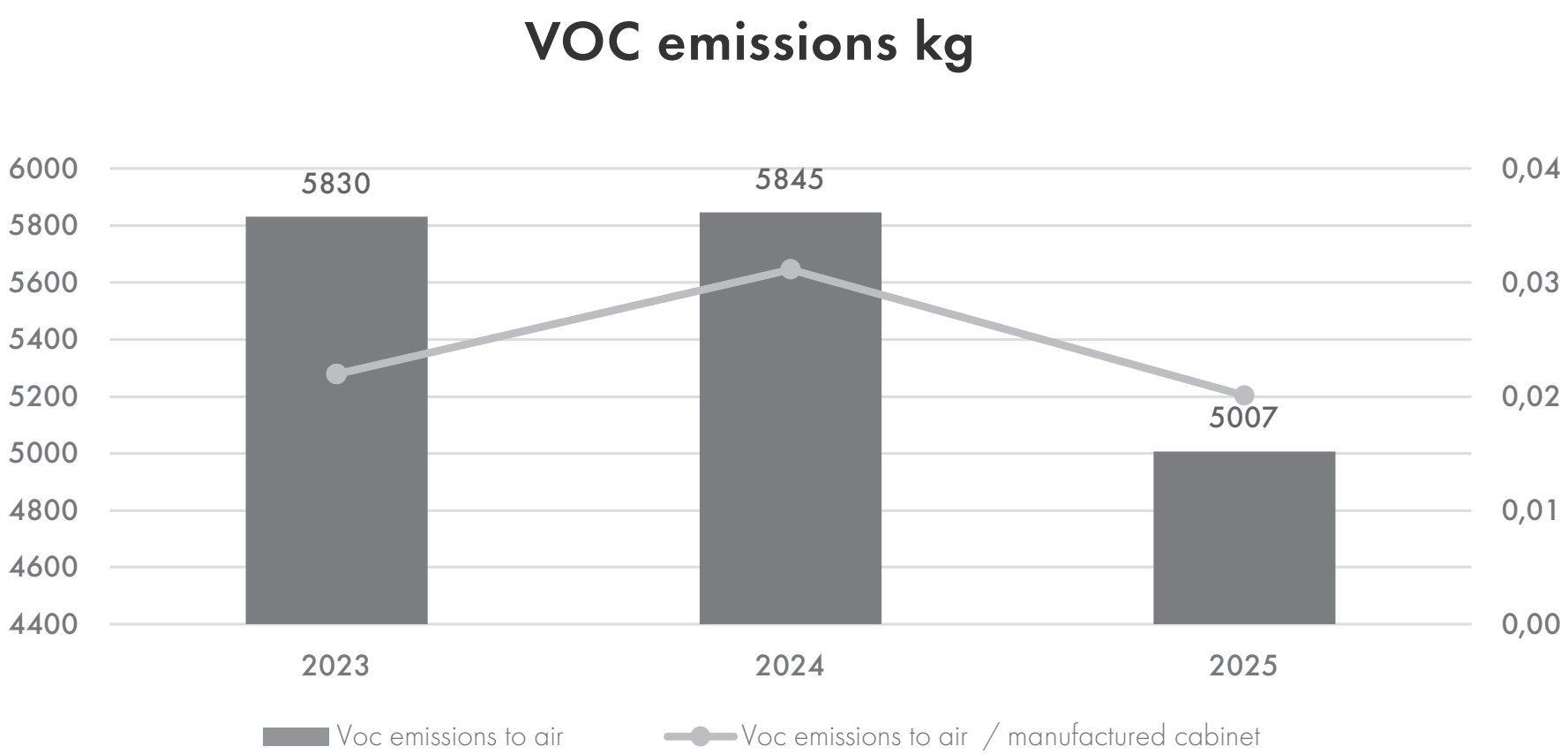
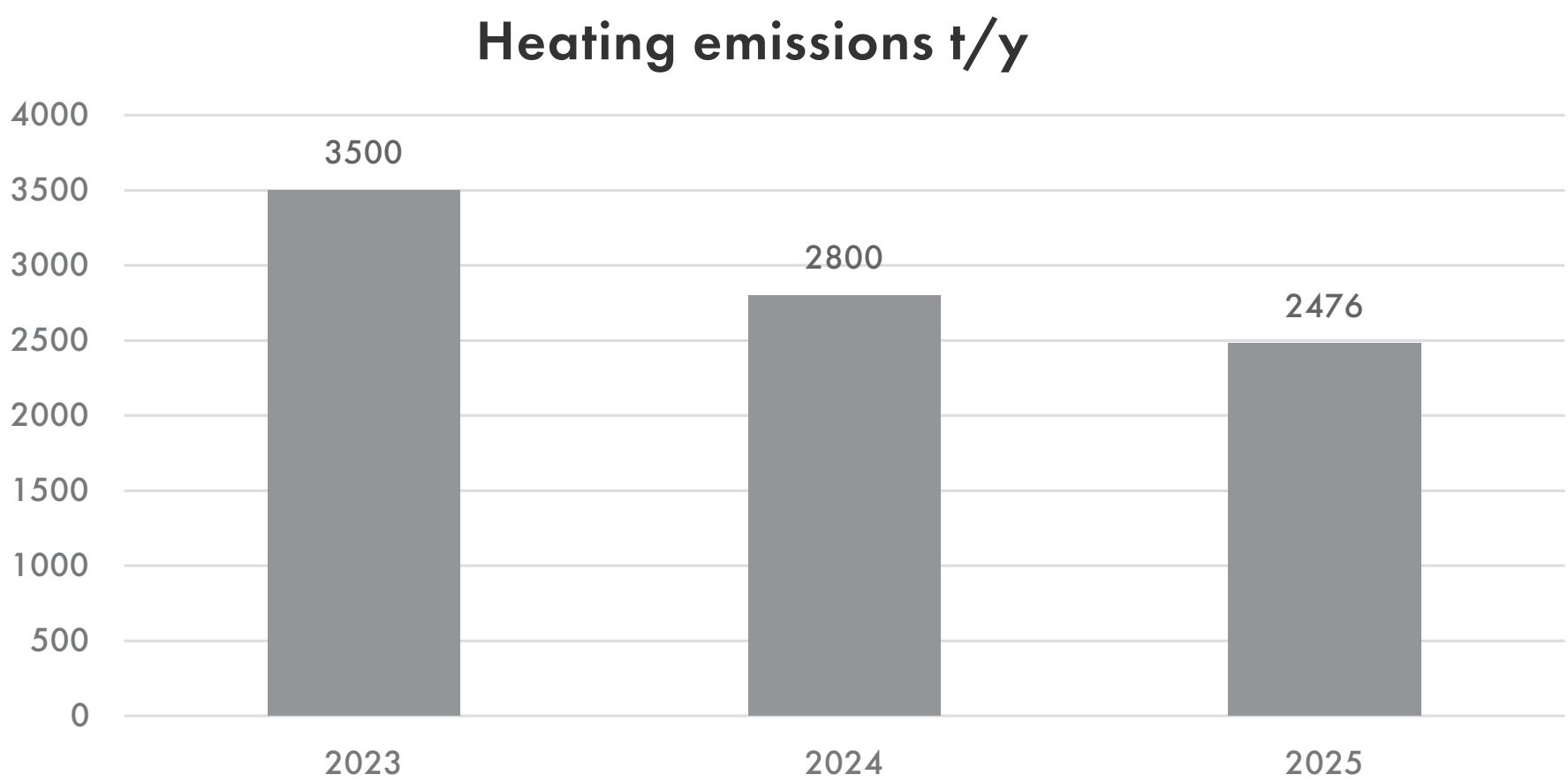
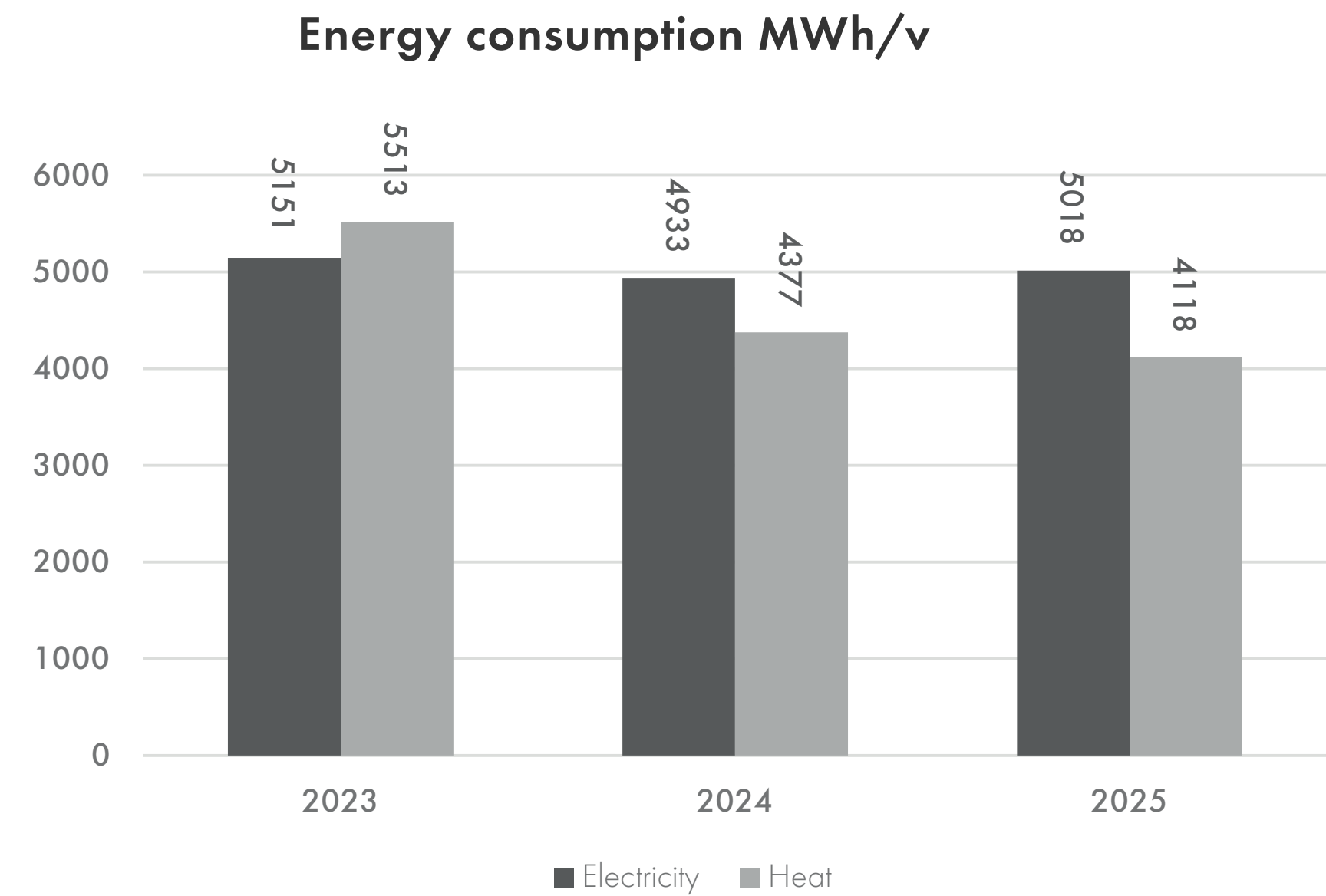
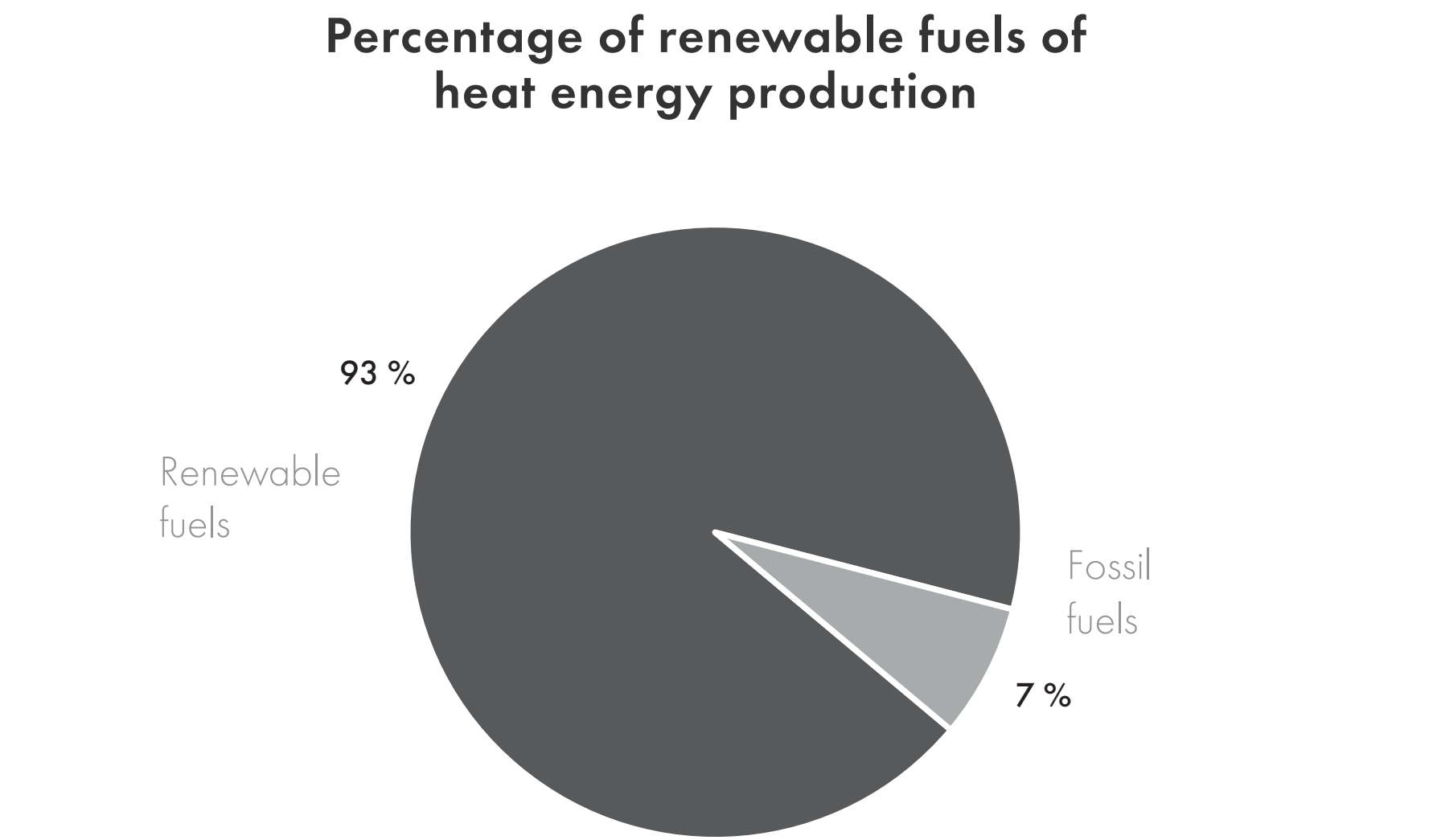
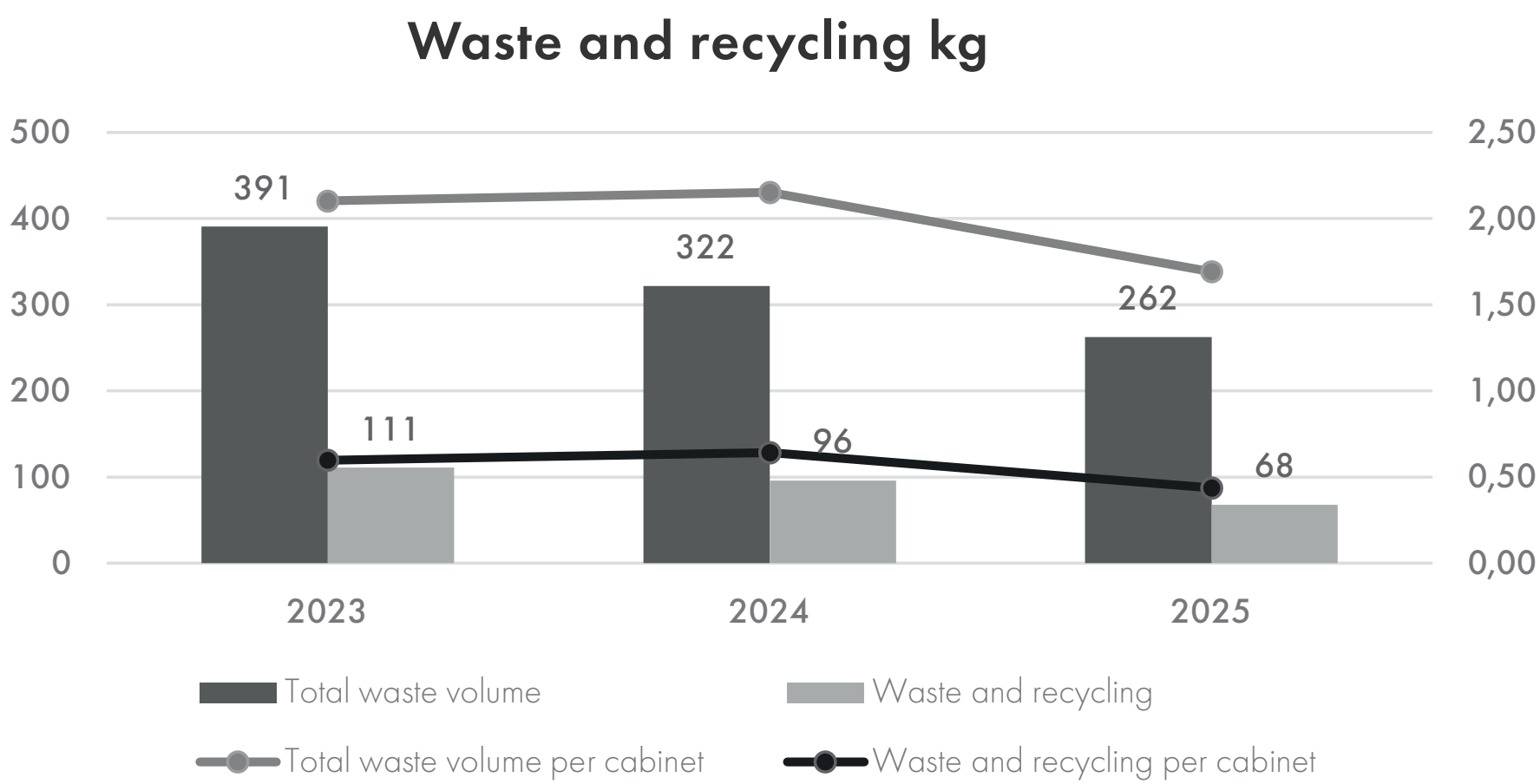
For other general maintenance work within the factory area, we mainly use local contractors. All subcontracted work at the factory is carried out through operators included in the Luotettava Kumppani network, in accordance with the Act on the Contractor’s Obligations and Liability.

With our solar power plant on the roof of the factory building, we produced 34,400 kWh of electricity during the year. In 2025, several investments in production development were planned and prepared, but due to the challenging market situation their implementation was postponed. During the year, the focus was particularly on planning and evaluating investments that can improve production efficiency and eliminate production constraints. When implemented, the investments will support production growth and improve competitiveness in the long term.

TRANSPORT AND SUPPLY CHAIN

In 2025, we improved predictability in the supply chain and the flow of information. We have developed working methods that make it possible to identify at an early stage where a delivery is at risk of being delayed. This enables information to be provided in a timely manner to stores, installers and, where necessary, also to customers. The goal is to ensure smooth deliveries, support installation planning and improve the overall customer experience.

ENVIRONMENT





CARBON FOOTPRINT

We have calculated the size of the carbon footprint of our entire operation, from the manufacture of raw materials to the recycling of products. In addition to the carbon footprint of the operation, we have also carried out a life cycle assessment of the kitchen's environmental impact and worked on the environmental declaration for the kitchen cabinets.



MATERIAL CHOICES ARE DECISIVE

The largest emissions arise from the materials and raw materials we use. For this reason, our Natural Steps programme focuses on more sustainable material choices, reducing the number of raw materials and including used materials in circular flows. During the year, we tested several alternative raw materials for our products and reduced the amount of raw material in several smaller product categories. In the coming years, we expect better availability of environmental data for materials, which will make it possible to define more precise targets for different materials. We collect EPD data and life cycle assessments for purchased materials to choose the best alternatives from an environmental perspective.

SCOPE 1 AND SCOPE 2 EMISSIONS IN PRODUCTION

Direct emissions from the factory arise from the use of fuel-powered vehicles. Heat energy is produced mainly by using wood shavings and biomass, which reduces emissions from energy production. Renewable diesel fuel is used as support. The factory generates no other emissions related to energy production, and all electricity used is produced with renewable energy sources.

In the long term, direct emissions have decreased significantly compared with the base year 2019, which has been achieved through the transition to emission-free electricity. Work to reduce emissions and develop energy solutions will also continue in the future. Due to changes in the calculation principles for Scope 1 and Scope 2, the data are not fully comparable with previous years.

Direct emissions in our production
(tCO₂e)
Scope 1 & 2

Year 2025

98

CARBON FOOTPRINT

EMISSIONS TO AIR

In addition to emissions from fuel-powered vehicles, emissions to air arise in connection with heating the factory. According to emissions calculations carried out, annual carbon dioxide emissions from heating amounted to a total of 2,476 tonnes. Nitrous oxide emissions were estimated at approximately 11 tonnes. During the year, momentary nitrous oxide emissions may exceed permitted limit values. We have investigated



the possibility of building a new heat production system, and work to reduce emissions continues. When calculating the carbon footprint, only methane and nitrous oxide emissions are considered for bio-based fuels, in accordance with commonly used emission factors. We mainly use water-based surface treatment agents, which means that our VOC emissions are very low compared with manufacturers that use solvent-based products. Most VOC emissions arise from solvents used in the cleaning of production equipment. We have developed our processes so that solvents are recycled and used several times in the cleaning process.

CARBON FOOTPRINT OF TRANSPORT

Our entire production is based on the planning of customer deliveries, where the aim is to optimise transport according to routes as efficiently as possible, taking both the environment and costs into account. Transport from the factory to customers is carried out in cooperation with both national and international transport companies. We monitor transport emissions

using a specific calculation model that considers transport distances and the weight of products. In 2025, we mapped opportunities to reduce the carbon footprint of transport by renewable fuels. The prerequisites exist for introducing such solutions, and continued work focuses on collecting reliable and verified emissions data from transport partners.

PACKAGING AND RECYCLING

As packaging material for the products, we use only cardboard, and we work continuously to reduce the use of plastic in packaging. The corner protectors in packaging are made from recycled plastic, and we are investigating the possibility of switching to cardboard also for worktops. We are members of the organisations RINKI, FTI, SERTY and El-Kretsen, whose purpose is to ensure the proper recycling of packaging materials and electrical products. Through producer responsibility, our responsibility also extends to the packaging that reaches consumers. Some of the transport packaging used in the import of components is reusable and circulates efficiently between the manufacturer and Puustelli.

CARBON HANDPRINT



OUR CARBON HANDPRINT

Our carbon handprint describes the positive climate impacts that arise because of our operations. A positive handprint is created, for example, when a product enables the customer to reduce their own carbon footprint. The wood-based materials used in our products have bound carbon dioxide from the atmosphere during their growth and stored the carbon in the wood. In this way, the carbon bound in wood and bio-based raw materials can be stored in products for several decades, which means that this carbon dioxide is kept out of the atmosphere for a long time.

DEVELOPMENT OF CALCULATION MODELS

We will continue to develop the calculation of our carbon handprint and define measures that support more regenerative business operations during 2026. The central focus of this work is to extend the life cycle of products and materials and to reduce material waste. In 2025, we launched several development projects aimed at making better use of waste material. Among other things, we have investigated opportunities to use components that would otherwise be discarded by

reworking them, to develop more detailed sorting of materials and to direct waste material to new use or recycling. In addition, we are developing the reuse and recycling of dismantled customer kitchens in cooperation with our partner network. Through these measures, we promote the circular economy, reduce the need for new raw materials and strengthen our positive carbon handprint.



PERSONNEL

The most important resource in our operations is our personnel. We emphasise meaningful work and continuously promote employee well-being. The quality of all our functions and products is based on our personnel. Our goal is to create a work community where employees are committed and feel well.

AN EQUAL WORKING ENVIRONMENT

In 2025, women accounted for 39 percent of all employees and 58 percent of salaried employees.

According to Puustelli’s equality plan, all employees must have equal opportunities to succeed and develop in their work. The goal is to create a community where everyone treats one another equally and fairly. Employees take part in regular meetings in cooperation bodies, equality and non-discrimination committees, and pay committees. The purpose of these forums is to ensure transparent and fair operations throughout the organisation. No one is discriminated based on, for example, age, origin, nationality, language, religion, belief, opinion, political activity, trade union membership, family circumstances, health status, disability or sexual orientation during any part of the employment relationship. Puustelli has zero tolerance for all forms of harassment and discrimination. In 2025, a survey on equality and non-

ACTIONS IN 2025

- We made more than 1,300 safety observations
 - We rewarded more than 500 development measures
- We carried out an equality and non-discrimination survey

discrimination was carried out among personnel. The results are used in updating the equality and non-discrimination plan and in directing development measures.

All salaried employees have signed our Code of Conduct, which is available both internally and on the company’s website. We encourage employees to raise observed misconduct and report any deviations from our guidelines. Dialogue with the immediate supervisor is encouraged in the first instance, but we also have an open and anonymous

whistleblowing channel available through our website. All reports made in good faith are handled appropriately and lead to action where necessary. During the reporting year, there were no known cases of discrimination or violation of equal treatment at Puustelli.



PERSONNEL

TARGET: ENPS 50

We measure personnel job satisfaction through annual workplace climate surveys and strive to meet the needs and wishes highlighted by our employees. In 2025, the eNPS score was 22, which is an improvement compared with the previous year (12). Based on the survey results, we identified several development areas that we will prioritise going forward. Key themes include clarity in the flow of information and communication, increased participation among personnel, competence development, improved safety in the working environment and a stronger sense of community. In addition, we are further developing the onboarding process of new employees and support for managers, while also reviewing communication and cooperation practices from a broader perspective. The survey also highlighted strengths, such as a good working atmosphere, well-functioning cooperation and support in demanding situations. We intend to continue safeguarding these areas. We will continue our purposeful work to improve job satisfaction and strengthen personnel well-being during the coming year as well.

The workforce decreased by 33 employees, and employee turnover amounted to 9.5 percent at the end of the year. We strive to strengthen engagement by involving employees in the development of their own work, including by further developing



the management model with a focus on quality, productivity and reducing material waste. In 2025, the target was to implement 500 measures within continuous improvement.

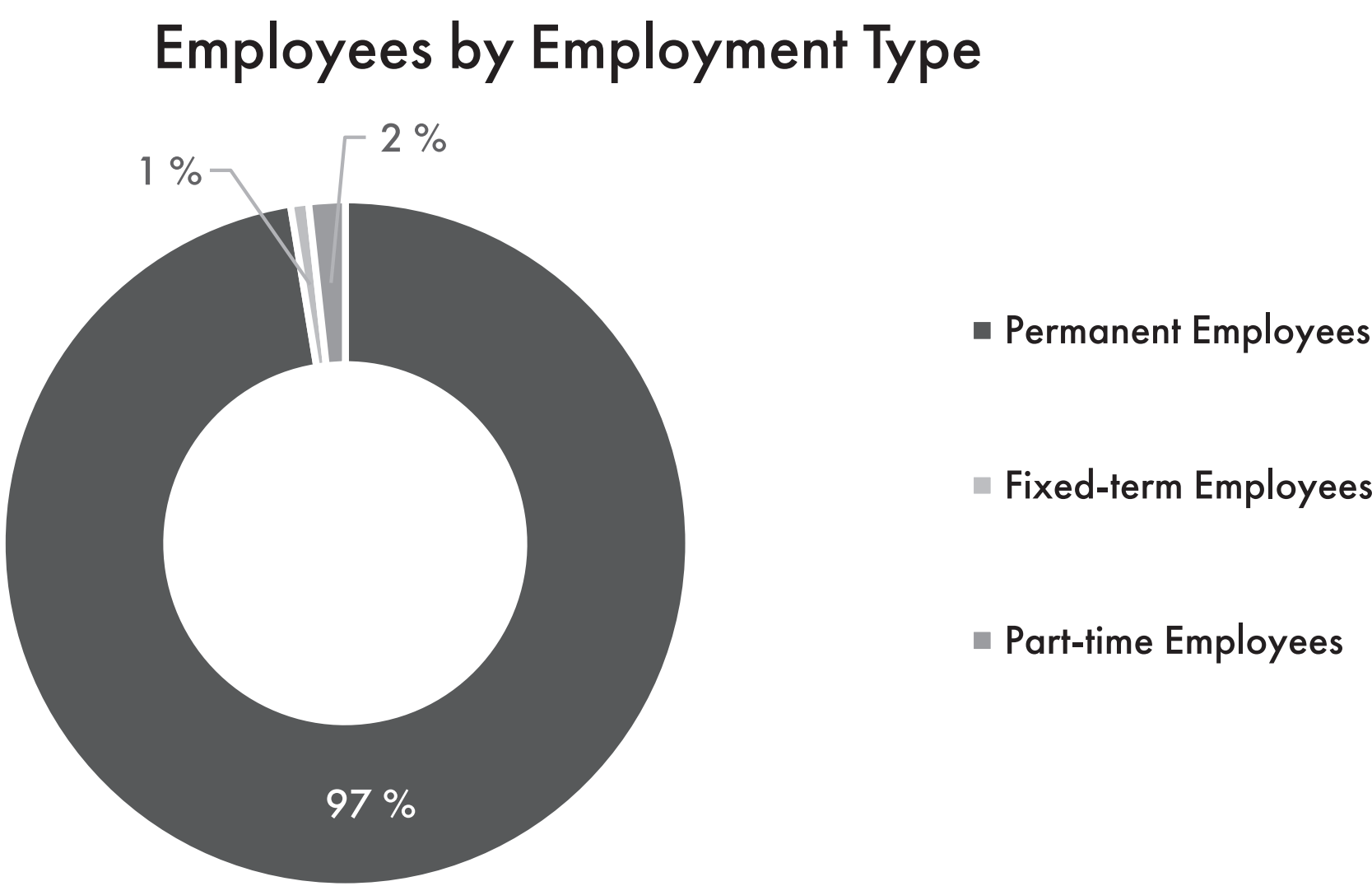
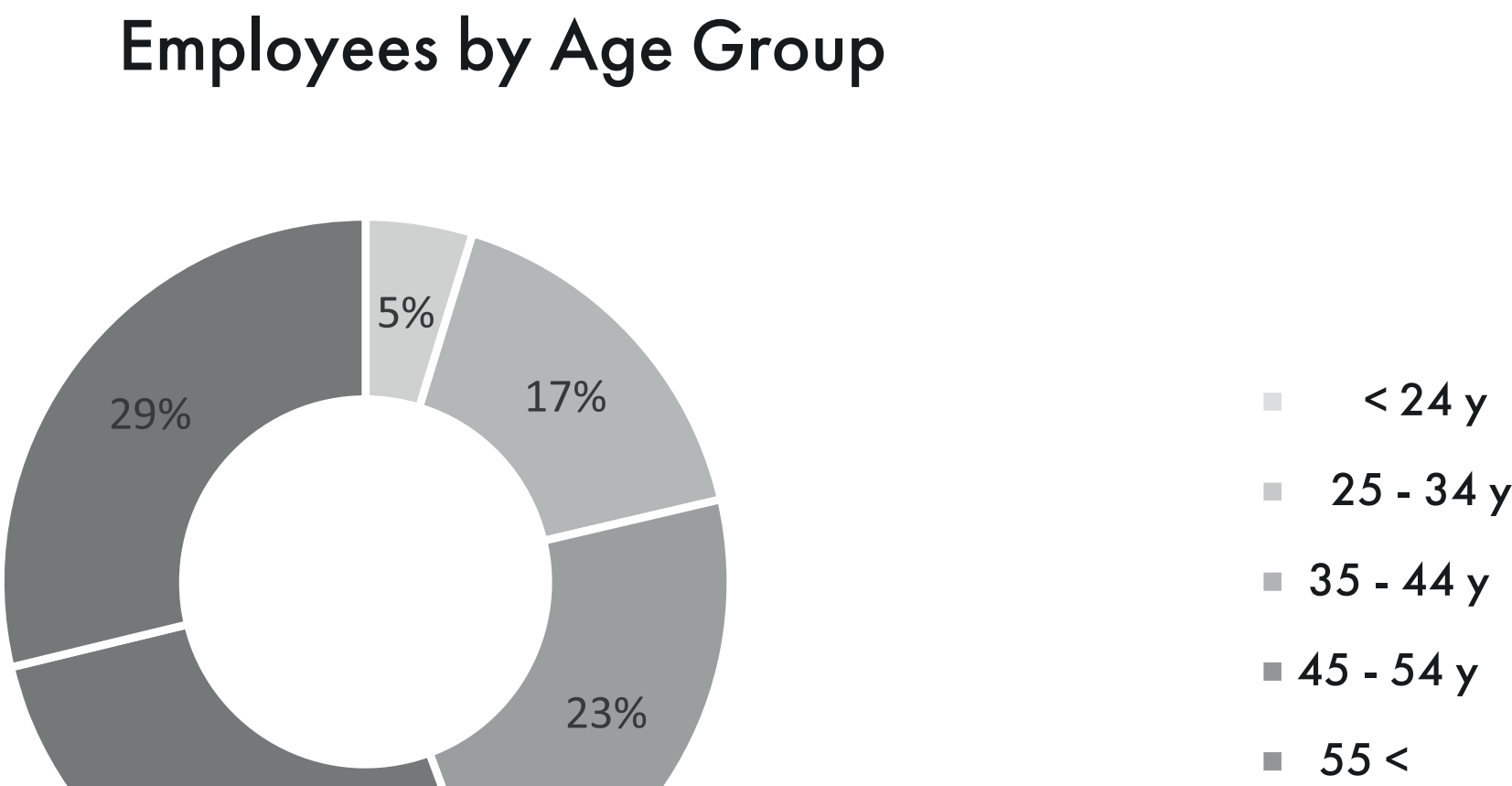
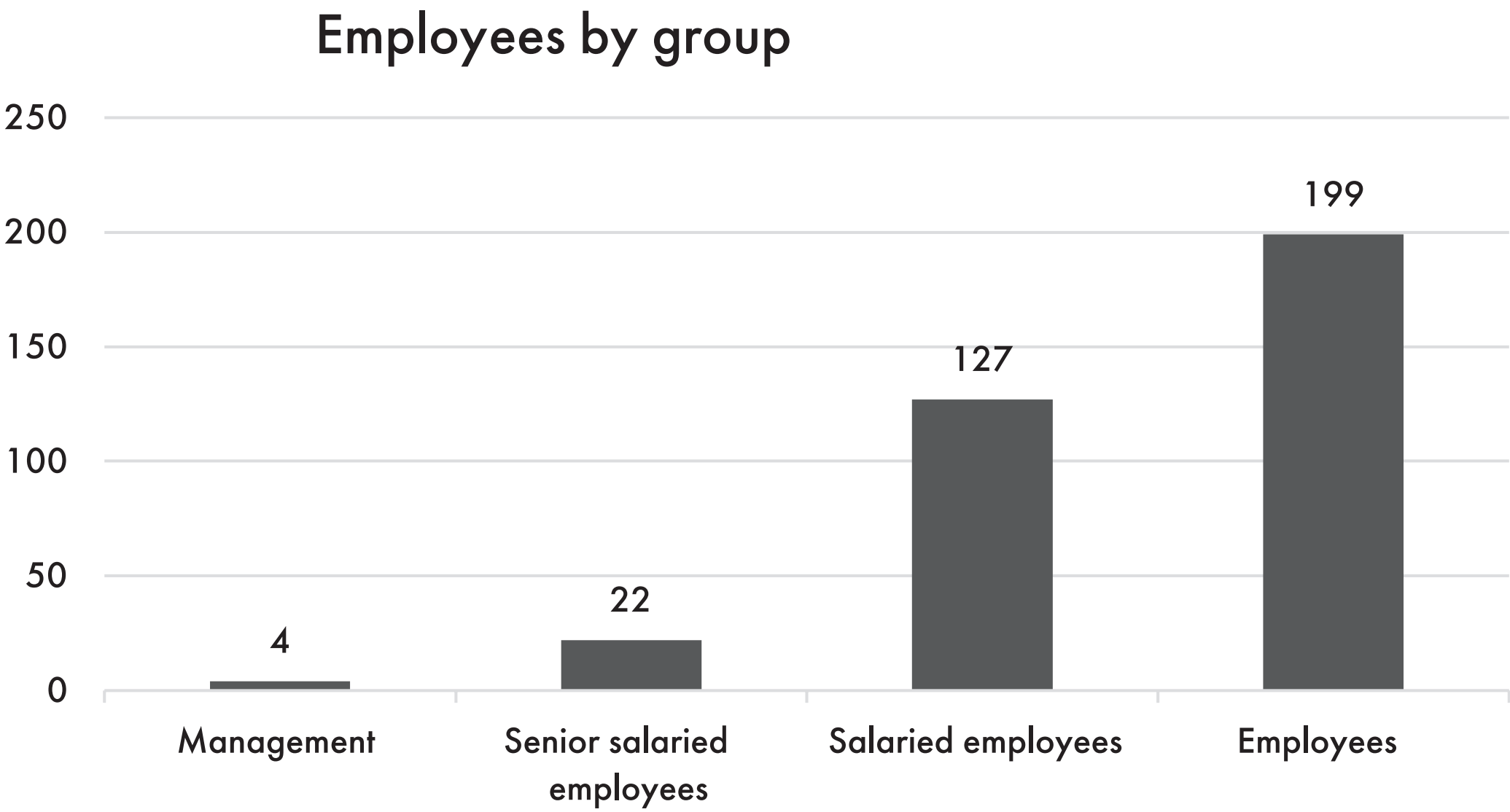
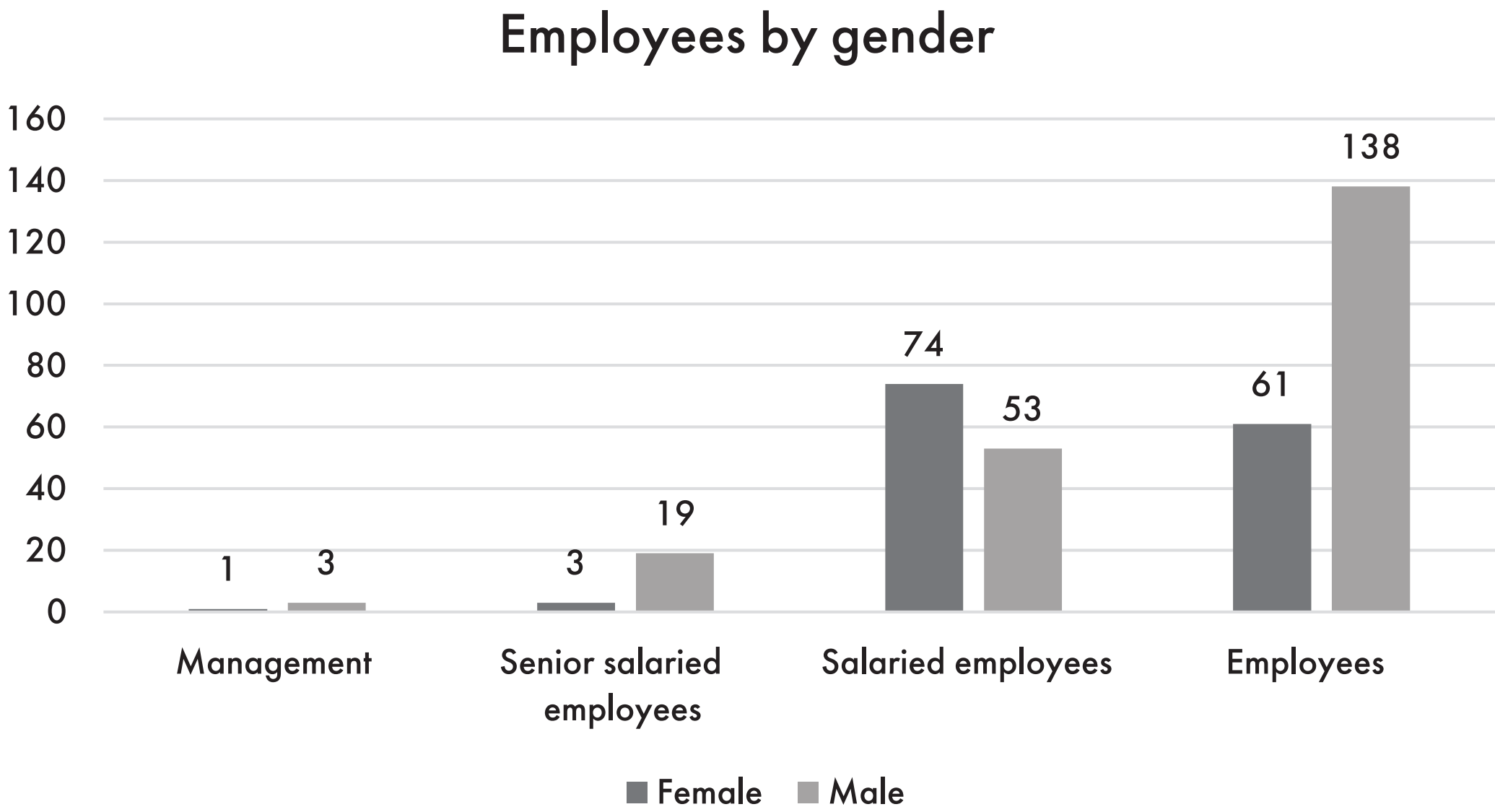
In total, 532 improvement measures were implemented and rewarded under our continuous improvement programme.

COMPETENT PERSONNEL

All new and existing employees receive induction when they start in new duties. Our sales personnel also receive regular training every year in products and sales-related matters. For Puustelli, it is important that jobs are preserved in Finland, and the operations have a significant employment effect in the domestic furniture industry. In 2025, we continued to strengthen the overall approach to induction and competence development. We are developing working methods that ensure new employees have a smooth start as well as sufficient support and training to perform their duties. Orientation is also being improved in internal role changes, so that every employee receives the support needed when work duties change.

PERSONNEL

Employees	2023	2024	2025
Employee turnover, %	13,5	8,8	9,5
Average number of employees	391	361	350



We invest in preventive measures and work purposefully to reduce the accident frequency. The target for 2025 was to keep the number of occupational accidents below 18 per million working hours. The outcome was slightly higher, 21.6 per million working hours. Every accident has been investigated, and corrective measures have been implemented in accordance with our safety standard.

In autumn 2025, first aid training was organised for 38 people from different departments. Fire extinguishing training was

also carried out. The purpose of the training is to strengthen preparedness to act in emergency situations and to improve overall safety in the workplace.

OCCUPATIONAL SAFETY CULTURE

We encourage employees to observe their working environment and report safety observations. During the year, a total of 1,302 safety observations were recorded. Observations are collected both from employees and through monthly 5S reviews focusing on safety and order. All

observations are processed, and every accident is reported all the way to the organisation’s senior management. In 2025, safety days were organised at department level as well as safety rounds with management. These measures generated many observations and enabled concrete improvements in the working environment.

Work to improve safety continues systematically. The target for the current year is to achieve 1,000 safety observations and an accident frequency below 16 per million working hours.

Working accidents	2023	2024	2025
Commuting accidents	0	5	3
Accidents at work excl. commuting accidents) absence < 1 day	8	10	9
Accidents at work excl. commuting accidents) absence => 1 day	10	8	10
Lost time injury frequency per million hours worked	22,7	17,9	21,6
Sick leave days, total (excl. lost time injury absences)	4386	3552	3565
Sick leave days per employee (excl. lost time injury absences)	12	10	10
Sickness absence % of hours worked (excl. lost time injury absences)	4,5	4,0	4,1

MANAGEMENT OF SAFETY AND WELL-BEING

MANAGEMENT THAT SUPPORTS SAFE WORKING METHODS

Our operations are guided by the occupational health and safety management system according to the ISO 45001 standard, based on which we maintain, develop and evaluate safety in the working environment. The working methods resulting from the standard cover the entire operation from the factory to the stores. The occupational health and safety committee and the occupational health care service at the factory cooperate in developing safety and ergonomics at workstations. We carry out annual internal audits between different departments and collect safety observations, which are followed monthly. In addition, we use a 5S system that supports the maintenance and control of safety, order and ergonomics at workstations.

EARLY INTERVENTION MODEL

We have introduced an early intervention model aimed at maintaining employees’ work ability. Through cooperation between employees and occupational health care, we strive to find solutions that improve work ability, regardless of whether the causes are work-related or private. With the model, we want to support work ability and prevent incapacity



for work by monitoring sickness absence that exceeds 10 percent of working time twice a year. The model includes active support measures, such as methods for early discussions between the manager and employee and, where necessary, support from occupational safety and occupational health care.

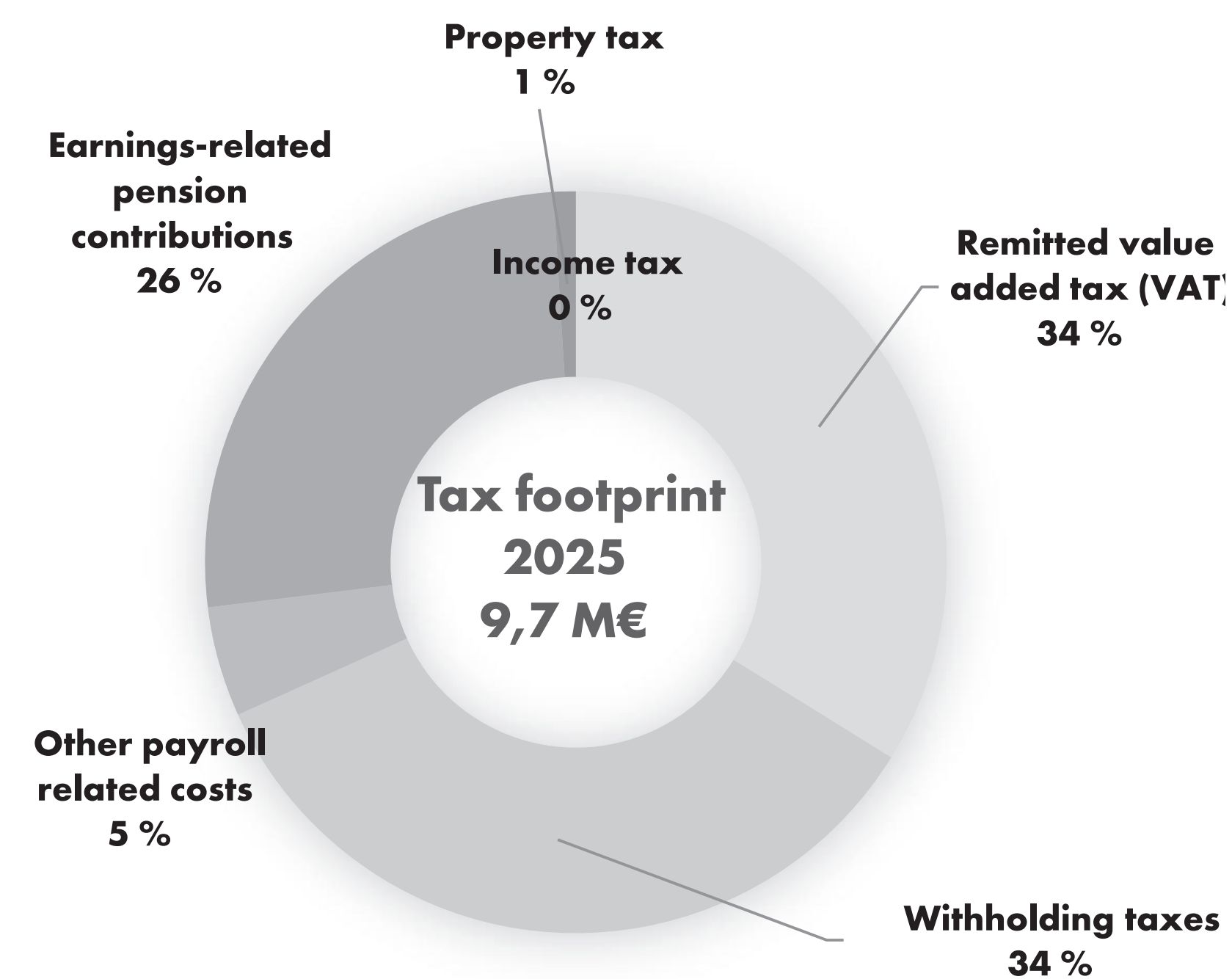
WE SUPPORT ACTIVITY DURING LEISURE TIME

We encourage our employees to be active also during their leisure time by annually offering benefits related to culture and exercise, and by enabling weekly leisure activities such as ice hockey and floorball. A leisure committee consisting of employees organises various recreational and sports events for all personnel. Employees can also use other benefits that we offer, such as holiday homes in northern Finland.

WORK IN ACCORDANCE WITH COLLECTIVE AGREEMENTS

Puustelli is covered by the collective agreement for the wood industry. The company is a member of Puusepänteollisuus ry and thereby also of the Confederation of Finnish Industries. Collective agreements for employees are negotiated between

Puusepänteollisuus ry and the Industrial Union, while collective agreements for salaried employees are negotiated with the trade union Pro.



RISKS AND OPPORTUNITIES IN OPERATIONS

We have identified the risks that affect our business operations and manage them through monitoring, planning and insurance. Risks affecting delivery reliability are managed by using several alternative suppliers and by purchasing the most important materials directly from manufacturers. Long-term relationships and mutual trust help ensure deliveries even under challenging conditions. A significant business risk is linked to developments in the housing market, which directly affect demand, the scope of operations and profitability. In addition, demand is affected by changes in consumer behaviour, population ageing and regional concentration. These factors require the ability to adapt the offering to different customer segments and market areas. During challenging times, weakened payment ability among customers and partners may also increase business risks. At the same time, corporate customers place increasing demands on delivery precision and process control, creating both challenges and opportunities to stand out as a reliable partner. Regulation in construction and business is continuously increasing, bringing greater requirements for reporting and systematic processes. Risks related to the technical quality of products are minimised by following the ISO 9001 quality standard, which also affects productivity, quality and customer satisfaction. To manage personnel-related risks, in 2025 we focused on strengthening competence and leadership and ensuring

the organisation’s ability to meet future changes. Access to competent labour is a long-term risk, which we address through systematic work on competence development and improvement of operating models.

PREPARATION FOR SUSTAINABILITY REPORTING

In 2025, we focused on following the development of EU regulation on sustainability reporting under the CSRD. The previously completed double materiality assessment continues to serve as the basis for our reporting preparedness, and the identified themes have been used in developing operations. We follow the development of the regulatory framework and specify our measures once the EU requirements and their national implementation have been finally confirmed.

SUSTAINABLE DATA MANAGEMENT

In 2025, we specified the use of artificial intelligence and digital tools as part of responsible data management. AI is used only for clearly defined purposes, and personnel have received guidelines for handling data protection and confidential information in digital services. Competence in cybersecurity is continuously developed as part of daily work. We have also placed greater focus on extending the life cycle of IT equipment and improving resource and energy efficiency in digital solutions. The environmental impact of data centres is

also considered. The data centre we use is powered by fossil-free energy, which helps reduce the carbon footprint of IT operations.

Customers have access to the MyPuustelli platform, where key information and documents concerning kitchen delivery, installation and use are collected. Digital services contribute to a smooth customer experience and facilitate access to information throughout the delivery process. In 2025, we continued the transition towards a more paperless way of working. Installation instructions are available in digital form, and we also introduced digital handover of projects. The aim is to reduce the use of paper documents and store signed documents directly in MyPuustelli so that they will also be digitally available in the future. In addition, we introduced an electronic document for waste transport, ensuring correct handling and reporting of waste.



MANAGEMENT OF RESPONSIBILITY

The foundation of our operations is responsible business as part of daily work and decision-making. We have identified our most important stakeholders and their expectations for our products. We have begun a more extensive materiality assessment in our value chain together with, among others, suppliers, salespeople, consumers and transport companies. We continue to map stakeholders’ expectations to meet their needs as well as possible.

The organisation’s work is guided by a strategy approved by the Board of Directors, in which responsibility is a central target area. Annual operations are guided through operational plans, in which targets are set from economic, ecological and social perspectives. Company management monitors the achievement of targets and ensures that sufficient resources are available within the areas of responsibility. The management team is responsible for implementing the sustainability strategy and objectives. The product development department is responsible for planning and implementing the sustainability programme and report in cooperation with the internal sustainability group. Implementation is monitored monthly together with the sustainability group and management. The management team approves key indicators and policies that guide operations. We comply with regulatory requirements,

industry standards and the requirements of our own operating system. Our operations are based on our Code of Conduct. Management’s task is to ensure that employees are familiar with internal guidelines and that our products meet all relevant requirements and standards. Operations are guided by a management system that meets the requirements of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 in both Finland and Sweden. During the year, no significant non-conformities were identified in audits.

In our Natural Steps programme, the aim is to reduce emissions from manufacturing by 2035.

We want to make information about the most ecological material alternatives available to the customer.

Our goal is to drive the industry towards more responsible and environmentally friendly working methods through close cooperation with our stakeholders.



WORKING METHODS

We comply with regulatory requirements, industry standards and the requirements of our own management system.

Management's task is to ensure that employees are familiar with internal guidelines and that our products meet all applicable requirements and standards.

REWARD SYSTEM

We use incentives to support the implementation of the strategy and to reward individual performance. The incentives form part of employees' monthly salary and are based on results according to strategic key indicators, such as the number of complaints. The annual bonus for salaried employees and management is based on the strategic goals of each function, the fulfilment of which is monitored during the year.

RESPONSIBILITY MANAGEMENT AT PUUSTELLI

STRATEGY AND GOALS	BOARD OF DIRECTORS		
	MANAGEMENT TEAM		
EVERYDAY RESPONSIBILITY MANAGEMENT	MANAGEMENT SYSTEM		
	SUSTAINABILITY WORKING GROUP		
	HR AND QUALITY MANAGER	SOURCING MANAGER	ENVIRONMENT AND OCCUPATIONAL HEALTH MANAGER
	INDUSTRIAL SAFETY COMMITTEE	EQUALITY COMMITTEE	CONTINUOUS IMPROVEMENT WORKING GROUP
	SUPERVISORS AND STAFF		
MONITORING AND ASSESSMENT	INTERNAL AND EXTERNAL AUDITS	SUPPLIER EVALUATIONS	CUSTOMER SATISFACTION SURVEYS
	EMPLOYEE SURVEYS	EARLY INTERVENTION MODEL	SAFETY OBERVATION SYSTEM
	WHISTLEBLOWER CHANNEL		

MANAGEMENT AND PROCEDURES		MANAGEMENTS SYSTEMS AND STANDARDS
ECONOMIC RESPONSIBILITY	Profitable growth enables the continuous development of our business	Quality Management Standard ISO 9001, Internal audits
SOCIAL RESPONSIBILITY	We comply with and uphold ways of working determined for the principles of human rights and labour (Code of Conduct)	Puustelli's ethical guidelines, Occupational Health and Safety Management Standard ISO 45001, Key Flag
ENVIRONMENT AND PRODUCT RESPONSIBILITY	Environmentally responsible way of working covering the entire lifecycle of the product	Environmental Management Standard ISO 14001, Quality Management Standard ISO 9001, M1 rating, FI mark, Supplier evaluations



VALUES

Responsible management at Puustelli is based on our values, which determine the way we work and provide services. Our business is guided by Puustelli’s ethical principles, which must be complied with across the organisation. We also act in compliance with the ten principles of the UN Global Compact initiative relating to human rights, labour, the environment and anti-corruption.

FOCUS ON THE CUSTOMER

We want to exceed our customers’ expectations throughout our entire service chain, from the first contact to installation. We continuously seek information about customers’ changing needs and wishes and use it as the basis for our development work. We have a comprehensive understanding of customer needs and keep our customers updated through active communication. We value internal customer orientation and actively monitor the functioning of the entire service chain, its quality capability, and recognise and reward successful performance.

TRUST AS THE FOUNDATION

We are consistent and honest in everything we do. We treat everyone equally and always keep our promises. We value all our colleagues and their opinions. In our operations, we take responsibility for personnel, customers, the environment and economic continuity. We care for our employees’ well-being and support it through good leadership. We maintain an open working atmosphere and discuss difficult issues.



RESULTS THROUGH COOPERATION

Success is achieved when different units share a common understanding of the overall business and work towards common goals. We commit to common ground rules and work consistently to follow them. We continuously monitor the results of our operations and take corrective action quickly.

Together, we set goals that we achieve as individuals and as groups by supporting one another. We value diligence and results, and we continuously encourage employees to strive towards them. We maintain a positive atmosphere and are proud of every success.

RENEWAL TOWARDS THE FUTURE

We are active in seeking new impulses and opportunities. We dare to try new things and show initiative. As individuals and as groups, we continuously develop what we do and strive for effective and clear solutions that create lasting competitive advantage. We set goals that extend beyond just one year ahead, but we react quickly to changes. We introduce new products, services and working methods faster than others and ensure their commercial utilisation.



THE MOST IMPORTANT STAKEHOLDERS

We have identified our most important stakeholders and maintain an active dialogue with them. We take their needs and expectations into account in our daily operations and cooperate to develop more sustainable solutions. We follow our stakeholders' needs through continuous and open dialogue as well as through various surveys and measurements.

CUSTOMERS

Our customers consist of private customers in new construction and renovation as well as construction companies in project business. Products must correspond to our brand, be responsibly produced and be delivered on time and without defects. Our construction company customers expect certified quality systems from us, enabling verification of high-quality and responsible business operations. We monitor customer satisfaction through regular surveys and NPS measurements.

PERSONNEL

Our personnel expect responsible operations, meaningful work and opportunities to develop. A safe and motivating working environment is fundamental. We maintain an active dialogue through internal communication and development discussions and monitor well-being through annual surveys. We communicate to our employees about our work in sustainable development. We monitor personnel well-being through annual workplace climate surveys and actively develop our operations and leadership based on the results we receive.

STORES

We employ salespeople in Puustelli stores and in project sales. Salespeople expect reliability, high quality and responsible operations. We maintain continuous dialogue on working methods, needs and forecasts and regularly train the sales organisation. We maintain active dialogue with our sales field on common working methods, sales needs and forecasts. We regularly train salespeople in systems, products and responsible sales. We measure sales performance and communicate the results regularly.

SUPPLIERS

Suppliers expect long-term cooperation, clear forecasts and good payment ability. We cooperate closely with suppliers in the development of materials and products and monitor responsibility through supplier assessments and Code of Conduct requirements.

AUTHORITIES AND INDUSTRY ORGANISATIONS

Authorities expect legal requirements to be met, as well as openness and cooperation. We actively report on our responsibility measures and participate in the development of the industry through various organisations. We are also members of the following organisations, whose task is to develop the entire industry and promote Finnish work: Puusepänteollisuus ry, Finnish Forest Industries, the Confederation of Finnish Industries and the Association for Finnish Work.

OWNERS, FINANCIERS AND OTHER STAKEHOLDERS

Owners expect profitable and responsible operations as well as satisfied customers and employees. Reliable and transparent financial reporting is central. We carry out regular risk assessments and monitor the competitiveness and performance of the operations, and this is communicated regularly both to personnel and to owners.



REPORTING PRINCIPLES

We ensure transparency by regularly reporting on our sustainability operations. Our reporting principles are based on the Global Reporting Initiative (GRI). The financial information covers the entire operations of Puustelli Group Oy. Social and environmental information mainly refers to the factory in Harjavalta. The content of the report is based on a materiality analysis in which key responsibility themes have been identified.

Puustelli’s most important focus areas in sustainable development

- Environmentally saving materials and high-quality products
- Product development and sustainable innovations
- An excellent customer experience
- Cooperation with stakeholders for more environmentally friendly solutions



KEY FIGURES IN THE REPORT

The report describes economic, social and environmental impacts for the period 1 January–31 December 2025. Financial data is based on the accounts and the audited 2025 financial statements. Occupational safety and personnel data are based on internal monitoring systems. Customer satisfaction is based on customer surveys carried out. Environmental data is collected from internal systems

and external energy management systems. VOC emissions are calculated based on purchased solvents, less recycled waste. According to measurements carried out on 1 April 2019, NOx emissions were 11.3 tonnes per year, and according to measurements carried out on 17 February 2021, 34 tonnes per year. The annual emission of 12 tonnes per year is an estimate (+/–30 percent) based on completed measurements and the amount of fuel used. The

carbon footprint and carbon handprint of the operations are based on a calculation model prepared by Ecobio Oy in accordance with the GHG Protocol and updated annually by Puustelli. Scope 2 emissions amount to 0 tonnes CO₂e because all purchased electricity is renewable. Biogenic carbon dioxide generated from the use of bio-based fuels is reported separately in accordance with the GHG Protocol and is not included in fossil Scope 1 emissions.