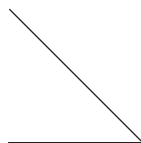




2025

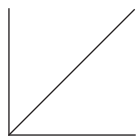
Sustainable
Development Report



rochebobois
PARIS



Contents



2	Chairman's message
4	Profile
6	Business model
8	Geographic presence
10	Governance 2026
11	Our values
12	Our history
13	Highlights in 2025
14	Iconic pieces / our products
16	Designers
18	Showcasing sustainable French Art de Vivre

Chairman's message



Guillaume Demulier
CEO and Chairman
of the Executive Board

The year 2025 unfolded in a challenging geopolitical and economic context, marked by a slowdown in consumption and sometimes limited visibility on our markets, particularly in North America. In this environment, the ability of the Roche Bobois Group to stay the course deserves to be highlighted. Thanks to the commitment and professionalism of all teams, the Group has demonstrated real resilience. Retail sales in our directly operated stores remained close to 2024 levels. Revenue and EBITDA are expected to show a slight decline, reflecting a more constrained but controlled market environment.

At the same time, we have continued to focus on the qualitative development of our network. Particularly promising store openings took place in high-potential regions, including a flagship in London, as well as new stores in Austin, Texas, Las Vegas, and Herblay near Paris. The Cuir Center brand was also strengthened with the opening of a store in Cannes-Mandelieu. Similarly, several stores were relocated to more premium locations or to sites offering greater visibility, such as Roche Bobois in Aventura, near Miami, and in Grenoble, and Cuir Center in Hénin-Beaumont. Conversely, in a spirit of economic discipline and adaptation to local realities, some stores in less dynamic areas are undergoing arbitration, notably in Le Havre, Athis-Mons, and Le Touquet.

“At Roche Bobois, our creative ambition is now equally driven by our environmental commitment.”

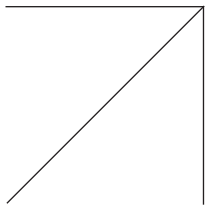
The year 2025 once again illustrated Roche Bobois' creative vitality through the release of new, bold, and distinctive products. We were honored to collaborate with the Spanish filmmaker Pedro Almodóvar, resulting in a vibrant and colorful collection faithful to his artistic universe. This initiative, exploring new creative horizons, was accompanied by notable and promising pieces such as the SPEED UP and DELTALIS dining tables, demonstrating our ability to innovate without ever compromising on the quality and design that are the hallmarks of our brand. It also reflects our commitment to designing increasingly sustainable collections, prioritizing certified materials and contributing to the decarbonization of our operations. At Roche Bobois, our creative ambition is now equally driven by our environmental commitment.

In 2026, we are operating in an economic environment that is no longer characterized by the exceptional growth seen in the post-COVID years: for nearly two years, activity levels have plateaued at values that, while still high, collectively require greater attention and rigorous management of profitability, while remaining true to our creative ambition.

The coming year will nevertheless bring significant and structuring projects. We will open a store in Luxembourg, marking the Group's first directly operated presence in a new country, as well as a second store in Portugal, in Porto. Qualitative relocations are also underway, in Atlanta and Reims. We will also celebrate the 50th anniversary of the Cuir Center brand, a symbolic milestone that reflects the solidity of our fundamentals.

In 2026, France will reach an important milestone in terms of sustainability, with the roll-out of renewable electricity – or “green electricity” – across all Group sites in the country, in line with our commitment to decarbonize our operations. Finally, our advertising investments will remain strong to reinforce, worldwide, the inspirational power and appeal of our brands. The experience we have gained during the Group's remarkable growth in recent years allows us to look toward the future with confidence and determination.

Profile



The ROCHE BOBOIS Group currently operates in an international network spanning 54 countries and 339 showrooms, divided between two brands:

- **Roche Bobois** (high-end international brand);
- **Cuir Center** (mid-market brand in France, specialized in leather and fabric sofas).

The Roche Bobois brand showcases its French Art de Vivre worldwide and offers original, 100% made-in-Europe collections with a high degree of customization. The brand embodies the full diversity of French design with a very strong brand identity and a bold creative approach supported by ongoing partnerships with renowned designers (Marcel Wanders, Ora Ito, Christophe Delcourt, Sacha Lakic, Kenzo Takada, Joana Vasconcelos, Patrick Norguet, Bina Baitel and Jiang Qiong Er), haute couture and fashion brands (Jean-Paul Gaultier, Missoni Home, Maison Christian Lacroix) and, in 2025, the prestigious film director Pedro Almodóvar.

One Group, two brands

rochebobois
PARIS

89%
Roche Bobois

- High-end, luxury positioning
- Strong international dimension
- Very wide selection, ranging from contemporary to designer or reinvented 20th-century classics



% of consolidated revenue in 2025

CUIR
CENTER

11%
Cuir Center

- Mid-market positioning
- A leading brand in France
- Wide range of leather and fabric sofas

2025 key figures

€563.8m
Business volume*

€402.5m
Revenue

1,112
Employees

€71.2m
Consolidated recurring EBITDA

339
Showrooms in

54
countries

Benchmarks in 2025

60.1%
of showroom directors were promoted in-house

97%
of new Roche Bobois products were eco-designed

> 400
pieces in the Roche Bobois collection are already eco-designed

93%
of new Roche Bobois products used FSC- or PEFC-certified wood

* Orders received (excl. VAT) from the Group-owned and franchise showroom network for both brands.

Business model

Our resources used in 2025

An international distribution network

- 339 showrooms (of which 150 owned and 189 franchises)
- Operations in 54 countries
- 62% of revenue achieved outside of France
- 7 online stores

Balanced, long-term relationships with our partners

- > 50 renowned designers
- > 100 manufacturers and artisans
- 97% of French Roche Bobois franchise showrooms operating for more than 10 years

Expert employees

- 1.112 employees (excluding franchises) across 64 legal entities
- 53.4% women
- 56.4% design consultants
- 29.2% administration and management
- 14.4% logistics staff

A strong financial position

- Consolidated revenue: €402.5m (+57% compared with 2018)
- Recurring EBITDA: €71.2m (EBITDA margin: 17.7%)
- Available cash: €46.8m
- CAPEX: €12.0m

Sustainably managed natural resources

- Eco-design pioneer with more than 400 eco-designed pieces already in the collection
- Responsible use of natural resources and raw materials essential to our business
- Committed to reducing the environmental impact of our showrooms

Growth strategy

Showcasing sustainable French Art de Vivre

Three strategic priorities for sustainable development

- Building on our human capital
- Developing new generations of sustainable products
- Improving the environmental impact of our supply chain

2 brands

- Roche Bobois (89% of revenue) and Cuir Center (11% of revenue)
- High-end positioning for Roche Bobois and mid-market positioning for Cuir Center

A largely outsourced supply chain

- Fables (outsourced manufacturing) model requiring little CAPEX
- 3 upstream road carriers
- 20 sea carriers
- > 30 logistics warehouses

Creating value in 2025

With respect to customers

- Customer satisfaction at the highest level with an overall NPS (Net Promoter Score) > 72
- High degree of product customization to suit all preferences and interiors
- Wide audience with 24.0 million visits to our websites
- Increasingly digitalized and omni-channel customer experience

With respect to employees

- Nearly 12,700 hours of training and 86.7% of employees trained
- 60.1% of showroom directors promoted in-house and 6.1% of employees having benefited from career development within the year
- 46.0% women in key positions
- 43 women among the 100 highest earners
- Personnel expenses of €89.9m

With respect to partners and suppliers

- 100% European Roche Bobois suppliers
- 100% of suppliers have signed the Group's Ethics Charter
- 180 audits carried out on raw materials

With respect to the environment

- 96.6% of new Roche Bobois products were eco-designed
- 92.6% of new Roche Bobois products were made with FSC- or PEFC-certified wood
- 46.4% of renewable electricity, steadily increasing
- Continued increase in our products' ease of repair and life cycle
- 75% of waste recovered in France (62% worldwide)

With respect to arts and culture

- Organization of Roche Bobois Design Awards to identify and promote young talent from around the world
- Prestigious collaborations, as with Paris Photo, Omega European Masters in Switzerland, Art Paris, FAB Paris, Wall Street Journal Innovator Awards, the Musée Guimet in Paris, which celebrates China, and Pedro Almodóvar at the Milan Design Week 2025

With respect to investors

- Ethifinance ESG rating of 71/100
- Model generating significant cash flow: nearly €62m in cash flow from operating activities
- Employee share ownership: 0.6% of equity

High creativity and partnerships

- With passionate, talented artists
- With major fashion brands

Mixed and complementary model

- Group-owned in strategic markets
- Franchises in medium-sized towns and new areas

Customer order sales

- Optimizes inventory and allows for a high degree of product customization (made to order)

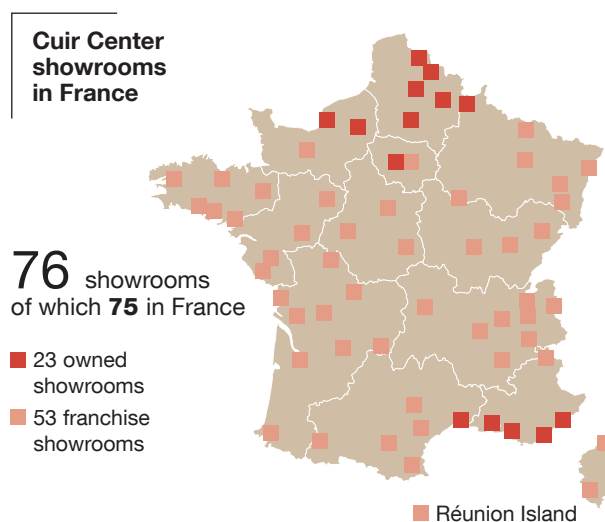
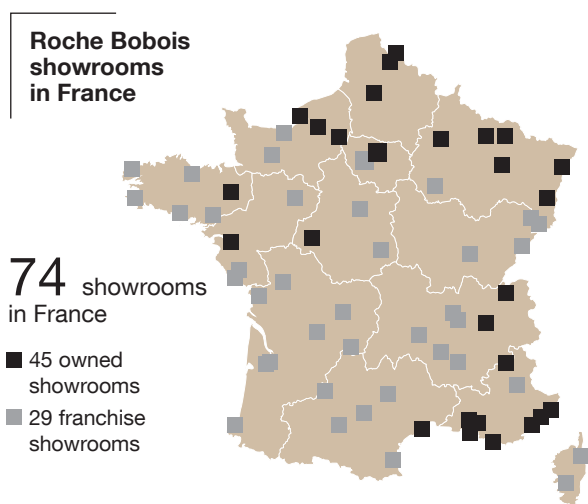
In-house functions with high added value:

- Design
- Distribution

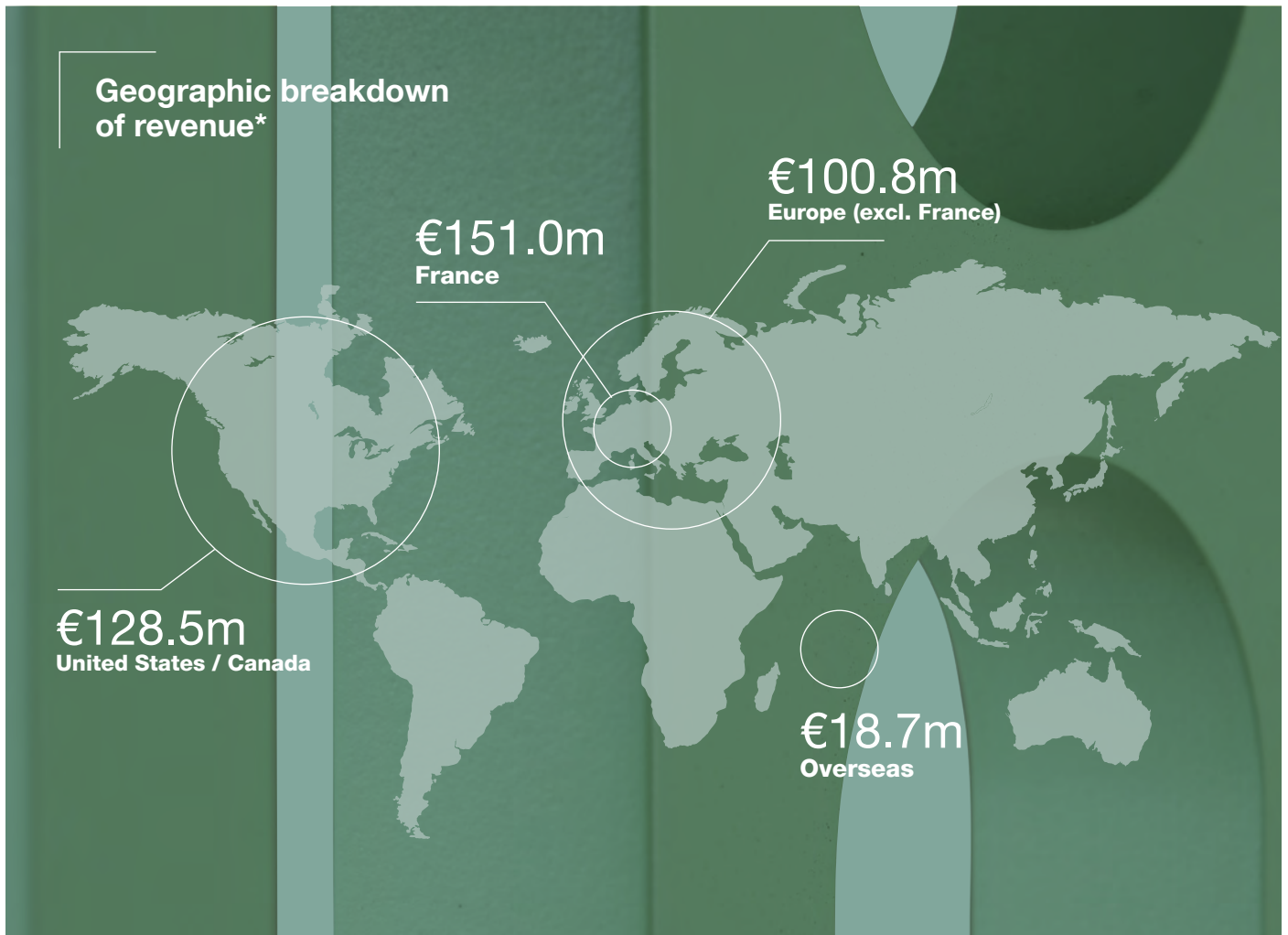
Uniquely broad range with more than:

- 2,000 pieces in the Roche Bobois collection
- 500 pieces for Cuir Center

Geographic presence



Geographic breakdown of revenue*

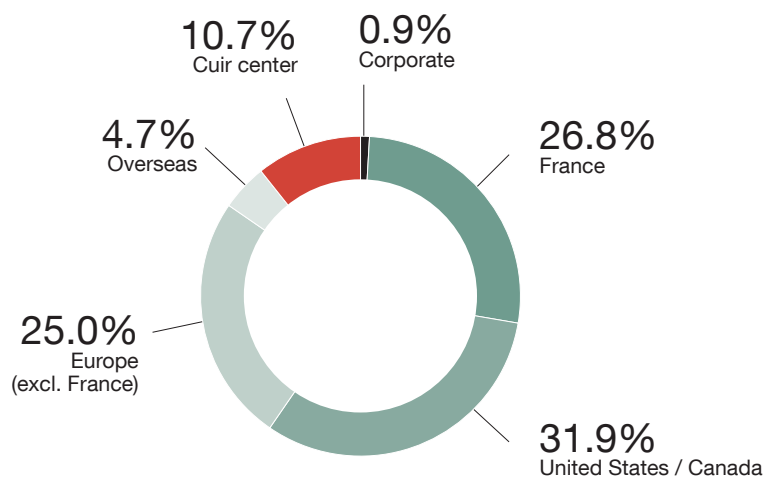


* This presentation excludes €3.5m in Corporate revenue.

Breakdown of revenue

Roche Bobois

Cuir center



Governance 2026

Supervisory Board

Jean-Eric Chouchan

Chairman of the Supervisory Board

Nicolas Roche

Vice-Chairman of the Supervisory Board

Giovanni Tamburi

Member of the Supervisory Board

Emmanuel Masset

Member of the Supervisory Board (representing the company SPR)

Mercedes Erra

Independent member of the Supervisory Board and Chairperson of the Audit Committee (Founder of BETC / Havas Group)

Annalisa Loustau Elia

Independent member of the Supervisory Board / Member of the Audit Committee

Executive committee



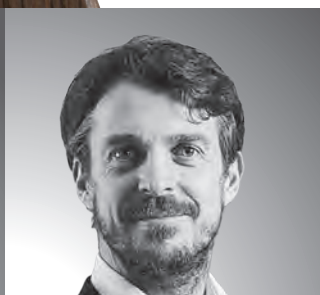
Guillaume Demulier

Group CEO / Chairman of the Executive Board



Eric Amourdedieu

Managing Director / Member of the Executive Board



Martin Gleize

International Director / Member of the Executive Board



Stéphanie Berson

Group CFO / Member of the Executive Board



Jérôme Gabillaud

Sales Director Roche Bobois France

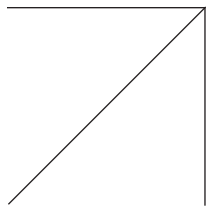


Maxime Bidaud

Group COO

Our values

“Providing our customers with ever more sustainable, creative and customizable products while nurturing balanced, long-term relationships with all players in our ecosystem.”



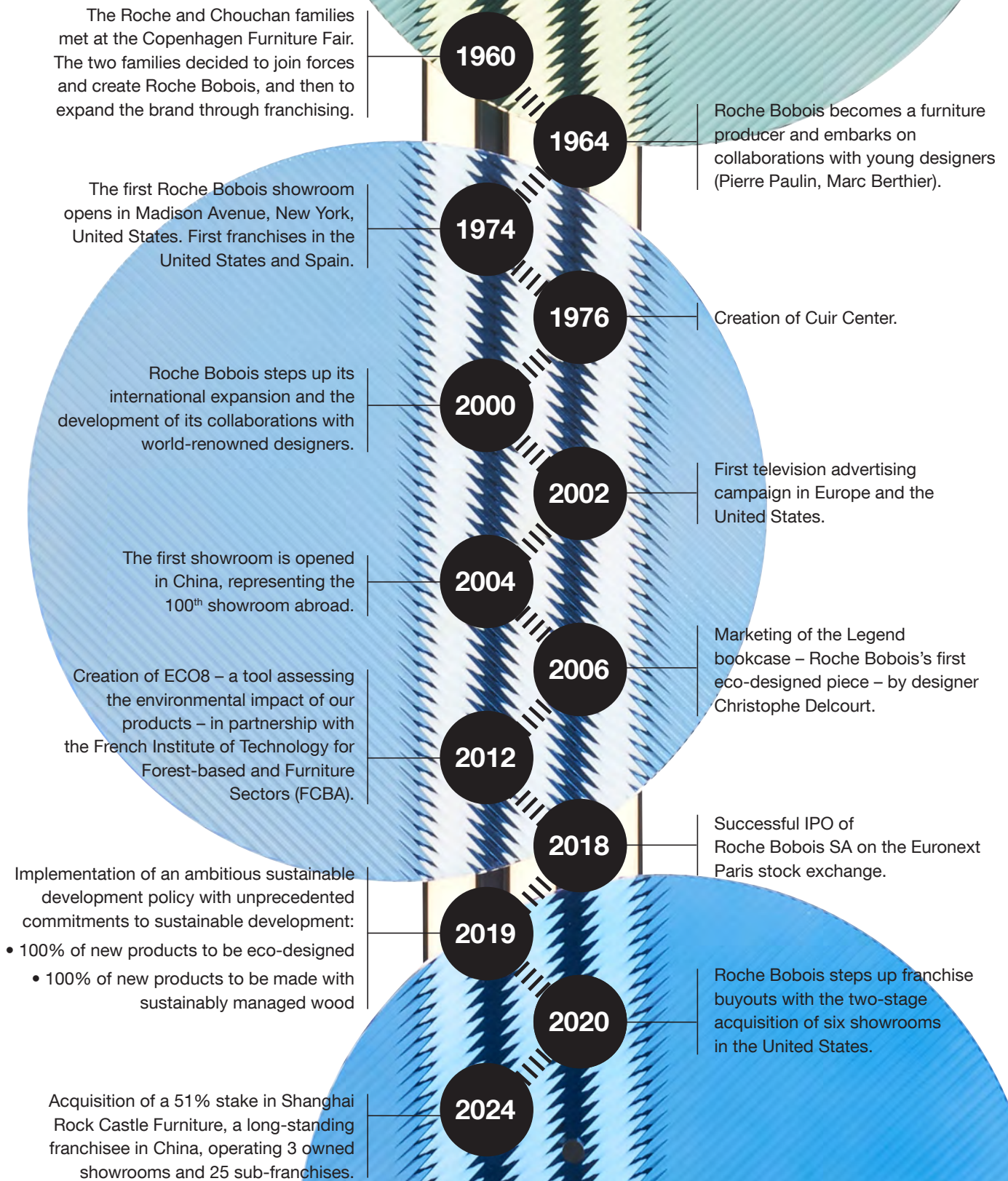
Taking an eclectic approach, breathing lightness into tried and tested designs, playing on elegance in all shapes and sizes, perfecting artisanal craftsmanship without ever restraining it... Elusive yet prominent, French Art de Vivre expresses its many facets through gastronomy, fashion, culture and the decorative arts. Roche Bobois taps into these living, inspiring qualities to enhance an evolving creativity, a design for living, that is both classic and bold: French Art de Vivre by Roche Bobois.

A piece of Roche Bobois furniture is also rooted in sustainability, embracing a mindful approach that respects raw materials and the world in which we live.

Our behavior is driven by a constant determination to do better every day and to continuously explore ways to reduce our environmental impact.



Our history



Highlights in 2025



Increase in equity stake in the Chinese franchisee

Roche Bobois SA has increased its stake in Shanghai Rock Castle Furniture (67%), which operates twenty-seven sub-franchise stores in various medium-sized cities and owns three company-owned stores (one in Beijing and two in Shanghai). As a reminder, Roche Bobois SA signed an agreement in 2024 to gradually increase its equity stake, which will enable it to hold 100% of Shanghai Rock Castle Furniture in the medium term. This acquisition of a majority stake demonstrates Roche Bobois' commitment to accelerating its growth in a high-potential market, while strengthening the management of its international operations.

A Close Connection to the World of Culture and the Arts

The Group maintains close ties with the world of culture and the arts. It regularly participates in and associates its brand with the organization of artistic and cultural events around the world. During Milan Design Week 2025, the Group unveiled an exceptional collection paying tribute to director Pedro Almodóvar, a master of color and visual storytelling, as well as an exclusive capsule collection designed by his muse and collaborator Rossy de Palma. This momentum continued throughout the year, notably with the design of the Business Lounge at the Genoa Boat Show and the organization of an exclusive event in partnership with *Modern Luxury Interiors*, as part of Art Basel Miami, to showcase architect and designer David Rockwell's Dream collection.

Continued Expansion of the Store Network

In 2025, the Group continued to develop and optimize its distribution network, in line with its strategy of qualitative growth. Four company-owned stores were opened, including two Roche Bobois stores in the United States (Austin and Las Vegas), one Roche Bobois store in France (Herblay), and one Cuir Center store in Cannes-Mandelieu. At the same time, three stores were closed, reflecting active management of the store portfolio and a commitment to adapting the network to market changes. Franchise expansion also continued with the opening of new Roche Bobois stores in China (Nanchang), India (Hyderabad), and Japan (Osaka), as well as two Cuir Center stores in France (Béziers and Strasbourg).

A non-financial rating among the highest standards

In 2025, the Group once again achieved a Silver rating from Ethifinance, a leading non-financial rating agency, with a score of 71/100 — an increase of more than ten points compared to the 2024 Ethifinance ESG Ratings and above the benchmark.

Iconic pieces / our products



Roche Bobois markets iconic pieces – some of them for several decades now – and other bestsellers that have secured the brand's longevity.

Created in 2014 by French designer Sacha Lakic, the Bubble sofa is one such iconic design by the Roche Bobois brand. Its design required the development of specific stretch fabrics to perfectly envelop its rounded shape. Its unique style has made it one of the Group's best-sellers over time.



1971 Mah Jong
Designed by Hans Hopfer



2006 Legend
Designed by Christophe Delcourt



2011 Ava
Designed by Song Wen Zhong



2013 Ora Ito
Designed by Ora Ito



2014 Bubble
Designed by Sacha Lakic



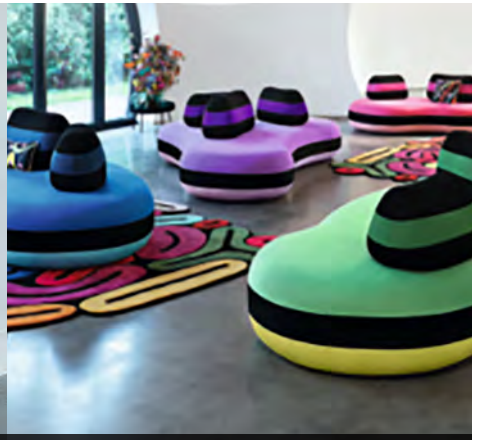
2017 Zephyrus
Designed by Giacomo Garziano



2018 Montgolfière
Designed by Marcel Wanders



2019 Primordial
Designed by Raphael Navot



2020 Bombom
Designed by Joana Vasconcelos



2021 Pulp
Designed by Eugeni Quitllet



2023 Palatine
Designed by Christophe Delcourt



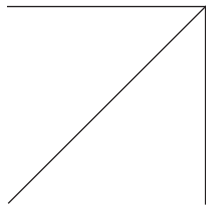
2025 Pedro Almodóvar
Designed by Pedro Almodóvar

Since it was launched, the Mah Jong sofa designed by Hans Hopper and marketed as of 1971 regularly features among Roche Bobois's bestsellers. It has been revisited on several occasions by couture houses, such as Jean-Paul Gaultier, Missoni and Kenzo Takada.

Other iconic pieces also contribute to the Roche Bobois brand's global reputation. The Ora Ito table, instantly recognizable by its circular, three-legged base, received the "Best of the Best" Red Dot Design Award in 2014 – one of the most prestigious distinctions in the world of design. We can also single out the Legend bookcase by Christophe Delcourt (2006), the sculptural unit Zephyrus by Giacomo Garziano (2017), the Pulp table by Eugeni Quitllet (2021) and the Bombom sofa by Joana Vasconcelos (2020 and 2022).

In 2025, Roche Bobois made its mark at Milan Design Week through a major artistic collaboration with filmmaker Pedro Almodóvar, resulting in an iconic collection that celebrates his distinctive visual universe. True to the filmmaker's aesthetic—renowned for its bold use of color and strong sense of storytelling—this collection revisits some of the brand's most iconic pieces, including the Lounge sofa, reissued in a limited edition as a true graphic work, and the Bubble sofa, reinterpreted in technicolor to mark its 10th anniversary. This fusion of design and cinema is further enriched by the participation of Rossy de Palma through an exclusive capsule, adding an additional expressive and artistic dimension.

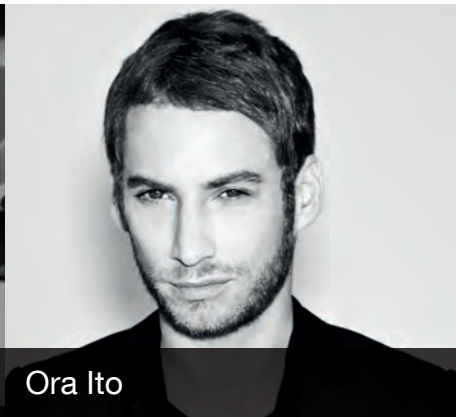
Designers



Roche Bobois designs spring from partnerships with some 50 talented designers, many of whom are internationally renowned, thus perpetuating the brand's desirability. At the same time, Roche Bobois strives to promote upcoming talent identified through design competitions or collaborations with the most prestigious design schools in France and abroad.



Sacha Lakic



Ora Ito



Marcel Wanders



Christophe Delcourt



Bruno Moinard



Bina Baitel



Joana Vasconcelos



Fabrice Berrux



Pedro Almodóvar



Patrick Norguet



Roberto Tapinassi
and Maurizio Manzoni



Stephen Burks



Philippe Bouix



Jiang Qiong Er



Kenzo Takada



Eugeni Quitllet



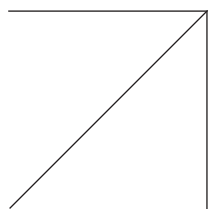
Jean-Paul Gaultier



Raphaël Navot



Showcasing sustainable French Art de Vivre



20	Our sustainable development strategy
22	People
30	Products
40	Distribution
50	Ethics
52	Methodology note

Sustainable French Art de Vivre

Our sustainable development strategy



We have grouped the top 10 sustainable development challenges into three strategic areas:

- **People:** Building on our human capital
- **Products:** Developing new generations of sustainable products
- **Distribution:** Improving and decarbonizing the environmental impact of our supply chain
- **Ethics:** Leading all our operations with the utmost integrity.



People

Building on our human capital

- 1 Making sustainable development a part of the corporate strategy and culture
- 2 Health, safety and well-being at work
- 3 Skills development and career management

Products

Developing new generations of sustainable products

- 4 Product eco-design
- 5 Sustainable sourcing and procurement
- 6 High-quality products and services
- 7 An innovative business model

Distribution

Improving the environmental impact of our distribution

- 8 Sustainable infrastructure, logistics and transport
- 9 Impact on animal welfare and biodiversity
- 10 Waste management

Ethics

Building on our human capital



Roche Bobois's wealth is built on the talent of the women and men comprising the Group. As such, human capital lies at the heart of its sustainable development strategy.

With this in mind, Roche Bobois is committed to investing in a sustainable and responsible relationship with its co-workers, and to:

- **Providing** a safe and healthy work environment for all, conducive to a good work-life balance,
- **Investing** in the development of talented individuals to prepare for the future,
- **Rewarding** loyalty to the company,
- **Sharing** the sustainable development project and the company's values with everyone, internally and externally, to encourage their commitment.

In 2025

Diversity



46.0%
women in
key positions

43
women among
the 100 highest
earners

Social protection



100%
of employees
covered by social
protection

Training



12,700
hours of training

86.7%
workforce training rate

Internal promotions



60.1%
of showroom directors
promoted in-house

6.1%
of employees benefited
from career development
during the year

People











Our 2028 sustainable development targets and contributions to the SDGs

1 Make sustainable development a part of the company strategy and culture





















Target		Contribution to the SDGs	Performance 2025	Progress
Achieve greater representation of sustainable development in Governance	Create a Sustainable Development (SD) Committee responsible for steering and monitoring actions within the Group		Ongoing	
	Appoint a Sustainable Development Officer within the ExCo		Ongoing	
Integrate SD criteria into the remuneration policy	Index a substantial share of the variable portion of Group executives' remuneration to the achievement of sustainable development criteria in their remit		Completed	
Make the SD strategy and targets more visible	Make our suppliers and franchisees a part of the sustainable development approach through awareness-raising actions and by encouraging best practices		Ongoing	
	Build a network of sustainable development ambassadors in the Group		Ongoing	
	Raise employee awareness through dedicated workshops and training courses		Ongoing	

2 Health, safety and well-being at work

Target		Contribution to the SDGs	Performance 2025	Progress
Foster work-life balance and well-being at work	Obtain leading CSR certification		Ongoing	
	Create a week dedicated to quality of work life (France)		Ongoing	
	Encourage employees to donate their time or skills		Ongoing	
	Provide psychological support to employees		Ongoing	
Guarantee health and safety	Structure and strengthen the Group's health and safety approach		Ongoing	
	Carry out disease prevention actions, including for diseases not directly linked to work		Ongoing	

Target	Contribution to the SDGs	Performance 2025	Progress
Promote diversity and inclusion	50% women in key positions by 2028	 46%	
	50 women among the 100 highest earners by 2028	 43	
	Promote the employment of people with disabilities	  Ongoing	
	Sign the standards of conduct against workplace discrimination of the LGBTI+ community	  To be implemented	

3 Skills development and career management

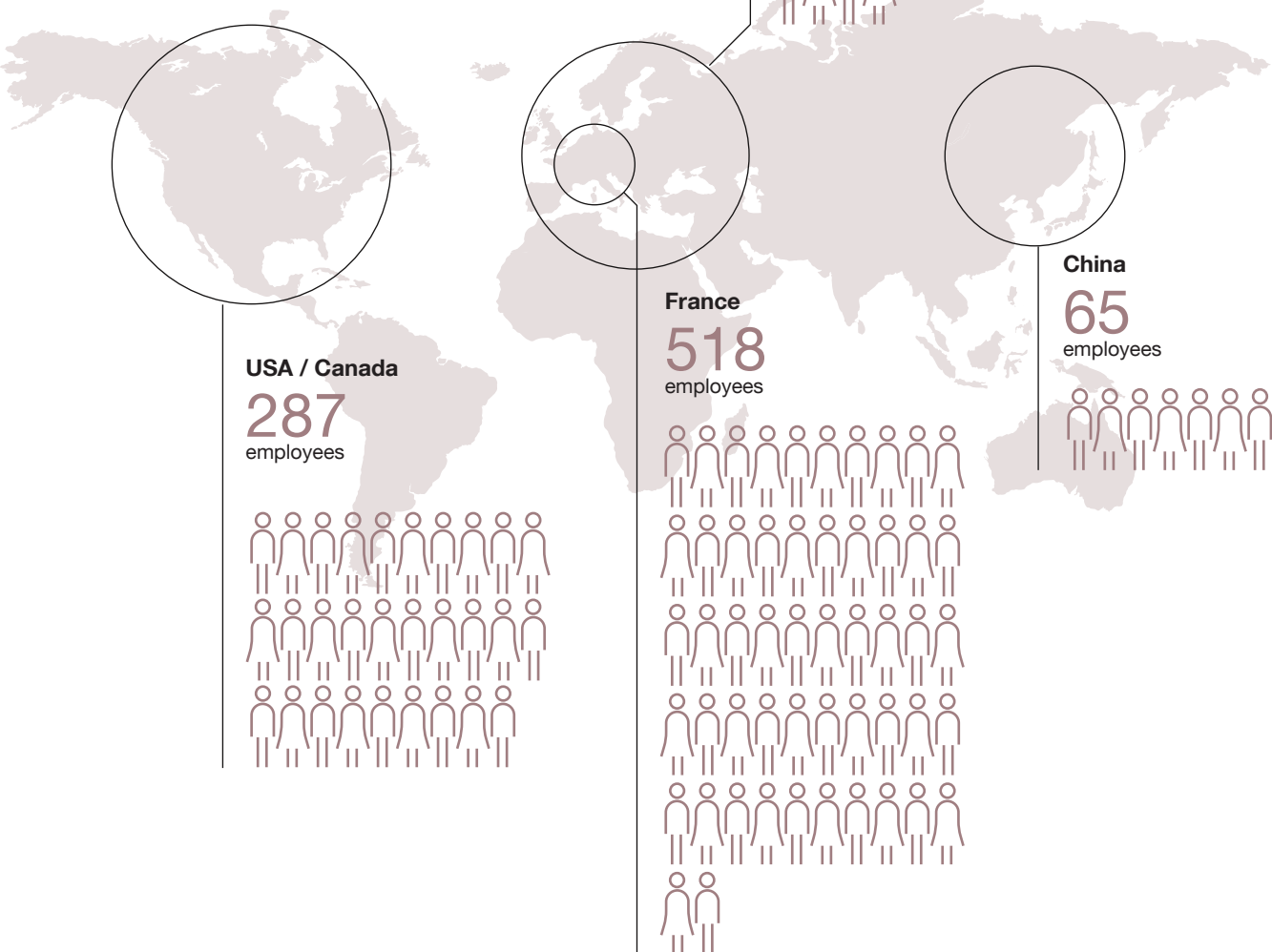
Target	Contribution to the SDGs	Performance 2025	Progress
Provide high-quality continuous training to all employees	95% workforce training rate by 2028	 87%	
	Impart know-how by letting business experts train young employees	 Ongoing	
	Continuously train sales teams on new products	 67%	
	100% of employees sensitized to biodiversity by 2028	 To be implemented	
Foster internal promotions	10% of employees to have furthered their careers and/or be promoted internally by 2028	 6%	
	>60% of showroom directors to have been promoted internally by 2028	 60.1%	
	Develop a “Showroom director” career path	 To be implemented	
Prepare for the future	Set up a talent pool and identify high-potential candidates	  To be implemented	
	Encourage the hiring of work-study students and apprentices	  Ongoing	

People

Main social indicators in 2025*

Workforce by region

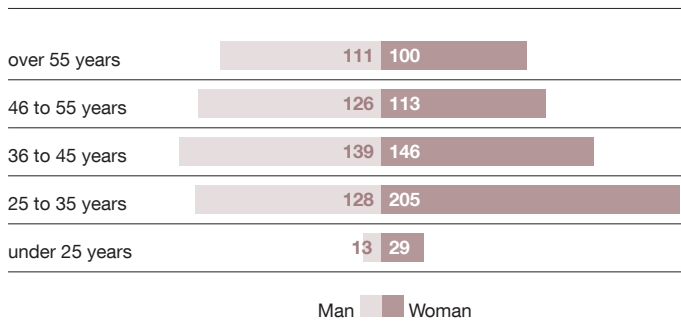
1,112
employees around the world



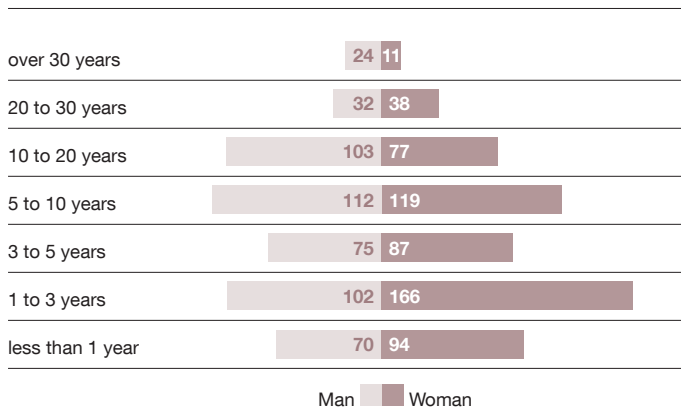
* All the social indicators reported concern the Group's scope of consolidation and exclude corporate officers.



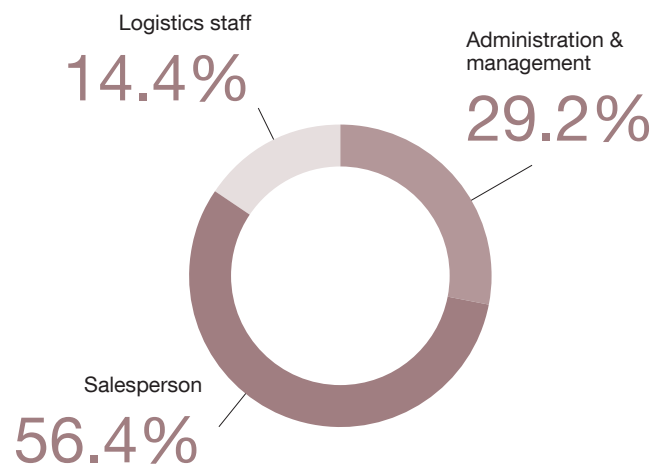
Workforce by age



Workforce by seniority



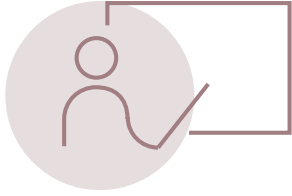
Workforce by business sector



Overall, the social indicators recorded show:

- a decline in the Group’s workforce: 1,112 FTE (-3.3% compared to 2024), primarily in the United States (-31 FTE) due to the contraction in the Group’s business compared to the previous fiscal year and the greater flexibility of the U.S. labor market,
- the Group’s strong internationalization, with 53% of employees working outside of France,
- a drive to recruit more women (predominance of women below average age and average seniority), with 53.4% women,
- mainly long-term employment, with over 94% of contracts being open-ended,
- a high proportion of sales teams (56.4%) in the workforce, aligned with the Group’s business,
- and a company in which many employees build lasting careers (nearly 25% have more than 10 years’ seniority), favoring both the employment of seniors (29.5% of the workforce are over 50) and the integration of young people (18.2% are under 30).

People



A few figures on talent development in 2025

12,700
hours of training

86.7%
rate of training

9.7 hours
of training on average
per employee

€709k
Training budget

Group scope.



Gender equality in 2025

53.4%
women in
the workforce

46.0%
women managers

13.8%
Gender pay gap

43
women among the
100 highest earners

Group scope.

Obtaining and developing key skills for current and future needs

In a bid to increase its co-workers' employability and career development through capacity-building and skills development, the Group has developed a personalized training approach with a combination of digital and face-to-face training courses based:

- developing virtual classroom sessions using remote communication tools,
- providing an online learning platform called "myLearning", which is also available to franchisees and which offers several training courses:
 - Manager course,
 - Salesperson/design consultant course,
 - Course on integrating new employees,
 - Course on personal development: leadership, change management, agility, etc.

On the back of this momentum, 86.7% of the workforce was trained in the 2025 financial year. This performance is owed to a considerable increase in resources dedicated to training, (+33%) since 2021.

Fostering employee commitment and motivation

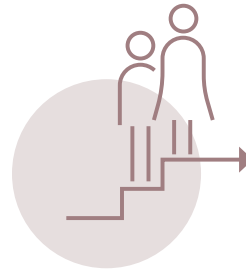
The Group's social policy centers in particular on the commitment and motivation of employees, which affects their well-being at work and, ultimately, the company's economic performance. Accordingly, the company takes great pains to ensure equal treatment for its employees and undertakes to combat all forms of discrimination and to promote diversity. In particular, the Group employs as many women as men, 46.0% of its senior executives are women (a steady increase since 2018) and the pay gap amounted to 13.8% in 2025. These marked improvements reflect the Group's actions to promote a better gender balance within the company, such as:

- Paying special attention to executive recruitment and internal promotion efforts in order to encourage the hiring or promotion of women. It is noteworthy that nearly 60.1% of showroom directors at end-2025 were promoted internally.
- Carrying out symbolic actions, such as renewing our commitment to the UN Women's Empowerment Principles (WEPs).

The remuneration policy not only provides for average salaries positioned well above the national average, but also includes profit-sharing agreements for some French employees. To build loyalty and reward its employees while involving them in the company’s goals, the Group has also formalized several free share allocation plans (AGA) for them since 2020, worth almost 5.6 million euros.

Lastly, to promote a better work-life balance for its employees, the Group has adopted flexible working time policies and has Internal promotions in 2024 published a remote working charter with detailed information on this type of arrangement. All employees are also entitled to at least one month of family leave: maternity leave, paternity leave, parental leave or carer leave.

Roche Bobois is clearly determined to cultivate a company culture based on trust and mutual respect, where each person feels valued, rewarded and encouraged to give their best.



Internal promotions in 2025

60.1%
of showroom directors
were promoted in-house

Group scope.

6.1%
of employees benefited from
career development during
the year

Guaranteeing workplace health and safety

One of the Group’s priorities is to maintain a safe and healthy work environment for all its employees. The Group strives to maintain an excellent level of health and safety at work by providing training and awareness-raising on occupational hazards. In 2025, all of its employees are covered by its health and safety management system. Workplace accidents, of which 22 were reported in 2025, primarily involved the Group’s logistics staff engaged in handling and delivery activities at entities that have not outsourced these operations. The Group carries out specific awareness-raising and prevention initiatives at its distribution centers to safeguard the health and safety of its logistics staff.



Absenteeism rate in 2025

1.6%
Absenteeism rate
(for all absences)

Group scope (excl. USA and United Kingdom).

Developing new generations of sustainable products



More than three quarters of the environmental impact generated by the Roche Bobois Group's direct and indirect activities are related to the products it markets.

As such, Roche Bobois's environmental strategy is focused on providing high-quality products and sharply reducing their impact on the planet. To that end, the Group has set itself ambitions and targets that are unequaled in our sector.

More specifically, Roche Bobois undertakes to:

- **Continuously seek out** the best-quality materials: sustainable, renewable, and having secured the best environmental certifications at an international level.
- **Control** its entire value chain to guarantee product traceability and provide clear, transparent information to its customers.
- **Maintain** sound, enduring partnerships with its suppliers.

In 2025

Eco-design



97%

of new Roche Bobois products were eco-designed



93%

of new Roche Bobois products used certified wood



98%

of packaging recyclable, compostable or reusable

Quality



4.8/5

average rating on main customer review platforms in France





















98%

compliance rate following audits on chemical substances related to leather tanning

Products

Our 2028 sustainable development targets and contributions to the SDGs






4 Product eco-design

Target		Contribution to the SDGs	Performance in 2025	Progress
Develop sustainable material supply chains	100% of new products to be eco-designed by 2025	 	97%	
	95% sustainable wood purchases for new Roche Bobois products by 2028 (target revised in 2024)	 	93%	
	90% of new seat and sofa upholstery options to have leading international certification by 2028	 	73%	
Decarbonize our packaging	Halve the use of virgin plastic from fossil sources (or with no bio-sourced component) in primary packaging by 2028 compared with 2024	 	-9%	
	≥70% of recycled materials in packaging by 2028	 	44%	
	100% of packaging to be recyclable, compostable or reusable by 2028	 	98%	





5 Sustainable sourcing and procurement

Target		Contribution to the SDGs	Performance in 2025	Progress
Transparency and traceability of raw materials	100% of strategic supply chains (leather, wood, glass, marble and feathers) to be traceable and to have a dedicated traceability system by 2028	 	87% Wood only	
	100% of strategic products to have a traceability label by 2026	 	24%	
Factor social and environmental criteria into the choice of suppliers	100% of new product suppliers to adopt the Group's Supplier Ethics Charter	 	100%	
	100% of strategic suppliers to be supported in an improvement process by 2028	 	67%	
	75% of strategic suppliers to have obtained benchmark international certifications	 	67%	

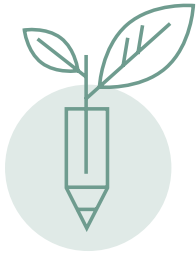
6 High-quality products and services

Target		Contribution to the SDGs	Performance in 2025	Progress
Continuously improve the quality of our products	100% of strategic Roche Bobois products to comply with “Strengthened Group quality” specifications by 2028	 	Ongoing	
Constantly improve our customers’ satisfaction	Routinely measure customer satisfaction across all geographic areas, including after resolution of an after-sales claim		68% of revenue	
	Maintain a rating of $\geq 4.7/5$ on average per major customer review platform in France by 2028 (TrustPilot, AvisVérifiés, CustPlace)		4.8	

7 Business model innovation

Target		Contribution to the SDGs	Performance 2025	Progress
Promote deals to repair products	Tell our customers about the services offered by repair funds in France		Completed	
Promote second-life solutions for products	Encourage the donation of unsold products at Group level		Ongoing	
	Study the feasibility of an “Outlet” marketing proposal for unsold and/or second-hand products		Ongoing	

Products



Product eco-design at Roche Bobois

As part of its commitment to a practical, ambitious environmental policy, the Roche Bobois Group has made product eco-design a central part of its actions. In this respect, it seeks to achieve a number of goals and ambitions that are unparalleled by other industry players.

Since 2006, along with all players in its product development and manufacturing chain, it has thus embraced a collaborative approach to eco-design.

Since 2013, the Group has been using an in-house methodology, developed in collaboration with the French Institute of Technology for Forest-based and Furniture Sectors (FCBA): the ECO8 tool assesses the degree of a product's eco-design by analyzing eight criteria based on the four stages of its life cycle:

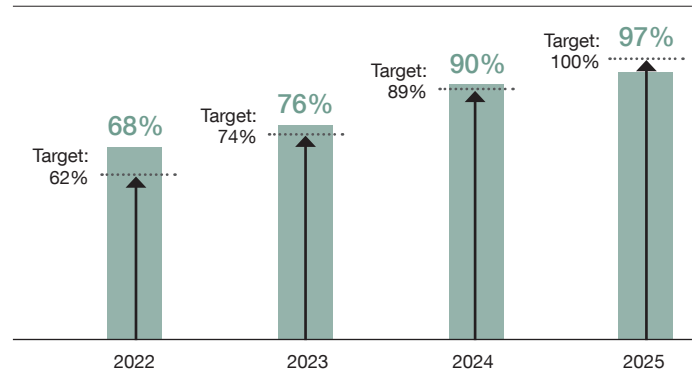
- The materials used: sustainable, recyclable, recycled
- The manufacturing: finish with or without solvents, glued or assembled
- The use: ease of cleaning and repair, possibility of replacing a component
- End-of-life management/recyclability: amount and separability of materials.

Based on the technical data collected from suppliers, a score of 1 to 4 is allocated to each product.

Those that score 3 or higher are considered eco-designed and identified as such on the website and in the collection catalogs by the logo shown below.



% of new Roche Bobois products that are eco-designed



Roche Bobois brand scope.

In 2019, the Group undertook to market 100% of its new products as eco-designed by 2025, with a trajectory target of +20% per year. This highly ambitious target was achieved through collaborative work by the Group and its manufacturers, which has given rise to a greater awareness of and commitment to environmental issues, reflected in a growing number of eco-designed products.

This initiative was rewarded with a finalist position in the Environmental Protection category at the annual SDG (Sustainable Development Goals) Awards ceremony, held in Paris on September 25, 2023. It also won the CSR award in Paris on 18 November 2024, granted by the French National Confederation for Home Equipment (CNEF) and AG2R LA MONDIALE Group, a long-standing partner of the CNEF.



Sustainable management of wood

Wood is essential to the Roche Bobois collection. As part of minimizing its impact on the world’s forests, the Group strives to manufacture its products with materials sourced from sustainably managed forests as a priority.

This means the Group gives preference to products certified by the two leading bodies in this area: FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification). FSC in particular is an ecolabel committed to environmental issues (protecting forests and biodiversity) along with social and societal concerns (human rights, impacts on communities, sustainable supply chain) and governance (transparency and monitoring).

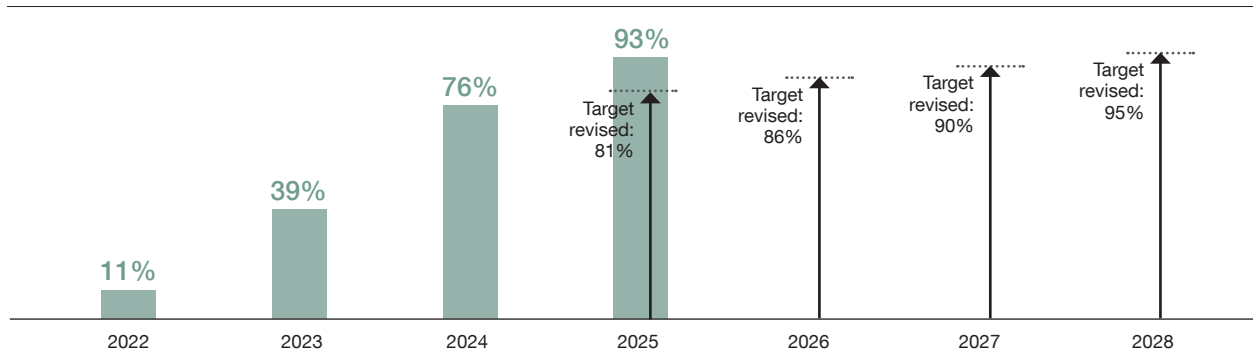
As such, the Group is a member of FSC France and FSC International, and holds a promotional license to show this commitment to its customers, prospects and partners across all its countries of operation.

In 2019, the Group committed to making the use of certified wood from sustainable sources (FSC/PEFC, or recycled) standard across all new Roche Bobois products by 2025, following a trajectory of a 20% annual increase.



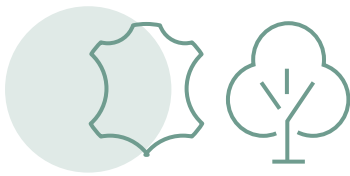
However, achieving the interim targets was complicated by supply chain challenges faced by suppliers, particularly for particleboard, due to the need to obtain multiple certifications (for example, FSC/PEFC and CARB P2, which corresponds to another Group commitment). In 2025, the proportion of certified wood in new products reached 92.6%, a remarkable result that demonstrates the effectiveness of the support initiatives implemented with suppliers. However, the Group remains committed to the widespread—or near-widespread—use of sustainable wood in its new products; it has therefore decided to postpone the achievement of this goal to 2028, following a linear trajectory.

% of new Roche Bobois products using FSC- or PEFC-certified wood



Roche Bobois brand scope.

Products



Environmental certification for upholstery

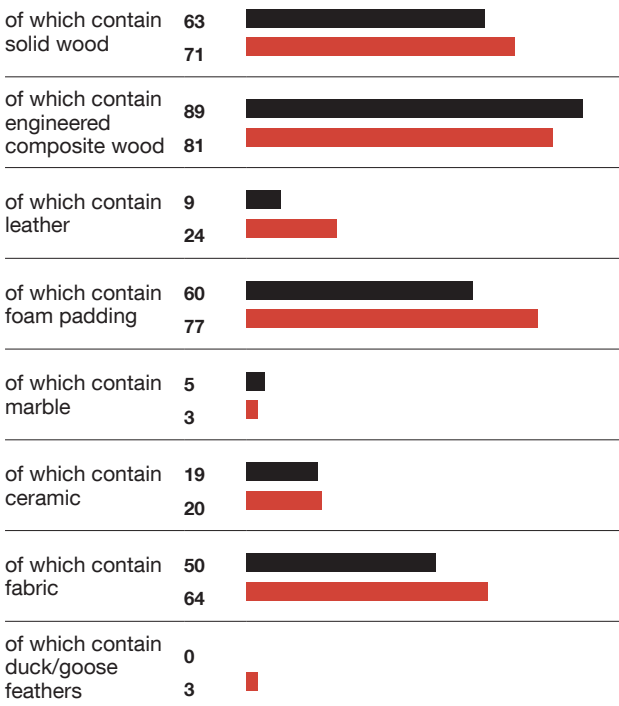
The Group is also committed to using sustainable upholstery in its seats and sofas, which are produced mainly in a range of fabrics and leathers. It aims to ensure that 90% of its new seat and sofa upholstery options have leading international certification by 2028. In 2025, this already applies to 73% of new upholstery options, representing an increase of 13 percentage points compared with 2024.

73% of new upholstery options benefit from a leading environmental certification

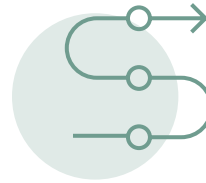
Composition of new products in 2025

147
new Roche Bobois products

120
new Cuir Center products



■ Roche Bobois
■ Cuir Center



Traceability

The Group guarantees clear, transparent communication on the products and services it sells to customers, across all channels. This information must remain available throughout the product or service life cycle.

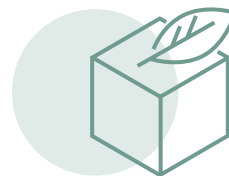
Moreover, the Group undertakes to establish traceability systems throughout its value chain to ensure the sustainable sourcing and environment-friendly properties of all materials used in its products.

Traceability of materials in 2025

87% of its wood is traceable, with a target of 100% in 2028

24% of strategic products have a traceability label, with a target of 100% in 2028

Group scope.



Decarbonize our packaging

In partnership with the French Institute of Technology for Forest-based and Furniture Sectors (FCBA), the Group has launched a program to reduce the plastic components used in the packaging of its products.

It offers suppliers alternatives, notably based on organic compounds, to replace plastic film, polystyrene and polyethylene foam as a priority. At the same time, the Group is looking into creating new, reusable packaging components in order to limit the consumption of resources.

Decarbonization of packaging in 2025

97.8% of packaging was recyclable, compostable or reusable

-9% of fossil-based virgin plastic was used in packaging (target of -50% by 2028)

Group scope.



Building mutual trust with partners

The Group’s relationships with its partners – manufacturers, suppliers, designers and franchisees – are crucial for the design, production and distribution of its original collections. Roche Bobois’s approach centers on moving forward together by building long-term relationships and nurturing partnerships that combine sustainability and creativity.

Suppliers and designers

Roche Bobois brand suppliers are located in Europe (mainly France, Italy and Portugal), while Cuir Center products are made in Asia and Europe. The raw materials (leather, wood, etc.) used to make these products can be sourced from anywhere in the world, however.

The Group aims to guide its suppliers and designers with respect to sustainable development issues and to help advance their performance in this area in the coming years. To that end, since 2020 the Group requires them to sign its Corporate and Ethics Responsibility Charter for Partners prior to entering into any contractual relationship. This charter covers issues related to the environment, labor law, human rights, children’s rights, and corruption. It also provides that Roche Bobois may conduct (or contract an external party

to conduct) audits aimed at identifying non-compliance with its requirements in order to pinpoint areas for improvement together. The goal is also to impel Group suppliers who have not yet done so to obtain certification according to international quality and environmental performance standards, in particular ISO 14001 for environmental performance management and ISO 9001 for quality management.

Franchisees

From the outset, the Group has developed a wide network of franchise showrooms, particularly in new markets, relying on franchisees’ knowledge of the local market. It nurtures lasting relationships with them built on mutual trust. Having long-standing franchisees is aligned with Roche Bobois’s vision of sustainability and its wish to establish balanced relationships. The result is a very low franchisee turnover rate, which the Group hopes to maintain.

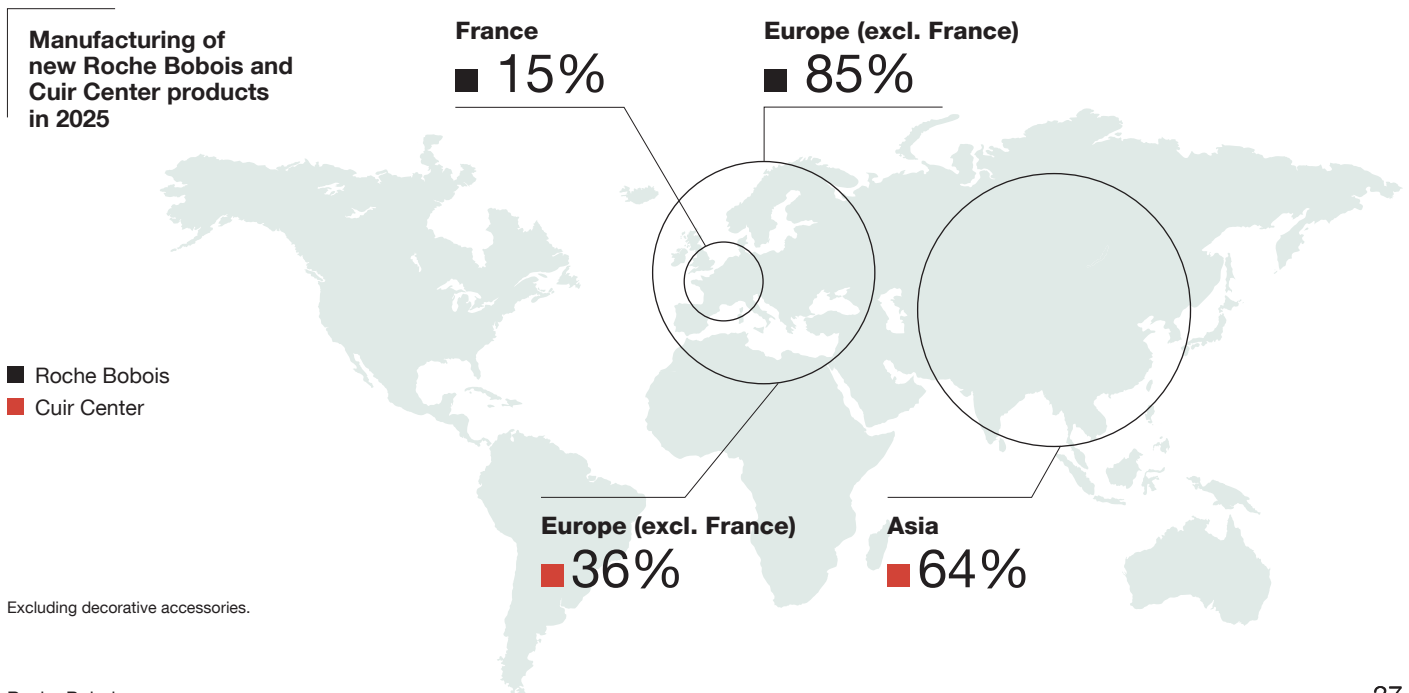
At the end of 2025, 97% of French franchise showrooms for the Roche Bobois brand were operated by franchisees who had been with the network for more than 10 years at the time, reflecting this stability.

Franchisee length of service in 2025

97%
of franchisees with a length of service exceeding 10 years in France

88%
of franchisees with a length of service exceeding 3 years worldwide

189
franchise showrooms at end-2025



Products



High-quality products and services

The Group constantly carries out rigorous regulatory oversight and collects the most up-to-date technical data on its products to monitor and improve them, with a view to preparing for the most stringent legislation and offering the highest possible quality to its customers.

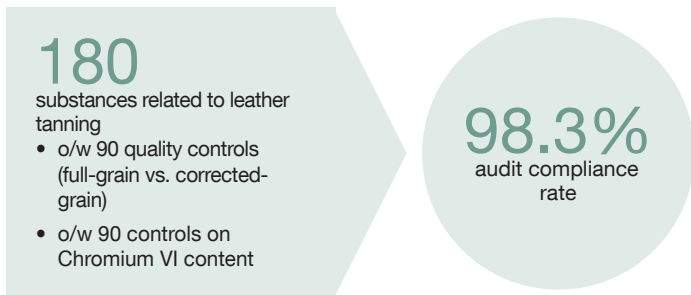
Every year, the Roche Bobois Group further develops its supplier specifications in order to gather a greater variety of technical data (e.g. on the type of glue used) and to plan for the reduction of specific substances in its products over and above the REACH regulation governing the manufacture, import and use of substances in Europe.

To ensure compliance with its specifications, the Group contracts independent laboratories to carry out test campaigns directly on its products and inventories in showrooms or warehouses, according to a schedule prepared in-house.

Leather audits

In 2025, 180 tests were conducted on leather – an essential raw material used in many of the Group’s products – assessing the type of hide (full-grain, corrected-grain) and the level of undesirable substances (such as chromium VI, a potential allergen). The Group is adapting its testing to consider changes in customer demand and the continuing decline in demand for leather upholstery.

Any product identified as non-compliant is routinely removed from sales channels in order to find the source and establish a lasting solution in partnership with suppliers.

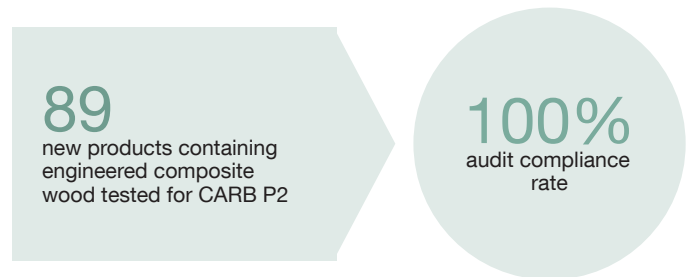


France scope.

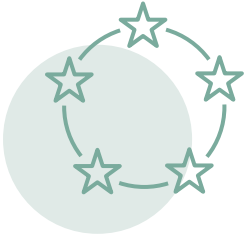
CARB P2 regulation

At the same time, since 2018 the Group has been implementing the CARB P2 regulation, which sets maximum formaldehyde emission levels throughout the United States. This substance is found in the composite wood (particleboard, MDF, plywood) making up part of a finished product. The limits prescribed by CARB P2 are more stringent than those currently applicable in Europe (E1 standard).

In 2025 as in previous financial years (and even though regulations do not yet require it in most countries), all relevant new products by the Roche Bobois brand complied with CARB P2, in line with the target set. The Group intends to maintain this compliance rate at 100% in the future.



Roche Bobois brand scope.



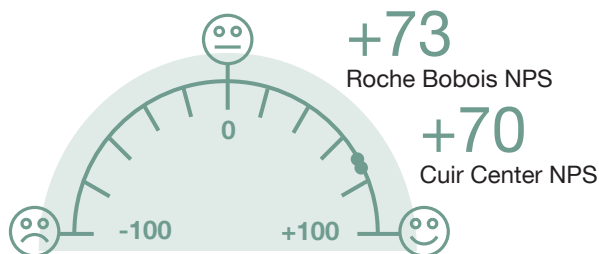
Customer satisfaction monitoring

Customer satisfaction is a key concern for each Group employee. The customer service department thus works to standardize and continuously improve the customer experience in showrooms, acting as an interface between customers, showrooms and suppliers for the benefit of both the Roche Bobois and Cuir Center brands. An app dedicated to product quality (MyQuality) is available to all Roche Bobois brand showrooms (directly-operated stores and franchises) around the world to report any incidents regarding product quality. By centralizing such feedback, we are able to quickly identify any source of quality shortfalls and to immediately take appropriate corrective measures with respect to manufacturers.

In order to measure and monitor customer satisfaction, the Group uses the Net Promoter Score (NPS), a benchmark index ranging from -100 to +100 and widely used internationally, which is assessed based on a customer's likelihood to recommend the Roche Bobois brand.

The total score is based on a scope covering two-thirds of the Group's consolidated revenue in 2025 (mainly in France and the USA), but will gradually be extended to the entire Group in order to better monitor customer satisfaction. The excellent scores obtained show that most of the Group's customers are extremely satisfied with its brands.

Net Promoter Score (NPS) 2025

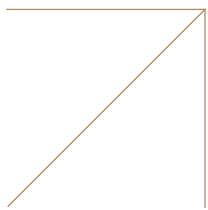


At the same time, the Group regularly conducts customer service quality assessments in showrooms, by way of “mystery shoppers” who focus on specific criteria in order to gain practical knowledge of customer perceptions. In addition, the Group continuously leverages new technologies and 3D capabilities to enhance the customer experience and develop features enabling customers to visualize their future Roche Bobois items in their own interiors: the 20-20 app in showrooms, apps on mobile phones and tablets, and immersive virtual reality are all tools informing the purchase decision. The Group has also developed a “virtual tour” of its showrooms: a dedicated interface, available on the Roche Bobois website for over 100 showrooms worldwide, allows customers to move around inside 3D-modeled showrooms and browse the wide range of living rooms, furniture and decorative accessories at their convenience.

Customer reviews 2025

	Roche Bobois	Cuir Center
TrustPilot	★★★★★ 4.8/5	★★★★★ 4.7/5
Verified reviews	★★★★★ 4.9/5	★★★★★ 4.8/5
CustPlace	★★★★★ 4.9/5	★★★★★ 4.8/5
Average rating	★★★★★ 4.8/5	★★★★★ 4.8/5

Improving and decarbonizing the environmental impact of our supply chain



Roche Bobois's sustainable development strategy addresses the need to reduce the environmental impact of its supply chain, from product transport to point-of-sale operations, in a drive for greater control over processes.

More specifically, Roche Bobois undertakes to:

- **Establish a pathway** for reducing greenhouse gas emissions that is aligned with climate challenges and based on scientific data.
- **Limit waste production**, especially related to packaging, and recover and reuse waste wherever possible.
- **Be mindful** of its impact on biodiversity and animal welfare.

In 2025

Waste recovery



79%
of our sites implement
selective sorting



Portion
of recovered
waste

62%
Waste
recovered

Infrastructure





















98
sites switched
to green electricity
in 2025



99
KWh/m²/year
average energy intensity
of our points of sale, target
of below 100 KWh/m²/year












Our 2028 sustainable development targets and contributions to the SDGs

8 Sustainable infrastructure, logistics and transport







Target		Contribution to the SDGs	Performance in 2025	Progress
Banish fossil fuels from our energy consumption	Supply our sites with renewable energies wherever possible and achieve 55% renewable energies by 2028		38%	
	Achieve energy self-sufficiency at 1 site minimum through solar power by 2028		To be implemented	
Promote energy efficiency at our points of sale	Reduce the average energy intensity of our points of sale to below 100 kWh/m ² /year by 2028	 	99.0 KWh/m ² /year	
	Carry out energy efficiency improvements at our points of sale wherever necessary	 	Ongoing	
	Extend energy monitoring tools to all Group sites	 	Extended in France	
Reduce the carbon intensity of our transport network	Measure the GHG ⁽¹⁾ emissions of our downstream transport flows (warehouse to customer)		1,205 tCO ₂ e	
	Develop the use of electric trucks for last-mile deliveries		Testing under way in the Paris region	
	Adopt a soft mobility policy for employee commuting in France		To be implemented	

(1) Greenhouse Gas.

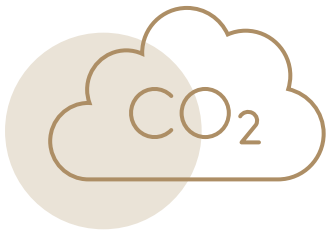
9 Impact on animal welfare and biodiversity

Target		Contribution to the SDGs	Performance in 2025	Progress
Prevent deforestation	95% of wood purchases for new products will be sustainable by 2028 (Target revised in 2024)	 	93%	
Climate action				
	Perform an annual carbon audit for the Group		Carbon assessment of scopes 1, 2 and 3 carried out in 2024 and 2025	
	Set global GHG emission reduction targets		To be implemented	
Protect the living world	For animal-origin materials (leather, feathers, wool), favor certifications with an animal welfare component		Ongoing	
Protection through awareness	100% of employees sensitized to biodiversity by 2028		To be implemented	

10 Waste management

Target		Contribution to the SDGs	Performance in 2025	Progress
Optimize waste management in our infrastructures	100% of our sites to have adopted selective sorting by 2026	 	79%	
	100% of cardboard packaging to be recovered by 2028	 	87%	

Distribution



Main sources of GHG emissions in scopes 1, 2 & 3

As part of spreading its vision of Sustainable French Art de Vivre around the world, the Roche Bobois Group fully intends to play its part in tackling the major environmental challenges facing our planet, including global warming, first and foremost.

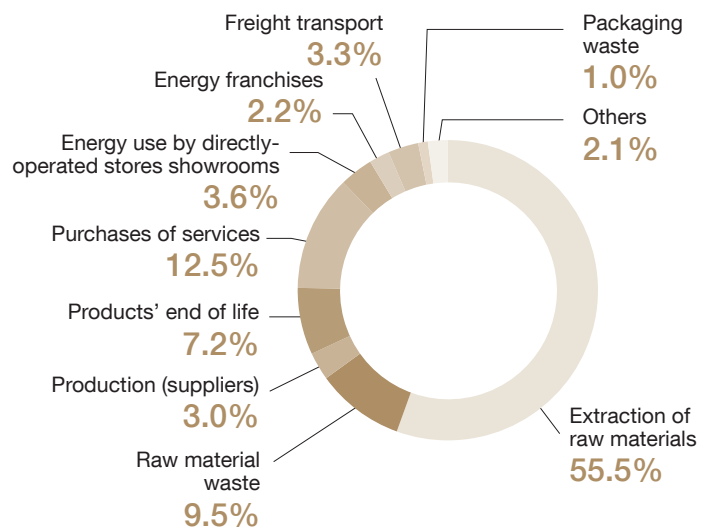
The publication of the Group’s scope 1, scope 2 and scope 3 GHG emissions (direct emissions, indirect emissions related to energy consumption, and indirect emissions related to the value chain, respectively) is intended to provide greater transparency, a better understanding of its carbon footprint, and more detailed information on the emission sources that should be reduced as a priority.

The Group policy for scope 1 and 2 emissions is naturally driven by a dual goal:

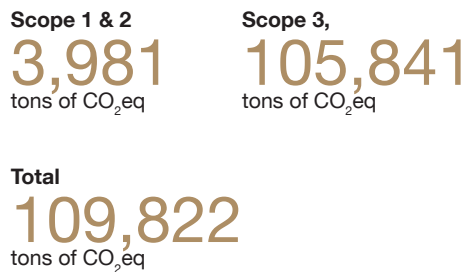
- Increasing energy efficiency to reduce the consumption of its most energy-intensive showrooms
- Promoting the use of sustainable energy sources as alternatives to fossil fuels, such as “green” electricity (solar, wind, hydro, geothermal or biomass) or biogas derived from the decomposition of organic matter and considered environmentally neutral.

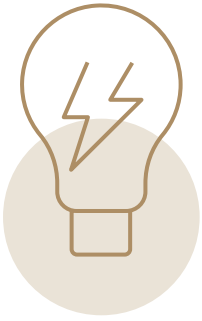
Regarding scope 3, which accounts for the majority of its carbon footprint, the Group is focusing its efforts on continuously improving the eco-design of its products, reducing the environmental impact of the materials used, optimizing logistics, and involving all its partners in a sustainable approach. Through its ECO8 internal environmental assessment tool, developed jointly with the FCBA, Roche Bobois analyzes and improves the life cycle of each product. The Group also encourages its suppliers to adopt low-carbon practices.

% of main sources of GHG emissions in 2025



GHG emission sources in 2025





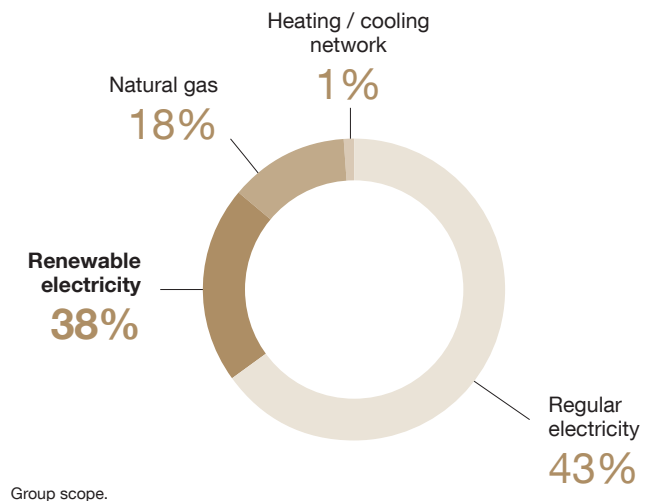
Energy footprint of directly-operated stores

The Group is committed to reducing its energy and carbon footprints through a number of initiatives, including:

- Purchasing energy from renewable sources, in particular when renewing electricity supply contracts, wherever possible.
- Widespread use of LEDs,
- Rolling out smart lights in showrooms,
- Improving energy control by partnering with an energy transition expert in 2019 to automatically collect and centralize load curves from electricity meters at its various sites in France in real time. Collecting this information has made it possible to identify sources of potential savings and to make the necessary adjustments. The gradual roll-out of this approach around the world will generate substantial energy savings.

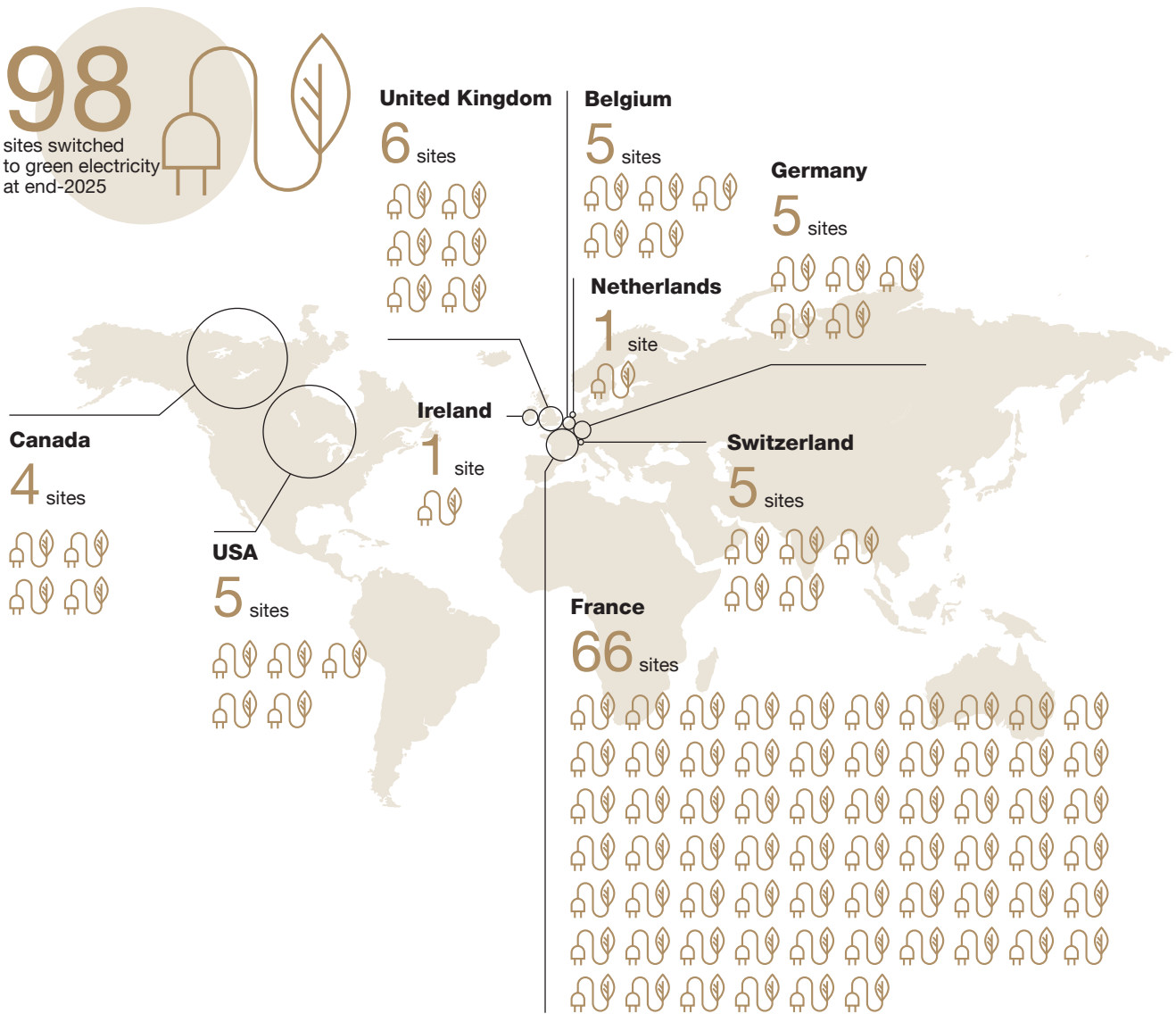
The proportion of renewable energy accounts for 37.7% of total consumption. The Group aims to achieve a proportion of 55% renewable energy by 2028. With this in mind, it took out a five-year financing contract in 2024 worth €36 million to finance its day-to-day needs. The interest rate on this loan is indexed, both upwards and downwards, to the Group's sustainable development performance and the achievement of several criteria, including one relating to increasing the Group's proportion of renewable energy.

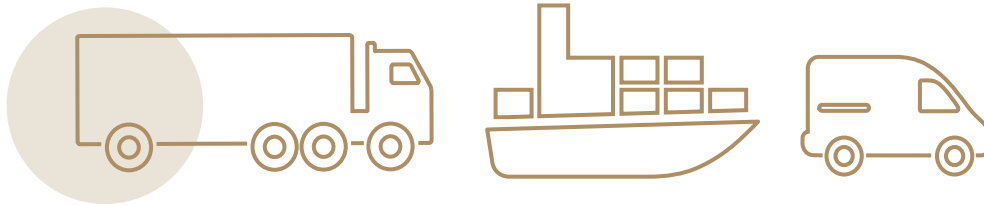
Main sources of energy in 2025



Distribution

Number of sites having switched to green energy at end-2025





Fuel consumption related to road and sea transport

For the Roche Bobois brand in Europe, upstream transport (from the manufacturers to the points of sale) is fully outsourced to three approved road carriers who collect goods from European suppliers and distribute them to the showrooms' warehouses.

Products intended for the rest of the world are shipped by freight forwarders located in France and Italy.

Downstream transport (from showrooms to customers) is managed independently by each showroom via a team of delivery people (employees or service providers).

For the Cuir Center brand, transport is organized and handled entirely by suppliers.

In order to help protect natural resources and combat global warming, the Group is mindful of limiting its road carriers' fuel consumption, which indirectly represents a major source of greenhouse gas (GHG) emissions. Accordingly, the Group has taken measures to ensure more than 98% of vehicles meet the latest EURO VI standard.

In the coming financial years, the Group plans in particular to:

- Test alternative fuels in certain segments
- Extend eco-driving training to all drivers, with a charter signed by all Group carriers
- And, for downstream transport to the end customer, extend the pilot phase initiated in the Paris region with electric trucks to other major urban centers in France and Europe.

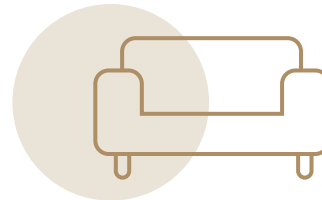
Fuel consumption related to upstream road transport in 2025

10,193
tons of goods carried

1.9
million kilometers traveled

1,672
tons of Scope 3 greenhouse gas emissions

353
trucks, of which 98.6% complied with EURO VI



Product life cycle

As part of its drive for continuous improvement, the Group aims to further increase the life cycle of its products.

To that end, the company:

- Is constantly seeking out the most resistant materials and treatments: high-strength varnish and lacquer, Fenix, Daquacryl,
- Is working with its suppliers to further increase spare parts availability,
- Provides a free quote to all customers interested in repairing their product.

Distribution



Waste and packaging management, circular economy and recycling

As a key player in the circular economy, the Roche Bobois Group views waste management as a major consideration in reducing the environmental footprint of its business.

In this respect, the Group’s efforts span all stages of its products’ life cycle: optimizing/decarbonizing packaging, selective sorting in warehouses, showrooms and offices, and end-of-life furniture recovery and recycling.

Waste collection and sorting

The Group seeks to optimize its waste management as far as possible by installing sorting facilities and coordinating waste collection by specialized service providers.

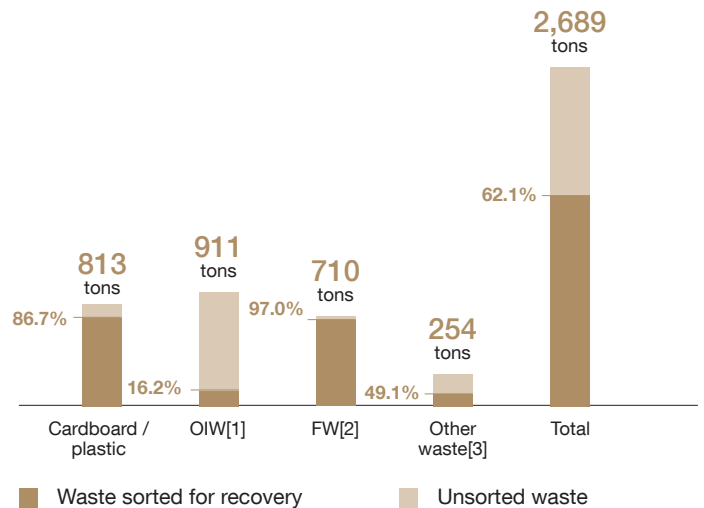
Most of the waste generated by the Group’s activities is related to the packaging of the products it sells: when products are delivered to end customers, this packaging is routinely collected by the delivery service providers and sent to the appropriate local treatment facilities.

Waste indicators in 2025

The Group’s activities generate mainly cardboard and plastic waste, as well as ordinary industrial waste (polystyrene, polyethylene foam, etc.), most of which comes from the packaging of products sold by the Group.

In France, the Group manages its products’ end-of-life stage by offering all its customers a take-back service for

Volume of waste generated and portion of waste recovered in 2025



[1] Ordinary Industrial Waste
 [2] Furniture Waste
 [3] Includes wood, metals, paper
 Group scope.

their old furniture, which can then be recycled through organizations such as EcoMaison for furniture and decorative accessories made of fabric, or ecosystem for lighting (Furniture Waste – FW).

There are major disparities from one country to the next, depending on the various teams’ sorting practices and the maturity of recycling processes available locally (75% sorting in France vs. 43% in North America).

Reduction, reuse and decarbonization of packaging

In partnership with the FCBA⁽¹⁾, the Group has launched a program to reduce the plastic components used in the packaging of its products. It aims to offer suppliers alternatives, notably based on organic compounds, to replace plastic film, polystyrene and polyethylene foam as a priority. At the same time, the Group is looking into creating new, reusable packaging components in order to limit the consumption of resources.

(1) The French Institute of Technology for Forest-based and Furniture Sectors (FCBA).



Employee travel

Business travel makes up a large share of the Group's greenhouse gas emissions. To assess the scope of these emissions, the Group has collected data on the distances traveled during business trips (not including commuting) based on the means of transport:

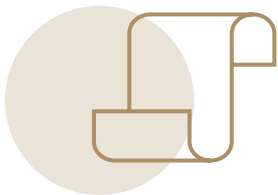
- Airplane: distinguishing between short-haul (< 500 km), medium-haul (500-4,000 km) and long-haul (> 4,000 km) flights,
- Train,
- Car: taxis, rental cars or personal cars.

In the 2025 financial year, cumulative emissions from business travel by Group employees amounted to 739 tons of CO₂eq.

Emissions related to commuting were calculated based on the Group's workforce at 31/12/2025 and the average emission factors for each country. In an effort to reduce the environmental impact of these travel emissions, Roche Bobois plans to adopt a soft mobility policy for its employees in France.

Using recycled materials in products

The Group aims to use recycled materials wherever possible to limit the consumption of natural resources in the product manufacturing process. That is why some of the brand's iconic pieces, like the LOOP and AVA chairs, or certain upholstery options like the GRAIN and REPETTO fabrics, are made from recycled polyester, while the PLEXIWOOD table collection is made from recycled APMM⁽¹⁾.



Marketing publications and paper purchases

The Group is committed to implementing transparent and responsible sourcing processes for its marketing publications (such as catalogs, brochures, mailings and showroom window displays) and office paper, thus promoting sustainable and certified sources.

To reduce the use of resources, the Group has adapted its communications to consumer trends, undertaking extensive efforts to digitalize its marketing communications and reduce the number of printed materials.

(1) Acrylic Poly Methyl Methacrylate, commonly referred to as "Plexiglass".



Business ethics and compliance

Ethics and compliance are core values that underpin all the Roche Bobois Group's activities as part of a continuous improvement process overseen by the Group Compliance department. This department is responsible for implementing procedures to ensure compliance with applicable regulations and standards, while also promoting them to all employees by circulating best practices in this area. At the same time, compliance with laws and Group policies and the proper functioning of processes are governed by rules pertaining to internal control and separation of duties, monitored by periodic internal audits.

● Anti-corruption

The Group Compliance department ensures fair practices and the prevention of corruption risks by implementing systems that meet the requirements of French Law 2016-1691 of December 9, 2016 on transparency, the fight against corruption and the modernization of economic life, known as “Sapin II”.

In particular, the Group’s Code of Ethics sets out the guidelines to be followed and incorporated into each person’s professional activities.

Moreover, the Group has set up a whistleblowing mechanism for all its employees and those working in its value chain, in order to report any breach of its code of ethics and any potential situation involving corruption, conflict of interest, or fraud, in particular.

● Personal data protection

The Group is committed to protecting the personal data it holds, in particular that of its customers, employees, and suppliers.

The Group Compliance department acts as data controller to protect personal data as defined in particular by French laws and the European General Data Protection Regulation 2016/679 (GDPR), which came into force on May 25, 2018.

Regular external audits are carried out at the Group’s request in order to assess GDPR compliance and take corrective measures where necessary.

No legal action relating to the application of the GDPR was taken against the Group in 2025.

● Respecting human rights

The Group is fully committed to respecting fundamental human rights, in accordance with the United Nations Guiding Principles, the standards of the International Labor Organization (ILO), and the international standards of conduct promoted by the UN and the OECD.

This commitment is reflected in the guarantee of decent working conditions for all its employees and partners, and in a rigorous policy on ethics and anti-corruption.

Given the profile of its employees — mostly qualified professionals working in Western Europe and North America — the risk of modern slavery and human trafficking is considered very low. Likewise, product suppliers, who are mainly based in Europe, present limited risks in terms of forced labor and child labor. Regarding the proportion of China-based production for the Cuir Center brand, the Group ensures that specific safeguards are in place to guarantee respect for fundamental rights and decent working conditions throughout the value chain.

● Transparent tax policy

The Roche Bobois Group applies a transparent tax policy regarding all direct and indirect taxes, levies and contributions, based on a cautious interpretation of the various existing tax regulations, and declares that it does not practice tax evasion or use tax optimization mechanisms. The parent company ensures that Group subsidiaries comply with tax laws and regulations, and cooperates constructively and transparently with all tax and public authorities.

● Compliance with competition laws and lobbying

The Roche Bobois Group complies with all national and international regulations aimed at combating anti-competitive practices, whether with respect to suppliers, customers, partners or even competitors. Accordingly, the Group declares that it does not enter into any agreements or concerted practices with other players in its sector, for example to influence the pricing of its products or to share markets or customers. At the same time, in the interests of transparency with regard to lobbying activities, the Group declares that it has not set up a public affairs department or equivalent, and that it does not devote any budget to lobbying expenses in any form whatsoever: gifts, invitations, organization of events for public decision-makers, fees paid to lobbying firms or membership fees paid to professional associations or think tanks.

● Supplier relationship management

The Group nurtures long-standing relationships with its suppliers, which often span several decades and are based on mutual trust and respect, fairness, and transparency. It makes environmental and social criteria a part of the supplier selection process and requires formal adoption of its Ethics and Corporate Responsibility Charter prior to any collaboration. This charter sets out the Group’s minimum requirements in terms of human rights, decent wages, working conditions, health and safety, non-discrimination, anti-harassment and anti-corruption. The Group also supports its suppliers in the continuous improvement of their ethical standards.

Moreover, as stipulated in its business conduct policy, the Group undertakes to pay its suppliers – which are mostly small- and medium-sized businesses – in a timely manner, as agreed by contract or as required by local legislation, where applicable.

Sustainability reporting methodology note

This note aims to explain Roche Bobois's Corporate Social Responsibility (CSR) reporting methodology.

Reporting period

Sustainability indicators are reported for the period from January 1, 2025 to December 31, 2025 (12 months).

Reporting scope

The scope of consolidation used for the sustainability statements is identical to that of the Group's consolidated financial statements, prepared in accordance with IFRS standards. It includes all Group-controlled legal entities.

As an exception, some environmental information also includes data from franchised activities, where relevant (e.g., upstream transport, scope 3 carbon assessment).

Reporting methodology and tool

The information provided in this report was collected from various contributors within the Group and then consolidated by the Sustainable Development team.

Social data

Workforce: the workforce reported is calculated in FTE (Full-Time Equivalent) and reflects the full scope of permanent and non-permanent contracts (excluding skills-acquisition and apprenticeship contracts, interns and temporary staff) working for the Group at December 31, 2025, apart from corporate officers (suspended employment contracts).

Executives/Non-executives: executives in France are defined as those who have the corresponding status within the company, and in other countries, as those who supervise at least 1 person.

Wages: average wage differentials reported include those of the Group's permanent and non-permanent employees (excluding corporate officers), including commissions received but excluding profit-sharing.

Training: the number of training hours reported factors in face-to-face training (including individual coaching) and e-learning attended by employees working for the Group at December 31, 2025.

The training rate is based solely on the number of FTE employees present at December 31, 2025.

Absenteeism: absenteeism data reported take into account hours of absence due to ordinary and occupational illness, as well as workplace accidents. They also include data for employees who left the Group during the financial year, including extras. Absences exceeding three consecutive months and maternity leave are excluded, as are absences due to work-related accidents that occurred in previous financial years.

Hours of absence for executives with no hourly rates were determined as follows: days of absence in working days x 8 hours.

Product data

Number of products: this indicator reflects the number of different seats and furniture items (excluding decorative accessories and variations in dimensions and upholstery) presented at the two internal congresses held in 2025 for the Roche Bobois and Cuir Center brands, which will be added to the collection (minimum % of pre-orders).

Environmental data

Energy footprint of the Group's own sites: electricity consumption data for owned sites (showrooms, warehouses, administrative offices) are consolidated based on available statements. When data are not yet available at closing, extrapolations are made based on previous periods.

Refrigerants: refrigerants (and heating fluids) are a type of gas used in air-conditioning systems and heat pumps to produce a heating or cooling effect. As powerful greenhouse gases that contribute to climate change, they have a very high environmental impact. Refrigerants added initially upon installing new equipment are not included in the report. Refrigerant leaks for sites with air-conditioning equipment but which have no available data were estimated by extrapolating the average values recorded for other sites, according to their floor area. This estimate represents 13% of total data for the 2025 financial year.

Carbon assessment (scopes 1, 2 & 3): the carbon assessment relies on location-based methodology, including consumption of renewable energies and using emission factors provided by the IEA (International Energy Agency) and ADEME (the French Environment and Energy Management Agency).

- **GHG emissions in scopes 1 and 2 (location-based):** in 2025, the Group's scope 1 and 2 emissions came mainly from energy consumption (particularly electricity and natural gas) at its owned sites, accounting for 84% of the total emissions for these scopes.
- **Scope 3 GHG emissions:** upstream emissions (purchase of goods and services, transport, commuting) and downstream emissions (customer transport, products' end of life) are assessed based on sample analyses extrapolated to the overall scope. Scope 3 emissions, which concern indirect emissions related to the value chain, account for the greatest portion of the Group's carbon footprint, in line with its distribution activities.

Upstream road transport: this indicator concerns road transport from manufacturers' production sites to showroom warehouses in the Roche Bobois brand's European network with its three main carriers for Group-owned and franchise showrooms. As the carriers' delivery rounds involve several customers, the values indicated have been estimated route by route in terms of total kilometers traveled, divided by the proportion of space occupied by the Roche Bobois goods in the truck.

Upstream shipping: for showrooms located outside of Europe, upstream shipping is followed by container shipping. Goods are mainly shipped to and from the United States (Atlantic and Pacific coasts) and China.

Downstream road transport: this indicator pertains to road transport from stores to customers, which is managed independently by each store and is generally outsourced, was assessed using a delivery tracking tool deployed in France and Switzerland.

Commuting: emissions are calculated based on the workforce at December 31, 2025, and the average emission factors for commuting in each country.

Waste management: production and waste recovery data are collected from waste collection service providers. When some data are unavailable, extrapolations are carried out based on the site's business volume.

Sustainability statements

All detailed information on Roche Bobois's sustainability strategy, governance, policies and indicators, established as part of the report in compliance with the CSRD and the ESRS, is set out in **Chapter 23 – Sustainability statements** of the 2025 Universal Registration Document. This document is available on the Group's corporate website under *Regulatory information – Report*: <https://www.finance-roche-bobois.com/en/regulatory-information/report.html>.



Editorial coordination:
Roche Bobois SA

Creative direction and graphic design:
Design Média

rochebobois
P A R I S

rochebobo.com