ANNUAL RE—PORT



VAN DE VELDE
2025

Primadonna Naica

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EXECUTIVE SUMMARY



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Primadonna Nudda

№1
A MESSAGE FROM OUR CHAIR
SHAKE IT. SHAPE IT. SHINE.

Dear reader,

In this annual report, we look ahead rather than behind. With a healthy dose of energy, confidence and ambition, we outline how Van de Velde is evolving as a leading fashion company: well run, anchored in a strong and distinctive DNA, and poised for meaningful growth.

Our foundations are solid: more than a century of craftsmanship, exceptional quality and an unmatched fit. Yet, unlocking our full potential means looking further than perfecting what we already master.
The key to earning and maintaining the trust of women lies in our ability to shake, shape and – ultimately – shine. A mantra that applies as much to our brands as to our organisation.

SHAKE IT
For our brands, the world is moving at unprecedented speed. Women today discover, consider, and buy intimate apparel through new channels, driven by new occasions, voices and values. They expect brands that recognise their individuality, communicate with authenticity, and reflect who they are – or aspire to be.

Shake it also means embracing a truly consumer centric mindset throughout the organisation.
Not just in our offering, but also in our consumer touchpoints and ways of working. We will push ourselves to understand changing expectations sooner and respond more effectively. Everything we create, whether products or experiences, should tap into the wishes and aspirations of the women we serve.

SHAKE
IT.
SHAPE
IT.
SHINE.

SHAPE IT
Relevance is the guiding star for our brands.
Above all, we want to help women feel good about themselves with fashionable, long lasting, perfectly fitting intimate apparel for every occasion. At the same time, we continue to strengthen the distinctiveness, visibility, and availability of our brands: Primadonna, Marie Jo and Sarda.

In our organisation, we are reshaping the way we work by modernising processes, strengthening collaborations across the value chain, and building the agility needed to perform in a fast moving environment. By further strengthening and fully leveraging our capabilities, Van de Velde will grow into an organisation that anticipates and responds even better to what matters most to our consumers.

SHINE
Shine is about brands that are not only seen, but truly felt, desired, and cherished. Primadonna, Marie Jo and Sarda each cultivate their own distinctive and irresistible allure, as you'll discover throughout this report. Across every occasion, our brand experience empowers women to feel confidently poised and beautifully secure.

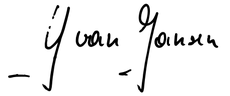
Second, we want Van de Velde to shine as a company – one that leads its category with a responsible, long-term vision. We will preserve our heritage while fully embracing our transformation. Our ambition is to foster a company where people feel proud to contribute, proud to belong, and proud of the impact we create together.

As the first non-family Chair of the Board, I look forward to honouring the strong foundations laid by Herman Van de Velde throughout his more than 45-year tenure. Among his many contributions, one stands out: his pivotal role in shaping our unparalleled supply chain – a legacy that ensures craftsmanship, uncompromising quality and an unmatched fit remain at the heart of Van de Velde.

At the same time, I am eager to support the company as it begins a new chapter, together with all our stakeholders. My heartfelt gratitude goes to our 1,500 employees for their dedication, to our distributors, suppliers and partners for their unwavering commitment, and to our shareholders for their continued loyalty.

"Igniting the power in women isn't just a nice slogan; it's a promise we live up to every day."





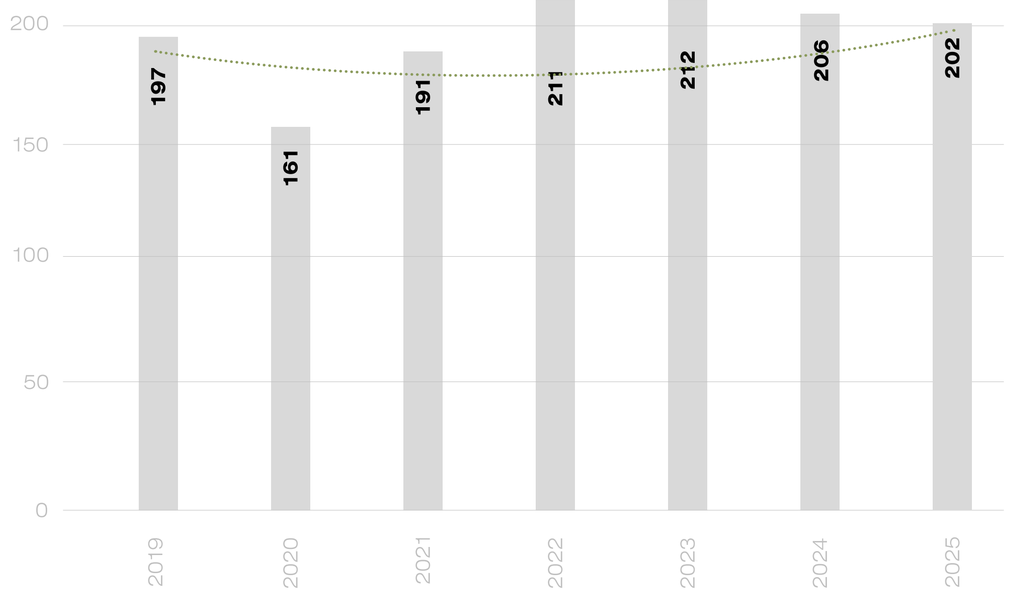
Yvan Jansen
Chairman of the Board of Directors

№2

KEY PERFORMANCE FIGURES

FINANCIAL	2021	2022	2023	2024	2025
Turnover (in millions of euro)	195.3	211.7	211.3	206.4	202.4
Turnover on a comparable basis	191.2	211.4	212.1	205.8	203.4
EBITDA (in millions of euro)	55.0	58.2	56.1	50.6	46.4
EBITDA on a comparable basis	52.3	58.0	56.6	50.2	47.1
Working capital (in millions of euro)	31.7	48.1	41.0	38.8	39.3
Solvency (in %)	78.7	80.7	81.7	80.3	77.7
Liquidity (in millions of euro)	4.1	4.2	4.5	4.3	3.6
Gross dividend (in euro)	2.03	2.28	2.40	2.40	2.40
Net dividend (in euro)	1.42	1.59	1.68	1.68	1.68

TURNOVER EVOLUTION



KEY FIGURES

ENVIRONMENTAL

100 %
RENEWABLE ELECTRICITY
on Belgian sites

373 kWp
SOLAR PANEL CAPACITY
at our Tunisian site

12 %
RECYCLED CONTENT
Step-by-step adoption of lower carbon materials.

GOVERNANCE

250
COLLEAGUES TRAINED

on social and
ethical entrepreneurship

SOCIAL

90%
FEMALE EMPLOYEES

57%
FEMALE MEMBERS
of executive management

45%
FEMALE BOARD MEMBERS

30,000
PRODUCTS DONATED
to underprivileged women

100 %
OEKO-TEX® & REACH COMPLIANT
textiles materials used



Marie Jo Tom



Primadonna Deauville

№3
HIGHLIGHTS
AN EMPOWERING YEAR IN REVIEW

2025 was yet another eventful year, featuring iconic collaborations, new consumer front rows, and brand visibility worthy of the spotlight. Get a glimpse of how our brands turned heads from Copenhagen to Atlanta.

JANUARY
IMPROVING OUR ONLINE BRAND EXPERIENCE

More and more women start their shopping journey with a click. To ensure they immediately get the right experience when they come across our brands, we launch brand webshops for Marie Jo and Primadonna in Denmark and start managing our collections on Amazon Germany.



FEBRUARY
THE PRIMADONNA EFFECT IS REAL

A survey among 4,000 women in 7 countries reveals that 84% of women feel mentally stronger and more confident in Primadonna lingerie, while 93% feels physically better. That's what we call 'Real promises. Real impact.'

FIRST AUDITED CSRD REPORT IS PUBLISHED

Van de Velde publishes its first sustainability report in accordance with the European Sustainability Reporting Directive.

MARCH
MEET THE NEW MARIE JO, WITH A REVAMPED LOGO

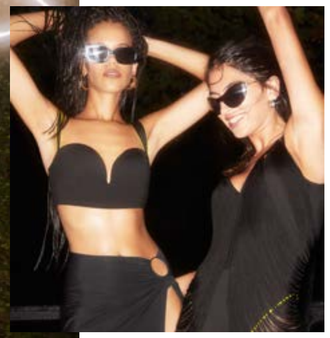
Or rather, meet the original Marie Jo. Because the refreshed identity isn't about change, but about clarity: a sharper expression of what Marie Jo has always stood for – making women feel good.

We enhance our brand experience on Zalando in the Netherlands by taking full control of the digital space surrounding our intimates.









APRIL

SARDA & TOMORROWLAND REDEFINE FESTIVAL WEAR

Tomorrowland, widely regarded as one of the best music festivals in the world, teams up with our power brand Sarda to create a seven-piece, all-black collection that's impossible to ignore. #OwnTheNight



CHANGES IN THE BOARD OF DIRECTORS

Yvan Jansen is appointed as new chairman of the Board of Directors, succeeding Herman Van de Velde. The Board also welcomes a new independent director: Peter Bossaert.

BODY LOVE CAMPAIGN IN ANTWERP, BELGIUM

Major billboards featuring real Primadonna fans in lingerie light up Meir, Belgium's busiest shopping street – a bold celebration of the love consumers have for our brand.

With dedicated brand sites for Marie Jo and Primadonna, we improve our online brand experience in Canada.





NEW CHIEF SALES OFFICER

Laura Perez Ferrer joins the company as the new Chief Sales Officer. Laura brings a wealth of experience in premium fashion and commerce, having worked with prestigious brands such as Nike, Hugo Boss, Salvatore Ferragamo, and Tiger of Sweden.

MAY

SHOP-IN-SHOP AT DE BIJENKORF AND MAGASIN DU NORD

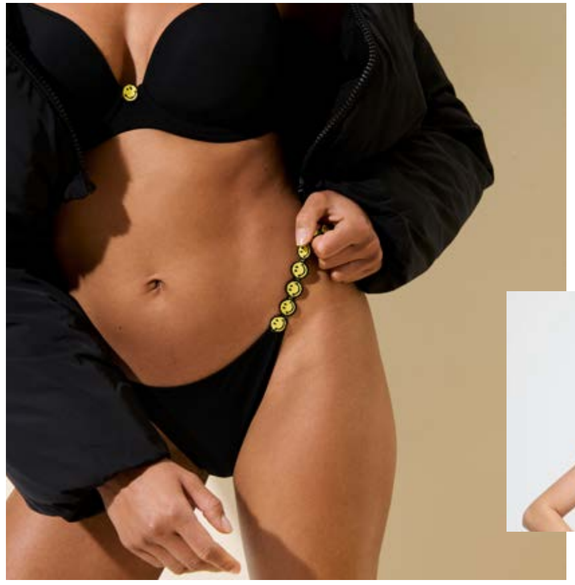
Our brands are shining in premium department stores in The Netherlands and Denmark. Thanks to our improved shop-in-shop concept, our brands stand out and we can fully curate the brand experience for women.

JUNE

SARDA STORE OPENS IN IBIZA, SPAIN

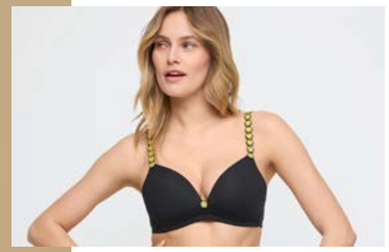
Sarda's pilot brand boutique in Ibiza's newest luxury hub brings the modern shopper everything from customisable fitting rooms to digital fitting tools. Why Ibiza? Bold, free, unapologetic – the iconic island mirrors exactly what Sarda stands for.





MARIE JO TOM & SMILEY® LAUNCH LIMITED EDITION FULL OF DOPAMINE

What better way to put our feel-good brand in the picture than a collaboration with fashion brand Smiley®? Happy faces all around in this six-piece collection!





JULY

PRIMADONNA STORE OPENS IN ATLANTA, U.S.

Our local retail network Rigby & Peller welcomes the first customers into our Primadonna pilot brand store, featuring lingerie and swimwear in 93 inclusive sizes. The goal: to connect with more women in this high-potential market.



AUGUST

STREET-STYLE FASHION AT COPENHAGEN FASHION WEEK

During the fashion event, our ambassadors in street-style looks show off Marie Jo's trendy collection. Several international content creators are invited.

JOINING FORCES WITH 10 BELGIAN FASHION COMPANIES FOR SUSTAINABILITY

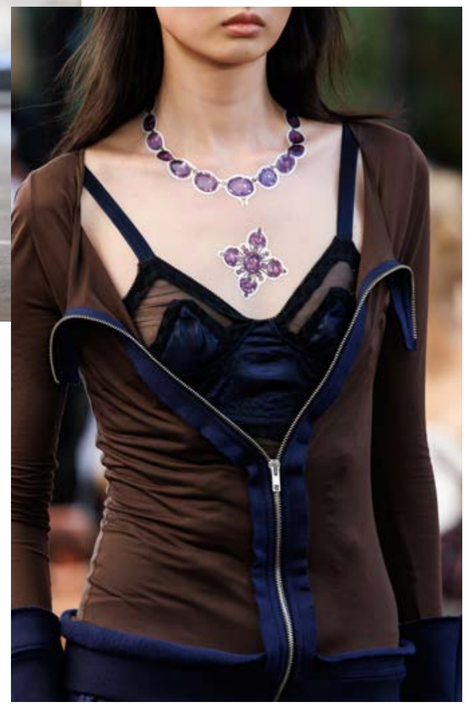
Van de Velde signed the Flanders DC Charter for fair and responsible fashion businesses



SEPTEMBER
MARIE JO AND JULIE KEGELS: A BELGIAN MATCH MADE IN HEAVEN

For her fourth fashion show in Paris, rising Belgian designer Julie Kegels partners up with Marie Jo. Together with our design team and seamstresses, she creates a collection of five lingerie-inspired show pieces.

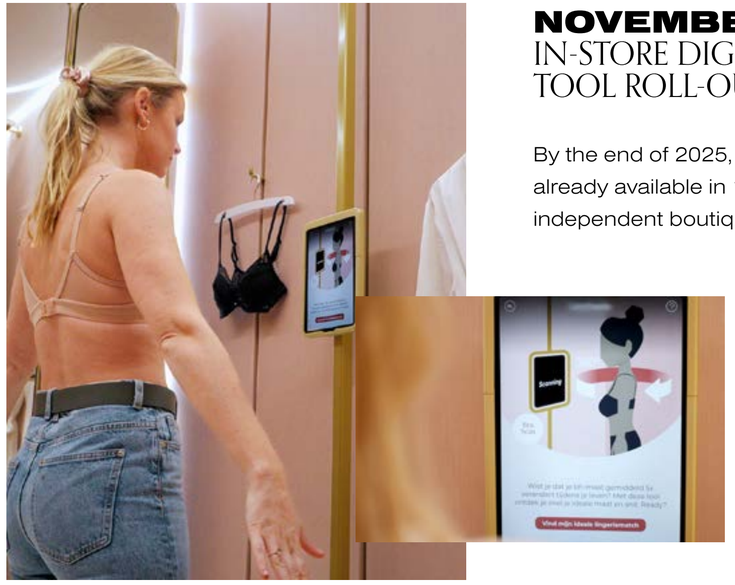
As part of our efforts to connect with American women where they are, we take control of our online brand experience on Amazon U.S. – thus ensuring every detail hits the right note.



OCTOBER
VAN DE VELDE RAISES MONEY FOR PLAN INTERNATIONAL

The Van de Velde Connect team organises a yearly sport challenge. Our colleagues walk, cycle, and run a total of 32,000 km. The company adds to this by organising various other challenges and workshops to motivate colleagues to go the extra mile.





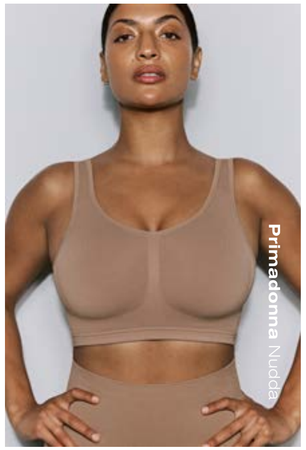
NOVEMBER
IN-STORE DIGITAL FITTING TOOL ROLL-OUT

By the end of 2025, our innovative digital fitting tool is already available in 113 boutiques, both owned and independent boutiques.

DECEMBER
WE FULLY MANAGE OUR ONLINE BRAND EXPERIENCE

on Zalando Switzerland, expanding our reach and making it easier for women across the country to discover and enjoy our brands online.

A SNEAK PEEK AT 2026

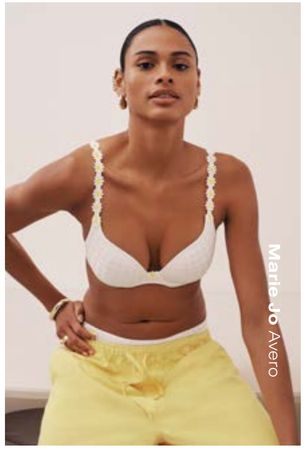


SHAPEWEAR IN ALL SIZES BY PRIMADONNA

Primadonna is about to prove shapewear can be just as alluring as lingerie. Our collection – shaping dresses, briefs, shaping tops, and bodysuits – enhances natural curves and boosts confidence to rock every fitted look.

SARDA FESTIVAL WEAR FOR 20TH TOMORROWLAND EDITION

Be bold. Be daring. Be Sarda. That's the vibe for 400,000 festival-goers at Tomorrowland in July 2026. A second collaboration is in the making.



COMING UP: 30 YEARS MARIE JO AVERO

Marie Jo's iconic Avero series turns thirty.
We won't give it all away, but 2026 will be pure Avero magic.

NEW DISTRIBUTION CENTRE FOR FASTER DELIVERIES

In Wichelen, Belgium, we'll start building a new distribution centre to better meet consumers' growing demand for speed. This investment also reaffirms our Belgian roots.


ANDEVELD
NICE TO
MEET YOU
№ 1
WHY OUR LINGERIE MATTERS
№ 2
HOW WE IGNITE THE POWER IN WOMEN
№ 3
WHAT DRIVES OUR SUCCESS
№ 4
WHERE WE LEAVE OUR MARK
Sarda Merlene



Marie Jo Milao

№1
WHY OUR LINGERIE MATTERS
OUR PURPOSE IS TO IGNITE
THE POWER IN WOMEN

We want to empower as many women as possible – from our brands' loyal fans to the skilled women behind our lingerie and swimwear. And we don't stop there: we aim to create a positive impact for women far beyond our own network.

EMPOWERING THE WOMEN WEARING OUR INTIMATES

At Van de Velde, we want to create more than merely functional or seductive lingerie. We want our consumers to have it all: the perfect fit, a fashionable look, and exceptional comfort. But most important, we design lingerie that boosts women's self-confidence.

That means we not only appeal to women who already feel satisfied with their bodies, but also give a welcome push to women who struggle with the perception of their own body. We're here for all of them.

80%

of women wear the wrong bra size

Research indicates ill-fitting bras are a significant problem for many women, particularly those with larger breasts. Causes range from difficulties in self-selecting a properly fitted bra to the unavailability of specific sizes. This, in turn, can lead to posture problems and pain.

EMPOWERING THE WOMEN BEHIND OUR BRANDS

Van de Velde employs 1,500 dedicated professionals across 13 countries – 90% of which are women. For every single employee, we commit to creating a positive and thriving work environment.

In daily practice, we focus on three empowering HR pillars:

STABILITY
We provide a stable working environment in all our entities, including our Tunisian production facilities, our own and operated shops, and our international sales-force. The reason: when employees feel confident about long-term employment, they experience more job satisfaction.

ENGAGEMENT
We foster a culture of close collaboration between management and employees, as well as among employees themselves. This creates an environment where people feel heard, valued and involved in decision-making processes – all important factors for increased productivity and engagement.

SAFETY AND WELL-BEING
We organise employee assistance programs, well-being initiatives, flexible work arrangements, and opportunities for professional development and growth. As a result, we reduce stress levels among our workforce and help them to establish a positive work-life balance.

90%

With 90% women on board, we're proud to be a truly women-powered organisation.

EMPOWERING WOMEN IN SOCIETY

Gender inequality is not just a 'women's issue', it is everyone's battle. Empowerment of women drives economic growth, enhances social cohesion, and increases the well-being of all people. But despite progress in recent years, gender inequalities persist in social and economic life.

At Van de Velde, we want to make a positive difference by partnering with organizations that champion gender equality and support women's health and safety through structural, long-term collaboration.

From donations to underprivileged women ...

... to financial support for research on breast health.





Sarda Rojas

№2
HOW WE IGNITE THE POWER IN WOMEN

Our credo is: listen closely, act wisely. If you want to know what women truly want, ask them – as often as necessary. That belief has guided our way of working since the early beginnings. And throughout the years, it has led to the creation of three complementary power brands and a distinct form of slow fashion.

OUR 3 POWER BRANDS

To effectively ignite the power in women, we rely on three brands.
Each with their own identity, context, and target audience. With our top-quality intimate apparel,
we reached over 3 million women in 2025.

More on our brands? Take a shortcut.

PRIMADONNA

LAUNCH
1865
acquired in 1990

BRAND PROMISE
Real promises, real impact. With 93 inclusive sizes, women can have it all: comfort and a cool look, seduction and support.

ASSORTMENT
Lingerie, swimwear and shapewear

MARIE JO

LAUNCH
1981

BRAND PROMISE
My invisible force:
perfectly fitting intimates that make women feel good – all day, every day.

ASSORTMENT
Lingerie and swimwear

SARDA

LAUNCH
1962
formerly Andres Sandra

BRAND PROMISE
Sarda, unapologetically you: bold, daring intimates with supersoft fabrics and a kick-ass, no-nonsense vibe.

ASSORTMENT
Lingerie, swimwear and activewear

WE LOVE THE BODY YOU'RE IN AND THE PLANET YOU'RE ON

As a business with profound family roots, we're used to thinking in generations. So, when we empower women, we're not just talking about today's women. It's also about their daughters and the generations after that. To make fashion a force for good, we build on 4 sustainability pillars.



MINIMISING OUR CLIMATE IMPACT

We believe the fashion industry – which equals 10% of the world's carbon footprint – should help combat climate change and pollution. That's why we aim for net-zero Scope 1 and 2 emissions by 2030, and a 4.2% annual reduction in Scope 3.



USING MATERIALS SMARTLY

We advocate more responsible fashion production and consumption with longer-lasting, timeless garments that fit perfectly and look great – without overproducing them. To master this form of value retention, we rely on premium suppliers, quality materials, and a century of craftsmanship.

Next up: an even greater focus on recycled and bio-based materials, as well as enhanced forecasting to minimise material leftovers, and actions to preserve the value of unsold products.

GETTING EVERYONE ON BOARD

We foster a culture of integrity and mutual respect, taking into account local legal standards and human rights. We invite our business partners to join us in this ethical conduct:

√ Material suppliers: long-term partnerships with quality-driven fabric suppliers
√ Assembly partners: close collaborations with a small selection of trusted partners
√ Retailers: support for partners to embody and share our values



IGNITING THE POWER IN WOMEN

Driven by our purpose, our consumers and employees have always been the key focus of everything we do at Van de Velde. We aim to continuously raise the bar and broaden our impact and reach.

We also want to create opportunities for growth, self-development, health and wellbeing for more - often underpriviliged - women in society.

More on our sustainability strategy?





Primadonna Madison

№3
WHAT DRIVES OUR SUCCES

Consumers want better materials, impeccable sizing, easy-to-match designs, and smart services that get fit right – all wrapped in a strong brand experience. It’s a lot to deliver, but consumers know they’re leading the charge and expect brands to follow. These insights guide us towards our three strategic focus areas.

#A **OPTIMIZED ASSORTMENT**

CONQUERING THE HEARTS AND MINDS OF WOMEN

#B **WIDE DISTRIBUTION & VISIBILITY**

#C **DISTINCTIVE BRAND IDENTITY**

WHAT DRIVES OUR SUCCES

#A
AN OPTIMISED ASSORTMENT

Our icons, daily essentials, and (re)new(ed) lingerie concepts appeal to millions of women. Some of our iconic designs, such as Avero (Marie Jo) and Deauville (Primadonna), have existed for more than 25 years and cover a significant part of our turnover.

However, we're always looking to improve and expand our brands' assortments to cater to new needs and wishes. In 2025, we addressed two markets trends to do so: comfortable and daring. As always, we did this with an approach designed to make women feel good about themselves.



Comfortable lingerie:
wireless and seamless bras



Daring lingerie:
from chokers to harnesses

ASSORTMENTS THAT LAST A LIFETIME

While style and colour preferences for intimate apparel can change rapidly, consumers' love for quality, comfort, and reliability is written in stone. This is how we meet their expectations:

CRAFTSMANSHIP
Building on +100 years of in-house lingerie and fit expertise, our atelier in Schellebelle, Belgium, is still the beating heart of Van de Velde. It's where our stylists, stitchers, fit experts, material and product engineers collaborate in real-time to aim for perfection. Moreover, all quality controls – from materials to finished products – take place here.

INNOVATION
Our craftsmanship is reinforced by an in-house innovation team. They support technological innovation projects across various departments with a data-driven mindset. For instance, based on data and scans of our consumers, they work with algorithms and AI on improving our fit, design and production processes, and digital fitting tools.

WE CREATE TOP QUALITY INTIMATE APPAREL FOR EVERY OCCASION.

"Staying at the forefront of technology is not a goal in itself. It's a way of making true on our purpose, because it's only thanks to technology that we can create 93 inclusive bra sizes, innovative swimwear, or collections in special colors without making any compromises on quality."



Lien Van de Velde
Head of Innovation

IN THE SPOTLIGHTS: CRAFTSMANSHIP MEETS INNOVATION FOR THE PERFECT FIT

We have a test panel of 65 women, most of them colleagues, with different body types and cup sizes. They test new prototypes and designs in their daily life, wearing them, washing them, etc. Based on their feedback, our fit experts improve the designs until they fit just right.



To complement the panel, our in-house innovation team optimises the fit based on 1,000 anonymous body scans. A digital breast model, made possible through scientific modeling and 3D scanning technology, is then used to obtain flawless consistency.



“THE DIFFERENCE BETWEEN GOOD AND PERFECT IS 1MM.”

Karel Van de Velde
Former Creative Director

#B
WIDE DISTRIBUTION AND VISIBILITY

Consumers no longer move from awareness to consideration and finally purchase in a straight line. They bounce between influencer content, online reviews, physical stores, digital marketplaces, brand apps, etc. in unpredictable sequences. Fluidity rules.

That's why, we've been harmonising and improving our brand experience across all channels, both online and offline. Women now get the same consistent impression, wherever they find us. This will improve our market share and benefit all sales channels.

FOLLOW THE CONSUMER, NOT THE CHANNEL

PILOT BRAND STORES IN SPAIN AND THE U.S.

With a dedicated Primadonna store in Atlanta (U.S.) and Sarda store in Ibiza (Spain), we further strengthen our presence in urban areas. The learnings from these pilot projects will serve to make brand stores an integral part of our distribution mix.



LINGERIE BOUTIQUES BETTER EQUIPPED AND TRAINED

By the end of 2025, our innovative BraSizeScan was already available in 113 boutiques, both owned and independent boutiques. Moreover, we continued to equip boutiques with lifelike in-store mannequins and further promoted our in-house Lingerie Styling Academy.

BRAND WEBSHOPS IN ALL TOP 10 REGIONS

As 70% of women begin their search for new intimate apparel online, we ensure they instantly get the premium brand experience they deserve. In 2025, we took big steps in taking control of our online brand experience.

SHOP-IN-SHOPS AT PREMIUM DEPARTMENT STORES

In 2025, we took full control over our products and service in Magasin du Nord and de Bijenkorf. Another big step in ensuring that every possible retail environment and shopping experience is 100% in line with our brand identity.

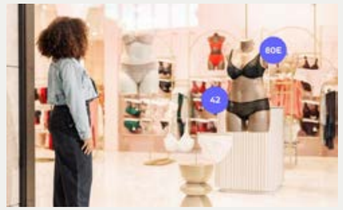


DIGITAL MARKETPLACES IN KEY MARKETS

We elevate our brand experience on Zalando in the Netherlands and Amazon in the U.S. and Germany. That's where consumers increasingly start their shopping journey, so being present isn't optional; it's essential to compete and stay relevant

WE CONNECT WITH WOMEN WHERE, WHEN AND HOW THEY WANT.

IN THE SPOTLIGHTS: FUN AND STRESS-FREE SHOPPING AT SPECIALTY LINGERIE BOUTIQUES



#Inclusive mannequins to make more women feel seen and represented.



#Skilled stylists at work to help consumers find their perfect fit.



#AI-powered fitting tools to instantly determine a woman's ideal bra size.

"For a fashion household name like Van de Velde, forward-vertical integration isn't just about speed or mass-market reach. It's about safeguarding the right brand experience, deepening relationships with consumers, and gaining real-time insights to guide creative and strategic decisions."



Karel Verlinde
CEO

#C
DISTINCTIVE BRAND IDENTITIES

Lingerie shoppers aren't all looking for the same thing. So, we created Primadonna, Marie Jo and Sarda, which connect with women in distinctive yet complementary ways. Each brand focuses on the specific needs, tastes, and preferences of its target audience, resulting in products and messaging that feel personally relevant.

Thanks to this brand familiarity, Primadonna, Marie Jo and Sarda have grown a strong sense of community among their fans. This, in turn, is reflected by repeat purchases, positive word-of-mouth, and brand advocacy.

BRAND FAMILIARITY CREATES LOYAL FANS



84
Marie Jo Net Promoter Score



83
Primadonna Net Promoter Score

ASSORTMENTS THAT LAST A LIFETIME

Even strong, distinct brands can't stay relevant without understanding their consumers' evolving needs and desires. That's why Primadonna, Marie Jo and Sarda engage in on-going dialogues with their communities. It helps us to create products that resonate with consumers, rather than just following trends.

In 2025, our interactions with consumers reached an all-time high, covering everything from product insights to values and brand experiences. And this is just the beginning, as 2026 will bring even more meaningful connections to successfully distinguish our brands.

+5,000

personal connections with consumers to further optimise our designs (2025)

WE BUILD LOYAL COMMUNITIES AROUND OUR BRANDS.

"Our brands not only give women a way to express themselves, we also invite them to help shape tomorrow's intimates into an ever-stronger layer of confidence."



Carole Lambert
Head of Brands and Design


Sarda Rojas

№4
WHERE WE LEAVE OUR MARK

Van de Velde is rooted in Belgium, but has a truly global impact. First, through a supply chain that spans three continents. Second, through our own retail network and 3,600 independent retail partners worldwide. Their combined efforts enable us to ignite the power in women in 65 countries (and counting).

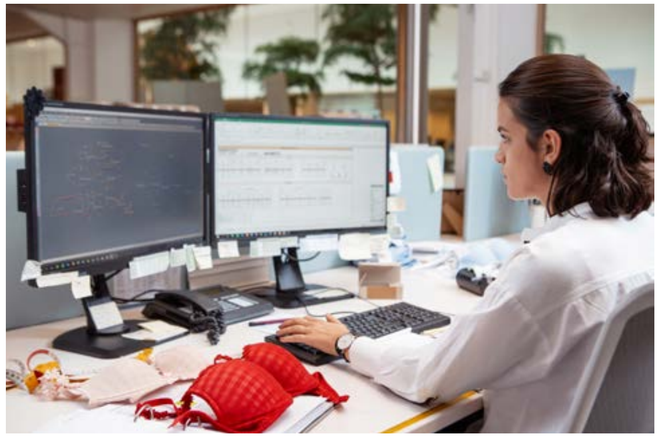
CORE ACTIVITIES ANCHORED IN BELGIUM ...

In Belgium, we take care of design, quality controls, and pattern cutting. Assembly, on the other hand, is done abroad: most of it takes place in our own atelier in Tunisia or in the specialised workshops of our long-standing partner in Thailand and China. The remaining volume comes from two trusted subcontractors in Tunisia, who we've collaborated with for over 15 years.

The final check and packaging of the finished products take place in Belgium, from where our intimate apparel is distributed to a large network of retailers, or directly to consumers.

NEW DISTRIBUTION CENTRE APPROVED: LARGER, FASTER, SMARTER

In 2026, we'll start building a new distribution centre to complement the existing one that has served us for many years. This investment will enable us to store more products, further improve service levels, and integrate the latest technology.







New distribution centre in Wichelen

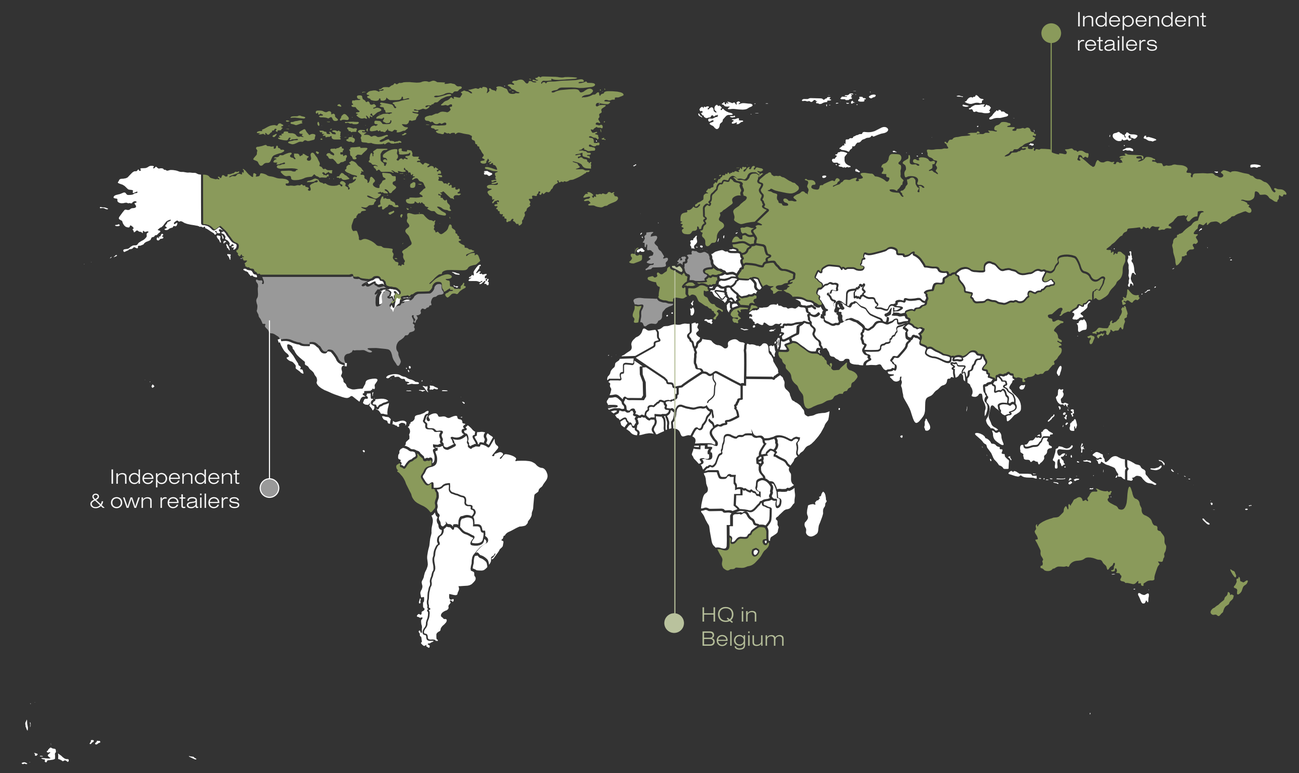
"Our new high-tech distribution centre will enable us to serve our consumers how they want it, when they want it."

Marijke Goossens,
Head of Operations & Supply Chain

... SERVING RETAILERS AND WOMEN ACROSS THE GLOBE

Besides our own and operated retail shops in the Netherlands, the UK, the U.S. and Germany, we collaborate closely with 3,600 independent retail partners. We assist them with anything from consumer feedback to real-life mannequins and digital sizing tools. A telling NPS score of 75% in 2025 confirms the mutual trust we've built over the years.

Together with an expanding online presence, this multichannel approach enables us to reach more women in more countries. Today, over 3 million in 65 countries wear the intimate apparel by Primadonna, Marie Jo and Sarda.



5.5

MILLION PIECES

of intimate apparel a year

65

COUNTRIES

across the globe

+3

WORN BY MORE

than three million women

OUR TOP 10 CONSUMER MARKETS REVEAL A STRONG FOCUS ON EUROPE AND NORTH AMERICA:

#1 GERMANY
#2 BELGIUM & LUXEMBOURG
#3 THE NETHERLANDS
#4 FRANCE
#5 THE UNITED KINGDOM
#6 THE UNITED STATES
#7 SWITZERLAND
#8 DENMARK
#9 SPAIN
#10 CANADA

OUR POWER BRANDS

№ 1
PRIMADONNA

№ 2
MARIE JO

№ 3
SARDA



Marie Jo Cyrille



Primadonna Twixie

№1
PRIMADONNA

Real promises. Real impact. Primadonna empowers women by matching unrivalled support with fashion in 93 (!) inclusive sizes. For the simple reason that each size matters to at least one woman out there. In 2025, our mission resonated with a growing group of women.

AN OPTIMISED ASSORTMENT

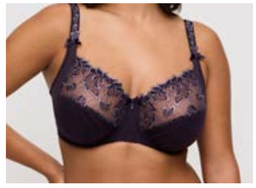
For more than 150 years, Primadonna has specialised in crafting lingerie in an inclusive range of sizes. Today, we're proud to be the go-to authority for larger-cup lingerie, swimwear, and shapewear.

ICONS
Our icons include Madison and Deauville. Their fit is legendary, available in different colours, and each season they get a fashion update.

OUR ICONS, ALWAYS ON-TREND



During fall 2025, Primadonna Madison went all in on colour with Blueberry Kiss – a mix of topaz blue and fuchsia lace highlights.



Fans of Primadonna Deauville, in turn, found their favourite lingerie in Amethyst Gem, a warm purple with copper shimmer accents.

TRUSTED INTIMATES
Primadonna's superstrength is a wide range of looks, sizes and styles – without compromises. From functional to full-on sexy, Primadonna offers on-trend intimates with the best support and fit all the way up to an M cup.

We believe in the difference this approach makes for women who don't feel seen and understood in the intimates industry - even it means making products with limited volumes.

From airy wireless bras in every cup size



to daring accessories



NEW COLLECTIONS
Our broad collections cater to all tastes. But it's not just about bras and briefs anymore. Primadonna answers real, growing needs for inclusive sizing across all intimates' categories. For instance, we're launching shapewear, expanding our sports offering and beachwear collection, and adding new never-out-of-stock swimwear in 2026.

LAUNCH OF SOLUTIONS



With shapewear, including corrective dresses, briefs, shaping tops, and bodysuits, Primadonna emphasises the natural beauty of female curves.

WIDE DISTRIBUTION AND VISIBILITY

The opening of a pilot Primadonna store in downtown Atlanta (U.S.) was an important milestone in 2025. The store allows us to fully showcase our brand identity, product range, and expertise to a predominantly urban public. In that sense, it gives women a truly immersive experience. The pilot project has already provided us with invaluable insights to evaluate the potential of own monobrand stores.

Besides our new brand store in Atlanta, we also participated in PR and press events in large European cities, such as Rotterdam and Paris. And to top it off, we improved our online brand experience. Similar to Marie Jo, Primadonna launched webshops in Denmark and Canada, and now offers a spot-on brand experience on Amazon U.S., Amazon Germany, and Zalando Netherlands.

Primadonna in Paris



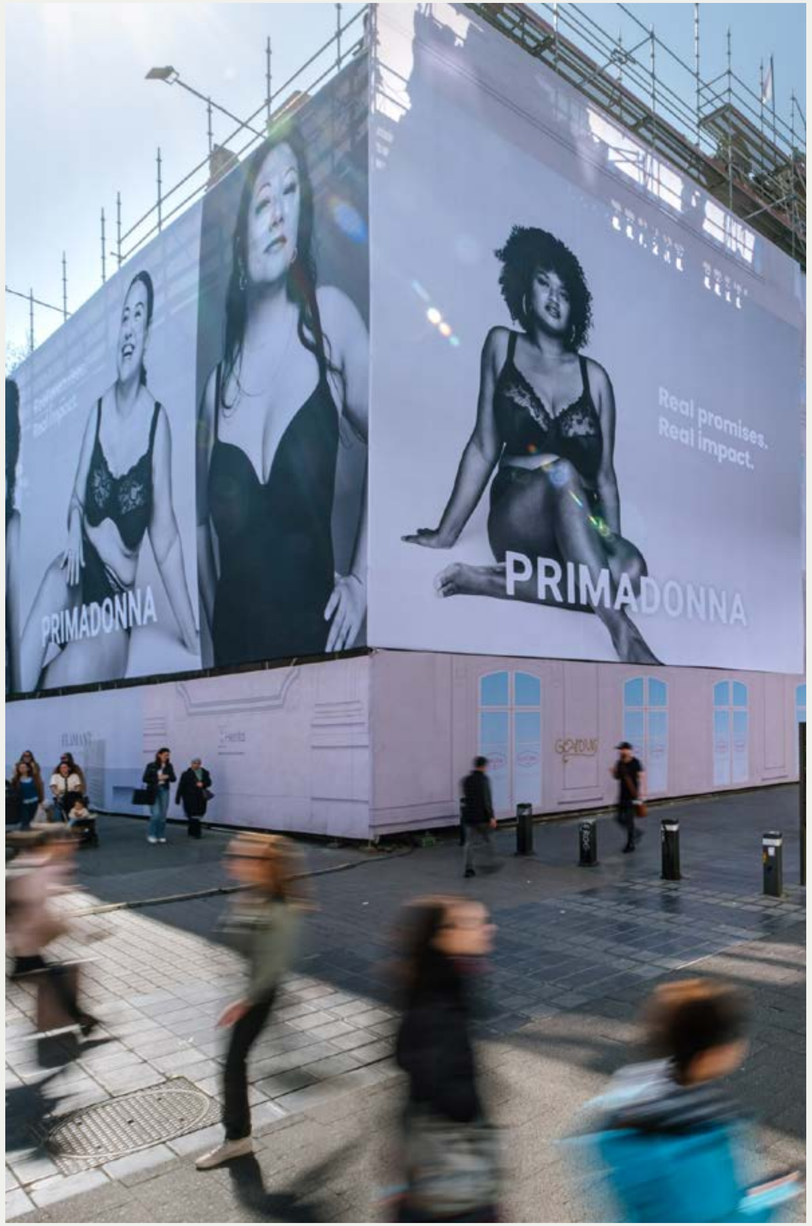
Primadonna in Rotterdam



A DISTINCTIVE BRAND IDENTITY

Everything we do starts with our fans. What about the shop windows featuring mannequins shaped by hundreds of anonymous body scans? Or what about our campaigns starring actual Primadonna fans? Our mission is to make every woman feel seen, welcomed, and confident while shopping for lingerie. Our new tagline ‘Real promises. Real impact.’ perfectly summarises that idea.

The Primadonna effect was also confirmed by our fans in 2025. A survey among 4,000 women across 5 countries indicated that 70% like their body better since wearing Primadonna, 84% feel mentally stronger, and 93% feel physically more comfortable.



PRIMADONNA FANS TAKE OVER BELGIUM’S BUSIEST STREET

In 2025, we organised a billboard campaign at Meir (Antwerp) with real Primadonna fans photographed by Marie Wynants. The goal was to inspire others to look at their bodies with kindness.

“The fact that real fans proudly appear in lingerie billboards on such a busy street shows Primadonna is a true love brand.”



№2
MARIE JO

Marie Jo, our very first own brand and known for the iconic daisy bra, is arguably a woman's safest bet for feel-good lingerie. One that offers a solid foundation on which women can build more challenging new looks.

In 2025, Marie Jo reconnected with its core identity.

AN OPTIMISED ASSORTMENT

We want Marie Jo to be women's invisible force in every role they play: manager or mum, dreamer or doer, calm-seeker or adventurer. That's why our lingerie and swimwear collection provides a rich mix of icons, dailies, and newness.

ICONS

Marie Jo is the house of the iconic bra with daisy straps: a symbol of quality, trust, and feel-good vibes. Born in the 90s, this classic is still top of mind, with one going out the door every minute.

TRUSTED INTIMATES

Our essentials are designed for daily use thanks to their excellent fit, comfort, and versatility. Collections like Louie and Milao never disappoint.

NEW COLLECTIONS

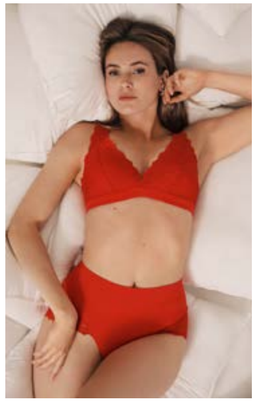
Marie Jo regularly sparks women's curiosity with innovative styles and designs. For instance, early 2026, we launched ultra-soft underwear as well as more daring swimwear – always with a flattering fit.

From ultra-soft underwear...



...to more daring swimwear





JOINING THE WIRELESS MOVEMENT

Wireless bras are at the forefront of lingerie trends, offering freedom of movement without sacrificing support. In 2025, we launched wireless styles of existing products throughout the year.

WIDE DISTRIBUTION AND VISIBILITY

To meet women where they are, we improved Marie Jo's online brand experience in 2025. Think about brand sites in Denmark and Canada, and wider availability on Amazon and Zalando. With this increased focus on direct-to-consumer channels in key markets, Marie Jo is one step closer to becoming an omnichannel brand.

But 2025 had much more in store. The Copenhagen Fashion week, for example. Countless views of streetwear with Marie Jo in the leading role proves feel-good lingerie can turn heads as well. The ultimate visibility boost, however, was our partnership with Julie Kegels, who used deadstock Avero fabrics to create a unique collection of lingerie-inspired pieces.

JULIE KEGELS GETS CREATIVE WITH MARIE JO LINGERIE

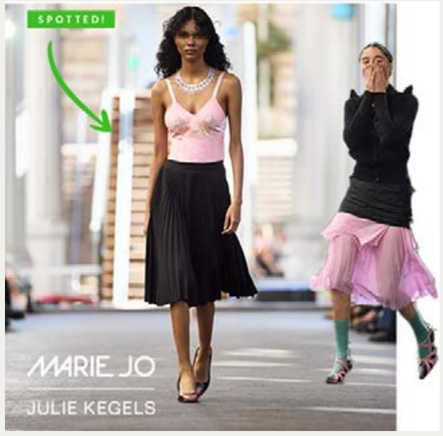
Together with our design team and seamstresses, rising fashion designer Julie Kegels blended craftmanship and sustainability into a fashion statement.

"I found it incredibly interesting to see my designs come to life in Marie Jo's studio, thanks to a team with enormous knowledge and precision.

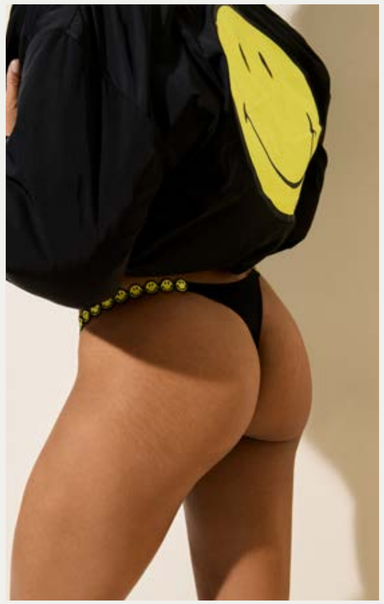
The smallest details were treated with such attention and craftsmanship."

Julie Kegels
Fashion designer









SMILE,
IT'S MARIE JO TOM

When we see an opportunity, we gladly bring a fresh twist to our icon collections like Avero and Tom. A telling example was the collaboration between Marie Jo Tom and Smiley® in 2025. With fresh designs, cheerful details, and unexpected pops of fun, the collaboration reimagines a beloved classic while staying true to the quality and comfort fans know and love.

A DISTINCTIVE BRAND IDENTITY

With a brand refresh and refocus, Marie Jo re-emphasized its dedication to creating feel-good lingerie for women in 2025. A logo that reminds nostalgic fans of the original logo, paired with fresh brand colours, contribute to Marie Jo's renewed brand identity.

To keep the momentum going, various initiatives throughout the year centred around the theme 'feel-good lingerie' or Marie Jo as 'my invisible force'. In 2026, we plan more initiatives to stress Marie Jo's mission: to become every woman's secret confidence boost, stitched into her everyday life. The 30-year anniversary of the iconic Avero bra will definitely be one of them.

MARIE JO AND THE COOREVITS SISTERS: A 3-PART PODCAST CREATED WITH GENERATION WOW

In the podcast, influencers Annelien and Stephanie Coorevits sit down with Mai Judeh, Creative Manager at Marie Jo. On the agenda are stories every woman can relate to: from breast health, to finding confidence in the chaos of everyday life, to the beauty of lingerie that never lets you down.





Sarda Chalmers

№3
SARDA

Sarda equals daring, rebellious lingerie with the trusted Van de Velde fit and quality. Unbound by convention, our youngest brand especially appeals to those who value boldness, unexpected designs, and excellent wearability. In 2025, we reaped the benefits of the new course we set for Sarda late 2024.

AN OPTIMISED ASSORTMENT

The first lingerie, swimwear and activewear collections under the rebranded Sarda launched in the second half of 2024. They were created for women who favour lingerie that breaks with tradition and embraces wearability and versatility. They know exactly how to incorporate the Tau bodysuit and the Avit top into their outfits.

ICONS & TRUSTED INTIMATES

After just one year, it's too early to talk about icons, but we already have some lingerie best-sellers, including the Chaika body, Lovelace bralette, and Radia thong. In categories like swimwear and activewear, we're also beginning to see pieces with icon potential.

Sarda offers women plenty of variety. The brand takes them from desk to dinner, from party to pilates, and from morning beach strolls to midnight music festivals.

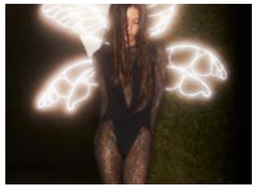
NEW COLLECTIONS

The first rebranded Sarda collections only recently hit the shelves, we regularly add new must-haves to the mix. These include bold bralettes, powerful bodysuits, versatile beachwear, and much more – all made to stand out.

The main eye-catcher when it comes to newness, however, was our first collaboration with the electronic music festival Tomorrowland. The bold fusion of Tomorrowland's vibrant energy and Sarda's daring craftsmanship worked like a charm.

WIDE DISTRIBUTION AND VISIBILITY

Sarda made waves in the Mediterranean with the launch of its first-ever brand store in Ibiza, Spain. Located in the heart of Platja d'en Bossa, the store redefines lingerie shopping with an innovative concept for the modern, independent shopper. For example, women can freely use our BraSizeScan technology to guarantee a perfect fit, while they can change the lighting in our fitting rooms to match their mood.



To celebrate the opening of Sarda Ibiza, we offered an exclusive piece of festival wear to local customers.

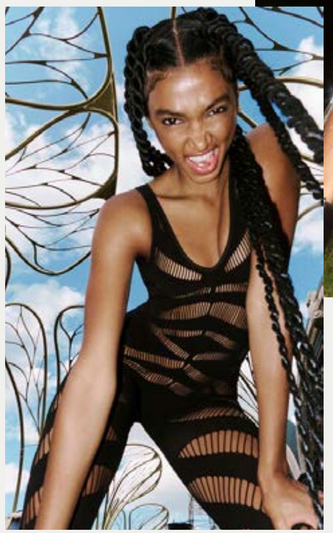
Throughout 2025, we also launched campaigns to increase brand awareness and reach out to new consumers. To complement our campaigns, we sent out organic communication: newsletters, social media posts, and website updates.

Influencers and celebrities endorsing Sarda are helping the community grow.

TikTok	14,4 K	followers
Instagram	95,2 K	followers







FESTIVAL FASHION: SARDA AND TOMORROWLAND TEAM UP (AGAIN)

In 2025, music festival Tomorrowland and Sarda joined forces to redefine festival wear.
The seven-piece, all-black collection was so successful that we'll repeat our collaboration in 2026. The new Tomorrowland x Sarda collection will feature statement bodysuits, tops, and bottoms that go beyond lingerie and swimwear. Every piece is created to express yourself, unapologetically.

"The partnership marks a new chapter for Sarda, evolving from a heritage lingerie brand into a full lifestyle brand that moves with today's femininities: she trains, she works, she parties, and her style keeps up."

Céline Soto Perez
Chief Marketing Officer

A DISTINCTIVE BRAND IDENTITY

The brand Andres Sarda was created in Barcelona during the 1960s. At a time when the Franco regime enforced a rigid, patriarchal view of women, Andres Sarda championed female empowerment from the very beginning. In many ways, the luxury brand was far ahead of its time with its unapologetic lingerie.

Andres Sarda became part of Van de Velde in 2008 and steadily grew into a strong brand to complement Marie Jo and Primadonna.

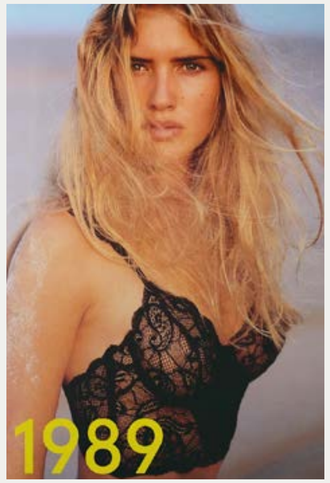
In 2024, we rebranded Andres Sarda as Sarda. While the brand's core DNA remained intact, we gave it a more rebellious image. The designs continue to be sexy and innovative, but they are now bolder and available across a wider range of price points.

Consumers have clearly embraced the new approach. Our most eye-catching pieces – daring, sexy lingerie with a rebellious edge – were particularly successful in 2025, giving us confidence to continue on this path in the coming years.









RULE-BREAKING
SINCE THE 60s

"My father's vision is still present in every piece of the first rebranded Sarda collections. We were rule-breaking then, and still are today. For inspiration, we really focus on what women want to wear, sometimes before they even know it themselves. The idea is to redefine their lingerie game so that women can use Sarda lingerie to express themselves unapologetically."

Nuria Sarda
Design Director at Sarda

FINANCIAL STATEMENT

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AUDITOR'S REPORT ON THE CONSOLIDATED FINANCIAL STATEMENT

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CONCISE VERSION OF THE STATUTORY FINANCIAL STATEMENTS AND THE STATUTORY ANNUAL REPORT OF VAN DE VELDE NV

7
STATEMENT OF RESPONSIBLE PERSONS

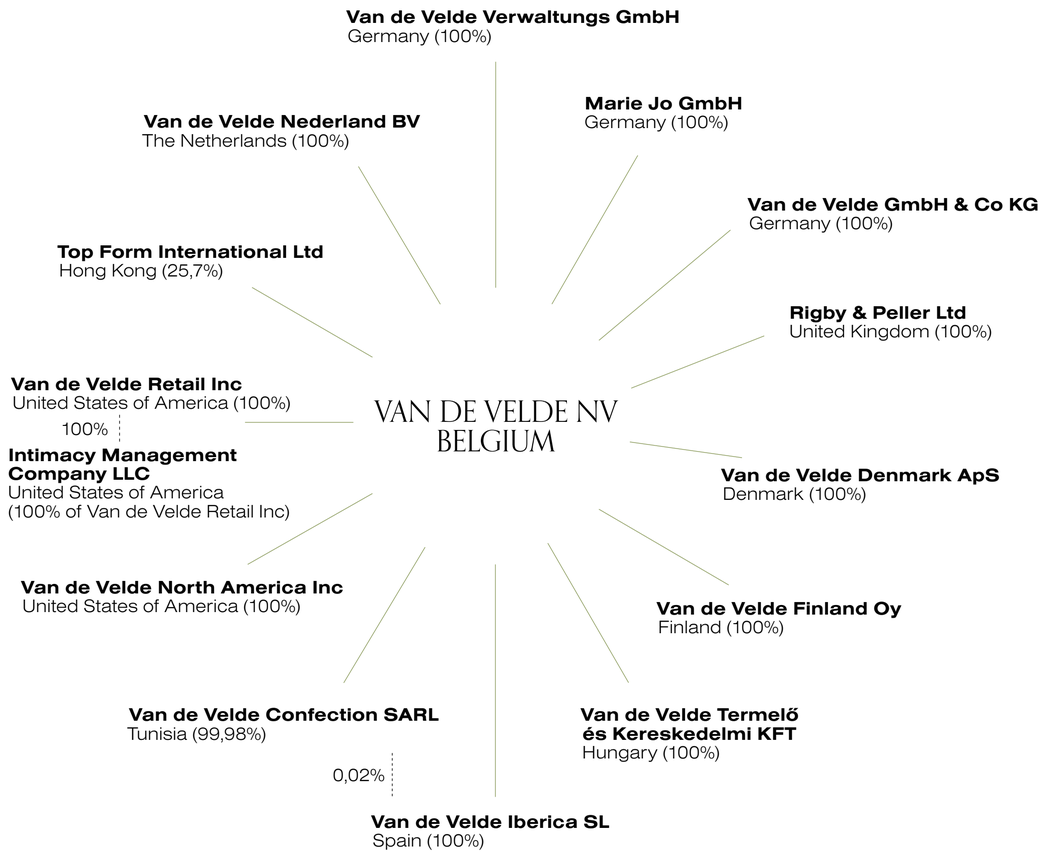
* These chapters of the Board of Director's report are consistent with the Consolidated Financial Statements and have been prepared in accordance with article 3:32 of Belgium's Companies Code.

Sarda Milhon

1. DESCRIPTION OF THE COMPANY AND ITS ACTIVITIES

For a detailed description of our mission, core business and activity, we refer to the first three chapters of this annual report.

The Group structure as at 31 December 2025 is as follows:



In this annual report, all above entities together are referred to as the Group.

2. GENERAL GOVERNANCE INFORMATION

REMUNERATION REPORT

For the composition, role and operation of the Board of Directors, its committees and the Management Team, we refer to the chapter ‘Corporate governance’ in this annual report.

1. INTRODUCTION

The remuneration policy of the company is applicable from 1 May 2024 and was approved by the General Meeting of 24 April 2024. This policy is published on www.vandevelde.eu.

2. TOTAL REMUNERATION OF NON-EXECUTIVE DIRECTORS

In accordance with the applicable policy, non-executive directors received a fixed basic remuneration for their membership or chairmanship of the Board of Directors, plus a fixed remuneration for their membership or chairmanship of any advisory committees in 2025. The remuneration policy enables the company to safeguard the necessary competencies and experience within the Board of Directors.

(1) Pro rata from 02.05.2025 up to and including 31.12.2025.
(2) Pro rata from 01.01.2025 up to and including 01.05.2025.
(3) Pro rata from 01.01.2025 up to and including 01.05.2025.
(4) Pro rata from 02.05.2025 up to and including 31.12.2025.
(5) Member of the Nomination and Remuneration Committee pro rata from 01.01.2025 up to and including 01.05.2025.
(6) Pro rata from 30.04.2025 up to and including 31.12.2025.
(7) Member of the Audit and Risk Committee pro rata from 01.01.2025 up to and including 01.05.2025.
(8) Chairman of the Nomination and Remuneration Committee pro rata from 02.05.2025 up to and including 31.12.2025.
(9) Member of the Nomination and Remuneration Committee pro rata from 02.05.2025 up to and including 31.12.2025.
(10) We refer to the departures from the remuneration policy set out below, indicating that the fixed annual compensation of the chairman as defined in the remuneration policy was departed from.’

TOTAL REMUNERATION OF THE MEMBERS OF NON-EXECUTIVE DIRECTORS (in euro)

NAME, POSITION	**BASIC** REMUNERATION	REMUNERATION AS A **MEMBER OF THE AUDIT AND RISK COMMITTEE**	REMUNERATION AS A **MEMBER OF THE NOMINATION AND REMUNERATION COMMITTEE**	**TOTAL** REMUNERATION
YJC BV, always represented by Yvan Jansen (Chairman)(1)	40,000	5,000	0	70,000(10)
YJC BV, always represented by Yvan Jansen (Independent director)(2)	20,000	5,000	5,000	10,000
Herman Van de Velde NV, always represented by Herman Van de Velde (Chairman)(3)	40,000	0	7,500	15,833
Herman Van de Velde NV, always represented by Herman Van de Velde(4)	20,000	0	0	13,333
Valseba BV, always represented by Isabelle Maes (Independent director)(5)	20,000	7,500	5,000	29,167
PALUMI BV, always represented by Peter Bossaert (Independent director)(6)	20,000	5,000	5,000	20,000
Benedicte Laureys	20,000	0	0	20,000
Veronique Laureys(7)	20,000	5,000	0	21,667
Greet Van de Velde	20,000	0	0	20,000
Viancaba BV, always represented by Liesbeth Van de Velde	20,000	0	0	20,000
BVHX BV, always represented by Bruno Vanhoorickx (Independent director)(8)	20,000	0	7,500	25,000
PARCinvest BV, always represented by Christian Salez(9)	20,000	0	5,000	23,333

3. TOTAL REMUNERATION OF THE MEMBERS OF EXECUTIVE MANAGEMENT (INCLUDING THE CEO)

In 2025 the executive management was entrusted to the Management Team, chaired by the CEO. Until 26 August 2025, the Management Team was exclusively composed of members with a management agreement. From 26 August 2025, the Management Team had a mixed composition of six members with a management agreement and one employee. We refer to the departures from the remuneration policy set out below.

In accordance with the applicable remuneration policy, the following remuneration was awarded to the members of the Management Team:

TOTAL REMUNERATION OF THE MEMBERS OF EXECUTIVE MANAGEMENT (in euro)

	1. FIXED REMUNERATION		2. VARIABLE REMUNERATION		3. EXCEPTIONAL ITEMS	4. PENSION COST	5. TOTAL REMUNE-RATION	6. FIXED/ VARIABLE REMUNE-RATION RATIO
NAME, POSITION	**BASIC REMUNERATION**	**ADDITIONAL BENEFITS[1]**	**ONE YEAR VARIABLE**	**MULTI-YEAR VARIABLE**				
Karel Verlinde CommV (CEO), always represented by Karel Verlinde (management company)	412,152	0	70,272	0	0	0	482,424	85% fixed remuneration 15% variable remuneration
Other members of the Management Team together (excluding CEO)[2]	1,284,340	24,582	168,905	0	0	0	1,477,827	Between 87% and 89% fixed remuneration Between 13% and 11% variable remuneration

[1] For the Management Team member employed as an employee (from 26 August 2025), this includes a fixed reimbursement of expenses, meal vouchers, hospitalization insurance and company car with fuel card.

[2] If remunerated through an employment contract, the social security charges paid by the employer are not included. If remunerated through a management agreement, the total cost for the company is included.

4. NOTE TO THE VARIOUS COMPONENTS OF THE REMUNERATION OF THE MEMBERS OF THE MANAGEMENT TEAM (INCLUDING THE CEO)

4.1. VARIABLE REMUNERATION

A. SHORT-TERM VARIABLE REMUNERATION

As stated in the remuneration policy, the targets for short-term variable remuneration are based partly on objective parameters closely linked to the results of the Group (collective targets) and partly on individual targets closely linked to the responsibility of the member in question. The collective targets represent 80% of the total targets, the individual targets 20%. Two collective targets were set for 2025: turnover and EBITDA. The Board of Directors, on the proposal of the Nomination and Remuneration Committee, established the turnover and EBITDA for 2025 and the extent to which the targets were achieved. On this basis, the corresponding payment level was established. The corresponding payment level of the collective targets combined is equal to 25.83 % of the target bonus.

The individual targets were set and evaluated for each individual Management Team member.

PERFORMANCE CRITERIA (PC)	RELATIVE WEIGHT	A.	MEASURED PERFORMANCE
		B.	CORRESP. PAYMENT LEVEL
Turnover	60%	A.	Below target
		B.	0.00%
EBITDA	40%	A.	Below target
		B.	25.83%

B. LONG-TERM VARIABLE REMUNERATION

No long-term variable remuneration was granted in 2025.

4.2. PENSION

Until and including 25 August 2025 the Management Team was exclusively composed of members with a management agreement. The employee who was appointed as a member of the Management Team as from 26 August 2025, does not participate in the company pension plan.

5. SHARE-RELATED REMUNERATION

The non-executive directors do not receive any remuneration in the form of shares. This means the company departs from Recommendation 7.6 of the Corporate Governance Code 2020. This departure is explained by the fact that the family directors are, directly or indirectly, long-term shareholders of the company and, in general, the non-executive directors are currently deemed to be sufficiently focused on long-term value creation for the company. The award of the shares to the non-executive directors is deemed unnecessary for that reason. However, the company will evaluate this recommendation on a regular basis in regard to any (mandatory) compliance in the future.

No minimum threshold has been set for shares that must be held by the members of the executive management. This means the company departs from Recommendation 7.9 of the Corporate Governance Code 2020. This departure is explained by the fact that the interests of the executive management are currently deemed to be sufficiently oriented to long-term value creation in the company by means of an existing long-term incentive programme in the form of an option plan (see table on the right). Setting a minimum threshold for shares that must be held by the members of the executive management is deemed unnecessary for that reason. However, the company will evaluate this recommendation on a regular basis in regard to any (mandatory) compliance in the future.

The Board of Directors of 26 August 2025 approved the 2025 option plan. As a result, the Nomination and Remuneration Committee can award options on shares of the company to the executive management for five years. These options are awarded free of charge. The exercise price of the options is, per share, equal to the lowest amount of (i) the average of the closing prices of the share on the market over the thirty calendar days prior to the date of the offer or (ii) the closing price of the final trading day prior to the date of the offer. The options are valid for a term of ten years. The company and the option holder may decide by mutual agreement to reduce the term of validity of the options below ten years, but it can never be reduced below five years. The options are not exercisable before the end of the third calendar year following the year in which the options are offered.

REMUNERATION IN SHARE OPTIONS

NAME, POSITION	MOST IMPORTANT PROVISIONS OF THE SHARE OPTION PLAN						INFORMATION WITH REGARD TO THE FINANCIAL YEAR UNDER REVIEW			
							OPENING BALANCE			CLOSING BALANCE
	1. IDENTIFICATION OF THE PLAN	2. OFFER DATE	3. ACQUISITION DATE	4. END OF THE RETENTION PERIOD	5. EXERCISE PERIOD	6. EXERCISE PRICE	7. OPTIONS HELD AT THE BEGINNING OF 2025	8. A) NUMBER OF OPTIONS OFFERED B) VALUE OF UNDERLYING SHARES ON OFFER DATE	9. A) NUMBER OF EXERCISED OR EXPIRED OPTIONS B) VALUE OF UNDERLYING SHARES ON ACQUISITION DATE C) VALUE AT EXERCISE PRICE D) GAIN ON ACQUISITION DATE	10. OPTIONS HELD AT THE END OF 2025
Mavac BV (Marleen Vaesen)	2015	15/10/2019	14/12/2019	31/12/2022	01/01/2023-15/10/2029	23.36 €	5,000	n/a	n/a	5,000
	2020	09/10/2020	08/12/2020	31/12/2023	01/01/2024-09/10/2030	22.60 €	5,000	n/a	n/a	5,000
	2020	01/10/2021	30/11/2021	31/12/2024	01/01/2025-01/10/2031	28.75 €	5,000	n/a	n/a	5,000
Vucastar BV (Peter Corijn)	2020	08/03/2022	07/05/2022	31/12/2026[1]	01/01/2027-08/03/2032	32.40 €	10,000[2]	n/a	n/a	10,000
Karel Verlinde CommV (Karel Verlinde)	2015	15/10/2019	14/12/2019	31/12/2022	01/01/2023-15/10/2029	23.36 €	5,000	n/a	n/a	5,000
	2020	09/10/2020	08/12/2020	31/12/2023	01/01/2024-09/10/2030	22.60 €	5,000	n/a	n/a	5,000
	2020	01/10/2021	30/11/2021	31/12/2024	01/01/2025-01/10/2031	28.75 €	5,000	n/a	n/a	5,000
	2020	04/10/2022	03/12/2022	31/12/2025	01/01/2026-04/10/2032	32.40 €	5,000	n/a	n/a	5,000
	2020	04/10/2023	04/12/2023	31/12/2026	01/01/2027-04/10/2033	32.25 €	5,000	n/a	n/a	5,000
	2020	08/10/2024	08/12/2024	31/12/2027	01/01/2028-08/10/2034	29.90 €	5,000	n/a	n/a	5,000
	2025	02/10/2025	02/12/2025	31/12/2028	01/01/2029-02/10/2035	30.65 €	0	a) 5,000 b) 153,250 €	n/a	5,000

[1] Contrary to the 2020 option plan, the options are not exercisable before the end of the fourth calendar year following the year in which the options are offered.

[2] Contrary to the 2020 option plan, it was agreed that 10,000 of the options granted in 2022 remain exercisable in accordance with the normal exercise periods. The remaining 30,000 options granted in 2022 have expired.

Liesbeth Van de Velde	2015	15/10/2019	14/12/2019	31/12/2022	01/01/2023-15/10/2026	23.36 €	5,000	n/a	n/a	5,000
	2020	09/10/2020	08/12/2020	31/12/2023	01/01/2024-09/10/2025	22.60 €	5,000	n/a	a) 5,000[3] b) 0 € c) 0 € d) 0 €	0
	2020	01/10/2021	30/11/2021	31/12/2024	01/01/2025-01/10/2026	28.75 €	5,000	n/a	n/a	5,000
	2020	04/10/2022	03/12/2022	31/12/2025	01/01/2026-04/10/2029	32.40 €	5,000	n/a	n/a	5,000
MMW BV (Willem Wijnen)	2020	04/10/2022	03/12/2022	31/12/2025	01/01/2026-04/10/2032	32.40 €	5,000	n/a	n/a	5,000
	2020	04/10/2023	04/12/2023	31/12/2026	01/01/2027-04/10/2033	32.25 €	5,000	n/a	n/a	5,000
Céline Soto Perez	2020	04/10/2022	03/12/2022	31/12/2025	01/01/2026-04/10/2027	32.40 €	5,000	n/a	n/a	5,000
Moremi BV (Céline Soto Perez)	2020	08/10/2024	08/12/2024	31/12/2027	01/01/2028-08/10/2034	29.90 €	5,000	n/a	n/a	5,000
Skrapa BV (Wim Schelfhout)	2020	04/10/2023	04/12/2023	31/12/2026	01/01/2027-04/10/2033	32.25 €	5,000	n/a	n/a	5,000
	2020	08/10/2024	08/12/2024	31/12/2027	01/01/2028-08/10/2034	29.90 €	5,000	n/a	n/a	5,000
	2025	02/10/2025	02/12/2025	31/12/2028	01/01/2029-02/10/2035	30.65 €	0	a) 5,000 b) 153,250 €	n/a	5,000
Marijke Goossens	2020	04/10/2023	04/12/2023	31/12/2026	01/01/2027-04/10/2028	32.25 €	5,000	n/a	n/a	5,000
Kanren BV (Marijke Goossens)	2020	08/10/2024	08/12/2024	31/12/2027	01/01/2028-08/10/2029	29.90 €	5,000	n/a	n/a	5,000
	2025	02/10/2025	02/12/2025	31/12/2028	01/01/2029-02/10/2030	30.65 €	0	5,000 153,250 €	n/a	5,000

[3] Options expiring on 1 January 2025 due to the expiry of their validity period.

Olama BV (Stefanie Baessens)	2020	08/10/2024	08/12/2024	31/12/2027	01/01/2028-08/10/2029	29.90 €	5,000		n/a	n/a	5,000
	2025	02/10/2025	02/12/2025	31/12/2028	01/01/2029-02/10/2030	30.65 €	0	a)	5,000	n/a	5,000
								b)	153,250 €		
Laura Perrez-Ferrer	2025	02/10/2025	02/12/2025	31/12/2028	01/01/2029-02/10/2030	30.65 €	0	a)	2,000	n/a	2,000
								b)	61.300 €		
Tuur BV (Stéphane De Schryver)	2025	02/10/2025	02/12/2025	31/12/2028	01/01/2029-02/10/2035	30.65 €	0	a)	5,000	n/a	5,000
								b)	153,250 €		

6. SEVERANCE PAY

During 2025, no severance pay was awarded to a director or member of the executive management.

7. USE OF THE RIGHT OF CLAW-BACK

During 2025, no variable remuneration was clawed back.

8. DEPARTURES FROM THE REMUNERATION POLICY

During 2025, there were two departures from the remuneration policy. Both departures were considered necessary to serve the long-term interests and sustainability of the Company.

1. It is stipulated in the remuneration policy that all members of the executive management are appointed on the basis of a management agreement. The total remuneration of members of executive management comprises fixed compensation, variable compensation and share-based compensation (options). Contrary to this, on 26 August 2025, an employee was appointed as a member of the executive management. The total remuneration of this member additionally consists of other benefits such as a fixed reimbursement of expenses, a company car with fuel card, meal vouchers and hospitalization insurance. This departure from the remuneration policy was justified by the need to attract international talent without Belgian nationality and primary residence in Belgium.
2. It is stipulated in the remuneration policy that the compensation for the mandate of chairman of the Board of Directors is composed of a fixed annual compensation of 40,000 euro. The Board of Directors appointed YJC BV as chairman of the Board of Directors on 2 May 2025. The Board of Directors approved a one-time additional compensation of 40,000 euro for the mandate of chairman of the Board of Directors, for the period from 2 May 2025 until and including 31 December 2025. This resulted in a total compensation of 66,667 euro for the mandate of chairman of the Board of Directors for this period. This departure from the remuneration policy was justified by the considerably higher workload for YJC BV in order to serve the long-term interests of the Company after his nomination as chairman.

During 2025, there were no other departures from the remuneration policy.

9. RATIO OF HIGHEST TO LOWER REMUNERATION

Within the Belgian entity, the ratio between the highest and the lowest employee remuneration amounts to 5.94.



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10. ANNUAL CHANGE

The remuneration of the members of the Board of Directors, the CEO and the members of the Management Committee and the main performance criteria evolved as follows in the period 2024-2025 (without taking into account any deviations):

IN EURO	2025	2024
Chairman of the Board of Directors	40,000	40,000
Member of the Board of Directors	20,000	20,000
Chairman of the Audit and Risk Committee	7,500	7,500
Member of the Audit and Risk Committee	5,000	5,000
Chairman of the Nomination and Remuneration Committee	7,500	7,500
Member of the Nomination and Remuneration Committee	5,000	5,000
CEO (fixed remuneration + short-term variable remuneration)	482,424	457,934
Other members of the Management Committee together (fixed remuneration + short-term variable remuneration + benefits[1])	1,477,827	1,532,779
Comparable turnover (in million euro)	203.4	205.8
Comparable EBITDA (in million euro)	47.1	50.2

[1] Insofar as the member in question was an employee.

The average remuneration of the employees in Belgium changed as follows:

IN EURO	2025	2024
Average gross salary of a full-time equivalent in Belgium	3,868	3,689

MAJOR CHARACTERISTICS OF INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS

The Management Team leads the company within the framework of careful and effective control, which makes it possible to evaluate and manage risks. The Management Team develops and maintains appropriate internal controls that offer reasonable assurance on the attainment of the goals, the reliability of the financial information, compliance with applicable laws and regulations, and the execution of internal control processes.

The Board of Directors oversees the proper functioning of the control systems through the Audit and Risk Committee. The Audit and Risk Committee evaluates the effectiveness of the internal control and risk management systems at least once a year. It must ensure that significant risks are properly identified, managed and brought to its attention.

In monitoring the financial reporting, the Audit and Risk Committee especially evaluates the relevance and coherence of the financial statement standards applied by the company and its Group. This entails an assessment of the accuracy, completeness and consistency of the financial information. The Audit and Risk Committee discusses significant financial reporting issues with executive management and the external auditor.

The Board of Directors bears responsibility for analysis, proactive measures and plans with regard to strategic risks. The Board of Directors approves the strategy and goals every year. An annual growth plan for the following two years is presented to the Board of Directors for approval. The growth plan is monitored systematically during the meetings of the Board of Directors and may be adapted on the basis of changed prospects.

Operational risks are regularly identified, updated and evaluated. The financial department is responsible for monitoring and reporting these. The Management Team bears the responsibility for analysis, proactive measures and plans with regard to operational risks.

For each process, internal controls should be in place guaranteeing, where possible, the proper functioning of this process. The effectiveness of the internal controls that are important for the completeness and correctness of the reported figures is regularly verified by the financial department through random sampling and a control report.

Additional information is provided in the company's Corporate Governance Charter as published on the website.

With respect to risk management, we also refer to note 30 on 'Business risks with respect to IFRS 7'.

SHAREHOLDING STRUCTURE ON THE BALANCE SHEET DATE

The subscribed capital is 1,936,173.73 euro. It is represented by 12,831,422 shares (denominator).

Within the framework of Belgium's Transparency Act of 2 May 2007 stakes must be made public in accordance with the thresholds provided for by the Articles of Association. The thresholds in Van de Velde's Articles of Association are:

- 3%;
- 5%;
- multiples of 5%.

Van de Velde Holding NV holds 7,496,250 (58.42%) shares. It does so through the Vesta foundation as well as Hestia Holding NV and Ambo Holding NV. Vesta foundation and Hestia Holding NV together represent the interests of the Van de Velde family. Ambo Holding NV represents the interests of the Laureys family.

On 11 March 2021 Lazard Frères Gestion SAS crossed the statutory threshold of 3%. Following the destruction of its own shares Van de Velde NV has fallen below the statutory 3% threshold on 7 January 2025.

INFORMATION ABOUT SPECIFIC SAFEGUARDS

A majority of Van de Velde NV's directors are appointed from the candidates nominated by Van de Velde Holding NV, as long as they directly or indirectly hold no less than 35% of the company's shares.

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INSIDER TRADING

The members of the Board of Directors and some employees that may possess important information ('insiders') have signed the protocol preventing abuse of privileged information. This means that anyone wishing to trade in Van de Velde shares must first request the permission of the Compliance Officer.

Insiders are not permitted to trade in securities in the following periods, unless they are not related to active investment decisions by the insider, or are solely the result of external factors or actions by third parties, or are carried out based on pre-determined conditions.

(i) The period as from 1 January and the moment the annual results are announced;
(ii) The period of two months immediately prior to the announcement of the company's half-year results or the period commencing at the time of closure of the half year in question and ending at the time of publication of the half-year results, whichever is shorter.

The Board of Directors can impose a general transaction ban on all insiders in other periods that may be considered to be sensitive.

All other staff at Van de Velde have been notified in writing of the statutory stipulations concerning abuse of insider knowledge.

TRANSACTIONS BETWEEN THE COMPANY AND ITS DIRECTORS AND MEMBERS OF THE MANAGEMENT COMMITTEE

The company's Corporate Governance Charter, which is published on the company's website, explains the rules applicable to transactions and other contractual links between the company, including its affiliated companies, and its directors and members of the Management Team that are not covered by the conflict of interests scheme.

There were no such transactions or other contractual links during 2025.

STATUTORY AUDITOR

The General Meeting of 24 April 2024 of Van de Velde NV appointed PwC Bedrijfsrevisoren BV, Culliganlaan 5, 1831 Diegem, represented by Lien Winne BV, duly represented by Lien Winne, as the statutory auditor. This appointment runs until the Ordinary General Meeting of 2027.

Regular consultations are held with the statutory auditor, who is also invited to the Audit and Risk Committee for the half-year and annual reporting. The statutory auditor has no relationship with Van de Velde that could impact its opinion.

The annual fee awarded to the statutory auditor in 2025 for the audit of the single annual accounts of Van de Velde NV amounts to €169,950 (plus VAT, out-of-pocket expenses, the IRE/IBR fee and lump sum expense as reimbursement for technology and compliance costs), and shall be adapted each year, based on the consumer price index or with the parties' agreement. The total cost for 2025 for the audit of the annual accounts of all Group companies and the consolidated accounts of Van de Velde NV amounts to €182,310 (excluding VAT and including the aforementioned €169,950).

In accordance with Article 3:65 of the Companies and Associations Code, Van de Velde announces that the compensation to persons with whom the auditor has professional relations amounts to €8,000 in relation to assignments carried out in 2025 (tax services).

The fee for other assurance assignments to the statutory auditor amounts to €60,000. Additionally, an amount of €34,750 was charged on CSRD work for FY24.


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BELGIAN CODE ON CORPORATE GOVERNANCE

Van de Velde NV complies with the majority of the principles laid down in the Belgian Code on Corporate Governance. During 2025 the Code on Corporate Governance was departed from as follows:

- Non-executive directors do not receive any part of their remuneration in the form of shares. As such, the company departs from Recommendation 7.6 of the Code on Corporate Governance. This departure is explained by the fact that the family directors are, directly or indirectly, stable shareholders of the company and, more generally, the views of the non-executive directors are currently considered to be sufficiently focused on long-term value creation for the company. The granting of shares to the non-executive directors is at this moment considered not necessary. However, the company will evaluate this Recommendation on a regular basis for the purpose of any possible (need for) future compliance.

- No minimum threshold of shares to be held by the members of executive management is determined. As such, the company departs from Recommendation 7.9 of the Code on Corporate Governance. This departure is explained by the fact that the interests of executive management are currently considered to be sufficiently focused on long-term value creation for the company in view of the existing long-term incentive programme in the form of an option plan. For these reasons, the determining of a minimum threshold of shares to be held by the members of executive management is not considered necessary. However, the company will evaluate this Recommendation on a regular basis for the purpose of any (need for) future compliance.

- Until and including 1 May 2025, the company departed from the recommendation in Article 3.5.2 of the Code on Corporate Governance[1] with regard to one independent director. The company concludes that the director could still be considered as independent during this period, since there was only a deviation with regard to one of the criteria of Article 3.5.2 of Code on Corporate Governance and the director acted in the spirit of an independent director.

- There are no specific agreements or systems that give the company the right to recover variable paid allowances if they are wrongly awarded on the basis of data that subsequently proves to be incorrect. As such, the company departs from Recommendation 7.12 of the Code on Corporate Governance. This departure is explained by the fact that the company will, if appropriate, rely on the possibilities of common law.

CONFLICT OF INTERESTS SCHEME

In 2025 there was no conflict of interest under article 7:96 of the CCA within the Board of Directors or the Management Team.

[1] To qualify as an independent director, you must not have been a non-executive director for more than 12 years.

INFORMATION TO SHAREHOLDERS

SHARE LISTING

The shares of Van de Velde have been quoted on the Brussels stock exchange, currently Euronext Brussels, since 1 October 1997, under the abbreviation 'VAN' (MNENO).

Van de Velde's shares can be traded using the ISIN code BE0003839561.

Euronext Brussels lists Van de Velde on the spot market (continuous market) of Euronext Brussels in compartment B (market capitalization between 150 million and 1 billion euro).

In line with its series of local indexes, Euronext Brussels maintains a BEL20, BEL Mid and BEL Small index, the components of which are selected on the basis of liquidity and free float market capitalization.

Van de Velde is listed in the BEL Small index. The weight in this index was 5.37% at the end of 2025.

LIQUIDITY PROVIDER

Van de Velde concluded a liquidity agreement with Bank Degroof in July 2002, which was renewed in 2024.

A liquidity provider guarantees the constant presence of bid and offer prices at which investors can conduct transactions and sets a permanent maximum spread between purchase and selling price of 5%. This allows the increase in share velocity and the reduction of the spreads between bid and offer prices. Major price fluctuations can be avoided on small traded volumes and the listing on the continuous segment of Euronext Brussels can be guaranteed.

GENERAL MEETING

The General Meeting of Shareholders is held at the seat of the company (unless another place is mentioned in the convocation) at 5 pm on the last Wednesday of April. If this day is an official holiday the meeting is held on the next working day.

An Extraordinary General Meeting can be convened whenever the interests of the company so demand it and must be convened whenever the shareholders representing one fifth of the capital so demand it.

AUTHORIZED CAPITAL

The Board of Directors is authorized for a period of five years from the announcement in the annexes to Belgisch Staatsblad/Moniteur belge (12 May 2025) to raise the subscribed capital one or more times by a total amount of 1,936,173.73 euro, under the conditions stated in the Articles of Association.

ACQUISITION OF OWN SHARES

On 30 April 2025, the Extraordinary General Meeting of Shareholders authorized the Board of Directors to buy or sell its own shares. This authorization is valid for a period of (i) three years as from 12 May 2025 if the acquisition is necessary to avoid a serious imminent disadvantage and (ii) five years as from 12 May 2025 if the Board of Directors, in accordance with Article 7:215 of the CCA, acquires the legally permitted number of its own shares at a price equal to the price at which they are listed on Euronext Brussels.

The Board of Directors approved a share buy-back programme of up to 15 million euro on 26 February 2025. The buy-back programme started on 4 March 2025 and has an anticipated duration of one year.

In 2025, 151,427 of its own shares were acquired by Van de Velde NV and at the end of 2025, Van de Velde NV had 357,818 of its own shares in its possession.

The treasury shares held by Van de Velde NV show the company's confidence in its strategy. See note 13 to the consolidated financial statements for more information.

DESTRUCTION OF OWN SHARES

On 13 November 2024, the Board of Directors approved a destruction of 230,995 of the company's own shares. These own shares were destroyed on 7 January 2025, resulting in a change of nominator from 13,062,417 shares (before 7 January 2025) to 12,831,422 shares (from 7 January 2025).

DIVIDEND POLICY

Van de Velde's objective is to pay out a yearly dividend. In doing so, it takes the following factors into consideration:

- Appropriate payment to shareholders in comparison with other companies listed on Euronext Brussels;
- Retention of sufficient self-financing capacity to respond to attractive investment opportunities;
- Remuneration proportionate to cash flow expectations.

The dividend policy of Van de Velde consists in paying out at least 40% of the consolidated profit, Group share, excluding the result based on the equity method. Furthermore, Van de Velde does not retain excess cash in the organization.

FINANCIAL SERVICES
The financial services are provided by Belfius as main payment agent.

NOTIFICATIONS UNDER ARTICLE 74 § 7 OF THE ACT OF 1 APRIL 2007 ON PUBLIC TAKEOVER OFFERS.
Van de Velde did not receive any new notifications during 2025.

PROPOSED PROFIT DISTRIBUTION
The dividend on distributable profit will be allocated to the shares with rights that are not suspended. In other words, the treasury shares held, for which no profit share is retained are not taken into account to reduce distributable profit. As per 31 December 2025, this concerns 357,818 treasury shares purchased within the framework of the buy-back programme (see above). Reference is made to Article 7:217 of the CCA.

The number of shares with dividend rights is accordingly reduced from 12,831,422 to 12,473,604[1] shares.

The application of the pay-out percentage (40% of consolidated profit, Group share, excluding result based on the equity method) produces a dividend per share of 0.855 euro.

Van de Velde has the policy of not retaining excess cash in the organization but distributing, it in one way or another, to the shareholders. Cash required for operating and investing activities is evaluated on an annual basis. For 2025 this implies that the Board of Directors will propose to the General Meeting the payment of a gross dividend for the fiscal year 2025 of 2.40 euro per dividend entitled share. After the payment of withholding tax, this represents a net dividend of 1.68 euro per dividend entitled share.

[1] Provided that the number of own shares remains unchanged, namely 357,818.

After approval by the General Meeting of Shareholders, the final dividend will be paid out as from 11 May 2026.

FINANCIAL CALENDAR

Closing of fiscal year 2025	31 December 2025
Announcement of annual results 2025	5 March 2026
Publication of annual financial report 2025	27 March 2026
General Meeting of Shareholders	29 April 2026
Ex-coupon date	7 May 2026
Record date	8 May 2026
Dividend payment date	11 May 2026
Publication of 2026 half-year results	26 August 2026
Closing of fiscal year 2026	31 December 2026


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3. CONSOLIDATED KEY FIGURES 2025

PROFIT AND LOSS ACCOUNT

IN MILLION OF EURO	2025	2024	2023	2022	2021
Operating income	207.4	211.3	217.3	217.2	200.3
Turnover	202.4	206.4	211.3	211.7	195.3
Turnover on a comparable basis[1]	**203.4**	**205.8**	**212.1**	**211.4**	**191.2**
EBITDA[2]	46.4	50.6	56.1	58.2	55.0
EBITDA on a comparable basis[3]	**47.1**	**50.2**	**56.6**	**58.0**	**52.3**
EBIT[4]	35.7	40.2	45.3	48.1	41.8
Consolidated results without result of equity method and before taxes[5]	35.1	40.6	45.1	46.7	40.8
Consolidated results without result of equity method and after taxes[5]	27.4	31.8	36.0	37.5	32.5
Profit for the period[6]	17.8	32.0	33.6	36.8	32.0
Operating cash flow[7]	37.1	45.9	54.3	30.0	50.6

[1] Turnover on a comparable basis is turnover excluding early deliveries to enable seasons to be compared. For the reconciliation of the amount we refer to the press release of the annual report.
[2] EBITDA is earnings before interest, taxes, depreciation and amortization on tangible and intangible assets.
[3] EBITDA on a comparable basis is EBITDA excluding the impact of early deliveries, to enable seasons to be compared. For the reconciliation of the amount we refer to the press release of the annual report.
[4] EBIT is earnings before interest and taxes.
[5] Result of the Group (Group share) before share in the profit / (loss) of associates (equity method).
[6] Result of the Group (Group share) after share in the profit / (loss) of associates (equity method).
[7] Operating cash flow is equal to net cash flow from operating activities.

BALANCE SHEET

IN MILLION OF EURO	2025	2024	2023	2022	2021
Fixed assets	67.9	79.0	76.4	72.1	73.3
Current assets	118.8	123.4	126.5	136.4	133.9
Balance sheet total	186.7	202.4	203.0	208.4	207.2
Shareholders' equity	145.0	162.4	165.9	168.1	163.1
Net debt position[1]	-41.0	-48.2	-51.0	-50.6	-61.3
Working capital[2]	39.3	38.8	41.0	48.1	31.7
Capital employed[3]	107.2	117.8	117.4	120.1	105.0

[1] Financial debts less cash and cash equivalents (a negative position refers to a cash position; a positive position refers to a debt position).
[2] Current assets (excluding cash and cash equivalents) less current liabilities (excluding financial debts).
[3] Fixed assets plus working capital.

FINANCIAL RATIOS

IN %, EXCEPT LIQUIDITY	2025	2024	2023	2022	2021
Return on equity[1]	17.8	19.4	21.5	22.7	21.1
Return on capital employed[2]	24.4	27.1	30.3	33.3	29.5
Solvency[3]	77.7	80.3	81.7	80.7	78.7
Liquidity[4]	3.6	4.3	4.5	4.2	4.1

[1] Consolidated result after taxes (excluding equity method) / Average of equity at end of fiscal year and previous fiscal year.
[2] Consolidated result after taxes (excluding equity method) / Average of capital employed at end of fiscal year and previous fiscal year.
[3] Equity / Balance sheet total.
[4] Current assets / Current liabilities.

MARGIN ANALYSIS AND TAX RATE

IN %	2025	2024	2023	2022	2021
EBITDA[1]	22.9	24.5	26.5	27.5	28.2
EBITDA on a comparable basis[2]	23.2	24.4	26.7	27.4	27.4
EBIT[3]	17.7	19.5	21.5	22.7	21.4
Tax rate[4]	21.9	21.5	20.2	19.7	20.3

[1] EBITDA on turnover.
[2] EBITDA on a comparable basis on turnover on a comparable basis.
[3] EBIT on turnover.
[4] Income taxes and Consolidated result before taxes (excluding equity method).

STOCK MARKET DATA

	2025	2024	2023	2022	2021
Average daily volume in pieces	4,252	5,734	4,028	3,825	5,537
Number of shares at year end	12,831,422	13,062,417	13,062,417	13,322,480	13,322,480
Number of traded shares	1,084,210	1,467,781	1,027,043	982,922	1,428,603
Velocity	8.4%	11.2%	7.9%	7.4%	10.7%
Turnover (in thousands of euro)	34,101	46,583	34,073	34,208	38,862

(in euro per share)					
Highest price	35.30	35.35	37.15	39.80	35.80
Lowest price	29.00	28.55	30.70	29.70	21.65
Closing price	30.10	29.35	33.75	30.20	34.30
Average price	31.42	31.72	33.32	34.61	26.52

KEY FIGURES PER SHARE

000 EURO	2025	2024	2023	2022	2021
Book value[1]	11.6	12.9	12.9	12.9	12.4
EBITDA[2]	3.6	3.9	4.3	4.4	4.1
EBITDA on a comparable basis[3]	3.7	3.8	4.3	4.4	3.9
Profit for the period[4]	1.4	2.5	2.6	2.8	2.4
Gross dividend[5]	2.40	2.40	2.40	2.28[8]	2.03[8]
Net dividend[5]	1.68	1.68	1.68	1.59[8]	1.42[8]
Dividend yield[6]	7.97%	8.18%	7.11%	7.55%[8]	5.92%[8]
Pay-out percentage[7]	109%	95%	86%	78%	82%

(1) Shareholders' equity / Number of shares at year end (excluding own treasury shares).
(2) EBITDA / Number of shares at year end.
(3) EBITDA on a comparable basis / Number of shares at year end.
(4) Profit for the period / Number of shares at year end.
(5) Gross dividend, as will be proposed by the Board of Directors to the General Meeting of Shareholders, is 2.40 euro per dividend entitled share. Net dividend is 1.68 euro per dividend entitled share.
(6) Gross dividend / Closing price.
(7) Pay-out percentage of the consolidated profit, Group share, excluding result based on the equity method and excluding impairment on financial fixed assets.
(8) The figures for 2021 and 2020 have been adjusted to reflect the final dividend amounts distributed, taking into account treasury shares held at the time of distribution.

VALUE DETERMINATION

IN MILLION OF EURO	2025	2024	2023	2022	2021
Book value[1]	145.0	162.4	165.9	168.1	163.1
Market capitalization[2]	386.2	383.4	440.9	402.3	457.0
Enterprise value (EV)[3]	343.1	323.5	379.2	338.2	381.9

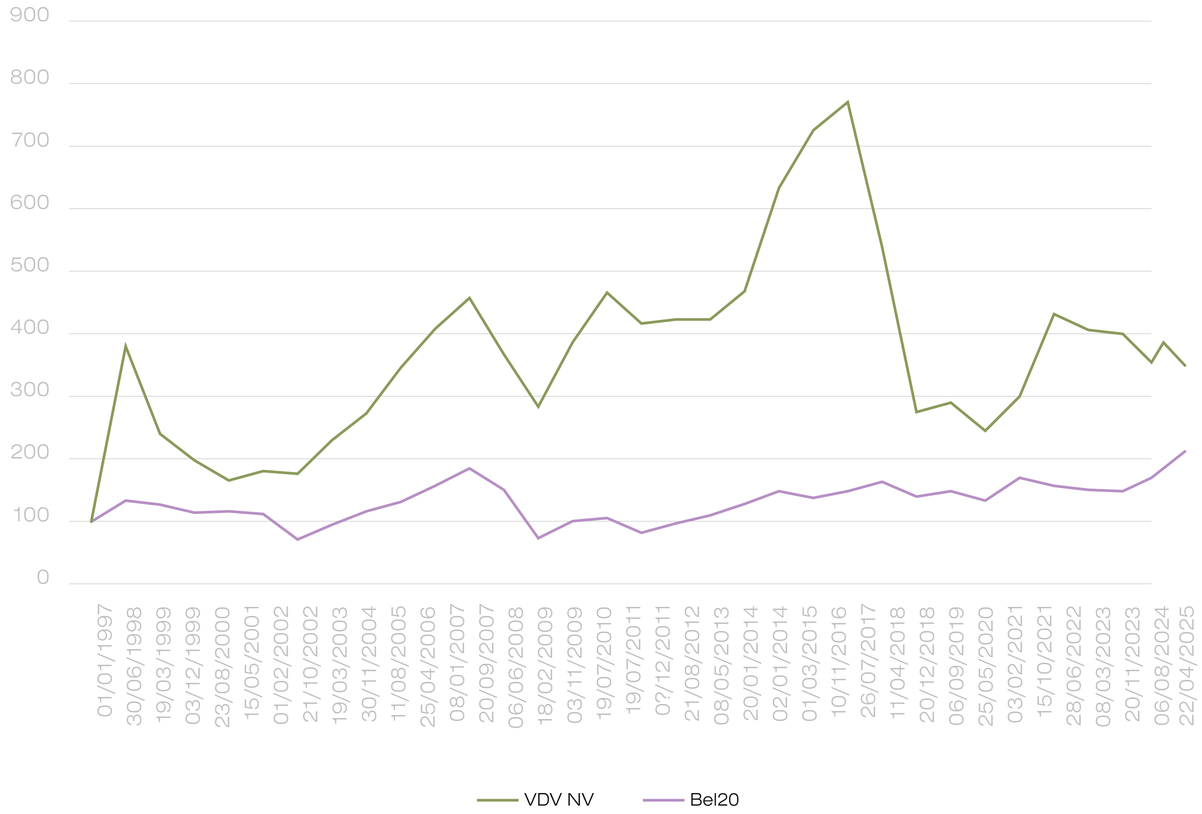
(1) Shareholders' equity.
(2) Number of shares on 31 December multiplied by the closing price.
(3) Market capitalization plus net debt position less participations (equity method).

MULTIPLES

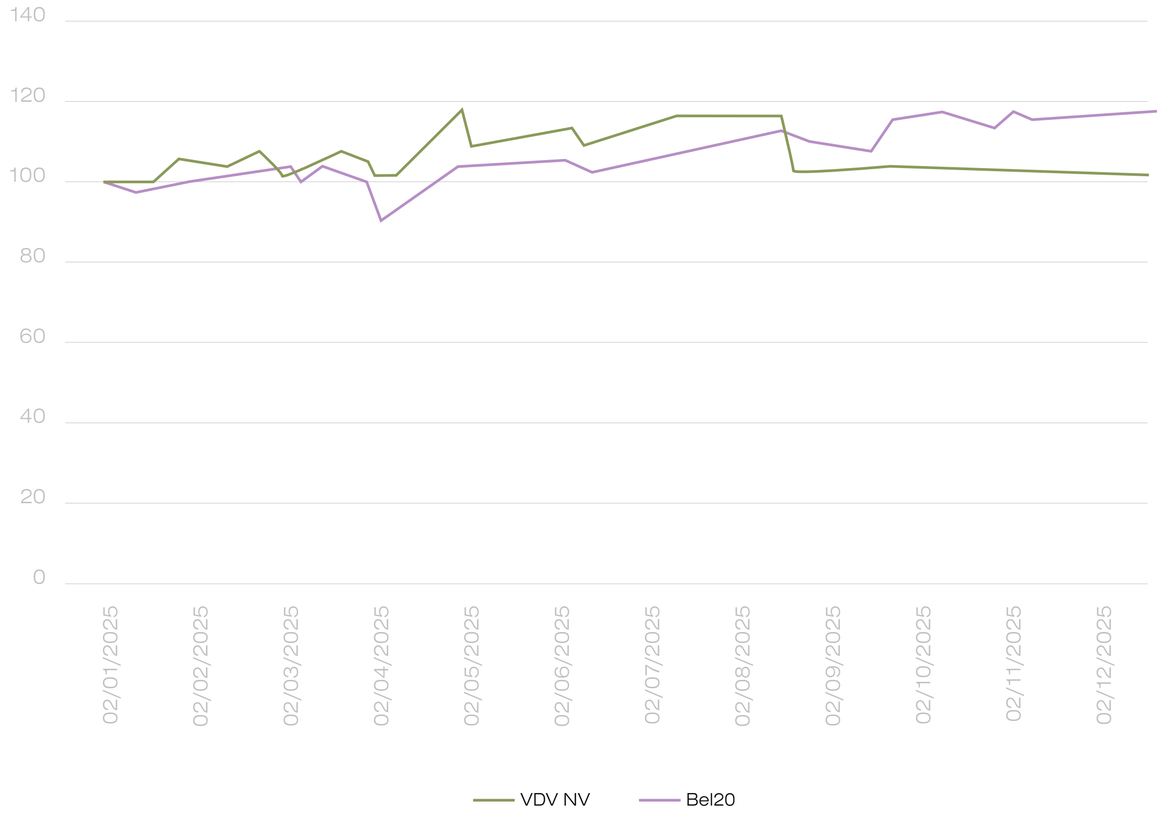
	2025	2024	2023	2022	2021
EV/EBITDA[1]	7.4	6.4	6.8	5.8	6.9
EV/EBITDA on comparable basis[2]	7.3	6.4	6.7	5.8	7.3
Price/Profit[3]	21.6	12.0	13.1	10.9	14.3
Price/Book value[4]	2.7	2.4	2.7	2.4	2.8

(1) Enterprise value / EBITDA.
(2) Enterprise value / EBITDA on a comparable basis.
(3) Market capitalization / Profit for the period.
(4) Market capitalization / Book value.

VAN DE VELDE AND BEL20 STOCK MARKET PRICE



STOCK MARKET PRICE IN 2025



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CONSOLIDATED BALANCE SHEET

000 EURO	2025	2024	NOTE
Assets			
Total fixed assets	**67,856**	**78,960**	
Goodwill	4,546	4,640	3
Intangible assets	20,783	20,832	4
Tangible fixed assets	29,562	29,699	5
Right-of-use assets	8,706	10,392	26
Investments accounted for using the equity method	2,076	11,663	6
Deferred tax asset	0	0	17
Other fixed assets	2,182	1,735	7
Total current assets	**118,817**	**123,433**	
Inventories	48,146	42,302	9
Trade receivables	14,124	15,159	10
Other current assets	6,489	7,062	11
Cash and cash equivalents	50,058	58,910	12
Total assets	**186,673**	**202,393**	

000 EURO	2025	2024	NOTE
Equity and liabilities			
Shareholder's equity	**144,989**	**162,431**	
Share capital	1,936	1,936	13
Treasury shares	-9,902	-12,989	13
Share premium	743	743	13
Other comprehensive income	-4,186	-3,222	
Retained earnings	156,397	175,962	
Non-controlling interests	**0**	**0**	
Grants	**0**	**41**	8
Total non-current liabilities	**9,003**	**10,950**	
Provisions	179	155	14
Provisions lease liability	605	614	26
Pensions	1,505	1,552	15
Lease liability	5,805	7,497	26
Deferred tax liability	909	1,132	17
Total current liabilities	**32,682**	**28,971**	
Trade and other payables	26,758	23,575	18
Lease liabilities	3,253	3,240	26
Other current liabilities	2,328	1,860	19
Income tax payable	343	297	19
Total equity and liabilities	**186,673**	**202,393**	

CONSOLIDATED INCOME STATEMENT AND OTHER COMPREHENSIVE INCOME

000 EURO	2025	2024	NOTE
Turnover	**202,361**	**206,435**	**28**
Other operating income	5,008	4,863	16
Cost of materials	-31,574	-35,583	9
Other expenses	-76,042	-75,924	16
Personnel expenses	-53,336	-49,176	22
Depreciation and amortization[1]	-10,688	-10,393	4, 5, 26
Operating profit	35,729	40,221	
Finance income	1,812	2,699	21, 26
Finance costs	-2,417	-2,359	21, 26
Share in result of associates	-1,458	226	6
Impairment related to associates	-8,129	0	6
Profit before taxes	**25,538**	**40,786**	
Income taxes	-7,689	-8,738	23
Profit for the period	**17,848**	**32,048**	
Other comprehensive income			
Exchange differences on translation of foreign operations related to Group entities:	-841	1,605	
• Gains and losses related to Group entities[2]	-841	884	
• Gains and losses related to associated companies	0	721	6
Share of other comprehensive income of investments accounted for using the equity method	0	70	6
Items that may be reclassified to realized profit or loss	**-841**	**1,675**	
Remeasurement gains/(losses) on defined benefit plans	-164	-508	15
Deferred taxes on defined benefit plans	41	127	23
Items that will not be reclassified to realized profit or loss	**-123**	**-381**	
Total of profit for the period and other comprehensive income	**16,885**	**33,343**	

000 EURO	2025	2024	NOTE
Profit for the period	**17,848**	**32,048**	
Attributable to the owners of the company	17,848	32,048	
Attributable to non-controlling interests	0	0	
Total of profit for the period and other comprehensive income	**16,885**	**33,343**	
Attributable to the owners of the company	16,885	33,343	
Attributable to non-controlling interests	0	0	
Basic earnings per share (in euro)	1.42	2.52	24
Diluted earnings per share (in euro)	1.42	2.52	24
Weighted average number of shares	12,541,695	12,717,937	24
Weighted average number of shares for diluted profit per share	12,556,316	12,733,310	24
Proposed dividend per dividend entitled share (in euro)	2.40	2.40	25
Total proposed dividend (in 000 euro)	**29,937**	**30,271**	**25**

[1] This includes depreciation and write-downs on fixed assets.
Write-downs on current assets, however, are included in other expenses.

[2] The result from currency translation differences relates mainly to USD and GBP.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	SHAREHOLDER'S EQUITY OF THE COMPANY							INVESTMENTS IN ASSOCIATES (EQUITY METHOD)		
000 EURO CHANGE IN EQUITY	CAPITAL	TREASURY SHARES[2]	SHARE PREMIUM	PENSION RESERVE	CUMULATED COMPREHENSIVE INCOME	RETAINED EARNINGS	REVALUATION RESERVE OF SHARES[1]	SHARE IN REVALUATION RESERVE TOP FORM	CUMULATED COMPREHENSIVE INCOME	TOTAL EQUITY
Equity at 31/12/2023	**1,936**	**-6,596**	**743**	**-382**	**1,722**	**174,352**	**-6,406**	**1,394**	**-843**	**165,920**
Profit for the period						32,048				32,048
Other comprehensive income				-381	1,605	23			70	1,317
Transactions on treasury shares (note 13)		-6,394								-6,394
Granted and accepted stock options						290				290
Dividends (note 25)						-30,751				-30,751
Equity at 31/12/2024	**1,936**	**-12,989**	**743**	**-763**	**3,326**	**175,962**	**-6,406**	**1,394**	**-772**	**162,431**
Profit for the period						17,848				17,848
Other comprehensive income				-123	-841	-26				-990
Transactions on treasury shares (note 13)		3,087				-7,492				-4,404
Granted and accepted stock options						247				247
Dividends (note 25)						-30,143				-30,143
Equity at 31/12/2025	**1,936**	**-9,902**	**743**	**-886**	**2,485**	**156,397**	**-6,406**	**1,394**	**-772**	**144,989**

[1] The revaluation reserve of shares relates to an unrealized revaluation reserve of Top Form International Ltd shares, at a time when the interest in Top Form International Ltd. was not yet included in accordance with the equity method, but as available-for-sale financial assets. This unrealized reserve remains unchanged until the sale of the interest in Top Form International Ltd.

[2] In 2025, the transaction on treasury shares involves the cancellation, the purchase and the exercise of treasury shares. In 2024, the transaction on treasury shares involves both the purchase and exercise of treasury shares.

CONSOLIDATED CASH FLOW STATEMENT

000 EURO	2025	2024	NOTE
Operating activities			
Profit before tax	25,538	40,786	
Depreciation and amortization of (in)tangible and right-of-use assets	10,688	10,393	4, 5, 26
Capital gains and losses on realizations of fixed assets	-0	-64	
Mutation of net valuation allowance current assets	-437	-2,166	9, 10
Provisions	0	0	14, 18, 26
Result based on the equity method	9,587	-226	6
Loss / (gain) on sale of subsidiaries, associates and assets held for sale	0	0	
Financial profit and loss	255	-442	21
Other non cash-items	82	736	
Gross cash flow provided by operating activities	**45,712**	**49,018**	
Decrease / (Increase) in inventories	-6,318	6,394	9
Decrease / (Increase) in trade accounts receivable	1,946	-1,765	10
Decrease / (Increase) in other assets	-2,164	-16	11
(Decrease) / Increase in trade accounts payable	2,686	-248	18
(Decrease) / Increase in other liabilities	1,036	2,041	16, 18
Change in operating working capital	**-2,814**	**6,406**	
Income tax paid	-5,549	-9,939	
Interests	-255	442	21, 26
Net cash flow provided by operating activities	**37,094**	**45,926**	
Cashflow from investment activities			
(In)tangible assets - acquisitions	-7,191	-6,439	4, 5
Realization of fixed assets	0	52	
Investment in associated companies	0	38	
Net cash flow used in investing activities	**-7,191**	**-6,349**	
Net cash flow before financing activities	**29,903**	**39,578**	
Cashflow from financing activities			
Dividends paid	-30,143	-30,751	25
Dividends received	0	0	
Sale of treasury shares for stock options	303	183	13
Purchase of treasury shares	-4,751	-6,605	13
Reimbursement of lease liabilities	-4,024	-4,091	26
Proceeds / (Reimbursement) of short-term borrowings	0	0	
Net cash flow used in financing activities	**-38,615**	**-41,264**	
Net change in cash and cash equivalents	**-8,711**	**-1,686**	
Cash and cash equivalents on 1 January	58,910	60,595	12
Effect of exchange rate fluctuations	-141	1	
Cash and cash equivalents on 31 December	50,058	58,910	12
Net change in cash and cash equivalents	**-8,711**	**-1,686**	

1. GENERAL INFORMATION

The Van de Velde Group designs, develops, manufactures and markets fashionable premium lingerie together with its subsidiaries. The company is a limited liability company, with its shares listed on Euronext Brussels.

The company's main office is located in Wichelen, Belgium.

The consolidated financial statements were authorized for issue by the Board of Directors on 4 March 2026, subject to approval of the statutory non-consolidated accounts by the shareholders at the Ordinary General Meeting to be held on 29 April 2026. In compliance with Belgian law, the consolidated accounts will be presented for informational purposes to the shareholders of Van de Velde NV at the same meeting. The consolidated financial statements are not subject to amendment, except confirming changes to reflect decisions, if any, of the shareholders with respect to the statutory non-consolidated financial statements affecting the consolidated financial statements.

This annual report is in accordance with article 3:32 of Belgium's Companies Code. The various components as prescribed by article 3:32 are split across the various chapters in this annual report.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying consolidated financial statements have been prepared in compliance with 'IFRS accounting standards', as adopted for use in the European Union as of the balance sheet date.

The amounts in the financial statements are presented in thousands of euro unless stated otherwise. The financial statements were prepared in accordance with the historical cost principle, except for valuation at fair value of derivative financial instruments and defined benefit pension plans - plan assets measured at fair value.

USE OF ESTIMATES

The preparation of financial statements in conformity with 'IFRS accounting standards' requires that the management makes certain estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes.

Estimates made on each reporting date reflect the conditions that existed on those dates (e.g. market prices, interest rates and foreign exchange rates). Although these estimates are based on management's best knowledge of current events and actions that the Group may undertake, actual results may differ from those estimates.

The most important application of estimates relates to:

IMPAIRMENT OF INTANGIBLE FIXED ASSETS WITH INDEFINITE USEFUL LIFE (INCLUDING GOODWILL)

Intangible fixed assets with indefinite useful life including goodwill are subject to an annual impairment test. This test requires an estimation of the value-in-use of these assets. The estimate of the value-in-use requires an estimate of the expected future cash flows related to these assets and the choice of an appropriate discount rate to determine the present value of these cash flows. For the estimate of the future cash flows, the management must make a number of assumptions and estimates, such as expectations with regard to growth in revenues, development of profit margin and operating costs, period and amount of investments, development of working capital, growth percentages for the long term and the choice of a discount rate that takes into account the specific risks. More details are given in note 3.

INVENTORY WRITE-DOWN

Inventory held by the Group is composed of raw materials, work in progress, finished goods and merchandise. The provision for economic obsolescence is calculated based on the age of the stock, identification of the collection (seasonal collection or long-term collection) and an estimate of future sales of the related stock items.

EMPLOYEE BENEFITS – PENSIONS

The costs of the defined pension plans as well as the cash value of the pension liability are determined by actuarial calculations. To this end, various assumptions are used that could differ from the actual developments in the future. As a consequence of the complexity of the actuarial calculations and the long-term character of the liabilities, the employee liabilities are highly sensitive to changes in the assumptions. The main actuarial assumptions and the sensitivity analysis are included in note 15.

CONSOLIDATION PRINCIPLES

SUBSIDIARIES

Van de Velde NV has direct or indirect control over an entity, if and only if, it has all the following:

- Power over the investee;
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect the amount of the investor's returns.

The financial statements of subsidiaries are included in the consolidated financial statements of the Group from the date that control commences until the date that control ceases. They are prepared as of the same reporting date and using the Group accounting policies. Intragroup balances, transactions, income and expenses are eliminated in full.

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

ASSOCIATES

Associates are companies in which Van de Velde NV directly or indirectly has a significant influence. This is assumed to be the case when the Group holds at least 20% of the voting rights attached to the shares. The financial statements of these companies are prepared in accordance with the same accounting policies used for the Group. The consolidated financial statements contain the share of the Group in the result of associates in accordance with the equity method from the day that the significant influence is acquired until the day it ends. If the share of the Group in the losses of the associates is greater than the carrying amount of the participation, the carrying amount is set at zero and additional losses are recognized only insofar as the Group has assumed additional obligations.

Participations in associates are revalued if there are indications of possible impairment or of the disappearance of the reasons for earlier impairments.

The participations valued in the balance sheet in accordance with the equity method also include the carrying amount of related goodwill.

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in profit or loss, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment. Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated, unless the transaction provides evidence of an impairment of the asset transferred.

FOREIGN CURRENCIES

FOREIGN CURRENCY TRANSACTIONS

The reporting currency of the Group is the euro. Foreign currency transactions are recorded at the exchange rate on the transaction date. Monetary assets and liabilities denominated in foreign currencies are converted at the exchange rate on the balance sheet date. Gains and losses resulting from the settlement of foreign currency transactions and from the conversion of monetary assets and liabilities denominated in foreign currencies are recognized in the income statement. Non- monetary assets and liabilities denominated in foreign currencies are converted at the foreign exchange rate on the date of the transaction.

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency').

FINANCIAL STATEMENTS OF FOREIGN ACTIVITIES

Van de Velde's foreign operations outside the euro zone are considered to be foreign activities. Accordingly, assets and liabilities are converted to euro at foreign exchange rates on the balance sheet date. Income statements of foreign entities are converted to euro at the average exchange rates of that currency over the past 12 months. The components of shareholders' equity are converted at historical rates. Exchange differences arising from the conversion of shareholders' equity to euro at year-end exchange rates are recorded in 'Other comprehensive income'. On sale or disposal of a foreign operation, the deferred cumulative amount recognized in equity relating to that particular foreign operation is recognized in the income statement.

INTANGIBLE ASSETS

RESEARCH AND DEVELOPMENT

The nature of the development costs within the Van de Velde Group, primarily product and process innovation, is such that they do not meet the criteria set out in IAS 38 for recognition as intangible assets. They are therefore expensed when incurred. Development costs within the Group in relation to research and development of software are capitalized under software. The depreciation begins when the intangible assets are available for use, and this by a straight-line depreciation over a period of five years. When the activation starts, the conditions of IAS38 are fulfilled.

ACQUIRED BRANDS

Brands acquired as part of business combinations are deemed to be intangible assets with an indefinite useful life. These are measured at the value established as part of the allocation of fair value of the identifiable assets, obligations and contingent obligations on the acquisition date, less accumulated impairment losses. These brands are not amortized but are tested annually for impairment (for more details, see note 3). The correctness of classification as intangible assets with indefinite useful life is also evaluated.

OTHER INTANGIBLE ASSETS

Other intangible assets (software and online platform) acquired by Van de Velde are recognized at cost (purchase price plus all directly attributable costs) less accumulated amortization and accumulated impairment losses. Expenses for the registration of trade names and designs are recorded as brands with finite useful life to the extent that this relates to new registrations in the country of registration. Other expenditures on internally generated goodwill and brands are recognized in the income statement when incurred. Amortization begins when the intangible asset is available using the straight-line method. The useful life of intangible assets with a finite life is generally estimated at three to five years. Other intangible assets include acquired distribution rights and similar rights, which are amortized over a period of five years. The rules of IAS 38 are met at the moment of activation of other intangible assets.



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GOODWILL

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary/associate at the date of acquisition. Goodwill is tested annually for impairment or more frequently if events or changes in circumstances indicate that the asset might be impaired. Goodwill is treated by the Group as an asset of the parent and is considered as a monetary item. As a result, these assets are converted based on the rate in force at the balance sheet date. Goodwill is recorded at cost less accumulated impairment losses.

TANGIBLE FIXED ASSETS

ASSETS HELD

Tangible fixed assets are recognized at cost less accumulated depreciation and accumulated impairment losses. Cost is determined as being the purchase price plus other directly attributable acquisition costs, such as non-refundable tax and transport.

SUBSEQUENT EXPENDITURE

Subsequent expenditures are capitalized only when it increases the future economic benefits embodied in the item of property, plant and equipment. Otherwise, it is recognized in profit or loss when incurred.

DEPRECIATION

The depreciable amount equals the cost of the asset less its residual value. Depreciation starts from the date the asset is ready for use, using the straight-line method over the estimated useful life of the asset. Residual value and useful life are reviewed at least at each fiscal year end.

The depreciation rates used are as follows:

Buildings	15-25 years
Production machinery and equipment	2-10 years
Electronic office equipment[1]	3-5 years
Furniture[1]	5-10 years
Vehicles[1]	3-5 years

[1] In note 5, this is included in plant, machinery and equipment.

Land is not depreciated as it is deemed to have an indefinite life.

IMPAIRMENT OF ASSETS

The carrying amount of Van de Velde's fixed assets, other than deferred tax assets, financial assets and other non-current assets are reviewed on each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment test is conducted annually on intangible assets that are not yet available for use, intangible assets with an indefinite useful life and goodwill, regardless of whether there is any indication of impairment. An impairment loss is recognized in profit or loss whenever the carrying amount of an asset exceeds its recoverable amount.

CALCULATION OF RECOVERABLE AMOUNT

The realizable value of an asset is the greater of its fair value less cost to sell and value-in-use. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

REVERSAL OF IMPAIRMENT

Impairment losses on goodwill are not reversed.

For any other assets, an impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

INVENTORIES

Raw materials, work in progress, merchandise and finished goods are valued at the lower of cost or net realizable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Cost of inventories comprises all purchase costs, conversion costs and other costs incurred in bringing the inventories to their present location and present condition. The valuation method for the stocks is the first in first out (FIFO) method.

Purchasing costs include:

- Purchase price, plus
- Import duties and other taxes (if not recoverable), plus
- Transport, handling and other costs directly attributable to the acquisition of the goods, less
- Trade discounts, rebates and other similar items.

Conversion costs include:

- Costs directly related to the units of production, plus
- A systematic allocation of fixed and variable indirect production costs.

The provision for obsolescence is calculated consistently throughout the Group based on the age and expected future sales of the items at hand.

TRADE AND OTHER RECEIVABLES

Trade receivables are recognized at cost less impairment losses. If there is objective evidence that an impairment loss has been incurred on trade receivables, the impairment loss recognized is the difference between the carrying amount and the present value of estimated future cash flows. All trade receivables are individually assessed for excess impairment according to the ECL model. The excess impairment is incorporated in the 'general administration' section under other expenses.

CLASSIFICATION AND VALUATION

Under IFRS 9, debt instruments are subsequently valued at fair value through profit or loss (FVTPL), amortized cost or fair value with recognition of value adjustments to unrealized results (FVTOCI). The classification is based on two criteria: the business model of the Group for the management of the assets; and whether the contractual cash flows of the instruments represent 'principal and interest payments only' on the outstanding principal. Trade receivables and other financial assets are held to collect contractual cash flows and lead to cash flows that represent only payments of principal and interest. These are classified and valued as debt instruments at amortized cost as explained in the 'Revenue from contracts with customers' section.

The Group has not designated financial obligations as FVTPL. There are no changes in the classification and valuation of the Group's financial liabilities.

IMPAIRMENT

IFRS 9 requires the Group to recognize a provision for expected credit losses (ECLs) for all debt instruments that are not held at fair value through profit or loss and contract assets. ECLs are based on the difference between the contractual cash flow that follows from the contract and all cash flows that the Group expects to receive, discounted on the basis of the effective interest rate. For trade receivables, the Group uses the simplified application for the calculation of the ECLs whereby an impairment is recognized on the basis of historical credit losses, adjusted for economic or credit conditions that are such that the actual losses are greater or less than suggested by historical trends.

The Group applies the IFRS 9 simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To determine expected credit losses (IFRS 7), Van de Velde applies a provision matrix in which trade receivables are classified into age categories (not past due, 1–30 days past due, 31–60 days past due, 61–90 days past due and more than 90 days past due). A separate loss percentage is applied to each category, based on the Group's historical credit loss data. The historical percentages are reviewed annually and adjusted if sector-specific or economic factors give rise to a higher or lower expected loss than the historical trend suggests.

In line with this IFRS 9 methodology, Van de Velde creates an additional collective provision based on the provision matrix, in addition to the existing individual impairments on doubtful debts.

LEASES

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for a consideration.

GROUP AS A LESSEE

The Group applies a single recognition and measurement approach for all leases, except for short-term leases (<12 months) and leases of low-value assets (< €5,000). The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

RIGHT-OF-USE ASSETS

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right- of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are measured at cost, comprising the following: the amount of the initial measurement of lease liability, any lease payments made at or before the commencement date, less any lease incentives received, any initial direct costs, and restoration costs.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Plant and machinery	maximum 10 years
Motor vehicles and machinery	maximum 5 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in the 'Impairment of non-financial assets' section.

LEASE LIABILITIES
At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Every six months, the management, together with the Executive Board, evaluates the options for granting and terminating leases based on the strategic plan. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event that triggers the payment occurs.

To determine the current value of the lease payments, the Group will discount future lease payments at the incremental borrowing rate on the start date (i.e. the interest that the lessee would pay if he took out a loan with the bank for a similar asset over a similar duration). After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

SHORT-TERM LEASES AND LEASES OF LOW-VALUE ASSETS
The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Group also applies the exemption for leases for which the underlying assets have a low value (value below €5,000).

DERIVATIVE FINANCIAL INSTRUMENTS

HEDGES
Van de Velde applies derivative financial instruments only in order to reduce the exposure to foreign currency risk. These financial instruments are entered into in accordance with the aims and principles laid down by general management, which prohibits the use of such financial instruments for speculation purposes.

Derivative financial instruments are initially measured at fair value. As a result, at reporting date all derivatives are measured at fair value with changes in fair value recognized immediately in the income statement. The fair value of derivatives is calculated by discounting the expected future cash flows at the prevailing interest rates. All spot purchases and sales of financial assets are recognized on the settlement date.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include bank balances, available cash and short-term deposits. Interest income is recognized based on the effective interest rate of the asset.

Short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

SHARE CAPITAL

Where any Group company purchases the company's equity instruments, for example as the result of a share buy-back or a share-based payment plan, the consideration paid, including any directly attributable incremental costs (net of income taxes), is deducted from equity attributable to the owners of Group as treasury shares until the shares are cancelled or reissued. Where such ordinary shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the owners of the Group.

CHANGE IN CAPITAL
When there is an increase or decrease in Van de Velde's share capital, all directly attributable costs relating to that event are deducted from equity and not recognized in profit or loss when incurred.

DIVIDENDS
Dividends are recognized as a liability in the period in which they are approved by the General Meeting.

PROVISIONS

Provisions are recognized when Van de Velde has a present legal or constructive obligation as a result of past events, and it is probable that an outflow will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made. If the effect is material, provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

EMPLOYEE BENEFITS

PENSION PLAN

Van de Velde has Group insurance plans for its Belgian employees and Group insurance plans for its employees elsewhere. Under IAS 19 all pension plans are recognized as defined contribution plans or defined pension plans. A defined contribution plan is a pension plan in which a company pays fixed contributions to a separate company and has no legal or actual obligation to pay further contributions if the pension fund has inadequate assets to pay the benefits related to the years of service in the current or previous periods to all employees. A defined pension plan is a pension plan that is not a defined contribution plan.

The pension plans in foreign countries are defined contribution plans. The costs connected with these are recognized through profit and loss when incurred. Pension plans in Belgium are defined pension plans.

A liability was recognized in the balance sheet with regard to the Belgian pension schemes equal to the sum of the cash value of the gross liabilities on account of defined pension entitlements (including the tax due on contributions relating to pension costs) as at the balance sheet date, less the market value of the fund investments. An independent actuary makes on an annual basis an actuarial calculation of this gross liability using the projected unit credit method.

The interest expense is calculated by applying a discount rate to the asset or the liability of the defined pension entitlements. This interest expense is recognized through profit and loss. In establishing an appropriate discount rate, the company bases itself on the interest rates applicable to high-grade corporate bonds in cash, which correspond to the currency in which the liability is expected to be paid in accordance with the expected duration of the defined pension liability.

Revaluations, including actuarial gains and losses and the return on fund investments (excluding net interest expense), are recognized in other comprehensive income when they occur. Revaluations must not be reclassified to profit and loss in later periods.

Past service pension cost is recognized through profit and loss when the plan is changed or when the related restructuring or termination benefits become payable by the company, whichever occurs first.

SHARE-BASED PAYMENTS

The fair value of the share options awarded under the Group's share option plan is established on the grant date, with due consideration for the terms and conditions under which the options are granted and using a valuation technique corresponding to generally accepted valuation methods for establishing the price of financial instruments and with due consideration for all relevant factors and assumptions. The fair value of the share options is recognized as personnel expenses for the period until the beneficiary acquires the option unconditionally (i.e. vesting date). This concerns equity settled option plans being incorporated into equity.

INCOME TAX

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

Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognized in the income statement except insofar as it relates to items included in shareholders' equity. In that case, income tax is included in shareholders' equity.

Current tax is the expected tax payable on the taxable income for the year, using applicable tax rates on the balance sheet date, and any adjustments to tax payables with respect to previous years.

For financial reporting purposes, deferred income tax is calculated using the liability method based on temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts.

Deferred income tax assets are recognized only insofar as it is probable that taxable profit will be available against which the deductible temporary differences, the carry-forward of unused tax credits and unused tax losses can be utilized.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the year in which the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been implemented or substantively implemented at the balance sheet date.

Deferred tax assets and deferred tax liabilities are offset when a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

TRADE AND OTHER PAYABLES
Trade and other payables are stated at cost, trade payables are non-interest bearing and are normally settled on 30-day terms. Other payables are non-interest bearing and have an average term of six months.

Trade payables are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

REVENUE FROM CONTRACTS WITH CUSTOMERS
IFRS 15 provides a five-step model for the administrative processing of revenue from contracts with customers. Under IFRS 15, revenue is recognized in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.

GOODS SOLD
The two biggest revenue streams of the Group are revenue from B2B and revenue from D2C. Within these revenue streams, it is usually expected that the sale of the goods represents the only performance obligation. Furthermore, the revenue is recognized when the control over the article is transferred to the customer, usually upon delivery of the goods.

Allowed discounts for cash payments are charged to the profit and loss account at the moment of the collection of the claim. This discount is included as a reduction in turnover. Van de Velde has applied the practical expedient for allowed discounts for cash payments. That is, the promised amount of consideration is not adjusted for the effects of a significant financing component if the period between the transfer of the promised good or service and the payment is one year or less.

Sales of products in the physical and digital stores are recorded when the sale is settled. The sale is recorded in revenue excluding taxes on sales and value added taxes and includes discounts and commercial promotions.

The necessary provisions for returns are recognized and revised every six months based on historical data.

GIFT CARDS AND STORE CREDITS
The Group's retail network sells gift cards and issues credits to its customers when merchandise is returned. The cards and credits either do not expire or have an expiry date of up to 24 months. In line with IFRS 15, the Group recognizes sales from gift cards when they are redeemed by the customer. The unused gift cards and credits are included in the profit and loss account in accordance with internally determined percentages. This recognition represents the estimate of the management of which the probability of use by the customer is estimated to be minimal. This profit is included in turnover.

FINANCIAL INCOME
Financial income comprises dividend income and interest income. Royalties arising from the use by others of the company's resources are recognized when it is probable that the economic benefits associated with the transaction will flow to the company and the revenue can be measured reliably. Dividend income is recognized in the income statement on the date that the dividend is approved by the General Meeting. Interest income is recognized based on the effective interest rate of the asset.

GOVERNMENT GRANTS
A government grant is recognized when there is reasonable assurance that it will be received and that the company will comply with the attached conditions. Grants that compensate the company for expenses incurred are recognized as revenue in the income statement on a systematic basis in the same periods in which the expenses are incurred. Grants that compensate the company for the cost of an asset are included in the income statement under other operating income, spread out over the depreciation period of the asset in question.

EXPENSES
INTEREST EXPENSES
All interest and other costs incurred in connection with borrowings and finance lease liabilities are recognized in the income statement using the effective interest rate method.

RESEARCH AND DEVELOPMENT, ADVERTISING AND PROMOTIONAL COSTS, AND SYSTEM DEVELOPMENT COSTS
Research, advertising and promotional costs are expensed in the year in which these costs are incurred. Development costs and system development costs are expensed in the year in which these costs are incurred if they do not meet the criteria for capitalization. If the development expenditure meets the criteria, it will be capitalized.

NEW AND AMENDED STANDARDS AND INTERPRETATIONS, EFFECTIVE AS AT 31 DECEMBER 2025.

The following new standards and amendments to standards are mandatory for the first time for the financial year beginning 1 January 2025 and have been endorsed by the European Union:

- Amendments to IAS 21 ‘The Effects of Changes in Foreign Exchange Rates: Lack of Exchangeability’ (effective on 1 January 2025).

The following new standards and amendments have been issued, are mandatory for the first time for the financial year beginning 1 January 2025, but have not been endorsed by the European Union:

- None

The following amendments have been issued, but are not mandatory for the first time for the financial year beginning 1 January 2025 and have been endorsed by the European Union:

- Amendments to IFRS 9 and to IFRS 7: the Classification and Measurement of Financial Instruments (effective on 1 January 2026).
- Amendments to IFRS 9 and to IFRS 7: Contracts Referencing Nature-dependent Electricity Amendments to IFRS 9 and IFRS 7 (effective on 1 January 2026).
- Annual improvements Volume 11 (effective on 1 January 2026).

The following Standards and amendments have been issued, but are not mandatory for the first time for the financial year beginning 1 January 2025 and have not been endorsed by the European Union:

- IFRS 18 Presentation and Disclosure in Financial Statements (effective on 1 January 2027).
- IFRS 19 Subsidiaries without Public Accountability: Disclosures (effective on 1 January,2027).
- Amendments to IAS 21 ‘The effects of changes in foreign exchange rates: Translation to a hyperinflationary presentation currency (effective on 1 January 2027).

The following standard is mandatory since the financial year beginning 1 January 2016 (however not yet subjected to EU endorsement). The European Commission has decided not to launch the endorsement process of this interim standard but to wait for the final standard:

- IFRS 14, 'Regulatory deferral accounts' (effective 1 January 2016).

Van de Velde does not expect any impact on the Group's consolidated financial statements as a result of the above-mentioned new standards, with the exception of IFRS 18. The Group expects that IFRS 18 will have an impact; the analysis of its nature and extent is currently ongoing.


Marie Jo Louie

3. GOODWILL AND INTANGIBLE ASSETS WITH INDEFINITE USEFUL LIFE

GOODWILL

Goodwill is allocated and tested for impairment at the cash-generating unit level that is expected to benefit from synergies of the combination the goodwill resulted from. Cash-generating units are determined based on revenue generated (digital and owned retail and franchise) in the markets in which they operate.

The carrying value of goodwill (after impairment and other adjustments) was allocated to each of the cash-generating units (in thousand euro) as follows:

000 EURO	SARDA	INTIMACY	RIGBY & PELLER	RE-TAIL[1]	TOTAL
Carrying value, gross					
At 01/01/2025	6,357	26,189	1,843	2,797	37,186
Acquisition through business combinations	0	0	0	0	0
Exchange rate differences	0	0	-94	0	-94
At 31/12/2025	**6,357**	**26,189**	**1,749**	**2,797**	**37,092**
Impairment and other adjustments (revaluation)					
At 01/01/2025	6,357	26,189	0	0	32,546
Adjustments	0	0	0	0	0
At 31/12/2025	**6,357**	**26,189**	**0**	**0**	**32,546**
At 31/12/2025					
Accumulated acquisitions	6,357	26,189	1,749	2,797	37,092
Accumulated adjustments	6,357	26,189	0	0	32,546
Goodwill, net 31/12/2025	**0**	**0**	**1,749**	**2,797**	**4,546**

[1] Re-tail refers to the former Donker stores and online store in the Netherlands, which subsequently became Lincherie stores under our own management.

BRAND NAMES WITH INDEFINITE USEFUL LIFE

The carrying value of brands with indefinite useful life (after impairment and other adjustments) was allocated to each of the cash-generating units (in thousand euro) as follows:

Brands with indefinite useful life are:

- The Sarda brand acquired in 2008. In 2012 an impairment charge of 5,531 thousand euro was recognized on this brand.
- The Intimacy brand and concept acquired in 2010. This brand and concept is fully impaired in 2014 (7,784 thousand euro).
- The Rigby & Peller brand and concept acquired in 2011, the fair value of which was determined as part of a business combination.

These brands are considered to have an indefinite useful life because the Group sees them as a fully-fledged extension of its existing brand portfolio.

000 EURO	SARDA	INTIMACY	RIGBY & PELLER	RE-TAIL[1]	TOTAL
Carrying value, gross					
At 01/01/2025	11,000	7,784	7,113	0	25,897
Acquisition through business combinations	0	0	0	0	0
Exchange rate differences	0	0	-377	0	-377
At 31/12/2025	**11,000**	**7,784**	**6,736**	**0**	**25,520**
Impairment and other adjustments (revaluation)					
At 01/01/2025	5,531	7,784	0	0	13,315
Adjustments	0	0	0	0	0
At 31/12/2025	**5,531**	**7,784**	**0**	**0**	**13,315**
At 31/12/2025					
Accumulated acquisitions	11,000	7,784	6,736	0	25,520
Accumulated adjustments	5,531	7,784	0	0	13,315
Brand names with indefinite useful life, net 31/12/2025	**5,469**	**0**	**6,736**	**0**	**12,205**

[1] Re-tail refers to the former Donker stores and online store in the Netherlands, which subsequently became Lincherie stores under our own management.

IMPAIRMENT TEST

In the fourth quarter of every year, the Group conducts its annual impairment test for each cash-generating unit. The following intangible assets allocated to each of the cash-generating units were subject to an impairment test in 2025:

000 EURO	SARDA	RIGBY & PELLER	RE-TAIL	TOTAL
Goodwill		1,749	2,797	4,546
Brands with indefinite useful life	5,469	6,736		12,205
Total intangible assets	**5,469**	**8,485**	**2,797**	**16,751**

RESULT OF THE IMPAIRMENT TEST

In 2025 the impairment test showed that the realizable value for all cash-generating units (Sarda, Rigby & Peller and Re-tail) exceeded the carrying value and hence no impairment was required.

METHODOLOGY APPLIED TO THE IMPAIRMENT TEST

This test aims to compare the realizable value and the carrying value of each cash-generating unit:

- A model-based approach determines the realizable value based on the calculated value-in-use, being the present value of the future expected cash flows from these cash-generating units:
  – For the first year in the forecast period 2026, the growth plan as approved by the Board of Directors is used as the basis.
  – For the subsequent years 2027-2030, a cash flow projection is drawn up based on realistic assumptions.
- For Sarda, this was based on the 2025-2029 strategic plan, which was approved by the Board of Directors on 12 June 2023.
- The discount rate used to calculate the present value of the future expected cash flows is based on the market assessments and is explained below.

The calculation of the value-in-use for all cash-generating units is most sensitive to the following assumptions:

- Turnover assumptions for the forecast period;
- EBITDA[1] development and EBITDA margins applied to the turnover forecast;
- Growth rate used to extrapolate cash flows beyond the forecast period;
- Discount rate.

The assumptions related to turnover and EBITDA developments are based on available current internal data as well as historical percentages on the basis of experience, which are determined for each of the cash-generating units separately. The growth rate and discount rates are checked against external sources insofar as possible and relevant.

[1] Operating profit before depreciation and amortization.

TURNOVER ASSUMPTIONS FOR THE FORECAST PERIOD

For the three cash-generating units, the growth plan as approved by the Board of Directors is the starting point in the forecast period 2026.

For Sarda we expect turnover growth during the period 2027-2029.

For the planning period 2026-2029 moderate turnover growth on a like-for-like basis has been applied to the cash-generating units Rigby & Peller and Re-tail.

Fully aligned with the segment reporting, the turnover estimates for the cash-generating units Rigby & Peller and Re-tail include the D2C turnover realized by the stores as well as the B2B turnover for the Van de Velde products sold by these retail channels. Furthermore, the estimate for Rigby & Peller also takes into account the digital sales generated in Germany and the United States of America under the Rigby & Peller brand name. B2B sales to franchise shops are included in Re-tail.

EBITDA DEVELOPMENT AND EBITDA MARGINS APPLIED TO THE TURNOVER FORECAST

In 2024 we repositioned the Sarda brand after a detailed and intensive preparation period that began in 2022. Since its launch in 1962, the Sarda brand has been seen as visionary and lauded for its groundbreaking designs. The new, stronger strategy allows us to express the brand's DNA even more. The target group is looking for easy-to-wear lingerie that makes a fashion statement. To reinforce the repositioning, we will change the name Sarda to Sarda. Pre-sales started in January, with the official launch in the second half of 2024.



Marie Jo Mary Lynn

A gradual increase in the EBITDA percentage towards the target EBITDA percentage for a (partially) integrated retail chain is assumed for the cash-generating units Rigby & Peller and Re-tail. This is achieved by means of a high gross margin, limited cost increases and the target market share of Van de Velde products. The contributions to EBITDA of digital sales under the Rigby & Peller brand in Germany and the United States of America were also included in the valuation. B2B sales to franchise shops are included in Re-tail.

GROWTH RATE USED TO EXTRAPOLATE CASH FLOWS BEYOND THE FORECAST PERIOD

The long-term percentage applied to extrapolate cash flows beyond the forecast period is assessed in line with the expected long-term inflation for all cash-generating units (2%).

DISCOUNT RATE

The discount rates represent the current market assessment of the risks specific to the Van de Velde Group on the one hand and the cash-generating units on the other. The discount rates are estimated on the basis of the weighted average cost of capital after tax and are for the three cash-generating units in a range between 9% and 10.5%. This corresponds to a cost of capital before tax of between 11.25% and 13.1%.

SENSITIVITY TO CHANGES IN ASSUMPTIONS

With regard to the assessment of the value of the cash-generating unit Sarda, Rigby & Peller and Re-tail, management is of the opinion, based on the sensitivity analysis, that a change to the basic assumptions would not currently lead to the book value of the unit exceeding the realizable value. The tested sensitivities related to the following aspects:

- Lower than planned turnover growth (of -4% or -5%) during the planning period (2026-2028);
- A reduction in the long-term percentage (from 2% to 1%) used to extrapolate the expected turnover;
- An increase in the weighted average cost of capital of 9% or 9.5% to 12% on average.

4. INTANGIBLE ASSETS

000 EURO	TOTAL	BRANDS WITH FINITE USEFUL LIFE	BRANDS WITH INDEFINITE USEFUL LIFE	DISTRIBUTION RIGHTS AND SIMILAR RIGHTS	SOFTWARE	KEY MONEY
Intangible assets, gross						
At 01/01/2024	**68,925**	**4,836**	**25,567**	**3,734**	**34,471**	**317**
Investments	3,047	31	0	0	3,016	0
Disposals	-47	0	0	0	0	-47
Other adjustments	0	0	0	0	0	0
Exchange rate adjustments	326	0	330	0	-4	0
At 31/12/2024	**72,251**	**4,867**	**25,897**	**3,734**	**37,483**	**270**
Amortization and impairment						
At 01/01/2024	**48,510**	**4,717**	**13,315**	**3,734**	**26,431**	**313**
Amortization	2,956	103	0	0	2,849	4
Impairment	-47	0	0	0	0	-47
Disposals	0	0	0	0	0	0
Exchange rate adjustments	0	0	0	0	0	0
At 31/12/2024	**51,419**	**4,820**	**13,315**	**3,734**	**29,280**	**270**
Intangible assets, net 31/12/2024	**20,832**	**47**	**12,582**	**0**	**8,203**	**0**

000 EURO	TOTAL	BRANDS WITH FINITE USEFUL LIFE	BRANDS WITH INDEFINITE USEFUL LIFE	DISTRIBUTION RIGHTS AND SIMILAR RIGHTS	SOFTWARE	KEY MONEY
Intangible assets, gross						
At 01/01/2025	**72,251**	**4,867**	**25,897**	**3,734**	**37,483**	**270**
Investments	3,317	111	0	0	3,206	0
Disposals	0	0	0	0	0	0
Other adjustments	0	0	0	0	0	0
Exchange rate adjustments	-377	0	-377	0	0	0
At 31/12/2025	**75,191**	**4,978**	**25,520**	**3,734**	**40,689**	**270**
Amortization and impairment						
At 01/01/2025	**51,419**	**4,820**	**13,315**	**3,734**	**29,280**	**270**
Amortization	2,989	68	0	0	2,921	0
Impairment	0	0	0	0	0	0
Disposals	0	0	0	0	0	0
Exchange rate adjustments	0	0	0	0	0	0
At 31/12/2025	**54,408**	**4,888**	**13,315**	**3,734**	**32,201**	**270**
Intangible assets, net 31/12/2025	**20,783**	**90**	**12,205**	**0**	**8,488**	**0**

Brands with a specific useful life include, among other things, the registration costs of internally developed brands.

Further details relating to brands with indefinite useful life are included in Note 3.

The investment in software in 2025 concerns the further development of the digital platforms as well as the further implementation of our new warehouse management system. There were also additional investments in the various software supporting applications.

Key money relates to stores in Germany and the Netherlands. Key money refers to the ‘droit au bail’ or the right to rent shops and is recognized at cost.

Expenditure on research activities (434 thousand euro in 2025) undertaken to acquire new scientific or technical knowledge and understanding, is recognized as expense when incurred.

5. TANGIBLE FIXED ASSETS

000 EURO	TOTAL	LAND AND BUILDINGS	INSTALLATIONS, MACHINERY AND EQUIPMENT	ASSETS UNDER CONSTRUCTION
Tangible fixed assets, gross				
At 01/01/2024	**105,568**	**49,702**	**54,621**	**1,245**
Investments	3,427	1,149	2,185	93
Transfer	-84	510	264	-858
Disposals	-2,009	0	-2,009	0
Exchange rate adjustments	185	0	185	0
At 31/12/2024	**107,087**	**51,361**	**55,246**	**480**
Depreciation and impairment				
At 01/01/2024	**75,666**	**29,541**	**46,125**	**0**
Depreciation	3,620	1,387	2,233	0
Disposals	-1,898	0	-1,898	0
Exchange rate adjustments	0	0	0	0
At 31/12/2024	**77,388**	**30,928**	**46,460**	**0**
Tangible fixed assets, net 31/12/2024	**29,699**	**20,433**	**8,786**	**480**

000 EURO	TOTAL	LAND AND BUILDINGS	INSTALLATIONS, MACHINERY AND EQUIPMENT	ASSETS UNDER CONSTRUCTION
Tangible fixed assets, gross				
At 01/01/2025	**107,087**	**51,361**	**55,246**	**480**
Investments	4,083	631	3,317	135
Transfer	-50	0	0	-50
Disposals	-319	0	-319	0
Exchange rate adjustments	-579	-81	-498	0
At 31/12/2025	**110,222**	**51,911**	**57,746**	**565**
Depreciation and impairment				
At 01/01/2025	**77,388**	**30,928**	**46,460**	**0**
Depreciation	4,010	1,465	2,545	0
Disposals	-319	0	-319	0
Exchange rate adjustments	-419	54	-473	0
At 01/01/2025	**80,660**	**32,447**	**48,213**	**0**
Tangible fixed assets, net 31/12/2025	**29,562**	**19,464**	**9,533**	**565**

Investments in tangible fixed assets include, in addition to various improvement and maintenance investments in buildings, the preparatory work for the expansion of the distribution centre in Wichelen. In addition, there were also renovations in our stores in the Netherlands, Germany and the United Kingdom.

6. INVESTMENTS IN ASSOCIATES

Investments in associates consist of the following Group interests:
25.7% in Top Form International Ltd.

Top Form is a company based in Hong Kong with operations in several Asian countries. The main activity is the production of lingerie, predominantly for major European and American fashion brands. The company is listed on the Hong Kong Stock Exchange.

Van de Velde invested in Top Form in 2007 and has held 25.66% of shares since 2011. The Top Form International Group always closes its financial year on 30 June of the calendar year, which is a different closing date than for the Group.

The participation in the associated company Top Form International Ltd. is 9.6 million euro lower than at the end of 2024 of which 8.1 million euro is relate to impairment.

NET CARRYING AMOUNT 000 EURO	TOP FORM LTD.
At 01/01/2024	**10,646**
Results of the fiscal year[1]	226
Capital increase	0
Impairment of investment in associates	0
Dividend received	0
Share in the revaluation reserve	0
Share in other comprehensive income (conversion impact)	70
Conversion profit and losses	721
At 31/12/2024	**11,663**
At 01/01/2025	**11,663**
Results of the fiscal year[1]	-1,458
Capital increase	0
Impairment of investment in associates	-8,129
Dividend received	0
Share in the revaluation reserve	0
Share in other comprehensive income (conversion impact)	0
Conversion profit and losses	0
At 31/12/2025	**2,076**

[1] Result for the financial year combined with the impact on equity resulting from the change in the minority interest at the level of this investment in Topform, in line with IAS 28 and the Group valuation rules.

The carrying amount of the 25.66% investment in Top Form International Ltd. is 2,076 thousand euro as of 31 December 2025, which corresponds to the value based on the stock market price on that date taking into account the 77,258,590 shares that Van de Velde NV holds in Top Form.

TOP FORM INTERNATIONAL – VALUATION OF THE INVESTMENT

As part of the periodic review of its financial investments, the recoverable amount of this investment was reassessed on 31 December 2025.

In previous financial years, a value-in-use approach was considered most appropriate, as the internal cash flow projections were sufficiently substantiated and stable. Under the current circumstances, explained below, this is no longer the case.

Top Form's prospects and cash flows are currently characterized by increased uncertainty, partly due to weaker market conditions in its key sales market, a volatile international trade climate, and uncertainty surrounding the partnership with one of its customers.

As a result, internally prepared cash flow projections are currently less predictable, making a value-in-use valuation is less appropriate today.

For this reason, the recoverable amount as of 31 December 2025, was determined based on the fair value, derived from the share price on the balance sheet date. This share price serves as an external and observable benchmark that reflects current market expectations for Top Form.

The change in valuation basis resulted in a write-down of 8.1 million euro.

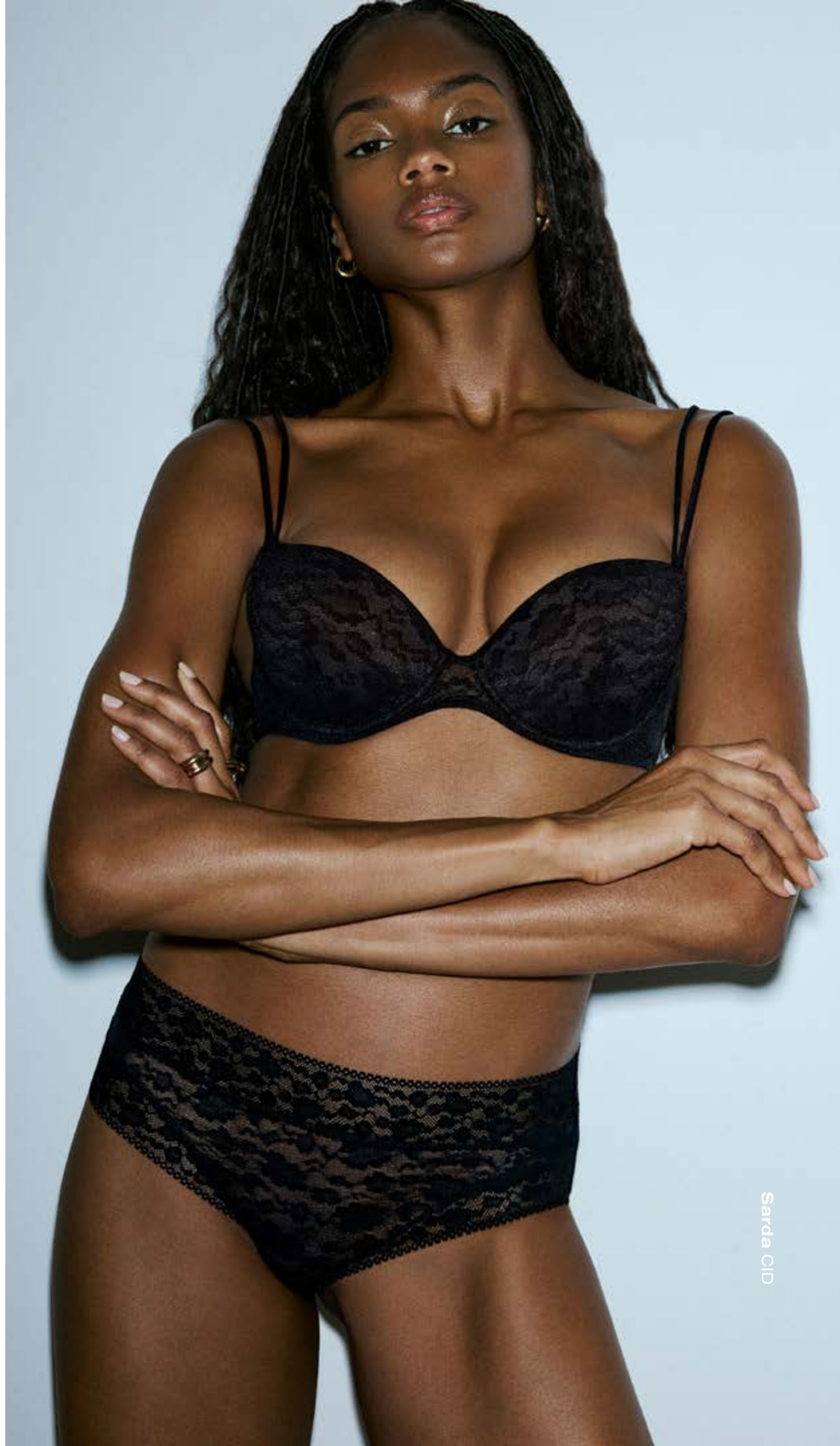
KEY FIGURES	TOP FORM LTD. 31/12/2025
Number of shares	77,258,590
Share price at 31/12/2025 (in HKD)	0.245
Share value at 31/12/2025 (in 000 HKD)	18,928
Share value at 31/12/2025 (in 000 euro)	2,076
Book value at 31/12/2024 (in 000 euro)	11,663
Share in result of associates	-1,458
Impairment loss at 31/12/2025 (in 000 euro)	-8,129

In parallel, Van de Velde continues to work on further diversifying its production activities, partly considering the global uncertainty. In collaboration with Top Form, part of the production is being relocated to Thailand. Tests are also being conducted with additional production partners in the Far East.

The key figures for the participation in Top Form are as follows:

000 EURO	TOP FORM LTD. 31/12/2025	TOP FORM LTD. 31/12/2024
Tangible fixed assets	13,821	17,082
Other fixed assets	21,381	23,344
Right-of-use asset	3,100	2,774
Current assets	48,220	57,187
Non current liabilities	3,063	6,281
Current liabilities	39,857	42,796
Lease liabilities	5,064	2,971
Equity	38,538	48,340
Unrealized result in equity	10,524	10,825
Turnover	121,537	149,341
Profit/(Loss) attributable to owners of the company	-5,817	-562

The figures for Top Form International Ltd. refer to the closing date of 31 December 2025 (first half of the 2024-2025 fiscal year). Revenue and net income refer to the results over a 12-month period.


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7. OTHER FIXED ASSETS

Other fixed assets consist of the following:

000 EURO	2025	2024
Security deposits for VAT	169	218
Other security deposits	718	734
Borrowings	1,295	783
Other fixed assets, net	**2,182**	**1,735**

8. GRANTS

A grant of 407 thousand euro was received in tranches from VLAIO (the Flemish Agency for Innovation and Entrepreneurship) over de period 2017 to 2020 as a result of an ongoing research and development project. The grant is recognized in the income statement pro rata the depreciation of the underlying asset for which the grant was received. In 2025, the final portion of the subsidy, amounting to 41 thousand euros, was recognised in the income statement. In 2024, 81 thousand euro of the subsidy was recognised in the income statement.

9. INVENTORIES

Inventories by major components are as follows:

000 EURO	2025	2024
Finished and merchandise goods	31,536	30,257
Work in progress	12,249	9,120
Raw materials	12,147	10,164
Inventories, gross	**55,932**	**49,541**
Less: Allowance for obsolescence	-7,786	-7,240
Inventories, net	**48,146**	**42,302**

The allowance for obsolescence at 31 December 2025 concerns finished products (4,862 thousand euro) and raw materials (2,924 thousand euro). The allowance for obsolescence at 31 December 2024 concerns finished products (4,564 thousand euro) and raw materials (2,675 thousand euro). The decrease in depreciation of 2024, is due to the higher depreciation in 2023 following a review on the classification of our permanent collection.

The allowance for obsolescence and the additional write-downs is recorded in the income statement under 'Cost of materials'.

The cost of materials is as follows:

000 EURO	2025	2024
Purchase of raw materials	37,418	31,935
Change in inventories	-6,390	6,446
Change in allowance for obsolescence	547	-2,798
Cost of materials	**31,574**	**35,583**

The evolution in the components of the working capital is explained in the press release of the annual results.

10. TRADE AND OTHER RECEIVABLES

Trade and other receivables are non-interest bearing. Standard payment terms are country-defined. In addition to payment terms, Van de Velde also applies customer-defined credit limits in order to assure proper follow-up. In the event of overdue invoices, a reminder procedure is initiated.

In 2025 there was a loss of 802 thousand euro with respect to trade receivables (199 thousand euro in 2024). This loss is recognized in the income statement under ‘Turnover’.

Concerning the trade receivables, there are no indications that the debtors will not fulfil their payment obligations. Neither are there any customers that account for more than 10% of the consolidated turnover. Under IFRS 9 Van de Velde has an obligation to recognize expected losses on trade receivables. The decrease in impairment relates, on the one hand, to a reversal of the write-down of doubtful debts of 291 thousand euro (use of 467 thousand euro in 2024) and, on the other hand, to the application of IFRS 9 standard for an amount of 180 thousand euro (313 thousand euro in 2024). The total decrease of impairment losses on trade receivables, 913 thousand euro, is recognized in the income statement under ‘Other expenses’.

In accordance with IFRS 9 requirements, Van de Velde applies a provision matrix for trade receivables that takes into account the age of the receivables. The balances are classified into the following categories: not past due, 1–30 days past due, 31–60 days past due, 61–90 days past due and more than 90 days past due. A separate loss percentage is applied to each category, based on the Group's historical credit loss data. The ECL percentages used for 2025 were 1.17%, 1.43%, 2.19%, 3.21% and 4.55% for the above categories, respectively. These percentages are updated annually and adjusted when sector-specific or economic factors give rise to changes in the expected credit risk.

Accounts receivable are as follows:

000 EURO	2025	2024
Trade receivables, gross	14,461	16,409
Less: allowance for impairment losses on trade receivables	-337	-1,250
Trade receivables, net	**14,124**	**15,159**

The table below summarizes a global view of the allowances for impairment losses on trade receivables:

000 EURO	2025	2024
At 1 January	-1,250	-669
Applied losses	802	199
Additions	111	-781
At 31 December	**-337**	**-1,250**

The aging analysis of the trade receivables at year end is as follows:

000 EURO	TOTAL	NOT PAST DUE	PAST DUE 1 - 60 DAYS	PAST DUE 60-90 DAYS	PAST DUE > 90 DAYS
2025	14,461	11,456	1,800	724	481
2024	16,409	11,924	2,285	882	1,318

Working capital (current assets excluding cash and cash equivalents minus current liabilities excluding financial debt) amounted to 39.3 million euro in 2025 versus 38.8 million euro in 2024, indicating stable working capital.

11. OTHER CURRENT ASSETS

Other current assets consist of the following:

000 EURO	2025	2024
Prepaid expenses [1]	3,134	1,955
Tax receivables (VAT and corporate income tax)	3,355	5,093
FX forward contracts (note 20)	0	14
Other current assets, net	**6,489**	**7,062**

[1] Pre-paid expenses mainly concern pre-paid maintenance costs.

The decrease in taxes receivable is attributable to lower corporate income tax recoverable in 2025, as a result of lower advance payments compared to 2024.

12. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of the following:

000 EURO	2025	2024
Cash at banks and in hand	37,888	19,879
Marketable securities	12,170	39,031
Cash and cash equivalents	**50,058**	**58,910**

Marketable securities predominantly consist of saving accounts at financial institutions. A small part refers to a financial investment. Cash and cash equivalents recognized in the cash flow statement comprise the same elements as presented above.

13. SHARE CAPITAL

000 EURO	2025	2024
Nominative shares	7,793,599	7,573,991
Dematerialized shares	5,037,823	5,488,426
Total number of shares	**12,831,422**	**13,062,417**

On 31 December 2025 Van de Velde NV's share capital was 1,936 thousand euro (fully paid), represented by 12,831,422 shares with no nominal value and all with the same rights insofar as they are not treasury shares, whose rights have been suspended or cancelled. The Board of Directors of Van de Velde NV is authorized to raise the subscribed capital one or more times by a total amount of 1,936 thousand euro under the conditions stated in the Articles of Association. This authorization is valid for five years after publication in the annexes to Belgisch Staatsblad/ Moniteur belge (12 May 2025).

The distributions from retained earnings of Van de Velde NV, the parent company, is limited to a legal reserve, which was built up in previous years, in accordance with Belgium's Companies Code, to 10% of the subscribed capital.

TREASURY SHARES

On 30 April 2025, the Extraordinary General Meeting of Shareholders authorized the Board of Directors to buy or sell its own shares. This authorization is valid for a period of (i) three years as from 12 May 2025 if the acquisition is necessary to prevent a serious imminent disadvantage and (ii) five years as from 12 May 2025 if the Board of Directors, in accordance with Article 7:215 of the CCA, acquires the legally permitted number of its own shares at a price equal to the price at which they are listed on Euronext Brussels.

The Board of Directors approved a share buy-back programme of up to 15 million euro on 26 February 2025. The buy-back programme started on 4 March 2025 and has an anticipated duration of one year.

At the end of 2024 Van de Velde NV held 449,386 treasury shares.

In 2025, 151,427 of its own shares were acquired (worth 4,751 thousand euro) and 230,995 own shares were cancelled (worth 7,492 thousand euro). During 2025, 12,000 options were exercised under the option plan (worth 303 thousand euro).

At the end of 2025 Van de Velde NV held 357,818 treasury shares with a total value of 9,902 thousand euro.
The treasury shares held by Van de Velde NV will, on the one hand, be offered to management under an option programme that has been running since 2010 and, on the other hand, be used to reduce accumulated cash no longer needed for business operations.

000 EURO	2025	2024
Share capital	1,936	1,936
Treasury shares	-9,902	-12,989
Share premium	743	743

14. PROVISIONS

000 EURO	PROVISIONS
At 01/01/2024	204
Arising during the year	0
Utilized	0
Reversal	-49
Provisions at 31/12/2024	**155**
At 01/01/2025	155
Arising during the year	24
Utilized	0
Reversal	0
Provisions at 31/12/2025	**179**

In 2025, there was an increase of 24 thousand euro on the existing provision for sales agents.

15. PENSIONS

Van de Velde has seven defined pension plans in Belgium. These plans are clarified on a cumulative basis, as they are situated in the same geographical location and have the same attributes and risk characteristics, i.e. defined pension plans.

The pension plan in Belgium is subject to Belgian legislation and is a Group insurance plan with guaranteed return (Tak 21). Since 2016, an annual actuarial valuation has been made on 31 December by an independent actuary.

The pension plan in Belgium is financed. If the fund investments are lower than the minimum guarantee set by law, the insurer will notify the employer. The latter can then pay an additional contribution into the plan.

As well as the Belgian pension plans, the company also has pension plans for its staff in Germany. These pension plans are defined contribution plans. In 2025, the pension provision on the balance sheet was 24 thousand euro (24 thousand euro in 2024).

The adjusted actuarial calculation for the Belgian pension plan at 31 December 2024 and 31 December 2025 shows the following results:

000 EURO	AT 01/01/2024	PENSION COST ALLOCATED TO REALIZED INCOME	RETURN [1]	GAIN/(LOSS) AS A CONSEQUENCE OF CHANGES TO CALCULATION METHOD ALLOCATED TO OTHER COMPREHENSIVE INCOME [2]	EMPLOYER CONTRIBUTION	BENEFITS PAID	AT 31/12/2024
Defined pension entitlement liability	-9,274	-678	-294	524	0	283	-9,439
Market value of the fund investments	7,867	0	263	-1,032	1,096	-283	7,911
Net liability in the balance sheet	**-1,407**	**-678**	**-31**	**-508**	**1,096**	**0**	**-1,528**

000 EURO	AT 01/01/2025	PENSION COST ALLOCATED TO REALIZED INCOME	RETURN [1]	GAIN/(LOSS) AS A CONSEQUENCE OF CHANGES TO CALCULATION METHOD ALLOCATED TO OTHER COMPREHENSIVE INCOME [2]	EMPLOYER CONTRIBUTION	BENEFITS PAID	AT 31/12/2025
Defined pension entitlement liability	-9,439	-834	-334	371	0	376	-9,860
Market value of the fund investments	7,911	0	299	-535	1,081	-376	8,379
Net liability in the balance sheet	**-1,528**	**-834**	**-35**	**-164**	**1,081**	**0**	**-1,481**

[1] The 'Return' column includes the interest cost to the defined pension rights and the expected return on the asset.

[2] For the 2025 financial year, the change in calculation method allocated to other comprehensive income consists of 83 thousand euro in experience adjustments and 288 thousand euro in financial adjustments and there are no changes in demographic adjustments. For the 2024 financial year, the change in calculation method allocated to other comprehensive income consists of -13 thousand euro in experience adjustments, 537 thousand euro in financial adjustments and there are no changes in demographic adjustments.

The investments primarily relate to qualifying insurance policies (99.9% of all investments). The expected contribution by the employer for the year ending 31 December 2025 is 1,081 thousand euro.

The main actuarial assumptions used in the valuation of the pension plans are shown in the table below:

	2025	2024
Annual pay rises (excluding inflation)		
age 20-24	6.60%	6.60%
age 25-29	5.10%	5.10%
age 30-34	2.60%	2.60%
age 35-39	2.10%	2.10%
age 40-44	3.10%	3.10%
from age 45	1.60%	1.60%
Annual inflation	2.30%	2.30%
Annual discount rate	4.07%	3.70%
Pension age in years	65	65
Total number of members	982	1,001
Average age in years	45.7	45.5
Estimated duration in years	15.98	16.35

The expected duration of the non-discounted pension payments is broken down in the table below:

	EXPECTED BENEFITS
Within 12 months (fiscal year ending 31 December 2026)	418
Between 2 and 5 years	1,321
Between 5 and 10 years	5,079
Total expected benefits	**6,818**

The cash value of pension liabilities depends on a number of factors that are determined actuarially on the basis of a number of assumptions. The assumptions used when calculating the net pension costs (income) include the discount rate. Changes in the assumptions impact the carrying value of the pension liabilities.

Van de Velde determines the appropriate discount rate at the end of each year. This is the interest rate that must be applied to determine the cash value of the estimated future cash flows required to meet the pension liabilities. When determining the appropriate discount rate, Van de Velde uses the interest rate of high-value corporate bonds expressed in the currency in which the pensions will be paid out and with a duration comparable to the duration of the corresponding pension liabilities.

Other important assumptions for pension liabilities, such as the expected annual growth rate of salaries and expected withdrawals, are based partly on current market conditions and partly on proprietary parameters.

The table below shows the effect of the discount rate on the defined pension entitlement liability:

	VALUATION TREND -0.5%	ORIGINAL	VALUATION TREND +0.5%
Discount rate	3.57%	4.07%	4.57%
Defined pension entitlement liability	10,305	9,860	9,122
Market value of the investment funds	8,917	8,379	7,886

The table below shows the effect of the withdrawals from the plan on the defined pension entitlement liability:

	ORIGINAL	SENSITIVITY
Withdrawals from the plan	Employer table	0.00%
Defined pension entitlement	9,860	10,861

The sensitivity analysis in the above tables is determined on the basis of a method that shows the impact on the liability due to the defined pension entitlements as a consequence of reasonable changes to significant assumptions occurring at the end of the period. This analysis is based on a change to a significant assumption that keeps all other assumptions constant. The sensitivity analysis may not be representative of actual changes in the defined pension entitlement liability because it is unlikely that changes to the assumptions could occur in isolation.

16. OTHER OPERATING INCOME AND OTHER EXPENSES

Other operating income and other expenses consist of the following:

000 EURO	2025	2024
Income from passed on costs	3,386	3,362
Income from recovered costs	899	760
Other income	722	742
Total other operating income	**5,008**	**4,863**
Subcontracting costs	20,786	19,097
Distribution costs	12,153	11,670
Sales and marketing costs	24,893	25,142
General administration costs	18,210	20,015
Total other expenses	**76,042**	**75,924**

Other operating income consists mainly of charged costs (import duties and transport costs) and recovered costs (personnel costs and insurance) and is in line with the previous financial year.

Total other expenses, consisting primarily of subcontracting, distribution, sales and marketing expenses, are in line with last year. Underlying this is a slight increase in subcontracting costs on the one hand and a slight decrease in rental costs and consultancy fees on the other.

17. DEFERRED TAXES ASSETS AND LIABILITIES

The deferred taxes, valued at the theoretical tax rate of 25%, consist of the following:

000 EURO	DEFERRED TAX LIABILITIES ON FIXED ASSETS	DEFERRED TAX ASSETS ON ASSETS/ LIABILITIES	DEFERRED TAX ASSETS ON TRANSFERRABLE LOSSES	TOTAL
At 01/01/2024	4,190	-4,312	-77	-199
Changes	130	1,202	0	1,332
At 31/12/2024	**4,319**	**-3,110**	**-77**	**1,132**
At 01/01/2025	4,319	-3,110	-77	1,132
Changes	-539	315	0	-223
At 31/12/2025	**3,780**	**-2,795**	**-77**	**909**

The net deferred tax liability of 909 thousand euro mainly concerns the following:

- With regard to the deferred tax liability on fixed assets, the depreciation amount of a tangible fixed asset must be spread over its life in a systematic way. In the statutory financial statements we use the double declining depreciation method on assets purchased until 31 December 2019, which is restated in the consolidation. The deferred tax on this at the end of 2025 was 1,604 thousand euro. Finally, a deferred tax liability was determined on user fees in the amount of 2,177 thousand euro.
- The deferred taxes of 259 thousand euro were recorded on a revaluation of stock. Deferred taxes of 313 thousand euro are also recognized under IFRS 9 with regard to the pension liability at Van de Velde. In addition, deferred taxes related to write-downs on trade receivables for 45 thousand euro were recognized under IFRS 9. Lastly, a deferred tax asset was determined on lease obligations in the amount of 2,177 thousand euro.
- The deferred tax assets of 77 thousand euro on transferrable losses concern our German retail division. For our division in the United States, Intimacy Management Company LLC, it was decided not to provide for a deferred tax asset as there is no certainty that we will be able to use this in the future against future profits. The current estimated unrecognized latency is 1,752 thousand euro.
- Of the total decrease of 223 thousand euro, 182 thousand euro was recognised in the profit and loss account, while 41 thousand euro was recognised directly in equity (see Note 23).

18. TRADE AND OTHER PAYABLES

Trade and other payables consist of the following:

000 EURO	2025	2024
Trade payables	16,724	14,279
Payroll, social charges	7,845	7,677
Gift cards and credits issued	214	225
Accrued charges	1,929	1,301
Deferred income	0	0
FX forward contracts (note 20)	46	93
Trade and other payables	**26,758**	**23,575**

Working capital (current assets excluding cash and cash equivalents minus current liabilities excluding financial debt) amounted to 39.3 million euro in 2025 versus 38.8 million euro in 2024, indicating stable working capital.

19. OTHER CURRENT LIABILITIES AND TAXES PAYABLE

000 EURO	2025	2024
Other current liabilities: taxes (VAT payable, local taxes, withholding taxes)	2,328	1,860
Taxes payable: corporate income taxes	343	297

The increase in current liabilities is due to an increase in outstanding VAT liabilities.

Outstanding tax liabilities are in line with last year. The effective tax rate for 2025 is comparable to that for 2024 (note 23).

20. FINANCIAL INSTRUMENTS

The fair value of the financial assets and liabilities (including cash, trade receivables and trade liabilities) is essentially equal to the book value, with the exception of the derivatives, which are valued at fair value.

The Group applies derivative financial instruments to limit the risks of unfavourable exchange rate fluctuations originating from operations and investments.

DERIVATIVES THAT DO NOT QUALIFY FOR HEDGE ACCOUNTING

The company uses FX forward contracts to manage transaction risks with a maturity date between 02/01/2026 and 01/06/2026 (maturity for 2024: between 02/01/2025 and 02/06/2025).

On 31 December 2025, the fair value of these FX forward contracts was -46 thousand euro, comprising an unrealized income of 0 thousand euro and an unrealized loss of 46 thousand euro.

In summary, the various fair values are set out in the following table:

000 EURO	2025	2024
Derivatives that do not qualify for hedge accounting:		
Other current assets	0	14
Other current liabilities	-46	-93
Real value	**-46**	**-79**

The valuation technique used to determine the fair value is level 2-compliant, with the various levels and related valuation techniques defined as follows:

- Level 1: quoted (and not adjusted) prices on active markets for identical assets and liabilities;
- Level 2: other techniques, in which all inputs that have a major impact on the recognized fair value are observable (directly or indirectly);
- Level 3: techniques, using inputs with a major impact on the fair value and for which no observable market data is available.

21. FINANCIAL RESULT

The financial result breaks down as follows:

000 EURO	2025	2024
Interest income	636	1,397
Interest costs	5	-4
Interest result, net	**641**	**1,393**
Exchange gains[1]	1,011	1,033
Exchange losses[1]	-1,483	-1,376
Exchange result, net	**-472**	**-342**
Other financial income	165	268
Other financial costs	-486	-490
Other financial costs due to IFRS 16	-454	-490
Financial result	**-605**	**339**

[1] Exchange rate differences (gains and losses) mainly relate to USD, CAD and GBP.

22. PERSONNEL EXPENSES

Personnel expenses are as follows:

000 EURO	2025	2024
Wages	10,032	9,296
Salaries	33,239	30,333
Social security contributions	9,287	8,719
Other personnel expenses	778	829
Personnel expenses	**53,336**	**49,176**

SHARE-BASED PAYMENTS

The fair value of the options on the grant date is recognized for the period until the beneficiary acquires the option unconditionally in accordance with the gradual acquisition method.

The impact of IFRS 2 on the result of the year 2025 was 247 thousand euro versus 290 thousand euro in 2024. The option plans were valued using the Black-Scholes-Merton model for call options. The following assumptions were used to determine the weighted average fair value at grant date:

	PLAN 2015	PLAN 2020	PLAN 2020	PLAN 2020	PLAN 2020	PLAN 2020	PLAN 2020	PLAN 2025
Award date[1]	15/10/19	09/10/20	01/10/21	08/03/22	04/10/22	04/10/23	08/10/24	02/10/25
Dividend right as of the grant date	no	no	no	no	no	no	no	no
Contractual term of the options	7-10	5-10	5-10	10	5-10	5-10	5-10	5-10
Exercise price	23.36	22.60	28.75	32.40	32.40	32.25	29.90	30.65
Expected volatility	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%
Risk-free interest rate	-0.234%	-0.580%	-0.322%	1.141%	1.917%	2.389%	2.185%	2.841%
	-0.415%	-0.785%	-0.580%		1.888%	2.245%	1.933%	2.339%
Fair value of the share option at grant date (in euro)	7.67	5.32	8.25	10.03	9.09	9.83	8.03	8.10

[1] The exchange of property will take place on the 60th day after the award date, known as the grant date.

The share option plan has changed as follows:

NUMBER OF SHARES AND OPTIONS	OPTION PLAN 2010-2025
Outstanding at 01/01/2024	**177,000**
Exercisable at 01/01/2024	**50,000**
Movements during the year	
Accepted	30,000
Forfeited	0
Exercised	-8,000
Expired	-15,000
Outstanding at 31/12/2024	**184,000**
Exercisable at 31/12/2024	**92,000**
Movements during the year	
Accepted	27,000
Forfeited	0
Exercised	-12,000
Expired	-5,000
Outstanding at 31/12/2025	**194,000**
Exercisable at 31/12/2025	**102,000**

23. INCOME TAXES

The major components of income tax expense for the years ending 31 December 2025 and 2024 are:

000 EURO	2025	2024
Current income tax	**7,871**	**7,279**
Current income tax charge	7,095	7,085
Adjustments in respect of current income tax of previous years	776	194
Deferred income tax	**-182**	**1,459**
Relating to the origination and reversal of temporary differences	-182	1,459
Income tax expense reported in the consolidated income statement	**7,689**	**8,738**
Taxes reported in the other comprehensive income	-41	-127

The reconciliation of income tax expense applicable to income before taxes at the statutory income tax rate and income tax expense at the Group's effective income tax rate for each of the past two years ending 31 December is as follows:

000 EURO	2025	2024
Profit before taxes[1]	35,124	40,561
Parent's statutory tax rate of 25%	8,781	10,140
Taxes paid related to previous years	776	194
Higher income tax rates in other countries	-136	-128
Lower income tax rates in other countries	63	20
Utilization tax losses and unrecognized losses	-9	-33
Disallowed expenses	390	278
Tax credits	-2,177	-1,733
Total income taxes	**7,689**	**8,738**
Effective income tax rate	21.89%	21.54%

[1] Profit before taxes excluding the share in the result of associates and impairment charges on financial fixed assets.


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24. EARNINGS PER SHARE

Basic earnings per share are calculated by dividing the net income for the year attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the year, excluding the shares purchased by the Group and held as treasury shares (note 13).

Diluted earnings per share are calculated by dividing the net income for the year attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the year, both adjusted for the effects of dilutive potential ordinary shares (stock options).

	2025	2024
Profit attributable to shareholders (in 000 euro)	17,848	32,048
Weighted average number of ordinary shares	12,541,695	12,717,937
Dilutive effect of stock options	14,621	15,373
Weighted average number of shares after impact of dilution	12,556,316	12,733,310
Basic earnings per share (euro)	**1.42**	**2.52**
Diluted earnings per share (euro)	**1.42**	**2.52**

In 2025, the options awarded over the period 2019 – 2021 and 2024 had a dilutive effect. In 2024, the options awarded over the period 2019 - 2021 had a dilutive effect.

25. DIVIDENDS PAID AND PROPOSED

000 EURO	2025	2024
Dividend paid	**30,143**	**30,751**

- in 2025:
  2.40 euro per dividend entitled share for fiscal year 2024.
- in 2024:
- 2.40 euro per dividend entitled share for fiscal year 2023.

Dividend proposed	**29,937**	**30,271**

- 2.40 euro per dividend entitled share for fiscal year 2025.
- No dividend rights are attached to treasury shares.

26. LEASES

The Group has lease contracts for various assets such as vehicles and buildings used in its activities. The Group depreciates these assets on a straight-line basis over the shorter of the following periods: lease term in the contract or estimated useful life of the assets, with a maximum of 5 years for cars and machinery and a maximum of 10 years for buildings.

There are several lease contracts that include extension and termination options and variable lease payments. The contracts with variable lease payments are revenue-based. One variable lease payment of 14 thousand euro was applicable in 2025 compared to 15 thousand euro in 2024. We estimate the future outflow for this contract at 121 thousand euro, spread over a period of five years. The other contracts with variable lease payments are currently expected to generate no additional outflow. There are currently no known future obligations under the extension and termination options that are not included in the current liabilities on the balance sheet.

The Group also has certain leases of assets with short lease terms and leases of assets with low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases. Contracts that do not relate to an identifiable asset also fall outside the scope as well as the variable rental obligations according to turnover.

A number of renewal options exist on the current leases for which it is uncertain at present whether they will be exercised. If these renewal options were to be exercised, this would lead to an increase in the lease liability of 4,020 thousand euro. We do not expect to exercise options to terminate leases early.

Set out below are the carrying amounts of right-of-use assets recognized and the movements during the period:

000 EURO	TOTAL	RIGHT-OF-USE ON RENTAL AGREEMENTS FOR BUILDINGS	RIGHT-OF-USE ON RENTAL AGREEMENTS FOR PASSENGER VEHICLES AND MACHINERY
Right-of-use assets, gross			
At 01/01/2024	**23,594**	**18,347**	**5,247**
Additions	1,980	0	1,980
Remeasurement	517	1,712	-1,195
Other adjustments	0	0	0
Disposal	-1,485	-948	-536
Exchange rate effects	544	308	236
At 31/12/2024	**25,151**	**19,419**	**5,733**
Depreciation and impairment			
At 01/01/2024	**14,077**	**11,191**	**2,885**
Depreciations recorded	3,817	2,334	1,483
Impairment	0	0	0
Remeasurement	-1,651	-353	-1,298
Disposal	-1,485	-948	-536
Exchange rate effects	1	-5	6
At 31/12/2024	**14,760**	**12,219**	**2,541**
Right-of-use assets, net at 31/12/2024	**10,392**	**7,200**	**3,192**

000 EURO	TOTAL	RIGHT-OF-USE ON RENTAL AGREEMENTS FOR BUILDINGS	RIGHT-OF-USE ON RENTAL AGREEMENTS FOR PASSENGER VEHICLES AND MACHINERY
Depreciation and impairment			
At 01/01/2025	**25,151**	**19,419**	**5,733**
Additions	2,023	934	1,088
Remeasurement	-306	139	-445
Other adjustments	0	0	0
Disposal	-1,092	-154	-938
Exchange rate effects	-908	-903	-4
At 31/12/2025	**24,868**	**19,434**	**5,434**
Depreciation and impairment			
At 01/01/2025	**14,760**	**12,219**	**2,541**
Depreciations recorded	3,689	2,243	1,446
Impairment	0	0	0
Remeasurement	-589	-109	-480
Disposal	-1,092	-154	-938
Exchange rate effects	-606	-605	-1
At 31/12/2025	**16,161**	**13,594**	**2,568**
Right-of-use assets, net at 31/12/2025	**8,706**	**5,841**	**2,866**

The investments in buildings relate to a new retail location in the United States and the Netherlands, as well as a new agreement for an existing location in the United Kingdom and the Netherlands. The revaluations mainly reflect the impact of indexation and changes in the estimated end date of leases.

The investments in vehicles mainly relate to new lease agreements to replace expiring lease contracts.

The provision for lease liabilities relates to a provision for costs necessary to restore the leased assets to their original condition upon termination of the contract.

The table below summarizes the maturity profile of the Group's financial liabilities:

000 EURO	3 TO 12 MONTHS	1 TO 5 YEARS	MORE THAN 5 YEARS	TOTAL
2025	3,620	5,827	481	9,927
2024	3,703	7,716	724	12,143

The table below provides a general overview of the short-term and long-term liabilities relating to IFRS 16:

000 EURO	2025	2024
At 01/01	**10,736**	**9,628**
Additions	1,924	1,982
Other changes (revaluations and exchange rate effect)	-62	2,755
Payments	-3,541	-3,628
At 31/12	**9,057**	**10,736**
Current	3,253	3,240
Non-current	5,805	7,497

The following are the amounts of IFRS16 in profit and loss:

000 EURO	2025	2024
Depreciation expense of right-of-use assets	3,689	3,817
Interest expense on lease liabilities	-454	-490
Expense relating to short-term leases (included in 'other expenses')	34	18
Expense relating to leases of low-value assets (included in 'other expenses')	56	99
Rent costs related to reassessments (included in 'other operating income')	0	9
Variable rent costs based on turnover	14	15

27. RELATED PARTY DISCLOSURES

FULL CONSOLIDATION

The consolidated financial statements include the financial statements of Van de Velde NV and the subsidiaries listed in the following table.

NAME	ADDRESS	(%) EQUITY INTEREST 2025	CHANGE ON PREVIOUS YEAR
VAN DE VELDE NV	Lageweg 4 9260 SCHELLEBELLE, Belgium VAT-nr. BE 0448.746.744	Parent company	
VAN DE VELDE GMBH & Co KG	Grabenstraße 3 40213 DUSSELDORF, Germany	100	0
VAN DE VELDE VERWALTUNGS GMBH	Grabenstraße 3 40213 DUSSELDORF, Germany	100	0
VAN DE VELDE TERMELO ES KERESKEDELMI KFT	Selyem U.4 7100 SZEKSZARD, Hungary	100	0
MARIE JO GMBH	Grabenstraße 3 40213 DUSSELDORF, Germany	100	0
VAN DE VELDE IBERICA SL	Calle Santa Eulalia, 5 08012 BARCELONA, Spain	100	0
VAN DE VELDE CONFECTION SARL	Route De Sousse BP 25 4020 KONDAR, Tunisia	100	0
VAN DE VELDE FINLAND OY	1C7-8, Fashion Center, Härkähaankuja 14 01730 Vantaa, Finland	100	0

NAME	ADDRESS	(%) EQUITY INTEREST 2025	CHANGE ON PREVIOUS YEAR
VAN DE VELDE NORTH AMERICA INC	1252 Madison Avenue NY 10128, NEW YORK, United States of America	100	0
VAN DE VELDE DENMARK APS	C/O Revisionscentret Møllegade 2B, st. 6330 PADBORG, Denmark	100	0
VAN DE VELDE RETAIL INC	1252 Madison Avenue NY 10128, NEW YORK, United States of America	100	0
INTIMACY MANAGEMENT COMPANY LLC	1252 Madison Avenue NY 10128, NEW YORK, United States of America	100	0
RIGBY & PELLER LTD	Ground Floor 22/22a Conduit Street W1S 2XT, LONDON United Kingdom	100	0
VAN DE VELDE NEDERLAND BV	Beethovenstraat 28H 1077 JH AMSTERDAM, the Netherlands	100	0

Sales of goods and services are at arm's length between Group companies.

COMPANIES TO WHICH THE EQUITY METHOD IS APPLIED

The equity method is applied to the following companies:

NAME	ADDRESS	(%) EQUITY INTEREST 2025	CHANGE ON PREVIOUS YEAR
TOP FORM INTERNATIONAL LTD	7/F., Port 33, 33 Tseuk Luk Street, San Po Kong, Kowloon, Hong Kong	25.7	0

TOP FORM INTERNATIONAL LTD ("TFI")

In 2025 purchases between the Group and TFI amounted to 11,488 thousand US dollar. On 31 December 2025 the Group had trade payables to TFI in the amount of 1,042 thousand US dollar. In 2024 purchases between the Group and TFI amounted to 11,788 thousand US dollar. On 31 December 2024 the Group had trade payables to TFI in the amount of 665 thousand US dollar.

RELATIONSHIPS WITH SHAREHOLDERS

41.58% of the shares of Van de Velde NV are held by the general public. These shares are traded on Euronext Brussels. Van de Velde Holding NV, which groups the interests of the Laureys and Van de Velde families, holds the remainder of the shares.

RELATIONSHIP WITH KEY MANAGEMENT PERSONNEL

See the remuneration report in chapter 2 of the financial statement.

DIRECTOR REMUNERATION

Herman Van de Velde NV received annual gross remuneration of 47,500 euro for his chairmanship of the Board of Directors and the Nomination and Remuneration Committee from 1st of January 2025 until and including the 1st of May 2025 (granted pro rata). YJC BV received annual gross remuneration of 105,000 euro for his chairmanship of the Board of Directors and membership of the Audit and Risk Committee (granted pro rata). The other non-executive members (excluding the managing director) received an annual remuneration of 20,000 euro for their membership of the Board of Directors. All members of the Board of Directors (excluding the managing director) received 5,000 euro for their membership of the Nomination and Remuneration Committee and the Audit and Risk Committee respectively, while the chairman received a remuneration of 7,500 euro. The total remuneration for the directors (excluding the managing director) was 288.3 thousand euro in 2025 and 243.0 thousand euro in 2024. The directors have not received any loan or advance from the Group.

MANAGEMENT TEAM REMUNERATION

For the year ended 31 December 2025, a total amount of 1,960 thousand euro (1,991 thousand euro in 2024) was awarded to the members of the Management Team, including the managing director.

These total amounts include the following components:

- Basic remuneration: base salary earned in their position during the year under review;
- Variable remuneration: bonus acquired in the year under review. There are various pay-out forms, including cash, a warrant plan and a share option plan;
- Group insurance premiums: insurance premium (invalidity, death, pension plan) paid by the Group;
- Other benefits are the private use of a company car and hospitalization insurance;
- Exceptional remuneration concerns a retention bonus or a severance payment.

000 EURO	2025	2024
Basic remuneration	1,696	1,695
Variable remuneration	239	171
Group insurance premiums	0	11
Other benefits	25	29
Exceptional remuneration	0	84
Total	**1,960**	**1,991**

In addition to these cash benefits, share-based benefits were granted to the members of the Management Team through the share option plan. In 2025 the members of the Management Team had the opportunity to participate in a share option plan by which they were granted 5,000 options (same in 2024). No calculated costs are linked to the options accepted by the members of the Management Team in 2025.

28. SEGMENT INFORMATION

Van de Velde distinguishes two operational segments based on the operating model: the B2B (business to business) and the D2C (direct to consumer) distribution channel. This operating model stipulates that external segment reporting is based, among other things, on internal organization, management structure and internal financial reporting. The management evaluates, based on the management reporting, the performance of both segments at EBITDA level to make decisions on the allocation of resources and the evaluation of the achievements.

The selling price determines whether sales are attributed to the B2B or D2C segment.

The B2B segment refers to sales realized at wholesale price. Today this concerns the business with independent retail partners, e-tail partners, franchisees, marketplaces and department stores.

The D2C segment refers to sales realized at retail price. Today this concerns the business from our own store network, our own websites and the concession sales in department stores.

The result of a segment includes the costs and revenues directly generated by the segment. Non direct costs or revenues are reasonably attributed to a segment, based on activities or volumes.

Assets and liabilities that can be reasonably attributed to segments (goodwill and other fixed assets as well as stock and trade receivables) are attributed. An important part of the assets and liabilities cannot be attributed to segments and is managed at Group level. The valuation principles of the operational segments are the same as the most important policies of the Group.

Van de Velde does not have any transactions with a single customer worth more than 10% of total turnover.

SEGMENT INCOME STATEMENT

	2025				2024			
000 EURO	**B2B**	**D2C**	**UNALLO-CATED**	**TOTAL**	**B2B**	**D2C**	**UNALLO-CATED**	**TOTAL**
Segment revenues	146,473	55,888	0	**202,361**	153,313	53,122	0	**206,435**
Segment costs	-109,432	-46,512	0	**-155,944**	-111,142	-44,679	0	**-155,821**
Depreciation	0	0	-10,688	**-10,688**	0	0	-10,393	**-10,393**
Segment results	**37,041**	**9,376**	**-10,688**	**35,729**	**42,171**	**8,443**	**-10,393**	**40,221**
Net finance profit				**-605**				**339**
Result from associates				**-9,587**				**226**
Income taxes				**-7,689**				**-8,738**
Net income				**17,848**				**32,048**

SEGMENT BALANCE SHEET

	2025			2024		
000 EURO	**B2B**	**D2C**	**TOTAL**	**B2B**	**D2C**	**TOTAL**
Segment assets	55,496	19,941	**75,437**	50,836	21,561	**72,397**
Unallocated assets			**111,236**			**129,996**
Consolidated total assets	**55,496**	**19,941**	**186,673**	**50,836**	**21,561**	**202,393**
Segment liabilities	26,447	14,937	**41,384**	24,065	15,242	**39,307**
Unallocated liabilities			**145,289**			**163,086**
Consolidated total liabilities	**26,447**	**14,937**	**186,673**	**24,065**	**15,242**	**202,393**

BREAKDOWN BY REGION - TURNOVER

	2025			2024		
000 EURO	**EUROZONE**	**NON-EUROZONE**	**TOTAL**	**EUROZONE**	**NON-EUROZONE**	**TOTAL**
Turnover	148,241	54,120	**202,361**	152,435	54,000	**206,435**

The most important markets accounting for more than 10% of turnover are stated below in descending order of turnover:

- Germany, Belgium and the Netherlands for the eurozone;
- United States, United Kingdom and Switzerland for non-eurozone.

FURTHER INFORMATION ABOUT THE ASSETS OF THE COMPANY - LOCATION

000 EURO	**BELGIUM**	**OUTSIDE BELGIUM**	**TOTAL**
Tangible fixed assets	21,852	7,710	**29,562**
Intangible assets	14,047	6,736	**20,783**
Right-of-use assets	2,347	6,359	**8,706**
Inventories	43,966	4,180	**48,146**

29. EVENTS AFTER BALANCE SHEET DATE

No events after the balance sheet date had a major impact on the situation of the company.



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30. BUSINESS RISKS WITH RESPECT TO IFRS7 AND OTHER RISKS

Besides the general strategic risks, Van de Velde has identified the following risks with respect to IFRS 7:

CURRENCY RISK

Due to its international character, the Group is confronted with various exchange rate risks on sale and purchase transactions.

In terms of currency risk, between 25% and 30% of Group turnover is generated in currencies other than the euro. In addition, a significant proportion of purchases and expenses are traded in foreign currency (e.g. purchases of raw materials and subcontractors, as well as local expenses within the retail network).

Where possible, currency risks are managed by offsetting transactions in the same currency or by fixing exchange rates through forward contracts. These risks are managed at the level of the parent company. The Group is aware that exchange risks cannot always be fully hedged.

Foreign operations increase the currency risk of the Group. Financial instruments are not used to hedge this risk.

	CLOSING RATE	AVERAGE RATE
CAD	0.6190	0.6323
CHF	1.0745	1.0689
NOK	1.1446	1.1680
GBP	0.8532	0.8822
USD	0.2933	0.2963

The Group performed a sensitivity analysis in 2025 on the outstanding trade receivables and trade payables of the Group, at the balance sheet date converted with a sensitivity of 10%.

000 EURO	+10%	-10%
CAD	47	-47
CHF	23	-23
AUD	30	-30
GBP	-73	73
	26	**-26**

The Group performed a sensitivity analysis in 2025 on the equity components in the foreign currency of the Group, at the balance sheet date converted with a sensitivity of 10%.

000 EURO	+10%	-10%
GBP	337	-337
USD	1,319	-1,319
TND	391	-391
	2,048	**-2,048**

CREDIT RISK

As a consequence of the large diversified customer portfolio, the Group does not have a significant concentration of credit risks. The Group has developed strategies and additional procedures to monitor and limit credit risk at its customers. B2B sales are generated through around 3,500 independent retailers and a small number of fashion department stores. No single customer accounts for more than 3.7% of the annual turnover of the Group.

Furthermore, the insolvency risk is covered by credit insurance. In accordance with IFRS 9, the Group applies the ECL model to its trade receivables. For further explanation in this regard, we refer to note 10.

With respect to eCommerce activities, the credit risk is limited by using country-specific payment methods, and there is collaboration with an external partner who monitors the creditworthiness of potential eCommerce customers.

MACRO-ECONOMIC RISK

The impact of the macro-economic environment is monitored by Management and action is taken as needed.

The macro-economic factors impact the impairment tests on goodwill, brand names with indefinite useful lives and participations in associated companies, as well as on the calculation of the pension provision. In particular:

- Higher interest rates and uncertainties on the market impact the discount rates to be applied;
- Current market conditions are reflected in the WACC & discount rates applied in the impairment analyses and in the assumptions applied to the actuarial calculation of the pension provision;
- The impact of inflation & increased interest costs was included in the budgets used for the impairment tests and the sensitivity analyses.

LIQUIDITY AND CASH FLOW RISK

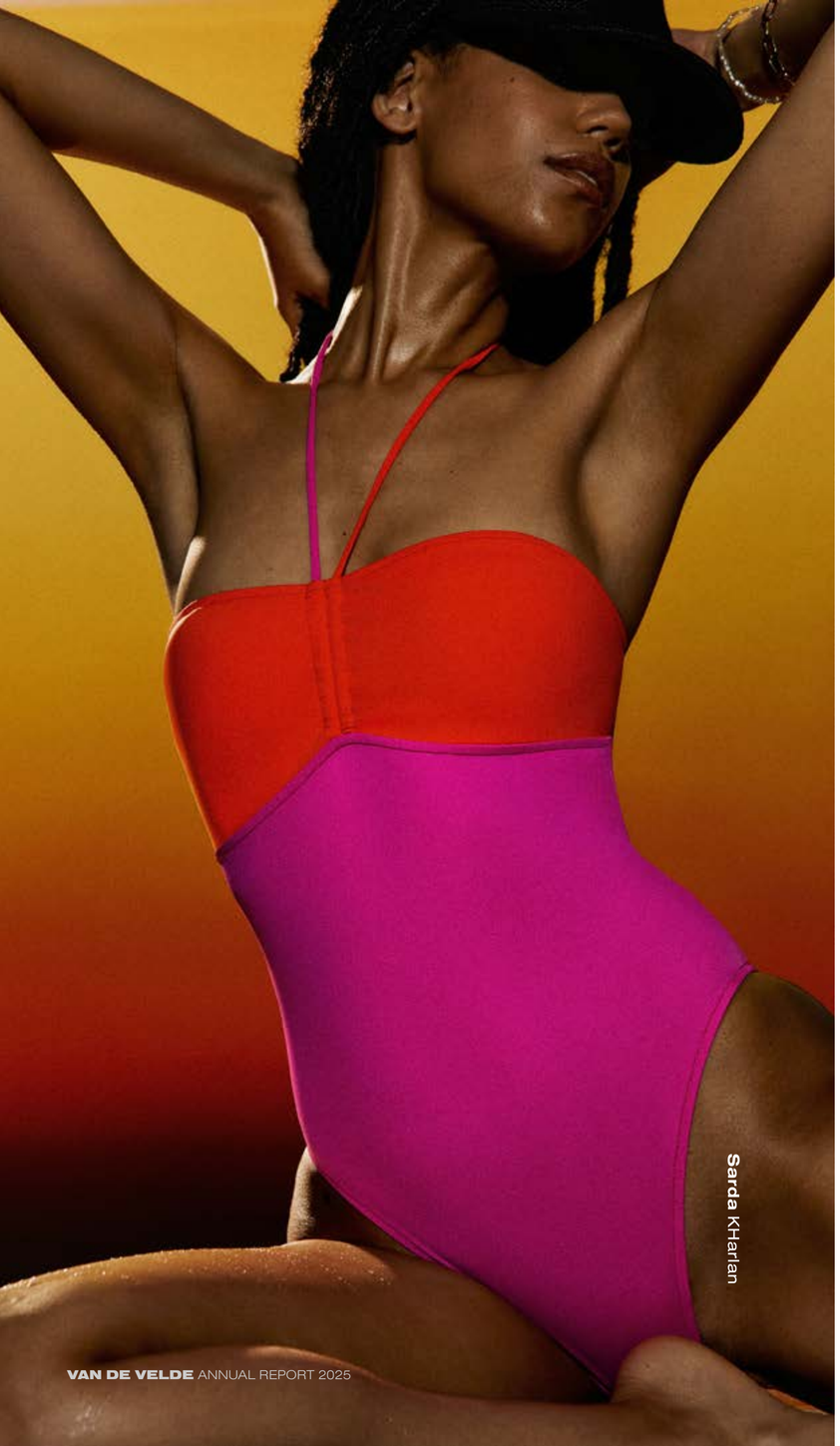
The liquidity and cash flow risk is rather limited thanks to the large operational cash flow and the net cash position (50.1 million euro). Credit lines worth more than 10 million euro are also available. The Group has no borrowings with fixed repayments.

RISK OF INTERRUPTIONS IN THE SUPPLY CHAIN

Adequate measures have been taken in several areas to minimize interruptions in the supply chain and deal with any such interruptions that do occur. Examples of such measures are:

- The IT department has designed a disaster recovery plan to minimize the risk of damage from the failure of the computer infrastructure. Additionally, investments are made to limit the risk of failure of the computer infrastructure itself.
- The risks of interruption in deliveries by a supplier and the possible alternatives (if available) have been identified and are regularly monitored. The creditworthiness of suppliers is also monitored.
- As far as possible, the concentration risk at suppliers is managed by sufficient diversification. The ten leading material suppliers account for approximately 55% of purchase costs of material. The largest supplier accounts for approximately 22% of purchase costs, the second approximately 7% and third for approximately 5%, whereas all other suppliers account for no more than 4%.
- Assembly capacity is mainly spread over Tunisia, China and Thailand.
- The raw materials warehouse and the distribution centre are located at the same site. These warehouses are in separate buildings and both comply with high safety standards.
- Transparent chain management has been set up in which provisions and/or any interruptions are proactively identified so that action can be taken.

Moreover, business risks as a consequence of a potential interruption are covered by insurance. Adequate measures have been taken in consultation with insurers who also regularly inspect the various locations.



RISK OF OVERVALUED STOCK

Van de Velde's business model entails risks with regard to raw materials and finished products. Raw materials are ordered and production is launched before we have full insight into the orders. As far as possible, Van de Velde attempts to concentrate this risk at the level of raw materials rather than finished products.

Van de Velde also applies a strict policy regarding write-downs on inventories:

- The value of finished products for which sales are declining is written off at the end of the season or during the following season. These finished products are fully written off in the subsequent year.
- If there is no further need for additional production, the related raw materials are written off completely.

PRODUCT RISK

Sales are spread over about 44,000 stock references, more than 13,000 of which are changed every season. Therefore, sales do not depend on the success of any one model.

COMPLIANCE AND REGULATORY RISKS

Van de Velde Group is subject to federal, regional and local laws and regulations in each country in which it operates. Such laws and regulations relate to a wide variety of matters, such as data security, privacy, product liability, health and safety, import and export, occupational accidents, employment practices and the relationship with associates (regarding overtime and workplace safety among other things), tax matters, unfair competitive practices and similar regulations.

Compliance with, or changes in, these laws could reduce the revenues and profitability of the Group and could affect its business, financial conditions or the results of operations.

Van de Velde Group has been subject to and may in the future be subject to allegations of violating certain laws and/or regulations. Such allegations or investigations or proceedings may require the Group to devote significant management resources to defending itself. In the event that such allegations are proven, Van de Velde may be subject to significant fines, damages awards and other expenses, and its reputation may be harmed.

Van de Velde Group actively strives to ensure compliance with all laws and regulations to which it is subject. A degree of insurance has been taken out to cover some of the above-mentioned risks.

RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING

To cover risk management and internal control processes in relation to our sustainability reporting, a CSRD work group was set up during 2024. The work group holds weekly meetings since June 2024 and is led by the Sustainability Manager. Other participants are the CFO, Head of HR, Finance Manager and Head of Legal, Risk & Compliance.

The scope of the work group includes:

- Van de Velde NV and all its direct and indirect subsidiaries
- all disclosure requirements under the CSRD

The main risks that were identified in relation to the sustainability report, were:

- a lack of clear definitions and/or processes for data collection
- a lack of clear responsibilities
- timely finalization of the sustainability report

The work group implemented several initiatives to allow internal control on all data and information required under CSRD and to mitigate the above mentioned risks:

- one person within Van de Velde was designated as the final responsible for each specific ESRS standard;
- a process document was created for all quantitative datapoints, wherein the responsible for the data, data collection, data storage, data validation and internal control and timing of reporting were described;
- a software (Greenomy) was used to provide an accurate overview of all disclosure requirements;
- a consultant was enlisted to perform an internal check on the process documents as well as to support the reporting process.

Members of the Management Team were asked to read through the initial draft texts to validate the absence of incorrect statements.

The completeness and correctness of the sustainability report is verified by our external auditor. The members of the Audit and Risk Committee perform oversight on the auditor's work in relation to the sustainability report.

Van de Velde does not see any risks in climate change with direct impact in 2025. During the year 2025, expenditures related to climate change were not material. Considerations in the context of climate change do not have a material impact on the financial assessment and estimates in this annual report.

OTHER OPERATIONAL RISKS

The Group is also faced with other operational risks thar are monitored (where possible) and for which corrective action is taken (where available).



5. STATUTORY AUDITOR'S REPORT TO THE GENERAL SHAREHOLDERS' MEETING OF VAN DE VELDE NV ON THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2025

We present to you our statutory auditor's report in the context of our statutory audit of the consolidated accounts of Van de Velde NV (the "Company") and its subsidiaries (jointly "the Group"). This report includes our report on the consolidated accounts, as well as the other legal and regulatory requirements. This forms part of an integrated whole and is indivisible.

We have been appointed as statutory auditor by the general meeting d.d. 24 April 2024, following the proposal formulated by the board of directors and following the recommendation by the audit committee and the proposal formulated by the works' council. Our mandate will expire on the date of the general meeting which will deliberate on the annual accounts for the year ended 31 December 2026. We have performed the statutory audit of the Group's consolidated accounts for 2 consecutive years.

REPORT ON THE CONSOLIDATED ACCOUNTS

UNQUALIFIED OPINION

We have performed the statutory audit of the Group's consolidated accounts, which comprise the consolidated balance sheet as at 31 December 2025, the consolidated income statement and other comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information, and which is characterised by a consolidated balance sheet total of 186,673 thousand euro and a profit for the year of 17,848 thousand euro.

In our opinion, the consolidated accounts give a true and fair view of the Group's net equity and consolidated financial position as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with IFRS Accounting Standards as adopted by the European Union and with the legal and regulatory requirements applicable in Belgium.

BASIS FOR UNQUALIFIED OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Belgium. Furthermore, we have applied the International Standards on Auditing as approved by the IAASB which are applicable to the year-end and which are not yet approved at the national level. Our responsibilities under those standards are further described in the "Statutory auditor's responsibilities for the audit of the consolidated accounts" section of our report. We have fulfilled our ethical responsibilities in accordance with the ethical requirements that are relevant to our audit of the consolidated accounts in Belgium, including the requirements related to independence.

We have obtained from the board of directors and Company officials the explanations and information necessary for performing our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated accounts of the current period. These matters were addressed in the context of our audit of the consolidated accounts as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Impairment testing of goodwill and brand names with indefinite useful life (Note 3)

DESCRIPTION OF THE KEY AUDIT MATTER
The carrying value of the Group's goodwill and brand names with an indefinite useful life amounts to 4.5 million euro and 12.2 million euro respectively at 31 December 2025.

These assets are subject to impairment testing on an annual basis or more frequently if there are indicators of impairment.

We consider this as most significant to our audit because the determination of whether or not an impairment charge is necessary involves significant judgement in estimating the future cash flows of the Cash Generating Units.

HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER
We evaluated the appropriateness of the Group's accounting policies and assessed compliance with the policies in accordance with IFRS Accounting Standards as adopted by the European Union.

We evaluated management's annual impairment testing and assessment of the indicators of impairment and challenged impairment calculations by assessing the future cash flow forecasts used in the models, and the process by which they were drawn up, including comparing them to the latest budgets presented to the board of directors and internal forecasts.

We understood and challenged:
- the assumptions used in the Group's budget and internal forecasts and the long-term growth rates applied by comparing them to economic forecasts;
- the discount rate by assessing the cost of capital and other inputs including benchmarking

with comparable organisations;
- the historical accuracy of budgets to actual results to determine whether cash flow forecasts are reliable based on past experience;
- the mechanics of the underlying calculations.

In performing the above work, we involved our internal valuation experts to provide challenge and external market data to assess the reasonableness of the assumptions used by management.

We evaluated the sensitivity analysis around the key drivers within the cash flow forecasts to ascertain the extent of change in those assumptions and also considered the likelihood of such a movement in those key assumptions arising.

Whilst recognizing that cash flow forecasting, impairment modelling and valuations are all inherently judgmental, we concluded that the assumptions used by management were within an acceptable range of possible outcomes.

Allowance for obsolete inventory (Note 9)

DESCRIPTION OF THE KEY AUDIT MATTER
The total inventory value of the Group amounts to 48.1 million euro and represents 26% of the consolidated balance sheet total at 31 December 2025. This inventory value already takes into account an allowance of 7.8 million euro for inventory items that are considered obsolete per 31 December 2025. Inventory consists of raw materials, work in progress, finished goods and merchandise goods.

The Group values inventory at the lower of cost or net realizable value. The allowance for obsolete inventory is calculated based on the ageing and the expected turnover of the inventory items.

The calculation of allowance for obsolete inventory is important to our audit, and therefore considered a key audit matter, because of the size of the amount involved to the consolidated accounts, as well as because of the uncertainties linked to the judgement in the allowance by management in estimating the expected turnover as well as the applied allowance percentages.

HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER
We evaluated the appropriateness of the Group's accounting policies and assessed compliance with the policies in accordance with IFRS Accounting Standards as adopted by the European Union. Furthermore our audit procedures contain, among others, the following procedures:

- We have analyzed the calculation for the allowance for obsolete inventory of the Group and verified that the calculation was applied consistently;
- We have evaluated management's estimates in view of expected consumption of raw materials;
- We have tested the accuracy of the applied ageing data of finished goods by means of a sample test of inventory items;
- We have compared the evolution of the allowance of the inventory year over year relative to, on the one hand, the types of inventory items (raw materials versus finished product) and on the other hand relative to the fashion sensitivity of the items (stayers versus specific summer – winter collections per brand);
- We have discussed the historically applied allowance percentages with management and assessed the calculation based on the actual sales of impaired inventory in the past year
- We have checked the completeness and accuracy of note 9 of the consolidated accounts

We concluded that the assumptions used by management in respect of accounting for allowance of obsolete inventory were within an acceptable range of possible outcomes.

Impairment of investment in Top Form International Ltd. (Note 6)

DESCRIPTION OF THE KEY AUDIT MATTER
As explained in the notes to the financial statements (Note 6), the Group holds an investment in associates of 2.2 million euro per 31 December 2025 in Top Form International Ltd. This participation is valued in the balance sheet in accordance with the equity method and this value also includes the carrying amount of related goodwill. Participations in associated companies are revalued if there are indications of possible impairment. Management judged that there were triggers for impairment due to the economical circumstances in which the associated company operates as explained in note 6.

We consider this as most significant to our audit because of the size of the amount involved to the consolidated accounts, and because the determination of whether or not an impairment charge is necessary involves significant judgement in estimating the future results of the associate company.

HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER
We evaluated the appropriateness of the Group's accounting policies and assessed compliance with the policies in accordance with IFRS Accounting Standards as adopted by the European Union.

We evaluated management's impairment testing and assessment of the indicators of impairment and challenged impairment calculations by assessing the valuation methodology and model applied, and reviewing the underlying key figures used in the model.

We understood and challenged:

- management's identification of impairment indicators,
- management's evaluation of the method used to calculate the recoverable amount of the investment in associate,
- the mechanics of the underlying calculation.

In performing the above work, we involved our internal valuation experts to provide and challenge the underlying calculation method.

Our procedures confirmed that management's assumptions and estimates are appropriate in all material aspects.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS FOR THE PREPARATION OF THE CONSOLIDATED ACCOUNTS

The board of directors is responsible for the preparation of consolidated accounts that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the European Union and with the legal and regulatory requirements applicable in Belgium, and for such internal control as the board of directors determines is necessary to enable the preparation of consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated accounts, the board of directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board of directors either intends to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

STATUTORY AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED ACCOUNTS

Our objectives are to obtain reasonable assurance about whether the consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated accounts.

In performing our audit, we comply with the legal, regulatory and normative framework applicable to the audit of the consolidated accounts in Belgium. A statutory audit does not provide any assurance as to the Group's future viability nor as to the efficiency or effectiveness of the board of directors' current or future business management at Group level. Our responsibilities in respect of the use of the going concern basis of accounting by the board of directors are described below.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors;
- Conclude on the appropriateness of the board of directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our statutory auditor's report to the related disclosures in the consolidated accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our statutory auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the consolidated accounts, including the disclosures, and whether the consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, we determine those matters that were of most significance in the audit of the consolidated accounts of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

OTHER LEGAL AND REGULATORY REQUIREMENTS

RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The board of directors is responsible for the preparation and the content of the directors' report on the consolidated accounts, including the sustainability information, and the other information included in the annual report on the consolidated accounts.

STATUTORY AUDITOR'S RESPONSIBILITIES

In the context of our engagement and in accordance with the Belgian standard which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, our responsibility is to verify, in all material respects, the directors' report on the consolidated accounts and the other information included in the annual report on the consolidated accounts and to report on these matters.

ASPECTS RELATED TO THE DIRECTORS' REPORT ON THE CONSOLIDATED ACCOUNTS AND TO THE OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT ON THE CONSOLIDATED ACCOUNTS

The director's report on the consolidated accounts includes the consolidated sustainability information that is the subject of our separate report, which contains an 'Unqualified conclusion' on the limited assurance with respect to this consolidated sustainability information.

In our opinion, after having performed specific procedures in relation to the directors' report on the consolidated accounts, this directors' report is consistent with the consolidated accounts for the year under audit and is prepared in accordance with article 3:32 of the Companies' and Associations' Code.

In the context of our audit of the consolidated accounts, we are also responsible for considering, in particular based on the knowledge acquired resulting from the audit, whether the directors' report on the consolidated accounts and the other information included in the annual report on the consolidated accounts, containing consolidated key figures 2025 and a concise version of the statutory financial statements and the statutory annual report of Van de Velde NV, is materially misstated or contains information which is inadequately disclosed or otherwise misleading. In light of the procedures we have performed, there are no material misstatements we have to report to you.

STATEMENTS RELATED TO INDEPENDENCE

- Our registered audit firm and our network did not provide services which are incompatible with the statutory audit of the consolidated accounts, and our registered audit firm remained independent of the Group in the course of our mandate.
- The fees for additional services which are compatible with the statutory audit of the consolidated accounts referred to in article 3:65 of the Companies' and Associations' Code are correctly disclosed and itemized in the notes to the consolidated accounts.

EUROPEAN UNIFORM ELECTRONIC FORMAT (ESEF)

We have also verified, in accordance with the standard on the verification of the compliance of the annual report with the European Uniform Electronic Format (hereinafter “ESEF”), the compliance of the ESEF format with the regulatory technical standards established by the European Delegate Regulation No. 2019/815 of 17 December 2018 (hereinafter: “Delegated Regulation”) and with the Royal Decree of 14 November 2007 concerning the obligations of issuers of financial instruments admitted to trading on a regulated market.

The board of directors is responsible for the preparation of an annual report, in accordance with ESEF requirements, including the consolidated accounts in the form of an electronic file in ESEF format (hereinafter “digital consolidated accounts”).

Our responsibility is to obtain sufficient appropriate evidence to conclude that the format and marking language XBRL of the digital consolidated financial accounts complies in all material respects with the ESEF requirements under the Delegated Regulation.

Based on our procedures performed, we believe that the format of the annual report and marking of information in the digital consolidated accounts included in the annual report of Van de Velde NV per 31 December 2025 complies, and which will be available in the Belgian official mechanism for the storage of regulated information (STORI) of the FSMA, are, in all material respects, in compliance with the ESEF requirements under the Delegated Regulation and the Royal Decree of 14 November 2007.

OTHER STATEMENT

This report is consistent with the additional report to the audit committee referred to in article 11 of the Regulation (EU) N° 537/2014.

Ghent, 25 March 2026

The statutory auditor
PwC Bedrijfsrevisoren BV/PwC Reviseurs d'Entreprises SRL
Represented by

Lien Winne*
Bedrijfsrevisor/Réviseur d'Entreprises

*Acting on behalf of Lien Winne BV

6. CONCISE VERSION OF THE STATUTORY FINANCIAL STATEMENTS AND THE STATUTORY ANNUAL REPORT OF VAN DE VELDE NV

STATUTORY FINANCIAL STATEMENTS

In accordance with Article 3:17 of Belgium's Companies Act, the statutory financial statements are hereinafter presented in abbreviated form. The annual report and financial statements of Van de Velde NV and the auditor's report will be filed at the National Bank of Belgium within the month following approval by the General Assembly.

The valuation rules applied for the statutory financial statements differ from accounting principles used for the consolidated financial statements: the statutory annual accounts are prepared in accordance with Belgian legal requirements, while the consolidated financial statements are prepared in accordance with International Financial Reporting Standards. There are no material changes to the accounting principles used for the statutory accounts.

The statutory auditor has issued an unqualified opinion in regard to the statutory financial statements of Van de Velde NV.

CONCISE BALANCE SHEET

000 EURO	2025	2024
Fixed assets	**54,651**	**64,339**
Intangible fixed assets	8,686	8,358
Tangible fixed assets	17,532	17,940
Financial fixed assets	28,433	38,041
Current assets	**126,266**	**130,624**
Amounts receivable after one year	7,811	5,660
Stocks and orders in production	45,446	40,301
Amounts receivable within one year	18,514	20,130
Financial investments	21,063	51,014
Cash and banks and in hand	31,680	12,168
Accrued income and deferred charges	1,751	1,350
Total assets	**180,917**	**194,963**

000 EURO	2025	2024
Shareholders' equity	**107,562**	**128,438**
Issued capital	1,936	1,936
Share premium	743	743
Reserves	91,619	112,455
Retained earnings	13,263	13,263
Grants	0	41
Provisions, deferred taxes and tax liabilities	**0**	**0**
Provisions for risks and costs	0	0
Liabilities	**73,356**	**66,525**
Amounts payable after one year	0	0
Amounts payable within one year	73,143	66,249
Accrued charges and deferred income	213	276
Total assets	**180,917**	**194,963**

CONCISE INCOME STATEMENT

000 EURO	2025	2024
Operating income	**205,623**	**194,550**
Turnover	196,605	198,069
Changes in stocks unfinished goods and finished goods	3,422	-8,512
Other operating income	5,595	4,993
Non-recurring operating income	0	0
Operating costs	**170,233**	**163,932**
Goods for resale, raw materials and consumables	32,936	28,780
Services and other goods	97,012	92,912
Salaries, social charges and pension costs	35,054	34,246
Depreciations	5,484	5,516
Write-downs and provisions	-542	2,223
Other operating costs	289	255
Non-recurring operating costs	0	0
Operating profit	**35,390**	**30,618**

000 EURO	2025	2024
Financial result	**-12,093**	**-17,657**
Finance income	2,962	20,317
Finance costs	-15,055	-37,974
Pre-tax profit for the fiscal year	**23,296**	**12,961**
Tax on the profit	-6,813	-4,938
Profit for the period	**16,483**	**8,023**

APPROPRIATION ACCOUNT

000 EURO	2025	2024
Distributable profit	**16,483**	**8,023**
Distributable profit for the period	16,483	8,023
Addition to reserves	0	0
Transfer from reserves	13,345	22,119
Profit (loss) to be carried forward	0	0
Profit to be distributed	**29,828**	**30,143**

STATUTORY ANNUAL REPORT VAN DE VELDE NV
FISCAL YEAR 01/01/2025 - 31/12/2025

The statutory report is in accordance with article 3:6 of Belgium's Companies Code.

1. COMMENTS ON THE FINANCIAL STATEMENTS

The financial statements show a balance sheet total of 180,917 thousand euro and a profit after tax for the fiscal year of 16,483 thousand euro.

2. IMPORTANT EVENTS AFTER BALANCE SHEET DATE

No events after the balance sheet date had a major impact on the financial position of the company.

3. EXPECTED DEVELOPMENTS

We refer readers to 'Prospects' in the press release of the annual results.

4. RESEARCH AND DEVELOPMENT

The design department of Van de Velde also comprises a research and development unit. The design department is responsible for the launch of new collections, whereas the research and development unit and the design department research new materials, new production technologies, new products, new sales-supporting techniques and so on.

5. ADDITIONAL TASKS OF THE STATUTORY AUDITOR

On 24 April 2024, the General Meeting of Van de Velde NV appointed PwC Bedrijfsrevisoren BV, Culliganlaan 5, 1831 Diegem, represented by Lien Winne BV, duly represented by Lien Winne, as the statutory auditor. This appointment runs until the Ordinary General Meeting of 2027.

The annual fee awarded to the statutory auditor in 2025 for the audit of the single annual accounts of Van de Velde NV amounts to €169,950 (plus VAT, out-of-pocket expenses, the IRE/IBR fee and lump sum expense as reimbursement for technology and compliance costs), and shall be adapted each year, based on the consumer price index or with the parties' agreement. The total cost for 2025 for the audit of the annual accounts of all Group companies and the consolidated accounts of Van de Velde NV amounts to €182,310 (excluding VAT and including the aforementioned €169,950).

In accordance with Article 3:65 of the Companies and Associations Code, Van de Velde announces that the compensation to persons with whom the auditor has professional relations amounts to €8,000 in relation to assignments carried out in 2025 (tax services).

The fee for other assurance assignments to the statutory auditor amounts to €60,000. Additionally, an amount of €34,750 was charged on CSRD work for FY24.

6. DESCRIPTION OF RISKS AND UNCERTAINTIES

The following risks at Group level were examined and, where necessary, possible coverage or preventive measures were taken (for further details see note 30):

- Currency risk;
- Credit risk;
- Macro-economic risk;
- Liquidity and cash flow risk;
- Risk of interruptions in the supply chain;
- Risk of overvalued stock;
- Product risk;
- Compliance and regulatory risks;
- Risk management and internal controls over sustainability reporting;
- Other operational risks.

7. ACQUISITION OF OWN SHARES

On 30 April 2025, the Extraordinary General Meeting of Shareholders authorized the Board of Directors to buy or sell its own shares. This authorization is valid for a period of (i) three years as from 12 May 2025 if the acquisition is necessary to avoid a serious imminent disadvantage and (ii) five years as from 12 May 2025 if the Board of Directors, in accordance with Article 7:215 of the CCA, acquires the legally permitted number of its own shares at a price equal to the price at which they are listed on Euronext Brussels.

The Board of Directors approved a share buy-back programme of up to 15 million euro on 26 February 2025. The buy-back programme started on 4 March 2025 and has an anticipated duration of one year.

At the end of 2024 Van de Velde NV held 449,386 treasury shares.

In 2025, 151,427 of its own shares were acquired (worth 4,751 thousand euro) and 230,995 own shares were cancelled (worth 7,492 thousand euro). During 2025, 12,000 options were exercised under the option plan (worth 303 thousand euro).

At the end of 2025 Van de Velde NV held 357,818 treasury shares with a total value of 9,902 thousand euro.

000 EURO	2025	2024
Share capital	1,936	1,936
Treasury shares	9,902	12,989
Share premium	743	743

8. CONFLICT OF INTERESTS

In 2025, there was no conflict of interest under article 7:96 of the CCA within the Board of Directors or the Management Team.

9. BRANCHES

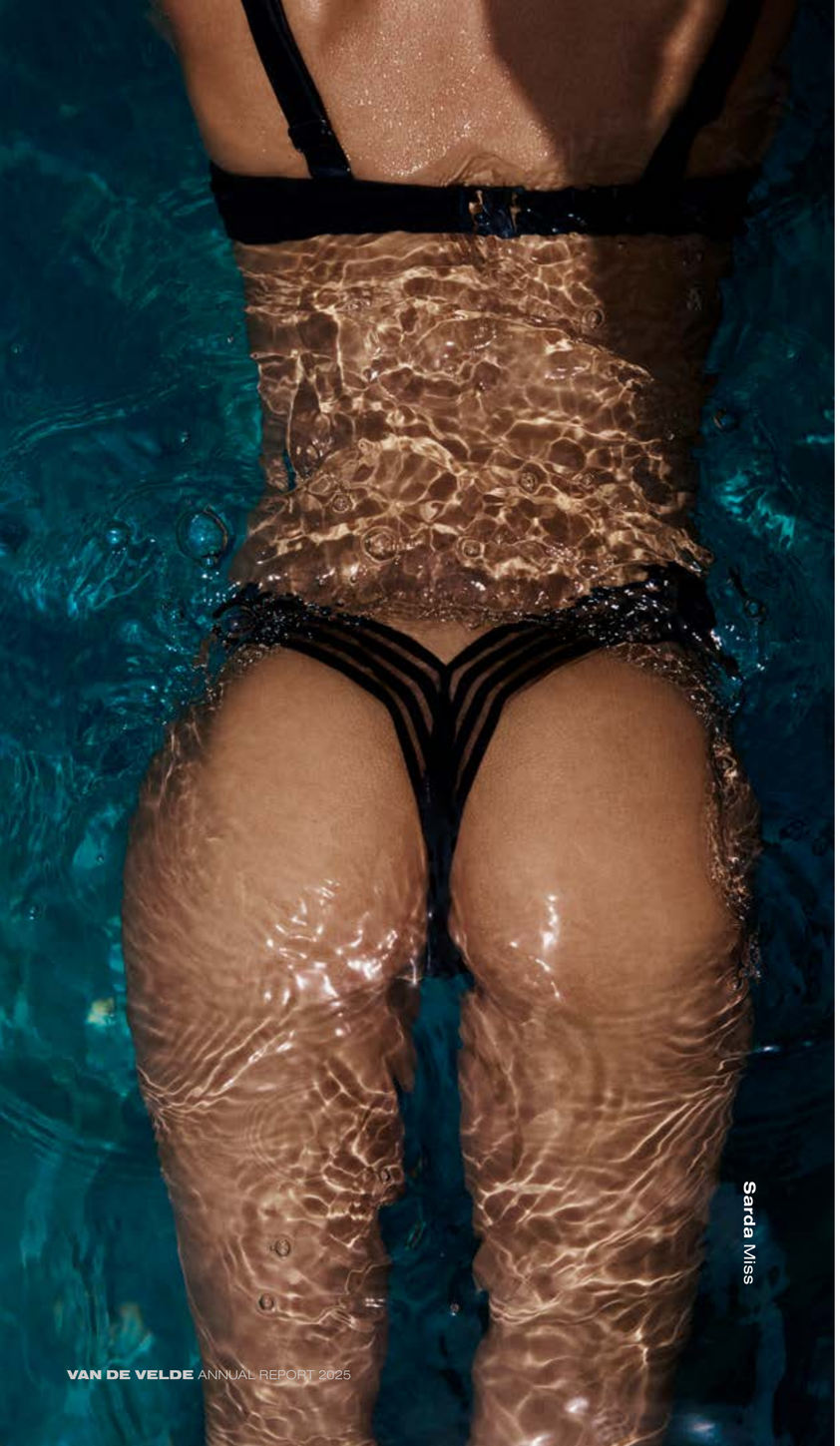
On 19 July 2011 Van de Velde formed a branch in Sweden (organization number 516407-5078), named “Van de Velde NV Belgium Filial Sweden”. On 1 July 2017 Van de Velde formed a branch in France (organization number 831 118 146), named “Van de Velde NV Succursale France”.

10. ENUMERATION WITHIN THE FRAMEWORK OF ARTICLE 34 OF BELGIUM’S ROYAL DECREE OF 14 NOVEMBER 2007 CONCERNING THE OBLIGATIONS OF ISSUERS OF FINANCIAL INSTRUMENTS THAT MAY BE TRADED ON A REGULATED MARKET.

- 41.58% of the shares of Van de Velde NV are held by the general public. The remainder of the shares are held by Van de Velde Holding NV, which groups the interests of the Laureys and Van de Velde families. Different types of shares do not exist.
- There are no restrictions on the transfer of securities laid down by law or the Articles of Association.
- Holders of securities linked to special control: A majority of Van de Velde NV’s directors are appointed from the candidates nominated by Van de Velde Holding NV, as long as it directly or indirectly holds no less than 35% of the company’s shares.
- There are no employee share plans in which the controlling rights are not directly exercised by the employees.
- There are no restrictions on the exercise of voting rights laid down by law or the Articles of Association.
- Van de Velde NV is not aware of any shareholder agreements.
- Notwithstanding the abovementioned fact that a majority of Van de Velde NV’s directors are appointed from the candidates nominated by Van de Velde Holding NV, as long as it directly or indirectly holds no less than 35% of the company’s shares, there are no rules for the appointment or replacement of the members of the administrative bodies or restrictions on the exercise of voting rights laid down by the Articles of Association.
- With regard to the power of the administrative body to issuing shares: the Board of Directors is authorized, for a period of five years from announcement in the annexes to Belgisch Staatsblad/Moniteur belge (12 May 2025), to raise the subscribed capital one or more times by a total amount of 1,936,173.73 euro, under the conditions stated in the Articles of Association.
- The power of the administrative body with respect to the possibility of purchasing shares: see point 7 above.
- There are no major agreements to which Van de Velde NV is party that come into effect, are amended or expire in the event of a change in control of the issuer after a public offer.
- No agreements have been concluded between the issuer and its directors and/or employees that provide for a payment if the relationship is ended as a consequence of a public offer.

11. CORPORATE GOVERNANCE

We refer to the chapter ‘Corporate governance’ in this annual report.


Sarda Miss

12. REMUNERATION REPORT

The remuneration report provides transparent information on Van de Velde's reward policy for its directors and members of the Management Team, in accordance with the Belgian Corporate Governance Act of 17 February 2017 and the Belgian Corporate Governance Code. We refer to chapter 2 of the Financial statement in this annual report.

13. PROPOSED PROFIT DISTRIBUTION

The Board of Directors proposes to the General Meeting of Shareholders payment of a gross dividend of 2.40 euro per dividend entitled share. After payment of withholding tax, this represents a net dividend of 1.68 euro per dividend entitled share. After approval by the General Meeting of Shareholders the final dividend will be paid out as from 11 May 2026.

Proposed profit distribution in thousands of euro:

Distributable profit	16,483
Addition to reserves	-13,345
Profit to be distributed [2]	29,828
• Of this amount, proposed gross dividend of 2.40 euro per dividend entitled share on 12,473,604[1] shares	29,828

[1] Provided the number of treasury shares held remains unchanged at 357,818.
[2] The profit to be distributed was adjusted by the residual dividend of 2024, namely 109 thousand euro.

14. NON-FINANCIAL INFORMATION

We refer to the chapter 'Sustainability statement' in this annual report.

Karel Verlinde CommV.
always represented by
Karel Verlinde
Managing Director

7. STATEMENT OF RESPONSIBLE PERSONS

The undersigned declare that, to the best of their knowledge:

A. the financial statements, which have been prepared in compliance with the applicable standards, faithfully reflect the equity, the financial situation and the results of Van de Velde and the companies included in the consolidation.

B. the annual report faithfully reflects the developments and the results of Van de Velde and the companies included in the consolidation, as well as providing a description of the main risks and uncertainties it faces.

Karel Verlinde CommV
always represented by
Karel Verlinde
Managing director

YJC BV
always represented by
Yvan Jansen
Chairman

SUSTAIN-ABILITY

ESRS 2
GENERAL DISCLOSURES

ESRS E1
CLIMATE CHANGE

ESRS E2
POLLUTION

ESRS E3
WATER AND MARINE RESOURCES

ESRS E5
RESOURCE USE AND CIRCULAR ECONOMY

ESRS S1
OWN WORKFORCE

ESRS E2
WORKERS IN THE VALUE CHAIN

ESRS S4
CONSUMERS AND END-USERS

ESRS G1
BUSINESS CONDUCT



Marie Jo Soft Studio

In 2025, the introduction of the CSRD didn't just change how we report, it also marked a step for-ward in how we approach sustainability. It helped us bring more structure to what we already cared about, turning intentions into measurable actions, and gaining a clearer understanding of our complex value chain and its opportunities. From fibers to finished goods, from assembling houses to distribution, from supplier to consumer, our impact is almost every-where.

We are building on the foundations laid in recent years. Colleagues across design, sourcing, operations and logistics are stepping up. gathering data, questioning assumptions, and translating strategy into meaningful results. They are doing that extra effort: to search for lower impact materials, to work with suppliers on transparency and fair practices, to avoid and reduce waste, to improve transport solutions, to keep designing for durability, and to explore new pathways for circularity.

We believe there's always room for improvement, and experience shows that greater awareness and engagement leads to more meaningful results. Our sustainability approach goes beyond mere compliance, inspired by a shared mindset 'we love the body you're in and the planet you're on'.

With this sustainability statement, we reaffirm our commitment to clarity, to accountability and to progress.



Lieve Vermeire
Sustainability Manager at Van de Velde

GENERAL DISCLOSURES

ESRS 2

OUR COMPANY BP-1 /SBM-1

Van de Velde NV designs and produces high-quality, on-trend intimate apparel under the complementary and distinctive brands Primadonna, Marie Jo and Sarda. We are a purpose-driven company, with one common mission: 'to ignite the power in women.' We strive to make a difference for our consumers by boosting their confidence with undergarments that always fit as good as they look. It makes us a trusted partner and an authority in the intimate apparel market.

We offer consumers a relevant product assortment all-year round and an impeccable service in all of our sales channels, both on- and offline. We invest both in training store stylists via our Van de Velde Academy as in data-driven digital fitting tools to ensure a smooth shopping experience at all times.

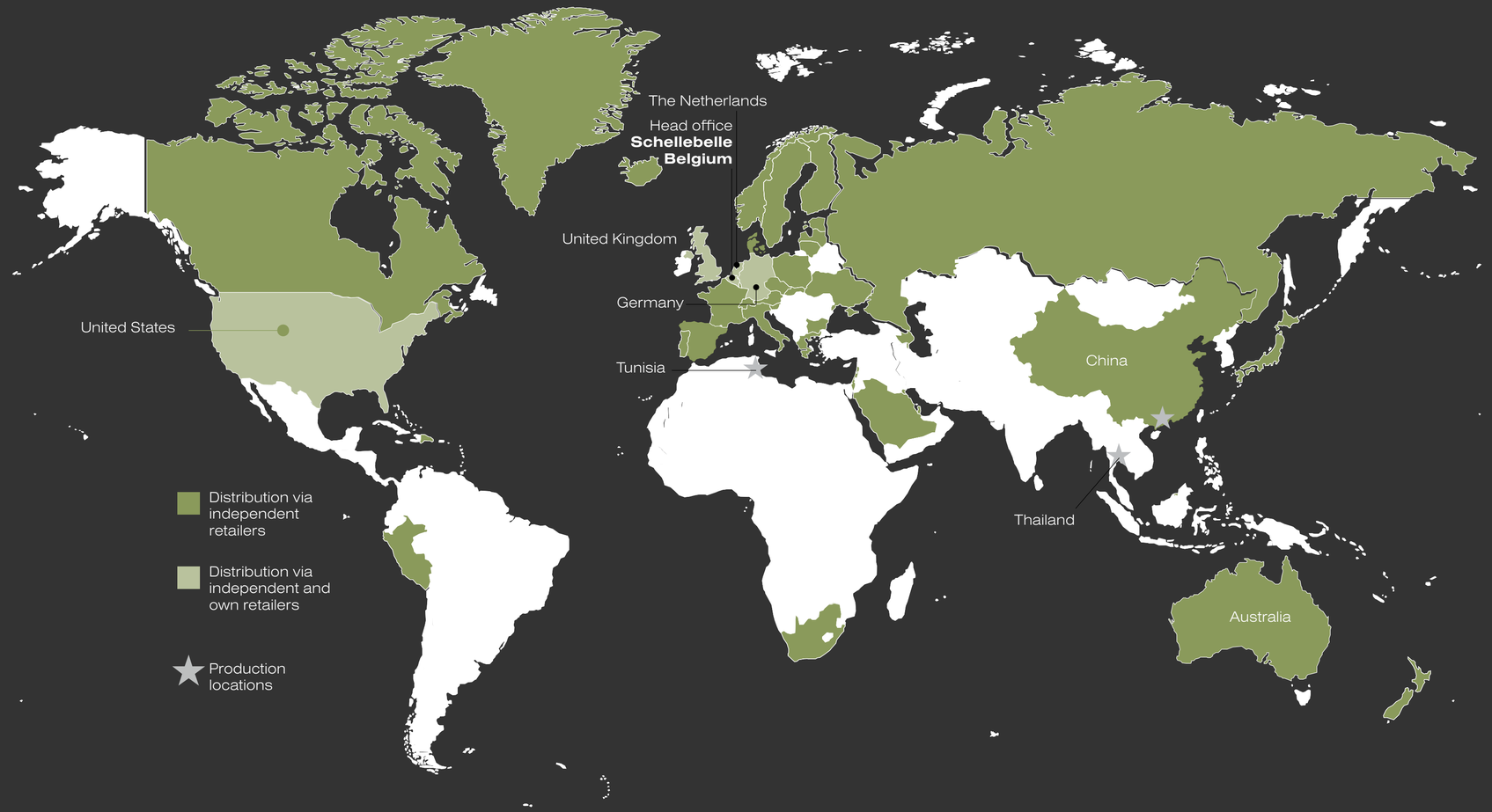
We collaborate closely with over 3,500 independent retail partners worldwide. Additionally, we have our own retail network, including the Rigby & Peller and Lincherie brands, with a primary focus on the European and North American market.

The entities considered include all sites owned and operated by Van de Velde, i.e.,

- **Headquarters - Schellebelle:** on this site we centralize core activities as design & development of the products, marketing & communication, central sales support, E-commerce, purchase and central buying, finance & legal, IT, HR, customer service, production & transport planning, Own & Operated retail services.
- **Distribution center - Wichelen:** on this site we centralize quality control and storage of purchased goods, cutting of the raw materials, quality control of finished goods, packaging and distribution towards retail partners or end-users.
- **Production site - Tunisia:** on this site, we assemble about 35% of our products, quality control included. We recently implemented support services for the design & development department in Schellebelle.
- **Office - Barcelona:** in this office, we centralize design & development, marketing & communication, and support services for the brand Sarda.
- **Own & Operated retail shops:** in the Netherlands, UK, US and Germany.
- **Other legal entities** mainly regional and sales related.

Furthermore, our subcontractor in the Far East, Top Form International, receives special attention in the Impact, Risk & Opportunities (IRO) assessment due to our financial participation in the company.

In general, the significant sectors for Van de Velde include Textiles and Clothing, which represents the core of the company's activities focused on the production and sale of fashion items. Just as relevant, is the Retail sector as it pertains to the sale of products to consumers through both online and physical stores. The Logistics and Transport sector is also important, as it relates to the distribution of products and the management of the supply chain. These sectors are crucial for understanding Van de Velde's sustainability impacts and risks within the fashion industry.



OUR SUSTAINABILITY STRATEGY

The **very first draft** of our **sustainability strategy** was originally **developed in 2022**. The United Nations Sustainable Development Goals (SDG), the Green Deal, the Global Reporting initiative (GRI) standards and the Corporate Sustainability Reporting Directive (CSRD) were among the main sources for this exercise.

When assessing the SDGs at that time, we **focused on the goals to which we could make a meaningful contribution through our daily business activities**.



We pay special attention to good health and (mental) well-being for our 1000-plus employees. With our brands, we offer high quality and good fitting lingerie and swimwear that boost women's self-confidence. We support targeted research and initiatives related to breast health, breast cancer and aftercare.



We believe in the power and potential of people. That's why we organize specific training and (self-) deployment tools for our associates. We share know-how with our partners and consumers on how to choose, wear and care for our products. We partner with organizations like Plan International that are specialized in training and education for (younger) women.



We believe in the power of people and celebrate the power in women. Our purpose – 'We ignite the power in women' – is the recurring theme throughout all our activities and in all our decisions.



We create good working conditions for all associates, regardless of position or location. We encourage the protection of human rights and promotion of health and safety at all partners throughout our value chain.



We develop high-quality products with focus on longevity. We build new knowledge on how to integrate more sustainable choices in the design and development process of new products. We strive to limit waste in all our operations, and we study second-life applications for fabric and unsold finished goods.



We calculate our corporate carbon footprint to get a better understanding of how and where to act to improve our ecological impact. We integrate this information into our strategic decisions, and we draw up action plans to reduce emissions in the coming decades.



We select partners willing and able to support our sustainability goals. We look for (new) networks to develop the specific expertise and knowhow needed to advance towards a more sustainable future.

WE LOVE THE BODY YOU'RE IN AND THE PLANET YOU'RE ON

THIS EVOLVED TOWARDS OUR SUSTAINABILITY STRATEGY OF TODAY, WHICH CONSISTS OF 4 PILLARS:

MINIMISING OUR CLIMATE IMPACT

In the **first pillar** we group all initiatives that support the reduction of the carbon emissions of the Van de Velde group. More specifically, we initiate projects related to waste reduction, smart energy management, reducing the impact of our fleet and transport optimization.

Contributes to:



USING MATERIALS SMARTLY

The **second pillar** covers all product-related aspects. First and foremost is the importance of product quality and longevity. Indirect emissions related to purchased raw materials and end-of-life product processing are key concern in the fashion industry. The complexity of our product and the immaturity of circularity in our niche lingerie business drive us to take a .more active role. We focus on the shift towards lower carbon materials, a very solid forecast to avoid overstocks and upcycle options for leftovers of fabrics.

Contributes to:



IGNITING THE POWER IN WOMEN

Our employees and consumers, whom are mainly females, have always been at the very heart of everything we do at Van de Velde. Self-confidence, (mental) health, product safety, (breast) health and gender equality topics are given the requisite attention here. The aim of this **third pillar** is to strengthen our efforts, not at least with even more concrete initiatives in the communities. In that we are guided by our mission statement – With special focus on underprivileged women.

Contributes to:



GETTING EVERYONE ON BOARD

In the **fourth pillar** we want to take a more pro-active role in encouraging and monitoring our active business partners. First and foremost, we are focusing on social and ethical entrepreneurship. The aim is not only mitigating risk but also being more transparent and encouraging initiatives that help nurture a positive social culture.

Contributes to:



GENERAL BASIS FOR CSRD PREPARATION

FRAMEWORK

For the year ended 31 December 2025, Van de Velde reports its sustainability information in accordance with article 3:32/2 of the Companies' and Associations' Code, including compliance with the applicable European Sustainability Reporting Standards (ESRS). This included:

- Compliance of the process carried out by the Company to identify the information reported in the Sustainability Statement (the "Process") is in accordance with the description set out in Double Materiality Assessment
- Introduction on the methodology (further in this chapter) - compliance of the disclosures in E1- Climate Change – EU Taxonomy of the Sustainability Statement with Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation").

Van de Velde has made use of the option to omit information required by ESRS E1, ESRS E2, ESRS E5 and ESRS S1 in accordance with Appendix C of ESRS 1 (phase-in provisions) and the "quick fix" amendment. We refer to the 'Overview of disclosure requirements' for more details. Furthermore, we have made use of the incorporation by reference concept throughout the annual report, meaning that cross references have been inserted where relevant. Any forward-looking information has been based on disclosed assumptions about events that may occur in the future and possible future actions.

As a key step in preparing our first CSRD report (FY2024), we thoroughly conducted a Double Materiality Assessment (DMA) early 2024. This study was based on the limited guidance, available at that time from the European Financial Reporting Advisory Group (EFRAG).

We built on insights from previous impact assessments, incorporated the latest European Sustainability Reporting Standards (ESRS), and developed new insights and knowledge step-by-step. We worked with scoring matrices and an aggregation model from an external partner, who also facilitated workshops on impact and financial materiality. All details on the methodology can be found further in this report in the chapter Double Materiality Assessment – Introduction on the methodology.

Given the relatively new and complex nature of the principles and methodology, we decided to limit the number and types of stakeholders involved in the DMA. We primarily focused on internal subject-matter experts and consulted external sustainability experts to validate the new assessment process.

To identify the perspectives of our key stakeholders—our employees—we launched a survey in 2023. In this survey, we questioned the environmental and societal impacts of our operations and value chain. Additionally, key retail partners in Belgium and The Netherlands provided input through the same questionnaire. Finally, we compared the outcome of the new DMA with the results of this survey in 2023 and previous impact assessments, conducted in 2020 and 2021. This comparison allowed us to identify trends and shifts in stakeholder priorities, ensuring a reflection of the most current and relevant issues in our assessment. The insights gained will reinforce our strategy and help us in refining our sustainability and reporting approach, in alignment with evolving regulations and stakeholder expectations.

For the CSRD report of this year 2025, no new DMA was conducted. We concluded that the outcome of the first assessment is still relevant and actual as there were no significant changes in the business model and value chain during 2025:

- no significant change in groups of products and services offered;
- no significant changes in types of materials sourced or supplier portfolio;
- no significant changes in markets and type of customers served.

As a lingerie producer, Van de Velde is classified under the ESRS sector Fashion Industry, manufacturing wearing apparel (NACE code C14.14). The total revenue continues to come entirely from these activities.

CONSOLIDATION BP-1

Our sustainability statement is prepared on a consolidated basis including all subsidiaries as explained in the financial statements. Associated companies are not included in the consolidated Environmental, Social & Governance (ESG) data points. Our entire value chain, both upstream and downstream, is included in the relevant qualitative disclosures throughout the sustainability statements.

The company has not omitted any know-how information related to intellectual property, or innovation results, and has not utilized any exemptions from disclosing impending developments or ongoing negotiations allowed by EU member states.



KEY ESTIMATES AND JUDGEMENTS BP-2

Until the year 2024, our sustainability reporting approach was based on the Global Reporting Initiative (GRI) standard requirements. As from the reporting of FY 2024, the presented metrics and data are prepared in accordance with the European Sustainability Reporting Standards (ESRS) issued by the EFRAG. This change aims to enhance the relevance and use of our sustainability information as well as compliance with the CSRD.

Next to the use of available data, some of our upstream and downstream value chain data, are based on estimations, using indirect sources.
To quantify Greenhouse Gas (GHG) emissions, we perform various calculations using global industrial emission factors. These factors are reviewed annually to ensure that the most up-to-date data and sources are used. We still do some estimations for specific categories such as commuting and end of life of products. And there's still a significant level of estimation uncertainty that applies to the waste figure (i.e. Tunisia).

While it can be challenging to pinpoint the exact level of accuracy, we assure our stakeholders that we have carefully compiled our emission inventory to ensure its completeness and correctness.
If we find that improving the accuracy of these measurements is essential, we will conduct a thorough review of our methods. Possible enhancements may involve refining our own data gathering processes, improving access to reliable emission factors, collecting direct data from suppliers and adjusting our calculation methods.

In this report of 2025, we have restated some reported figures due to material changes resulting from data corrections and improved data accuracy identified after publication:

- Scope 2: Recalculation of market-based and location based GHG Scope 2 emissions for 2024, following adjustment of the emission factor for purchased electricity in Tunisia (See ESRS E1-6)
- Scope 3 Category 1: Purchased goods: in 2024 we updated the emission factors for some specific raw materials (Polyamide, Polyester, Elastane, Cotton). This update represents a methodological change in our emissions calculation approach. As these new emission factors are more accurate, calculations for 2022 and 2023 were redone (See ESRS E1-6).
- Total water consumption for 2024 was recalculated, following data corrections (See ESRS E3-4)
- Materials used: weight and percentage of biological materials used in products and packaging were recalculated, following clarification of the definitions (See ESRS E5-4)

EXTERNAL REVIEW

All quantitative data were subject to an external review through a limited assurance process conducted by our auditor PwC of which conclusions can be found in the 'Limited assurance report of the statutory auditor to the general shareholders' meeting on the consolidated sustainability statement of Van de Velde NV for the accounting year ended on 31 December 2025'.

GOVERNANCE OF SUSTAINABILITY MATTERS

MANAGEMENT TEAM'S ROLE IN OVERSEEING IMPACTS, RISKS AND OPPORTUNITIES [GOV-1]

The Management Team established a Sustainability Committee during 2023. The Sustainability Committee is chaired by the Sustainability Manager, and consists of the CEO, CFO, Head of HR, Head of Operations and Supply Chain and certain members of the leadership team at Van de Velde (Head of Innovation, Head of Procurement and Head of Legal, Risk & Compliance).

The Sustainability Committee is responsible for setting and implementing Van de Velde's sustainability strategy, including corresponding targets and projects. The relevant projects are led by key ambassadors in the various departments, with sponsorship by members of the Management Team or leadership team. The Sustainability Manager regularly checks in with project leads to monitor progress and is responsible for strategy, implementation and monitoring coordination, reporting, and leading internal and external communications for the program.

There are no employee-elected representatives within the Sustainability Committee.

The Sustainability Committee presents the sustainability strategy, along with corresponding targets and projects, to the Board of Directors for approval at least once a year. The following structure has been established for sustainability oversight.

- Several Management Team members, including the CEO and CFO, are members of the Sustainability Committee, ensuring active representation and oversight.
- The Sustainability Manager, chair of the Sustainability Committee, reports to the Head of Legal, Risk & Compliance. The Head of Legal, Risk & Compliance serves as Secretary to the Board of Directors, providing a direct link to the Board.

Furthermore, the sustainability roadmap is reviewed annually with each department to maintain alignment of targets and projects.

Dedicated controls and procedures are in place to manage sustainability impacts, risks, and opportunities. These are integrated across internal functions through collaboration between the Sustainability Committee and the Legal, Risk & Compliance Department, ensuring alignment with Van de Velde's risk management framework. Regular coordination with the various departments allows for a unified approach to mitigating risks and leveraging opportunities.

We refer to the chapter Corporate Governance in this report for the broader GOV-1 matters:

- Composition and diversity of the board of directors and management team
- Roles and responsibilities of the board of directors and the management team

INFORMATION PROVIDED TO AND SUSTAINABILITY MATTERS ADDRESSED BY THE BOARD OF DIRECTORS AND MANAGEMENT TEAM [GOV-2]

Van de Velde's Corporate Governance Charter determines that it is the Board of Directors' task to approve the framework of risk management for Van de Velde and to assess its implementation by the Management Team. The Audit and Risk Committee must ensure that the primary risks are properly identified, managed and brought to its attention.

It is within this framework that the Audit and Risk Committee validates an **annual risk matrix**, as prepared by the Management Team, advising the Board of Directors on certain risks when overseeing strategy, major transactions and risk management process.

By conducting our first DMA, we learned that ESG (environmental, social and governance) risks were traditionally under considered in the annual risk matrix. During the reporting period, the risk matrix was therefore revised by the Management Team based on the results of the DMA, to allow inclusion of the identified ESG risks for Van de Velde. Among others, the following risks were added or defined more clearly:

- Health & safety
- Labor conditions workers in the value chain
- Stakeholder expectations on sustainability

The axis for the annual risk matrix are defined as follows:

- **Horizontal:** Total financial impact of the mentioned risk limited to 3 years, being low (<1 mio EBITDA), medium (>1 mio EBITDA) or high (>5 mio EBITDA).
- **Vertical:** Likelihood of the mentioned risk, being low (unlikely to happen within 3 years), medium (could happen within 3 years) or high (happens and active mitigation initiatives are being applied).

Y = IMPACT

	LOW (UNLIKELY WITHIN 3 YEARS)	MEDIUM (LIKELY WITHIN 3 YEARS)	HIGH (HAPPENS)
HIGH (>5MIO)			• Continuity of Raw material & CMT/ODM partners - Financial performance - Geopolitical situation
MEDIUM (>1MIO)	• Reputation risk / fines law violations (corruption, antitrust, insider trading, green claims...)	• IT security • Production asset reliability (PPE) • Privacy breach • Dependency of IT applications	• Talent scarcity as fashion has limited eco-system in Belgium
LOW (<1MIO)	• International tax set-up • Currency exposure • Unlawful labor conditions value chain workers (incl. TNV) • Increase in sustainability expectations (legislation, public statements)	• Health & safety • Credit Risk	

X = LIKELIHOOD

All members of the Management Team and certain other stakeholders (Finance Manager, Sustainability Manager and Head of Legal, Risk & Compliance) were asked to score the various risks. The result of the scoring was presented to the Audit and Risk committee for discussion and validation.

In addition, the timeline and process of conducting the DMA will also be aligned with the general framework for risk management. The Sustainability Committee is responsible for properly executing the DMA and thus identifying, assessing and managing the material impacts, risks and opportunities.

This will allow the Audit and Risk Committee, and the Board of Directors, to take into account the entirety of material risks within their oversight duties. If needed, a separate Audit and Risk Committee can be planned to focus on the DMA outcome.

Furthermore, each time the outcome of the DMA is presented to and validated by the Audit Committee, the Sustainability Committee will perform a check to align actions and targets as well as the implementation of due diligence processes with the sustainability strategy. The Sustainability Committee aims to meet at least twice a year to ensure consistent oversight and alignment with the overall strategy. In 2025, the Sustainability Committee gathered once to review progress on Van de Velde's sustainability strategy, including associated targets and projects.

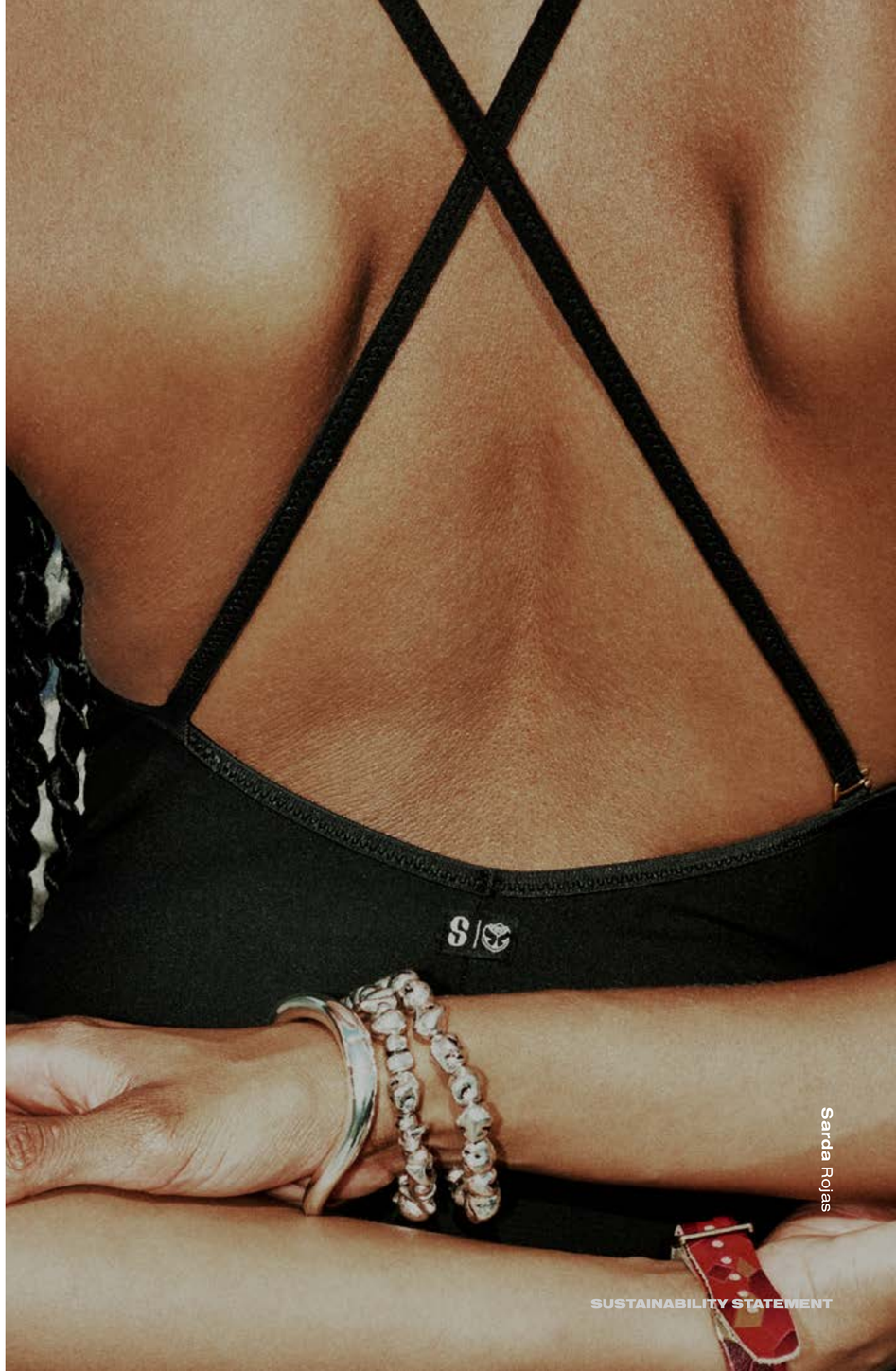
The Board of Directors is updated at least annually by the Sustainability Manager in relation to progress of the sustainability strategy. They will receive an update on the effectiveness of policies, actions, metrics, and targets adopted.

No trade-offs associated with impacts, risks and opportunities have been considered by the Board of Directors and Management Team.

INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

[GOV-3]

There are no incentive schemes or remuneration policies linked to sustainability matters for members of the Board of Directors or the Management Team.



Sarda Rojas

STATEMENT ON DUE DILIGENCE [GOV-4]

The below table provides a mapping of information we provide on our due diligence process as mentioned throughout our sustainability statements.

CORE ELEMENTS OF DUE DILIGENCE	LOCATION IN THE SUSTAINABILITY STATEMENT AND BRIEF DESCRIPTION
a) Embedding due diligence in governance, strategy and business model	**General disclosures, GOV-1:** Ensuring frameworks, competencies and experience are present to effectively oversee sustainability matters **G1-1:** Ensuring relevant business conduct policies are implemented, trained and monitored, including reporting mechanisms in case of violations. **S2** + **G1-2:** Ensuring suppliers are screened and monitored in terms of human rights, business integrity and environmental stewardship.
b) Engaging with affected stakeholders in all key steps of the due diligence	**General disclosures, SBM-2:** Engagement with stakeholders for the purpose of conducting the DMA **S1-2:** Engagement with own workforce for the purpose of including their perspectives into the decision-making process **S4-2:** Engagement with consumers for the purpose of including their perspectives into the decision-making process
c) Identifying and assessing adverse impacts	General disclosures, SBM-3
d) Taking actions to address those adverse impacts	E1-2 E2-2 E3-2 E5-2
e) Tracking the effectiveness of these efforts and communicating	E1-3 E2-3 E3-3 E5-3



Primadonna Twist Twixie

RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING [GOV-5]

To cover risk management and internal control processes in relation to our first CSRD report (FY2024), a work group was set up during 2024, led by the Sustainability Manager.

Even though this work group has since been dissolved, it implemented the following building blocks for the following CSRD report(s):

- One person within Van de Velde is designated as the final responsible for each specific ESRS standard;
- A process document is created for all quantitative datapoints, wherein the responsible for the data, data collection, data storage, data validation and internal control and the timing of reporting are described;
- Specific manuals are established for new data collectors.

These building blocks allow for internal control on all data and information required under CSRD and mitigate the main risks in relation to the sustainability report:

- a lack of clear processes for data collection
- a lack of clear process for internal ESG control
- lack of capacity and know-how in the organization

They have been set up for Van de Velde NV and all its direct and indirect subsidiaries, and for all disclosure requirements under the CSRD.

Members of the Management Team are asked to read through the initial draft texts to validate the absence of incorrect statements.

Furthermore, a limited assurance conclusion is provided by our external auditor. The members of the Audit and Risk Committee perform oversight on the auditor's work in relation to the sustainability report.

DOUBLE MATERIALITY ASSESSMENT

INTRODUCTION ON THE METHODOLOGY IRO-1

To identify the material topics for Van de Velde, a DMA was thoroughly conducted early 2024. Below, a summary of this approach and methodology is presented. The following assumptions were made:

- With regard to step 2, our assumption is that sustainability experts possess more knowledge on sustainability matters than our own workforce.
- With regard to step 3, only local management at our production site in Tunisia was invited to participate in the Google survey. Our assumption is that the answers of local management also represent the answers of other employees in Tunisia.

Further details on each step are described later in this document. The steps taken by Van de Velde are as follows:

The assessment process began with **Step 1**, which focused on information gathering and knowledge building. This involved reviewing previous assessments, analyzing impact reports from sources such as McKinsey and BOF, and examining risk analyses included in strategic plans and past audit reports. Additionally, interviews with subject matter experts and participation in webinars and desktop research contributed to a comprehensive understanding of the relevant issues.

In **Step 2**, the scope of the assessment was defined. This included identifying ESRS topics and sector-specific material topics. Sustainability experts critically evaluated the longlist of topics, leading to potential adjustments—either downsizing or adding topics within the scope of the broader value chain.

Step 3 involved setting up a Google survey for employees and clients, which incorporated the topics identified in the revised longlist from the previous step.

Next, **Step 4** focused on conducting a workshop dedicated to Impact Materiality. This interactive session, moderated by an external partner began with training on the context of the CSRD and the ESRS. Participants engaged in a round table discussion to elaborate on the predefined impacts and provide new insights. This workshop also prepared attendees for a "scoring at home" exercise.

In **Step 5**, a quality check was conducted, consolidating the individual scores collected during the workshop. Following this,
Step 6 determined the impact-related topics relevant for the financial assessment.

Step 7 encompassed another workshop, this time focusing on Financial Materiality. During this session, participants defined time horizons and thresholds, quantified financial risks and their likelihood, and evaluated and documented the various risk scenarios. If needed, there was a double-check with the responsible business units to ensure accuracy.

In **Step 8**, the results of the Google survey underwent a sanity check to ensure consistency and validity. Finally, in **Step 9**, the final outcomes were reviewed with the Sustainability Committee to ensure alignment with the corporate strategy.

Once a year, the outcome of this DMA is reviewed by the Sustainability Committee to verify if certain events or evolutions impact these outcomes. This may justify a change in some of the impacts, risks or opportunities.

For 2025 the review was done at mid-year and no significant changes were noted. A potential shift in location areas for production and purchased goods was named, but as these different locations were already in scope for the IRO screening last year, a new assessment was not required.

A new DMA will be conducted taking into account the timeframe foreseen in the applicable regulatory framework.

VAN DE VELDE VALUE CHAIN SBM-1

For a thorough understanding of Van de Velde's value chain, we first refer to the description of Van de Velde's business model in BP-1/SBM-1. During 2025, there was no significant change in groups of products and services offered, markets and customers served.
For a general overview and assessment of sustainability-related goals in terms of customer groups, significant groups of products and services and geographical areas, we refer to our sustainability strategy in the introduction of this chapter and to the more detailed descriptions in each ESRS standard.

We consider the following steps across our entire value chain:



The impacts risks (and opportunities) are primarily associated with upstream activities. In the textile and fashion sector, significant challenges are associated with both purchased goods and workers within the value chain.

Purchased goods, such as textile fabrics and finished fashion products, often present issues related to environmental impact and ethical production practices. Additionally, the conditions of workers throughout the value chain, from raw material production to garment manufacturing, pose critical risks, including labor rights violations and poor working conditions. Addressing these risks is crucial for improving sustainability and ethical standards in the industry.

We consider the following as most important:

A. Fabric suppliers (upstream): These suppliers specialize in weaving, knitting and dyeing synthetic and elastic textile fabrics. These resources are crucial for Van de Velde, as these fabrics form the foundation of our lingerie and swimwear products. Over 75% of our fabric suppliers are produced in Europe, predominantly consisting of smaller, often local family-owned businesses. The fibers in these fabrics are synthetic fibers, meaning they have no naturally grown nor cultivated origin.

B. Subcontractors (upstream): Our subcontracting operations are in Tunisia and in the Far East (China and Thailand, managed by Top Form International). The independent Tunisian suppliers work closely with our own Van de Velde production plant in Kondar, Tunisia.

These independent subcontractors handle over 65% of the assembly for parts that are cut at our central cutting department in Belgium. While Van de Velde manages the design, development, fabric procurement, and cutting at the Belgian site, the subcontractors are solely responsible for assembling the pieces.

Top Form International is a publicly listed company with a governance model similar to ours. The company is committed to sustainability, as reflected in its comprehensive strategy detailed in its annual sustainability report. As part of this report, Top Form International conducts an annual risk analysis, which is reviewed and approved by the Board of Directors, where Van de Velde holds seats. This process ensures that both companies maintain high standards of sustainability management.

ODM partners (upstream):
More than 90% of the products are result of a CMT (Cut Made Trim) model at Van de Velde. This means that Van de Velde buys the textile fabrics directly from the fabric suppliers and takes the cutting and assembling in own operations. This type of operational model has a high level of control and transparency in the different process steps.

A small amount of the sold products – lower than 10% - is result of a ODM (Original Design Manufacturing) collaboration. In this type of partnership, Van de Velde buys finished garments at the ODM partner. This partner is not only responsible for the assembling of these products, but also for the design, the selection and purchase of the fabrics and the cutting.

Until now, Top Form International was the most important partner for ODM products. In near future, we plan to strengthen this activity and are screening potential new specialized partners. The prospects are also located in Far East. Similar IRO's are relevant for ODM as for CMT and were already taken into account during the DMA of 2024, as the activities of Top Form International were involved. Key will be to have the same level of transparency and collection of the data with new partners.

C. Transport (upstream): weekly transport of cut parts and finished goods to and from the production sites in Tunisia and the Far East, is crucial for maintaining the continuity of our production planning related to the, mostly seasonal, deliveries of our finished goods to our customers and consumers.

Also, a reliable and continuous income of resources is essential for flawless supply chain and production planning. Transport companies are important to follow up in terms of environmental, but also human and social aspects. We prefer to work with global key players.

The transport activities significantly impact our corporate carbon footprint, accounting for approximately 30% of our total CO_2 emissions, primarily due to air transport to and from the Far East. It is also crucial to address social and ethical issues in the transport sector, as many carriers work with subcontractors across various regions. To address this, we have updated our Business Partner Code of Conduct and screening procedures to cover not only fabric suppliers but also transport companies and other partners.

D. Retail partners (downstream): We deliver over 75% of our products in a B2B context. Our retail partners are primarily small independent multi-brand shops or larger key accounts such some well-known department stores. The top five markets are Belgium, Germany, the Netherlands, France, and Switzerland. The likelihood of risks related to working conditions is assessed to be relatively low due to the nature of our B2B clientele. However, we are considering the development of a Retail Partner Code of Conduct to further mitigate potential risks.

E. Yarn suppliers (upstream): These specialized firms spin the specific yarns used in the woven and knitted fabrics provided by our fabric suppliers. At Van de Velde, 99% of yarns used are synthetic. The fibers used to create these yarns are synthetically produced rather than naturally or cultivated, which helps to reduce the risk of poor working conditions in this tier. Our yarn suppliers are selected based on their quality performance and other specific requirements for lingerie. We work with premium, globally represented brands and companies.

F. End-consumers (downstream): Thanks to our omnichannel approach, end-consumers can purchase our products through various channels. These include local physical stores, large department stores in the city (see D.), our brand websites mariejo.com, primadonna.com or sardaworld.com, and our owned and operated retail shops (both physical and digital).

During the 2024 assessment, we examined both the actual and potential impacts of our activities, considering their positive and negative effects. This involved a comprehensive analysis of how these impacts could influence various aspects of our operations and stakeholder relationships.

In the second phase, we focused on evaluating sustainability-related risks that could affect our financial performance. This included assessing potential risks that might have short-term consequences as well as those that could impact our financial stability in the long term. Our evaluation aimed to identify, quantify, and mitigate these risks to ensure robust financial health and resilience.

During the 2025 mid-year review of this DMA , we concluded no significant changes could be named that would impact the scoring and IRO identification. We continue to focus on the same material topics and priorities as we defined in 2024.

Whenever material opportunities arise, we estimate that the necessary resources are available to define the specific projects and transform these opportunities into a reality.



Primadonna Swim Delray

INTERESTS AND VIEWS OF STAKEHOLDERS SBM-2

STAKEHOLDERS	WHY?	HOW?	OUTCOME?
Employees	Understand expectations of own workforce on ESG related topics Enrich the ESG strategy with internal business and operational insights Create awareness around sustainability and ESG targets (create commitment to ESG targets) Contributing to a sustainable workplace and working life Give the opportunity to flag unethical behaviour	Engagement surveys and assessments Personal development reviews Townhall meetings Internal Conversation Room Formal reporting channels	Action plans and organizational improvements Internal policy updates Internal communication plans
Shareholders	Understand shareholders expectations on ESG strategy Informing on ESG strategy and increasing attractiveness Ensuring transparency	Shareholder meetings Formal reporting channels Questionnaires and emails	Responses to shareholders queries Targeted communications Improvements on public corporate communication
Suppliers	Enhance trust and partnership Commitment to support in CO_2 emission reduction plans Engage to protect ethical behaviour in the total value chain Compliance with our Code of Conduct	Surveys and assessments On-site visits Workshops and collaborations Formal reporting channels	Policy updates for business partners Supplier manual updates Targeted action plans with selected suppliers Pilot cases for testing
(Value chain workers)	Understand concerns and building trust Give the opportunity to flag unethical behaviour	On-site visits Formal reporting channels	Action plans for engagement improvements
Customers (RP)	Enhance loyalty and trust Understand expectations on ESG strategy Ensure transparency (include their experience on consumer behaviour) Support in their ESG strategy	Surveys On-site visits Workshops and collaborations Formal and commercial reporting channels	Action plans for product & services Improvement of communication and/or marketing strategies Business partner policies update
Consumers	Understand their expectations of ESG related topics Monitor buying trends related to sustainability Create awareness around sustainability topics like longevity	Surveys and newsletters Formal and commercial reporting channels	Action plans for product & services Action plans for go to market
Industry associates & public authorities	Ensure regulatory compliance Enable the sector to engage policy makers Stimulate a cross-sectoral collaboration Development of industry benchmarks and standards	Network events Trainings and knowledge sharing White papers and studies	Alignment on industry approach Joined forces for engagement with policy makers Actions for cross-sector collaboration
NGO's	Understand expectations on ESG related topics Create potential partnerships Contributing to local initiatives	Supporting community projects Collaboration on specific local projects	Action plans with more positive impact

We chose to adopt a tailored approach for each type of stakeholder group. Given that the DMA was new in 2024, in both content and methodology, we decided to conduct the DMA with a select group of internal stakeholders. For assessing **impact materiality**, we included:

- members of the management team;
- key stakeholders from finance and legal;
- some subject-matter experts (e.g., energy, purchase, innovation, ...);
- the sustainability manager.

This selection was based on alignment with our business strategy, internal expertise, and specific value chain expertise. Some internal stakeholders also provided broader insights relevant to other stakeholder groups, such as shareholders, suppliers, customers and end-consumers.

We gathered input from this group through roundtable discussions, followed by individual scoring. The individual impact scores were recorded in a pre-prepared questionnaire, which covered all relevant, actual and potential Impacts, risks & opportunities discussed during the workshops. Participants scored impact on several parameters such as likelihood, scale, scope and irremediable character. These results were consolidated into one file, serving as the basis for the financial assessment of risks and opportunities.

For the **financial materiality assessment**, we held a separate roundtable with the CEO, CFO, COO, Head of Strategy, Head of Legal, Risk & Compliance and Sustainability Manager. This group reviewed the outcome of the impact analysis and assessed risks and opportunities from a financial point of view, taking into account the likelihood and time horizon.

In addition to the DMA, we consulted the **two most important affected stakeholder groups** through a Google survey. We invited employees from our Belgian sites, including blue-collar and white-collar workers, middle management, and worker representatives, to share their expectations and views on environmental and social matters related to Van de Velde's business. To ensure involvement from our Tunisian plant, we invited the local management team in Tunisia to participate in the same survey.

Additionally, we selected customers, including retail partners from Belgium and the Netherlands, to provide their perspectives on these issues. A few years ago, our key suppliers were questioned on ESG topics via a survey. The insights of that survey were also reviewed during the assessment.

The questioned topics were aligned with the topics of the DMA. Each topic was clearly defined and explained to avoid misinterpretation of the questions. This approach led to nearly 200 completed responses. The results of this survey were then compared with the findings of the DMA.

Furthermore, we interviewed a group of **seven sustainability experts** to identify both actual and potential impacts related to sustainability matters. Some experts were representing the industry association or a national NGO and had valuable knowledge of legislation. With six out of seven experts being women, we also gathered their perspectives as end-users. Their feedback was instrumental in refining the long list of topics and enriching the DMA process.

To gain a broader understanding of impacts on end-users, we consulted various sources, including, amongst others; “The State of Fashion 2024” report by Business of Fashion and McKinsey & Company (2024), in which consumer expectations and trends are stated.





Marie Jo Tom

SCORING METHODOLOGY IRO-1

As previously described, the impacts, risks, and opportunities were identified by consulting multiple stakeholders and sources. The scoring methodology employed to assess these impacts, risks, and opportunities was conducted as follows:

For **impact materiality**, the following parameters were scored:

- Scale: the magnitude of negative impact on the environment or people, as well as the size of the positive impact.
- Scope: how widespread the negative impact is, or how extensive the positive impact may be.
- Irremediable Character: the likelihood that a negative impact can be reversed.
- Likelihood: scores for actual and potential scenarios.

For **financial materiality**, following parameters were scored:

- Monetary thresholds were defined and magnitude of the financial effect was estimated.
- The time horizons were defined as short-term; up to 2025, mid-term; up to 2030 and long-term; up to 2050.

Thresholds for materiality

Finally, management agreed on thresholds to define which topics were material and which risks and opportunities had to be included in the financial assessment.

OUTCOME DOUBLE MATERIALITY ASSESSMENT SBM-3

OVERVIEW MATERIAL TOPICS

In 2024, we identified the most significant impacts of our activities on both the planet and people, based on the DMA. We examined sustainability-related (financial) risks and outlined potential opportunities. We consolidated the results of the DMA by ESRS topic, identifying E1, E5, S1, S2, and S4 as our most material sustainability matters.

The fashion industry is known for its significant ecological footprint. In this context, Climate change (E1) and Circularity (E5) are particularly important for Van de Velde. These topics are directly related to our products, the materials we use and the environmental impact of our global operations, including the end-of-life of our products. Additionally, Pollution (E2) and Water (E3) are relevant topics, due to their potential (indirect) negative impacts and risks associated with our textile suppliers.

Moreover, the fashion industry's labor-intensive nature makes the impacts and risks covered in S1 (Own workforce) and S2 (Workers in the value chain) particularly pertinent and material to our business. Consumer-related issues, such as product safety and inclusion, are emphasized in S4 (Customers and consumers).

We considered the topic of Biodiversity (E4) as non-material for Van de Velde. During our assessment of the impacts, risks and opportunities related to biodiversity, the following key points were discussed:

- **Van de Velde:** building new facilities has the potential to negatively affect local biodiversity. To minimize or even avoid these negative impacts, we are committed to following all necessary rules and regulations set by the local government.
- **Upstream:** producing the synthetic textile components required for our yarns and fabrics involves the use of fossil fuels. Extracting these fuels can negatively impact biodiversity and lead to resource depletion. After careful consideration, we determined that the environmental impacts associated with fossil fuel extraction could be more appropriately addressed within our Circularity (E5) disclosures, where resource use and sustainability are key focus areas.

Also, the ESRS topic of Affected Communities (S3) was scored as non-material. Some opportunities, related to societal engagement (underprivileged women, breast health, ...) were considered to be more related to the category S4 (Customers and consumers).

In 2024, we introduced this new DMA approach and we integrated the procedure into our governance process to ensure an annual review of this DMA by the Sustainability Committee. This involves a check on the material topics, the priorities and the related identified IRO’s .

In 2025, we aligned the identified sustainability risks with the corporate risk matrix as mentioned in the chapter GOV-2.

OVERVIEW IMPACT, RISK AND OPPORTUNITIES

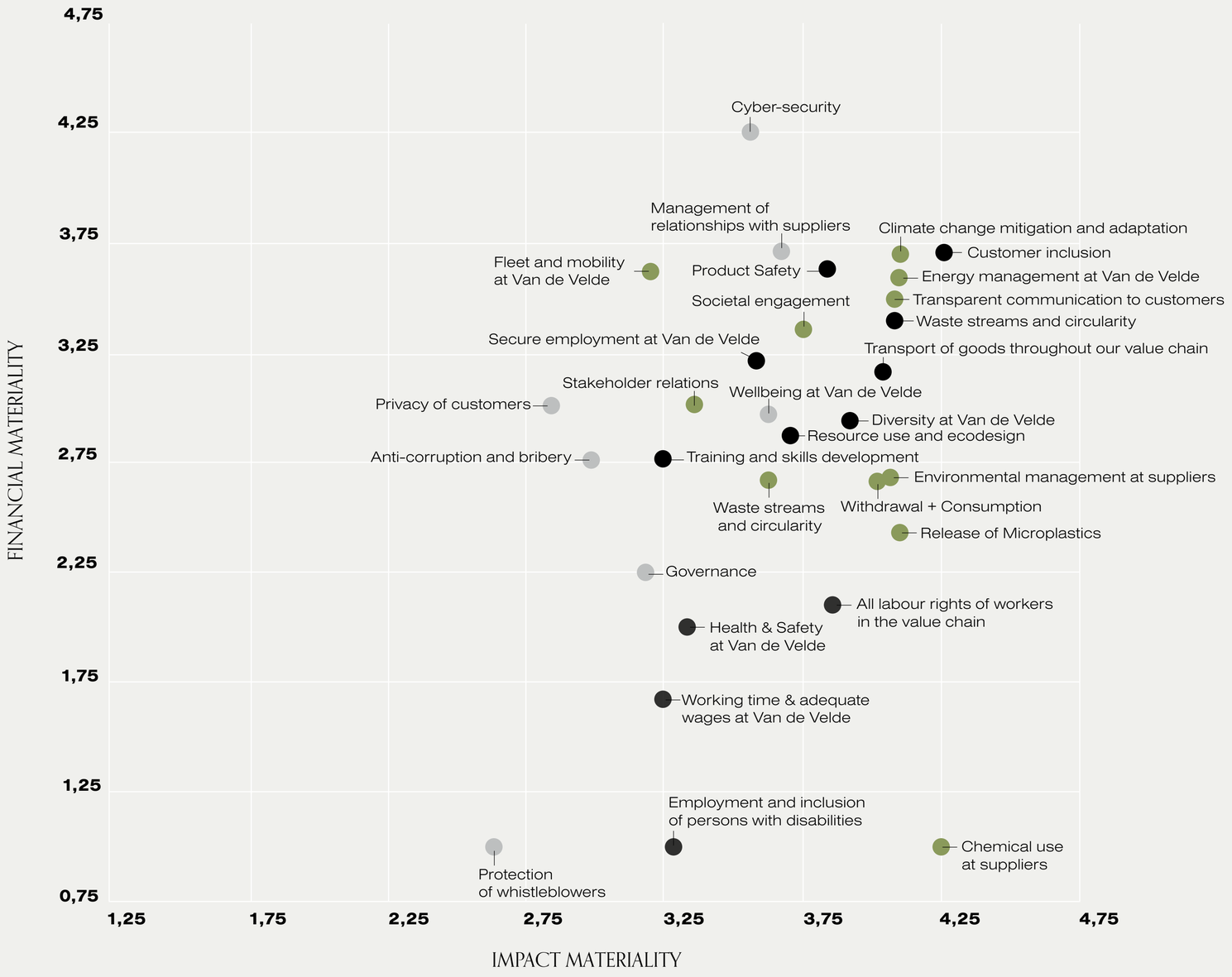
Further in the report, tables outline the material sustainability-related impacts and risks for each ESRS. Each table clearly identifies if these impacts, risks and opportunities are related to our own operations or occur upstream (e.g. suppliers) and or downstream (e.g., customers).

Additionally, each IRO includes a brief description to provide context and understanding. This format is designed to offer a clear and comprehensive overview of how these sustainability factors affect our business and value chain.

Although we do not foresee any significant effects of impacts, risks and opportunities on our business model, value chain, strategy and decision-making in the near future, we have defined actions to address particular material impacts or risks, or to pursue particular material opportunities. These actions are mentioned under the relevant ESRS below. At this moment, we are not able to define specific time horizons in relation to material impacts.

Additionally, we do not foresee any significant financial effects of risks and opportunities on our financial position, financial performance and cash flows over short, medium or long term. We estimate that there is no significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.

In below graphic, total overview of the impact and financial materiality.


4,75
4,25
3,75
3,25
2,75
2,25
1,75
1,25
0,75
FINANCIAL MATERIALITY
1,25
1,75
2,25
2,75
3,25
3,75
4,25
4,75
IMPACT MATERIALITY
Cyber-security
Management of relationships with suppliers
Climate change mitigation and adaptation
Customer inclusion
Fleet and mobility at Van de Velde
Product Safety
Energy management at Van de Velde
Transparent communication to customers
Societal engagement
Waste streams and circularity
Secure employment at Van de Velde
Transport of goods throughout our value chain
Stakeholder relations
Wellbeing at Van de Velde
Privacy of customers
Diversity at Van de Velde
Resource use and ecodesign
Anti-corruption and bribery
Training and skills development
Environmental management at suppliers
Waste streams and circularity
Withdrawal + Consumption
Release of Microplastics
Governance
All labour rights of workers in the value chain
Health & Safety at Van de Velde
Working time & adequate wages at Van de Velde
Employment and inclusion of persons with disabilities
Chemical use at suppliers
Protection of whistleblowers

CLIMATE CHANGE

ESRS E1

	MATERIAL IMPACT OR RISK/OPPORTUNITIES	DESCRIPTION
CLIMATE CHANGE MITIGATION AND ADAPTATION		
Risk (upstream)	The use of virgin fossil fuel-based materials (such as Polyamide, Polyester, Elastane...) in our products.	There is an increasing pressure to reduce the use of virgin fossil fuel-based materials as they have a higher carbon footprint. This may lead to reputational damage for brands. One could also expect price increases for fossil fuel-based materials. Even the availability of fossil fuel-based materials might be at risk due to scarcity in the long term.
Risk (upstream)	Climate change leads to more extreme temperatures and weather conditions which can affect production sites in terms of energy management, infrastructure, ...	Production sites (products and fabrics) might need to adapt taking in account different kind of scenarios: higher energy costs for air conditioning, potential damage to buildings caused by floods, fire, ... Also, water scarcity in specific regions might cause problems in the dyehouses of textile suppliers.
ENERGY		
Risk (upstream)	The production and treatment of synthetic fabrics is an energy intensive activity, and not all textile suppliers use climate-neutral energy sources (yet).	If these producers and/or suppliers must switch to climate-neutral energy sources, this will involve high costs. As a result, the price of the purchased raw materials will increase, as these costs will be passed on to their clients.
Negatieve impact (Van de Velde)	Continued use of grey electricity at Van de Velde (for the Belgian sites, the production site in Tunisia and the retail shops).	For electricity continuity in our offices, warehouses, shops and production sites, there is still a need for purchases (grid) energy. Grey electricity (partly coming from fossil base) leads to higher GHG emissions.
Negatieve impact (Van de Velde)	Heating of the Belgian sites with gas.	The consumption of gas leads to indirect CO_2 emissions.
Opportunity (Van de Velde)	Deployment of renewable energy and optimized ways of heating (heat recovery, renewed air conditioning systems, etc.)	The introduction of new state of the art energy systems involves high investment costs but will pay back in the longer term due to lowered energy consumption and lower GHG emissions.

TRANSPORT

Risk (upstream)	The transport of raw materials (worldwide) by our fabric suppliers.	As the textile industry in Europe is downsizing and materials must be sourced more in the Far East (amongst others), transport can lead to higher costs and an increase in CO_2 emissions. This can also create reputational damage.
Risk (upstream)	The operational model, linked to the seasonal short term time schedules	Air freight is the best option for guaranteed in time deliveries. Air freight might become more expensive in the longer term. Transition plan in air business is going rather slowly and agile transport alternatives are limited.
Negatieve impact (Van de Velde)	The total impact of traveling of the sales force, employee commuting and business travel of staff.	Commuting (e.g. by personal car) and business travel (e.g. by air) lead to higher costs and a higher carbon footprint.
Positieve impact (Van de Velde)	Attention for more sustainable mobility and introduction of a fleet plan.	Employees are encouraged to choose a more sustainable alternative for their daily commute. In addition, employees have the option of working from home. A gradual switch to an e-car fleet has started.
Opportunity (Van de Velde)	Increased focus on efficiency and loops of our transportation and distribution operations.	Looking for optimization of operational flows will lead to lower transport costs (amongst others) and a lower carbon footprint.
Negatieve impact (Van de Velde)	Own transport of goods (flights, boat, trucks, etc.), both inbound and outbound are a major source of CO_2 emissions.	This can lead to higher transportation costs, high carbon footprint (and taxes), as well as negative consumer perception.



We are confronted with the negative effects of climate change and the capacity limitations of our planet on a daily basis. We acknowledge the reality that the textile and fashion industry has become one of the most polluting industries. For that reason, addressing climate change is one of the four pillars in our sustainability strategy #minimizing our climate impact.

Upcoming new technologies and innovations motivate us and bolster our belief that the necessary transition towards a lower carbon and less polluting fashion industry is an opportunity that will also generate benefits for our own stakeholders in our value chain.

CLIMATE RELATED RISKS (ESRS-E1.SBM-3)

When we performed the DMA in 2024, we analysed the TCFD list (Task Force on Climate related Financial Disclosures) of climate-related risks to be taken into account, and selected those topics that could be of relevance from an impact, risk or opportunity perspective and evaluated these. We understand that climate resilience scenario analysis is a pivotal tool to assess our impacts, risks and opportunities in relation to climate change, and is necessary as the threats of climate change grow. We have not yet performed a climate scenario analysis but have instead engaged in a qualitative analysis process.

During this qualitative analysis process, we concluded that all evaluated climate-related risks in own operations and along the value chain are **transition risks**. This conclusion was based on internal desk research, alignment with external experts and using definitions described below.

Physical risks involve potential damage and disruption to people, property, and productivity as a consequence of increased exposure to climate hazards caused by climate change. Examples include:

- Damage to property and infrastructure: Extreme weather events such as floods, droughts, and wildfires can lead to direct financial costs (e.g., repairs, new infrastructure) and indirect costs (e.g., supply chain disruptions, business interruptions). While often short-lived, these events can have severe impacts.
- Long-term climate stresses: Changes such as rising sea levels or increasing temperatures can devalue physical assets and potentially make them uninsurable over time.

Transition risks arise from the shift away from fossil fuels and other greenhouse gas (GHG)-emitting activities. Decarbonization is essential for businesses but comes with costs. Companies that fail or refuse to decarbonize can be impacted by other types of transition risks such as loss of market share, reputational risks or regulatory repercussions. Other risks:

- Policy and Legal Risks: Negative perceptions related to climate change can affect a company's value and make it harder to access capital through bank lending or capital markets.
- Technological Risks: Disruptions caused by new technologies supporting a low-carbon economy.
- Market Risks: Economic and social factors affecting the supply and demand for goods and services.

Summarized, Van de Velde's climate-related risks are primarily transition risks, driven by both physical and non-physical factors associated with the shift towards a low-carbon economy.

Currently, climate-related considerations are not factored into the remuneration of members of the administrative, management, and supervisory bodies, nor is their performance assessed against GHG emission reduction targets. (ESRS-E1.GOV-3)



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POLICIES RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION (ESRS-E1.2)

At Van de Velde, we actively address key environmental priorities through our comprehensive policies:

- Climate change mitigation: Van de Velde commits to monitoring CO_2 emissions through the GHG protocol and implementing projects that support emission reduction.
- Energy efficiency: Van de Velde strives to optimize the energy use across its facilities and monitors their performance.
- Renewable Energy Deployment: The company invests in renewable energy sources and green energy contracts, indicating its commitment to using cleaner energy sources.
- Other: Van de Velde's policies also address waste reduction:
  - in striving to avoid or reduce waste streams in the different levels of the organization
  - in studying the potential to reduce waste in all our operations
  - while promoting awareness training and providing information to all employees on a regular basis.
  - in striving for a rational use of raw materials while investing in forecast systems and good purchase management.

Broader environmental sustainability efforts:

- We stimulate the adoption of more environmentally responsible materials in the design phase of our products.
- We never compromise on the high quality and longevity of our products.
- We develop and install new packaging (systems) with less negative environmental impact.
- Compliance with local, national, European and international legislation is our license to operate.

Where needed, Van de Velde makes the policy available to stakeholders, such as suppliers, employees,.. who need to help implement it.

At this moment, policies related to climate change adaptation are considered as non-applicable yet for Van de Velde as main activities are located in low risk areas.

TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION (ESRS-E1.1)

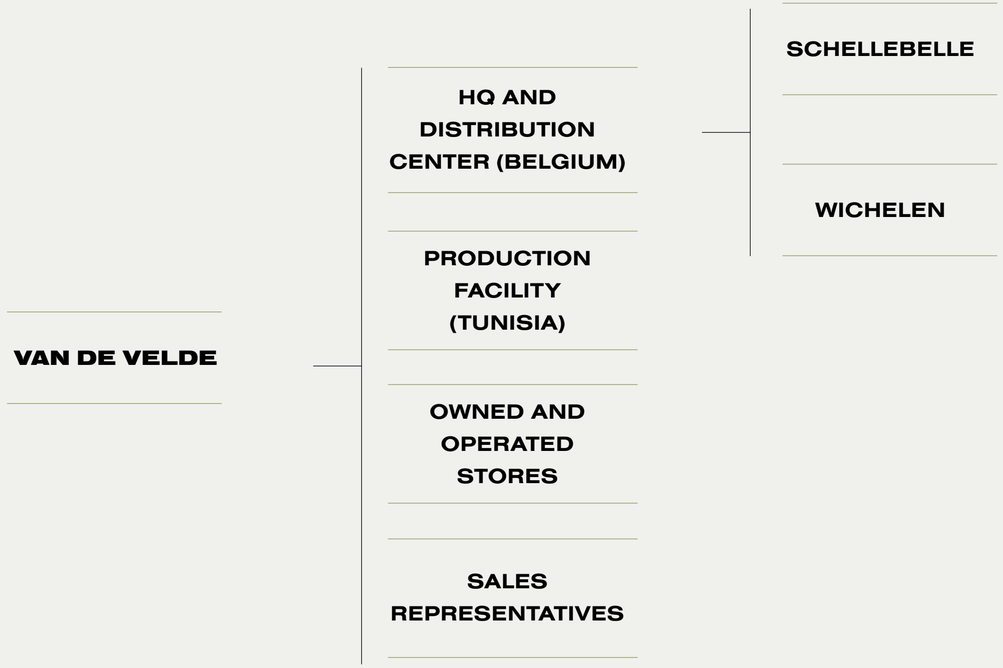
INTRODUCTION ON THE APPROACH

The organizational boundaries for the carbon accounting and the transition plan were set using the operational control approach for consolidation. Under this approach, the organization accounts for 100% of the GHG emissions from operations and the value chain which it has operational control. Operational control applies when the organization or one of its subunits has the full authority to introduce and implement its policies at the operation.

The organizational structure for which the transition plan is set up, is listed below. This report contains the footprint of the entire organization Van de Velde.

To effectively address climate change, the Sustainability Committee of Van de Velde elaborated a framework and approach for target setting and calculation of our climate impact. Our primary ambition is to align with the Paris Agreement and the Science Based Targets Initiative, ensuring that our targets are scientifically sound, credible and reliable.

We developed a dashboard to provide an overarching view of actions, priorities and targets. Each stream within this plan has dedicated project leads and sponsors from various business departments.



The steering committee is accountable for monitoring progress and allocating resources as needed.

GHG emissions are calculated annually using specialized software, allowing us to categorize and allocate emissions across different scopes, categories, and entities. This enables us to estimate and track the impact of various initiatives, facilitating ongoing monitoring and recording.

Textile and garment production is a carbon-intense operation, driven by constant consumption of virgin resources. This existing way of operating cannot continue, but the challenge and change towards a lower GHG-intensive fashion industry is complex, as this requires availability of innovative – lower carbon - materials, higher re-use and recycling of resources, other types of energy used in textile production, and a shift towards more responsible consumption. In case the transition towards a lower GHG intense sector slows down, Carbon lock-in is not excluded and might have impact on our progress and results.

Van de Velde is committed to review its actions and goals on a yearly basis, adjusting them as needed, based on technological advancements, progress in innovation and other factors. Van de Velde also supports the implementation of the climate change mitigation actions with necessary investments and funding.

The CapEx plans for the coming years are still partly under discussion and have yet to be approved. For this reason, we did not disclose the allocation of resources and significant monetary amounts of CapEx and OpEx to support the transition plan. The undertaking ensures that , beyond the omission of this information the overall relevance of the disclosure in question is not impaired. The list of necessary actions and projects to support climate change mitigation, are included in the annual budget cycles.

The transition plan with key actions and reduction targets is described below. We are confident that achieving these goals will positively impact our business. This includes benefits such as cost savings through enhanced energy efficiency, smart decision making during product development and operations and building a stronger reputation with our customers and consumers.

REDUCTION TARGETS (ESRS-E1.4)

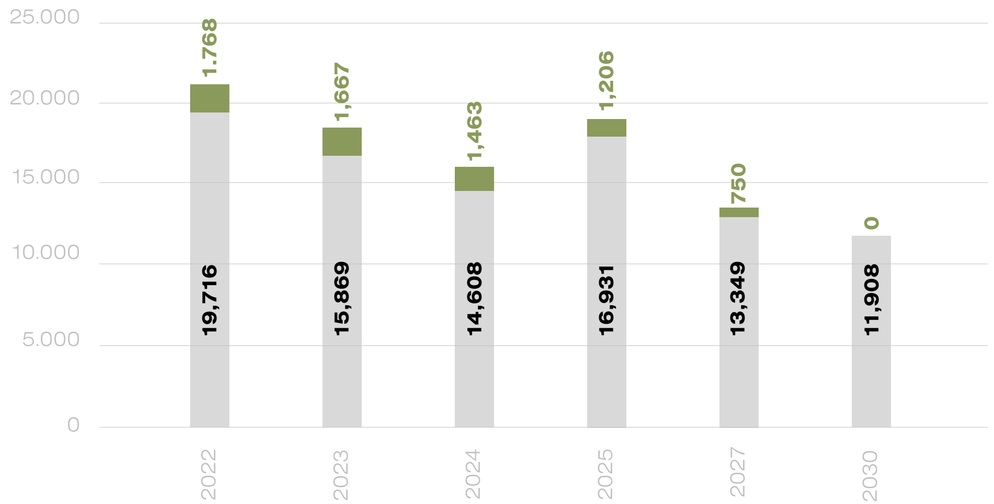
The carbon footprint of the Van de Velde group was calculated for the first time in 2022 as part of the process of defining the sustainability strategy.
The calculation covers scope 1, 2 and 3. Given that Scope 3 emissions cover more than 90% of our total emissions, we are also prioritizing specific measures for this category. The calculation methodology follows the GHG Protocol and is in line with ISO 14064. Our industry is not excluded from the EU Paris-alignment benchmarks.

In 2024, we established a clear overview of actions and reduction targets for the three scopes, using the Science Based Targets (SBT) criteria and specific recommendations for the Footwear & Apparel sector as guidelines. In 2025, we continued to work on this fundament.

Experts of the different business departments were involved and were in charge of setting up the projects and objectives, based on the outcome of the GHG emissions calculation. These original proposals were reviewed mid-year by the sustainability committee. The summary of key actions and targets was re-confirmed as follows:

- For Scope 1 and 2, we have set a target to achieve net-zero emissions by 2030. The key projects contributing to this goal include the electrification of our fleet and a transition to renewable energy sources for the different entities.
- For Scope 3, we aim to achieve an average annual (absolute) reduction of 4,2% in emissions. Our focus continues to be purchased goods, where we collaborate with our suppliers to introduce materials with a lower carbon footprint. Despite this is the target, in 2025 emissions increased, mainly due to this category purchased goods. Additionally, we focus on optimizing transport management and improving our waste management.

EVOLUTION CO_2 BY SCOPE (IN T CO_2)



Scope 1-2
- zero at 2030
- mainly influenced by energy contracts/ production & fleet

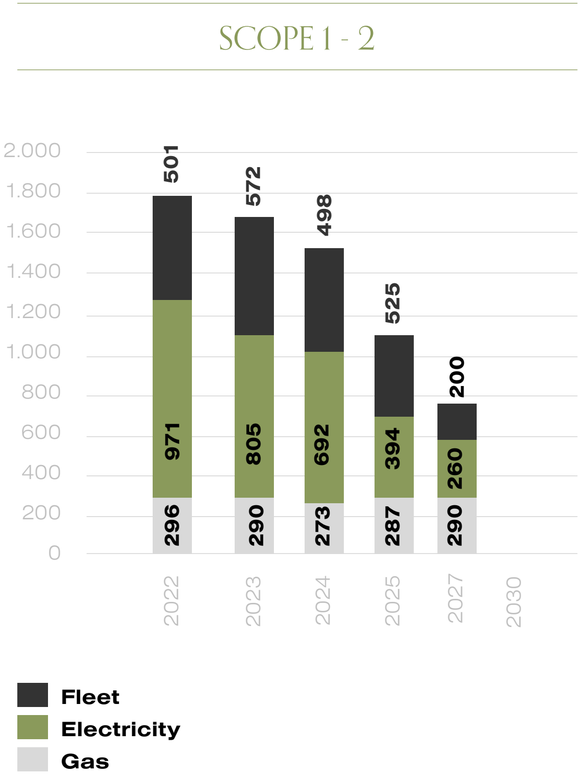
Scope 3
- Guidelines Apparel: min 4,2%/y
- Assumption: status quo volumes (level 2023)

The Scope 3 data of 2024 have been restated from 14,552 to 14,608 tCO_2, following a correction of master data in the category Purchased goods.

KEY DECARBONIZATION LEVERS: ACTIONS AND CONTRIBUTION TO THE TARGETS (ESRS-E1-3)

Various target-setting methods are available. We have chosen only to reduce absolute emissions based on a 1.5°C scenario, with a net zero target for Scope 1&2 at 2030 and with a linear reduction of 4.2% on annual base for Scope 3. Scope 3 emissions will be far more difficult to realize than Scope 1 &2 as Scope 3 emissions are more outside our direct control.

As most important decarbonization levers for **Scope 1 and 2**, we identified following categories. The annual reduction has been achieved so far.



Energy:

Energy consumption, specifically electricity and gas, accounts for a small % of the total GHG emissions. This includes emissions from energy use for heating, cooling, and powering appliances. To decarbonize this part, transitioning to renewable energy sources, such as solar and wind power, in the different entities was needed.

In the past years, we installed solar panels in the Belgian and Tunisian sites. In the coming years, we plan to install extra solar capacity in Belgium to increase our own production of electricity. In 2025, we switched to green energy contracts for our Belgian facilities, reducing our reliance on fossil fuels and nuclear energy. This is reflected in the decrease in electricity-related CO_2 emissions in this year.

We continue to optimize the electricity consumption at our sites through several initiatives. These include - amongst other – the installation of motion sensors for lighting, and timers for the startup of high-consuming machines. We consider a future investment in an overall energy management system to improve monitoring and increase efficiency.

To reduce gas usage for heating in our Belgian offices and distribution centre, we will investigate in the coming year the potential of geothermal and heat pump systems. This study will be incorporated into the overall plan for the new construction project in Wichelen. In the meantime, we are optimizing gas consumption by implementing guidelines such as keeping interior doors closed to minimize heat loss during the winter.

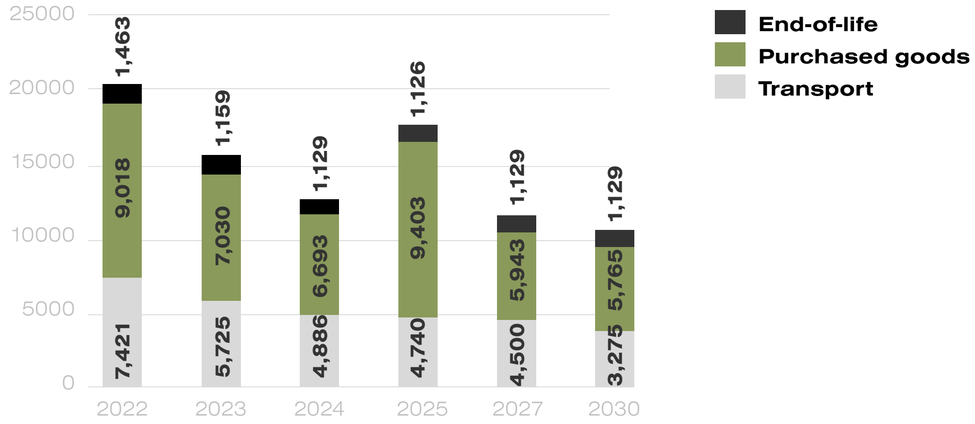
Company cars:

We are in the process of electrifying our fleet, which currently includes over 130 vehicles, In 2024, we revised at first the car policy and our fleet budget to facilitate the transition to a full electric fleet by 2028. In 2025 we started the shift towards a 100% electric fleet for Belgium. As from 2026, we will prepare the shift for all other countries. The company has also introduced a mobility budget to encourage staff to use a carbon neutral alternative for the company car.

In 2023 we invested in 26 EV charging stations at our Belgian sites, enabling both employees and clients to charge their vehicles. In 2025 we increased this capacity and we also installed 6 loading stations at employees' home. In 2026 we will further expand this loading capacity, as well for head office, the distribution centre as for employees at home.

As most important decarbonization levers for **Scope 3**, we identified following

SCOPE 3 EVOLUTION



Purchased goods:
Purchased goods account for approximately 45% of our total GHG emissions. This category encompasses the emissions associated with the production and transportation of the textile fabrics that we use. To reduce emissions in this area, sustainable sourcing and production methods, as well as promoting circular economy practices, can play a vital role.

We are focusing on eco-design by increasing the use of lower-carbon materials, such as recycled and bio-based options, and investing in research and development to explore innovative materials with minimal environmental impact.

Additionally, we are refining our carbon accounting by using more accurate benchmarks and primary data from our most important material suppliers. We carried out a first review of the emission factors (EF) in 2024. The data for 2022 and 2023 were recalculated due to a change in methodology and the introduction of these new EF in 2024. This is reflected in lower values than we published last year for those years. In 2025, we continued using the same EF from 2024. More details on the EF can be found later in this report (ESRS E1.6 Approach to calculate GHG emissions).

Despite a higher contribution from lower carbon recycled materials (increasing from 7% to 12%), the purchased goods-related CO_2 are higher for 2025 due to a higher volume of materials that have been purchased.

Furthermore, we aim to improve our inventory management by enhancing our forecasting to avoid overstocking materials.

Transport upstream:
Transportation contributes to nearly 30% of our total GHG emissions, encompassing emissions from trucks, trains, ships and airplanes. Decarbonizing this sector requires transitioning to cleaner and more efficient transportation methods.

To minimize CO_2 emissions, we will optimize the actual air logistics by choosing direct flights to the Far East. We are also studying options for new transportation modes for the Far East, such as air/boat, air/train, or sustainable aviation fuel contracts.

End-of-life:
End-of-life emissions, accounting for around 6% of total GHG emissions, arise from the disposal of our products after consumer use. This includes the emissions released during waste management processes, such as landfilling or incineration. We produce over 5.5 million pieces annually, with none of these products being recyclable, which results in all products ending up in landfills or being incinerated.

To address this, we focus on ensuring the longevity and quality of our products through research and control systems for our material components, helping consumers avoid discarding items prematurely. Additionally, we will explore innovative product designs and systems to enhance both repairability and recyclability. On top of that, we are investing in improved forecasting systems to avoid overstock of non-sold finished goods.

Waste:
We are committed to decreasing non-recyclable waste by minimizing overall waste through new cutting technologies and exploring opportunities for reuse or upcycling of textile waste streams.

For paper and cardboard – which happens to be the biggest waste stream – we plan an overall study in 2026 to define specific reduction projects.

Commuting:
To promote sustainable commuting, we have invested in 2023 in company bikes and installed bike racks for employees who travel by train and/or bike. In 2024, we revised our financial incentives to make cycling more appealing.

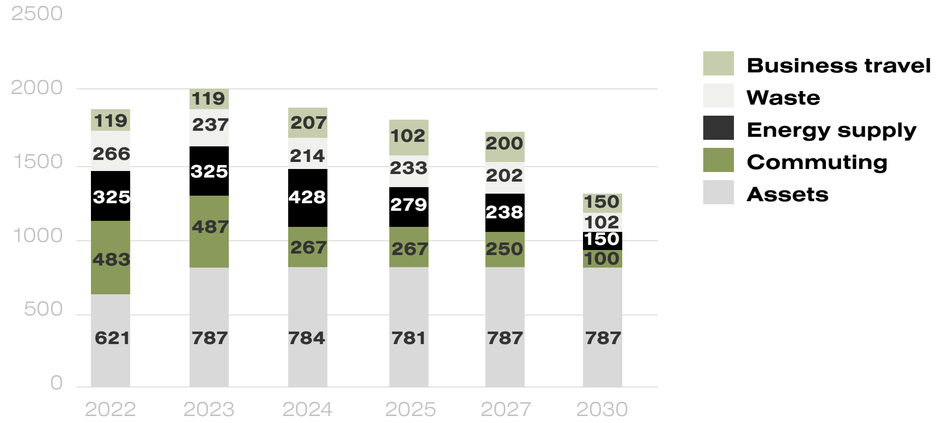
Furthermore, we introduced a new mobility policy to encourage the use of bikes and public transport in 2025.

Last year, we also updated our hybrid working policy to provide more flexible remote work options, which has also helped reduce the need for commuting.

Business Travel:
In 2025, we defined new guidelines for business travel to minimize air travel as much as possible and promote more sustainable travel alternatives. Even though this category represents only a small part of Van de Velde's total carbon footprint, we don't want to ignore its environmental impact.

With the revised business travel policy, we strive to find the best balance between environmental impact, business needs and employee well-being/time management.

SCOPE 3 EVOLUTION



APPROVAL PROCESS AND TRACKING EFFECTIVENESS
The annual transition plan is a key component of Van de Velde's overall business strategy and financial planning. As a first step, the plan, which outlines potential projects and targets, is presented to the Sustainability Steering Committee (SteerCo) for evaluation and discussion. The transition plan details the targets, actions, and resources necessary for transitioning to a lower-carbon economy and is aligned with the company's financial planning. This alignment ensures that the financial resources required for implementing the actions are considered and integrated into the company's financial planning process.

Once reviewed, the transition plan is approved by the administrative, management, and supervisory bodies, ensuring its alignment with Van de Velde's overall governance and decision-making processes. This holistic approval process involves a comprehensive review and endorsement of the plan, guaranteeing that all aspects are thoroughly considered before final approval.

The sustainability projects are closely monitored by the Sustainability Manager, who conducts regular evaluations to track progress. Adjustments are made as needed to ensure alignment with our sustainability goals. Overall, we are on track to meet our objectives and contribute to a lower-carbon economy.

EU TAXONOMY

As a lingerie producer (NACE Code C14.14), none of the core activities of the Van de Velde company are Taxonomy eligible.

Nevertheless, the company has undertaken certain investments with environmental characteristics. The company made use of the option to report under the EU Taxonomy in accordance with the most recently approved EU guidelines, applying the simplified reporting approach. Based on the analysis of the 2025 CapEx list, it was concluded that investments potentially falling within the scope of the EU Taxonomy were limited to the installation of additional charging stations for electric vehicles. As these investments represent only 0.3 % of the total CapEx, they were considered non-material and were therefore not assessed for Taxonomy eligibility or alignment in accordance with the simplified reporting rules.

ACCOUNTING POLICY FOR EU TAXONOMY KPIS

- The figures used for EU Taxonomy reporting are derived from the company's consolidated financial statements prepared in accordance with IFRS. Turnover corresponds to the "Revenue" line item in the consolidated income statement.
- Capital expenditure (CapEx) comprises additions to property, plant and equipment, intangible assets and right-of-use assets recognised under IFRS 16, as disclosed in the consolidated statement of financial position and related notes.
- Operating expenditure (OpEx) for EU Taxonomy purposes follows the restricted definition set out in the EU Taxonomy Disclosures Delegated Act and does not correspond to total operating expenses reported in the income statement.

FINANCIAL YEAR (2025)

					BREAKDOWN BY ENVIRONMENTAL OBJECTIVES OF TAXONOMY-ALIGNED ACTIVITIES										
KPI	Total	Proportion of Taxonomy-eligible activities	Taxonomy-aligned activities	Proportion of Taxonomy-aligned activities	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Bio-diversity	Proportion of enabling activities	Proportion of transitional activities	Non assessed activities conside-red non-material	Taxonomy-aligned activities in previous financial year (N-1)	Proportion of Taxonomy-aligned activities in previous financial year (N-1)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
Turnover	202,400k€	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
CapEx	9,423k€	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.3%	0%	0%
OpEx	10.3k€	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Template 1: Proportion of turnover, CapEx, OpEx from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities – disclosure covering year (N) (summary KPI)

TARGETS AND CRITICAL ASSUMPTIONS

Our current base year is 2022 and our goal is to achieve carbon neutrality for Scope 1 and 2 emissions by 2030, in alignment with the Paris Agreement's objective of limiting global warming to 1.5°C. For Scope 3 emissions, we are following the sectoral decarbonization pathway, using guidelines tailored to the Footwear and Apparel sector to set our reduction targets. These targets are continuously in development, building on new learnings and outcomes of feasibility studies and research. Our emission reduction targets have not undergone external verification yet.

In setting these targets, we assume several key factors for future developments:

- The growing availability and affordability of new energy systems and technologies will support the transition.
- The expansion of electric vehicle (EV) fleets and charging infrastructure will accelerate progress.
- While economic growth is currently driven by increasing production and sales volumes, future shifts in demand may affect sales trends.
- A lack of innovation in certain sectors is slowing down the transition from fossil fuel-based materials to bio-based or recycled alternatives.
- The fashion industry's business model, with seasonal deliveries, limits flexibility in transport and logistics.
- Most of our finished products are difficult to dismantle and not easily recyclable.
- Regulatory changes may influence future decisions and developments.
- Shifting customer preferences and demand may impact the transition strategy.



METRICS

ENERGY CONSUMPTION AND MIX (ESRS-E1.5)

The data presented are a summary of all entities and energy consumption related activities:

- The Belgian sites in Schellebelle & Wichelen
- The production plant in Tunisia
- The own & operated retail shops
- The global fleet

ENERGY CONSUMPTION AND MIX IN MWH	2024	2025
Fuel consumption from coal and coal products	0	0
Fuel consumption from crude oil and petroleum products	2,053.2	2,179.2
Fuel consumption from natural gas	1,533.35	1,610.59
Fuel consumtion from other fossil sources	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	1,879.59	826.21
Total fossil energy consumption from fossil sources	5,466.14	4,302.39
Share of fossil sources in total energy consumption (%)	**71,72**	**54.74**
Consumption from nuclear sources	1,530.63	46.42
Share of consumption from nuclear sources in total energy consumption (%)	**20.08**	**0.59**
Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	270.55	2,626.89
Consumption of self-generated non-fuel renewable energy	354.26	884.07
Total renewable and low carbon energy consumption	**624.81**	**3,510.69**
Share of renewable and low carbon sources in total energy consumption (%)	**8.20**	**44.67**
Total energy consumption	**7,621.58**	**7,859,77**

ENERGY PRODUCTION AND MIX IN MWH	2024	2025
Renewable energy	354.26	884.07
Non-renewable energy	0	0
Total energy production	**354.26**	**884.07**

ENERGY INTENSITY RATIO IN MWH/MILLION EUR	2024	2025
Total energy consumption per net revenue	**36.92**	**38.83**

Total energy consumption has remained almost the same. The main change comparing to last year is the shift away from fossil fuels and nuclear sources. This is mainly due to the introduction of green electricity contracts for the Belgian sites. At the site in Tunesia, there is a clear increase in on-site solar production, however, overall consumption has also increased due to the start-up of the operational activities in the expanded section of our production plant.

GROSS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS (ESRS-E1.6)

INFORMATION ON GHG EMISSIONS AND SIGNIFICANT CHANGES

For the calculation of Van de Velde's 2025 GHG emissions, there have been no significant changes in the definition of what the company and its upstream and downstream value chain include.

APPROACH TO CALCULATE GHG EMISSIONS

To disclose the methodologies, key assumptions, and emission factors used in calculating or measuring GHG emissions, we have implemented the following approach:

- **Methodology:** We used 'Carbon+Alt+Delete' software, which fully aligns with the Greenhouse Gas Protocol and adheres to ISO 14064 standards for GHG accounting and reporting. This ensures our methodology is consistent with internationally recognized standards for measuring and managing emissions.
- **Significant assumptions:** One of the assumptions in our GHG calculations is that the end-of-life impact of products is larger than the emissions generated during their use and processing.
- **Emissions Factors:** The software applies emissions factors from reliable, up-to-date sources (e.g. Eco-invent), which are regularly updated as new scientific data emerges. These factors follow GHG Protocol guidelines to measure emissions from areas such as energy, transport, waste and end-of-life impacts.

In 2025, the custom emission factor (EF) applied to purchased electricity in Tunisia was revised and aligned with an IEA-based EF. As a result, the 2024 EF was also updated, leading to a restatement of total Scope 2 GHG emissions for 2024 from 731.78 to 692.35 tCO_2e and from 754.51 to 718.08 tCO_2.

In 2024, we also updated our emission factors for Scope 3 Category 1: Purchased goods & services, by incorporating more accurate data. This update of emission factors represents a methodological change in our emissions calculation approach. Therefore, to ensure comparability over a 5 year period included in this report, we have recalculated the 2022 and 2023 figures to align with the revised emission factors.

These new EF were derived from an internal study involving our top five suppliers of textile materials, who provided direct data for energy and material use. Their input and these new insights enabled us to move from very general industrylevel EF (that are less suitable for our specific products and materials) to more accurate values for widely used raw materials such as Polyamide, Polyester, Cotton and Elastane.

The previous calculations for 2022 and 2023, which were based on industry emission factors, have been redone. For the 2025 GHG emission calculation, the same EF as in 2024 were applied, with no further changes.



The evolution in Gross market-based Scope 2 GHG emissions is linked to the shift from fossil and nuclear energy to 100% renewable sources at some entities. At the Belgian sites, the switch to green electricity contracts results in a clear reduction in CO_2 emissions. The increase in Total gross indirect (Scope 3) emissions is mainly attributed to a rise in the category of purchased goods, driven by higher textile material stock levels.

GREENHOUSE GAS EMISSIONS DATA	2024	2025
Green Gass emissions per scope (in tCO_2eq)		
Gross Scope 1 Greenhouse Gass emissions	771.44	812.73
Percentage of Scope 1 Greenhouse Gas emissions from regulated emission trading schemes (%)	0	0
Gross location-based Scope 2 GHG emissions	715.08	622.13
Gross market-based Scope 2 GHG emissions	692.35	394.78
GHG emissions by Consolidated group/investees (in tCO_2eq)		
Scope 1 GHG emissions dissagregated by consolidated accounting group (parent and subsidiaries)	771.43	812.73
Scope 2 GHG location-based emissions dissagregated by consolidated accounting group (parent and subsidiaries)	715.08	622.13
Scope 2 GHG market-based emissions dissagregated by consolidated accounting group (parent and subsidiaries)	692.35	394.78
Scope 1 GHG emissions dissagregated by investees	0	0
Scope 2 GHG location-based emissions dissagregated by investees	0	0
Scope 2 GHG market-based emissions dissagregated by investees	0	0
Contractual instruments (in %)		
Percentage of contractual instruments, Scope 2 GHG emissions (%)	4	2
Percentage of market-based Scope 2 GHG emissions linked to purchased electricity bundled with instruments (%)	0	88
Percentage of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions (%)	100	100
Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions (%)	0	0
Biogenic emissions (in tCO_2eq)		
Biogenic emissions of CO_2 from combustion or biodegradation of biomass not included in Scope 1 GHG emissions	31.05	31.07
Biogenic emissions of CO_2 from combustion or biodegradation of biomass not included in Scope 2 GHG emissions	0	0
Biogenic emissions of CO_2 from combustion or biodegradation of biomass that occur in value chain not included in Scope 3 GHG emissions	0	0
Scope 3 and GHG Intensity (in tCO_2eq)		
Total Gross indirect (Scope 3) GHG emissions	14,613.5	16,991.7
GHG Intensity market based	77.77	89.90
GHG Intensity location based	77.88	91.04
Gross market-based Scope 2 GHG emissions	692.35	394.78
Primary data suppliers (in %)		
Percentage of emissions calculated using primary data obtained from suppliers or other value chain partners (%)	0	0
Total emissions (in tCO_2)	**16,079**	**18,119**

Contractual instruments referr to Green Energy contracts in the Belgian sites

GHG EMISSION CATEGORIES IN SCOPE
The carbon footprint of Van de Velde group was calculated for the first time in 2022 as part of the process of defining the strategy. The calculation covers scope 1, 2 and 3, given that the supply chain (indirect emissions) accounts for the largest part of the carbon footprint.

The carbon footprint is calculated annually at the beginning of each financial year. Van de Velde performs these calculations internally using the web-based platform of Carbon+Alt+Delete that supports the full carbon accounting process. The methodology adheres to the **GHG Protocol** and aligns with **ISO 14064** standards. For the different categories, the emission factors are drawn from applicable data sets such as ADEME base carbone, UK.gov GHG Reporting Factors, IEA Electricity factors amongst other.

The following entities of the Van de Velde group are in scope:

SCHELLEBELLE
HEAD OFFICE

TUNISIA
ATELIER

OUR GLOBAL SALES FORCE

WICHELEN
DISTRIBUTION CENTER

OWNED & OPERATED
RETAIL STORES

For Scope 1 and 2 all relevant carbon emissions were identified at all entities.

For Scope 3 following categories are **included** in the inventory:
- Upstream activities: purchased goods – energy surcharge – transport
- Downstream activities: end-of-life products
- Resources: business travel – associate commuting – assets – waste in operations

Most of the data for these activities comes from Van de Velde's internal data management systems, as these operations are under direct company control.

Historically, indirect emissions related to purchased goods were calculated using **global industry benchmarks** drawn from standard databases. In 2024, new and **more accurate emission factors for some materials** were established and introduced. These new emission factors were the result of more in depth desk research related to textile raw materials, relevant for our business. This shift marks a critical step forward, as dyeing, finishing, and fiber production are the most carbon-intensive stages of apparel manufacturing.

Going forward, Van de Velde aims to rely increasingly on direct supplier data, reducing the use of industrial benchmarks and improving the precision of its carbon footprint assessments. First approach on collecting **direct supplier data** has started in 2025, but were not included yet in the corporate carbon footprint calculation of this year.

The measurement of the metric is validated by no other external body than the assurance provider.

PRIMARY DATA SUPPLIERS (IN %)	2024	2025
Percentage of emissions calculated using primary data obtained from suppliers or other value chain partners (%)	0	0

Certain Scope 3 GHG emission categories have been **excluded** from our reporting due to various limitations:

- **Processing and use of sold products:** Following the guidance of the SBTi, reporting on this category is recommended but not required. As a company, we recognize limited control over the emissions from product use and processing. However, we acknowledge that in categories such as lingerie and swimwear, these products are typically washed less frequently. To help reduce emissions, we encourage consumers to wash at lower temperatures, hand-wash when possible, avoid machine drying and using mild and ecological laundry detergents.
- **Downstream transport:** Based on the assumption that upstream transport has a larger impact, downstream transport, which mainly involves road transport to nearby countries, has been deprioritized. We plan to refine the data by collaborating with key transport suppliers soon.
- **Upstream and downstream leased assets:** These have been considered not relevant to the company.
- **Franchises and investments:** These have been considered not relevant to the company.



Primadonna Madison

POLLUTION

OUR APPROACH AND POLICIES [ESRS E2 - IRO-1]

	MATERIAL IMPACT OR RISK	DESCRIPTION
CHEMICALS		
Negative impact (actual – upstream)	Use of hazardous chemicals (pollution of water) and risk of releasing harmful fumes (pollution of air) when spinning yarns, or dyeing/bleaching textiles.	Pollution of land/water/air can have negative impact on local biodiversity in the production region or can create health risks for workers on the site. Next to that, using hazardous chemicals can have negative impact on the health of end-consumers. Damage or established violation of REACH legislation, will entails fines.
MICROPLASTICS		
Negative impact (potential – downstream)	Water pollution linked to release of microplastics.	As our products are made from synthetics (such as Polyamide and Polyester), microplastics may be released during the washing of our products and end up in sewage and waterways. In addition, water pollution also has an impact on compliance, reputation and consumer awareness.



Pollution is a key consideration in textile and clothing activities, both upstream and downstream. In light of the actual and potential risks linked to fabric production, as well as the treatment and use of fashion products, we have assessed pollution-related impacts, risks and opportunities across our own operations and throughout the entire value chain.

For the methodology of the screening, we refer to the general disclosures and the DMA description. The assessment involved consultations with our own material experts and with external textile experts to ensure thoroughness. Affected communities were not directly consulted.

SITE-SPECIFIC POLLUTION IMPACTS

Due to the nature of the activities conducted at the own Van de Velde sites, there were no significant pollution-related IROs identified during the assessment in 2024:

- In **Schellebelle**, activities are limited to design, procurement, marketing, IT, HR and sales, all of which are administrative in nature and do not involve processes that generate significant pollution.
- In **Wichelen**, activities are limited to quality control, cutting of fabrics, packaging, storage and distribution. While these operational activities can generate waste streams, they do not involve processes that cause pollution of air, soil or water.
- In **Tunisia**, activities are limited to stitching (assembling), cutting, quality control and packaging. Like the Belgian sites, these processes do not result in significant pollution.

As there were in the recent year no significant changes in the activities of our own sites, same conclusions on IRO can be made for the year 2025.

UPSTREAM POLLUTION IMPACTS

In our upstream activities, we identified the following impact and risks. Affected communities were not directly consulted, insights below are based on own expertise and external expert consultations:

- **Chemical Use:** The finishing processes, such as bleaching, dyeing and printing, may involve hazardous chemicals that can end up in wastewater. This can potentially have a negative impact on local communities and/or local biodiversity.
- **Hazardous Fumes:** Yarn spinning, dyeing, and printing can release hazardous fumes, which may affect worker health and safety and, indirectly, local communities via air pollution.

To mitigate these risks, all suppliers of textile fabrics or finished garments must be OEKO-TEX® certified and REACH compliant.

- **OEKO-TEX® certification:** The STANDARD 100 by OEKO-TEX® is a globally recognized, independent testing and certification system for textile raw materials, semi-finished and finished textile products, and accessories across all stages of production. This certification applies to a wide range of products, including unprocessed and painted/refined threads, woven and knitted fabrics, accessories (such as buttons, zippers, sewing threads and stitching), as well as various ready-to-wear items including all sorts of clothing and lingerie, linen, bedding.

OEKO-TEX® complies with the EU's REACH regulation and carefully considers the requirements outlined in Annexes XVII and XIV of the REACH chemicals regulation. Additionally, it considers the ECHA SVHC candidate list when deemed relevant by the OEKO-TEX® Association's expert group for textiles, fabrics, clothing, and accessories.

- **Consumer safety:** The STANDARD 100 by OEKO-TEX® certification enhances consumer safety by applying stringent test criteria and limit values that often exceed national and international standards. Extensive product checks and regular company audits further ensure that the industry maintains a commitment to the responsible and sustainable use of chemicals.
- **REACH compliance:** REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals) is a European Union regulation designed to protect people and the environment from the risks posed by hazardous chemicals while enhancing the competitiveness of the EU's chemical industry. REACH focuses on stimulating alternative methods for assessing the danger posed by substances to reduce the volume of animal testing. Effective since June 1, 2007, REACH applies not only to chemicals used in industrial processes but also to those found in everyday products such as cleaning agents, paints, clothing, furniture, and electrical appliances.

When completing these certifications, suppliers provide us with assurance that they meet OEKO-TEX® and REACH requirements and will take necessary actions to ensure their production processes remain compliant with any updates and amendments.

Every Van de Velde supplier of raw materials and finished products must be able to present their OEKO-TEX® and REACH certifications to Van de Velde at all times. These certifications are verified not only during initial screening but also at annual renewals.

Valid certifications and their expiration dates are registered in our new vendor management platform, that was introduced in 2025. This new tool supports us in better monitoring the status of performance on certification level of all business partners. For more details on this new platform, we ref to ESRS S2-4.

If needed, we conduct additional spot checks in collaboration with accredited laboratories, such as Centexbel in Belgium.

DOWNSTREAM POLLUTION IMPACTS

In our downstream activities, we have identified following key potential risk: Since we use mainly synthetic yarns, such as polyester and polyamide, there is a risk of microplastic release during the washing and cleaning of our products. This can lead to water pollution.

To mitigate this risk, it is crucial to raise awareness among end-users regarding the release of microplastics. The specific information provided on hangtags and through educational campaigns via our websites, can help mitigate this risk.

POLICIES [ESRS E2 - 1]

In our materiality assessment regarding pollution, we identified that our own operational activities do not involve processes generating significant pollution. However, despite the minimal direct pollution impact, pollution remains a material concern due to potential risks both upstream and downstream.

- **Upstream Risks:** These risks primarily stem from our textile suppliers during the production and dyeing of fabrics, which may involve the use of hazardous chemicals that can lead to environmental contamination.
- **Downstream Risks:** The washing of our finished products by end-users poses a risk of microplastic release into water systems.

Given these factors, we are considering the adoption of specific pollution-related policies in the future, with a particular focus on upstream pollution control.

ACTIONS AND TARGETS [ESRS E2 -2] [ESRS E2 -3]

As described above, all our suppliers of textile fabrics are required to take the necessary actions to ensure compliance with OEKO-TEX® and REACH standards. All suppliers are informed that we will not engage in a partnership unless they are fully compliant with these standards. This approach has been established since 2019.

To address our pollution-related objectives, we have established a target for 100% compliance with OEKO-TEX® and REACH standards across our entire fabric supplier portfolio. Our Purchasing Department actively monitors the status, with the relevant certifications documented in our new vendor management platform. In 2025 we have invested in this new SaaS tool that maintains an overview of relevant supplier information and requested certificates of all our business partners.

For new fabric suppliers and new ODM partners, compliance is verified during the screening process, which – among others - mandates the submission of the necessary certificates.

In the spirit of continuous improvement, we are reviewing whether additional actions are deemed relevant on an ongoing basis.

The effectiveness of our actions and efforts is checked through daily follow up in the new platform, supplier performance reviews, and by measuring progress against key indicators such as the percentage of compliant suppliers.

MEASUREMENTS [ESRS E2 -4]

Over the past decades, no pollution concerning air, water, and soil has been identified at Van de Velde sites. As there were no relevant changes in operations or facility management during the past year, we can confirm the status quo. At this moment, Van de Velde does not conduct additional measurements related to air, water, and soil pollution, as these factors are considered insignificant to our direct operational activities.

Our primary pollution-related concern involves indirect Scope 3 emissions, particularly within our upstream and downstream activities. These emissions are monitored as part of our broader sustainability strategy, which is disclosed in section E1-6.

At Van de Velde, we mainly use synthetic fabrics in our products. We made the assumption that these material volumes represent the amount of microplastics that potentially can be released during washing. As Van de Velde is not the producer of these synthetic fabrics, we do not generate microplastics. The measurement of this metric is not validated by another external body than the assurance body.

MICROPLASTIC IN KG	2024	2025
Microplastics generated	0.00	0.00
Microplastics used	428,728	547,554

The higher volume in microplastics used, is directly linked to an increased inventory in textile materials in preparation for upcoming production.



Marie Jo Cyrille

WATER AND MARINE RESOURCES

OUR APPROACH AND POLICIES [ESRS E3 - IRO-1]

	MATERIAL IMPACT OR RISK	DESCRIPTION
WATER - WITHDRAWAL, CONSUMPTION AND DISCHARGE		
Opportunity (Van de Velde)	Attention to sustainable water use and reuse in own facilities.	Optimization and decrease of water use will lead to lower cost and lower dependencies.
Negative impact (upstream)	Producing raw textile materials, is water-intensive and potentially polluting (fiber production, dying & finishing).	The production process of purchased textile raw materials has high water consumption, brings possible pollution of soil and watercourses. We expect a higher cost of production of raw materials if we want to make the process more environmentally friendly.
Risk (Van de Velde)	Climate change may lead to water scarcity.	Water consumption (drinking water for own workforce) will come with a higher cost. Can be at risk in regions like Tunisia where we have our own production plant.



Marie Jo Louie

The textile and fashion industry has a substantial impact on global water resources. Significant volumes of freshwater are used across the value chain, from cotton cultivation and fabric dyeing or bleaching to garment finishing. This intensive water use is particularly critical in regions already experiencing water scarcity.

Against this backdrop, Van de Velde aims to transparently disclose how it has assessed its sites and activities to identify potential and actual impacts on water resources.

During our materiality workshops (part of the DMA, done in 2024) , we looked at our assets and activities to define both actual and potential water impacts, risks and opportunities.

Using the value chain as a framework, we defined the specific link towards water management (usage, withdrawal) in each step. The detailed methodology of this screening, is described in the general disclosures. Affected communities were not directly consulted, insights are based on own experience and external expert consultations. We concluded water usage to be material as well for our own operations as for upstream activities.



SITE-SPECIFIC IMPACT

Site-specific impact refers to the impacts of our headquarters in Schellebelle, our distribution center in Wichelen and our own production plant in Tunisia.

These sites mainly involve administrative and operational activities such as product design, quality control of incoming goods, cutting of fabrics, stitching and quality control of finished goods. The water usage is rather small and limited to the use of toilets and bathrooms (by our 1500 employees) and cleaning activities.

Nevertheless, we consider the effective management of water usage, including rainwater use and the potential for water reuse, important. Especially as our own and operated atelier in Tunisia, is in a region at risk, concerning water scarcity. We closely monitor the usage and invest in more efficient practices wherever possible. Following actions have been taken:

Headquarters in Schellebelle and the distribution center in Wichelen:
We have upgraded in recent years our sanitary facilities in both sites to use collected rainwater for daily needs, significantly reducing reliance on purchased city water. Additionally, water dispensers were installed in every department, ensuring all employees have access to fresh drinking water.

Production site in Tunisia:
Although climate change may increase the risk of water scarcity in this region, our Tunisian facility is not expected to be significantly impacted due to the following reasons:

- The Van de Velde Tunisia site is in a region where water supply disruptions are rare;
- When it comes to a scarcity of drinking water, Van de Velde is ready to invest in extra capacity for water storage.

We have initiated the following actions:

- Van de Velde has installed reservoirs to collect rainwater, which is used for sanitary facilities;
- For drinking water, Van de Velde Tunisia relies on the Water Company, and to safeguard employee health, all water pipes were checked and replaced in 2024.

Van de Velde remains committed to continuous improvement and future investments in water management practices.

UPSTREAM IMPACT

Looking upstream, the impact on water-related issues becomes significantly more relevant and important. In the subsequent stages of the value chain, water usage and withdrawal can have substantial effects in the following processes;

- During the production of synthetic fibers like Polyamide, Polyester, and Elastane, as well as cotton cultivation (a minor part of our business, accounting for only 1% of purchased goods).
- In the dyeing and printing of woven and knitted materials, which require large volumes of water. Additionally, there is a significant risk of water pollution, depending on the types of dyes and additives used in the finishing processes.

Meaning, water scarcity may pose a challenge to operational continuity in dye houses located in higher-risk regions. However, since the majority of our fabric suppliers are based in Western Europe, we assess the likelihood of water scarcity as relatively low. For critical suppliers in other regions, we will monitor risks and engage with them on an individual basis.

Additionally, as water withdrawal and pollution regulations become more stringent, we expect that some key suppliers, particularly smaller ones, may need to invest in advanced water management systems for reuse and recycling in the near future. These investments could increase material costs, potentially impacting on our pricing or margins.

POLICIES [ESRS E3-1]

At Van de Velde, our core activities at the sites in Belgium and Tunisia do not require significant water usage, as water consumption is primarily limited to facility cleaning and the use of toilets and sanitary facilities by our employees. Consequently, we have assessed the need for separate policies and targets specifically addressing IRO's related to water, as less relevant at this time.

Today, we neither have included water management performance in our business partner policies yet. We first want to build a better understanding of the commitment of our fabric suppliers to water management and how they address water concerns on their value chain. This assessment will be integrated in a broader screening of fabric suppliers and a performance review with sustainability criteria.

We recognize the importance of water awareness and responsible consumption. Despite the limited direct usage, we want to prioritize good water management practices first at our own sites. For this reason, Van de Velde is dedicated to ongoing evaluation and monitoring of our water usage practices. If our future operations require more substantial water use, we are prepared to develop policies accordingly.

ACTIONS AND TARGETS [ESRS E3-2] [ESRS E3-3]

Van de Velde does not have specific measurable outcome-oriented targets related to water and marine resources at this moment, due to the limited use of water. However, we are committed to monitoring the effectiveness of our actions concerning water management at our Belgian and Tunisian sites. Especially as Tunisia is in an area of high water stress.

All facility managers are responsible for tracking water usage on a monthly basis, ensuring oversight of our consumption patterns. By collecting rainwater through our own reservoirs, we can maximize rainwater use for our toilets and sanitary facilities.

At this moment, we do not monitor upstream impacts on water resulting in a lack of insights into the policies and actions taken by our suppliers regarding their water consumption and withdrawal practices. To address this gap, we plan a step by step program aimed at better understanding our suppliers' initiatives, including any actions and targets they have set to reduce actual or potential negative impacts on water usage. This will enhance our visibility into their practices and enable us to define together supplier improvement plans where needed.

While we are taking steps to improve our water management practices, we recognize that further information regarding measurable targets and performance indicators might be needed. As we develop and implement these initiatives, we will define specific levels of ambition and identify both qualitative and quantitative indicators to evaluate our progress.

WATER CONSUMPTION [ESRS E3-4]

Water consumption at Van de Velde sites is limited to water used for toilets, drinking water for employees and water required for the cleaning and maintenance of the buildings. The biggest part of the data on consumption of purchased water comes from direct measurement. Additionnaly, a smaller part of the data on waterconsumption, comes from extrapolation. This concerns mainly the water consumption in the Own&Operated shops.

The measurements of the metrics related to water are not validated by an external body other than the assurance provider.

WATERCONSUMPTION IN M³	2024	2025
Total water consumption	**8,038**	**8,941**
Total water consumption in areas at water risk	4,358	5,474
Total water consumption in areas of high-water stress	4,358	5,474
Total water recycled and reused	**0**	**0**
Total water stored	**1,345**	**1,345**
Changes in water storage	/	/

WATERINTENSITY RATIO M³/MILLION EURO	2024	2025
Waterintensity ratio	38.9	44.1

MEASUREMENT DATA IN %	2024	2025
Data sourced from direct measurement	84.96	88.65
Data from sampling, extrapolation and estimation (%)	15.04	11.35

[1]. Total water consumption for 2024 was restated, following the correction of an incorrect water consumption entry for one of the UK shops last year.
[2]. The increase in total water consumption in 2025 is mainly due to an additional provision of drinking water stock at the Tunisian site.



RESOURCE USE AND CIRCULAR ECONOMY

OUR APPROACH AND POLICIES [ESRS E5 - IRO-1]

	MATERIAL IMPACT OR RISK/OPPORTUNITY	DESCRIPTION
RESOURCE INFLOWS		
Risk (Van de Velde)	Materials used are mainly (98%) blends of synthetic yarns like Polyamide/Polyester and Elastane.	These material blends have a higher carbon footprint, as they are all fossil fuel-based. The risk is that – in the longer term – these type of components might become more expensive and even less available. Also the reputation of the fossil fuel-based materials, can get a negative perception among end-users (increasing awareness), which could have negative impact on sales on a longer term. The material blends (with elastane) that are used in our products are not recyclable yet. This complicates the treatment of the products in the end-of-life phase. When dismantling (post-consumer) the different material components, these cannot be treated for recycling. The feasibility will depend on the outcome of specific research on (chemical) recycling processes. First results and scalability are not expected for the first years. This might get in conflict with new EU regulations on sustainable fashion products and EPR (extended producer responsibility) compliance.
Opportunity (Van de Velde)	Use of more circular and biobased materials instead of fossil fuel based	Innovations can lead to new customer groups and reputation boost for our brands as sustainable efforts will be highly valued in the fashion industry. Efforts will involve an investment cost (R&D time and money) but will get their ROI on a longer term.
Risk (Van de Velde)	Limited options related to eco-design of the products	Today the eco-design options for Van de Velde products are limited because of the many components, complex material blends, etc. This particular design of our products, as well as hygiene standards hinder the life cycle extension of our products in the use phase such as reuse. Same as for the fabrics, this might also get in conflict with the new EU regulations for sustainable fashion product and EPR compliance.
Opportunity (Van de Velde)	Data innovation and knowledge building	LCA tools for calculations of environmental parameters can support the transition towards designing with more environmental friendly materials. Also, for the future digital product passport, design will be more data driven and will bring transparency and awareness to a next level.
Negative impact (Van de Velde)	High volume of packaging, labeling & POS materials, e-com packaging, printing for internal use (e.g. sales books), non-durable business gifts...	These elements lead to a higher carbon footprint, as well as higher costs of non-recycled materials. Also the reporting cost to packaging registration organizations increases, namely national legislation of countries where we deliver.
Positive impact (Van de Velde)	Attention for circularity in construction/renovation of O&O shops and facilities	Initiatives can lead to cost savings with materials, lower carbon footprint, positive reputation and generate awareness amongst employees, clients, customers,....

	MATERIAL IMPACT OR RISK/OPPORTUNITY	DESCRIPTION
RESOURCE OUTFLOWS		
Negative impact (Van de Velde)	Operational waste streams are often non-recyclable.	Leftovers coming from the purchase and cutting processes, are (waste) streams that are not recyclable yet. This leads to extra CO_2 emissions and might also lead to higher treatment costs on longer term.
Opportunity (Van de Velde)	Solution for non-recyclable waste streams.	Continued innovation in the production process can avoid or reduce specific waste streams (e.g. zero buffer cutting), also reuse or valorization of our residual and waste streams (e.g. fabrics) can lead to new product development. Such (circular) innovations could bring us a reputation boost, lower carbon footprint but come with a high investment cost.
Risk (downstream)	The design of our products (by construction and by type of materials) hinder the recyclability of our products.	High proportion of end-of-life product incineration (high carbon footprint) and low proportion of take-back options, reuse and recycling. This creates a barrier to entry for new business model, which might be crucial to lower our CO_2 emissions and to keep our brand reputation (at potential consumer shift).



Primadonna salerno

In the textile and fashion industry, material selection is crucial. The choice of materials not only determines a product's quality and longevity, but also influences how it can be treated at the end of its life. Thoughtful product design and responsible material choices are therefore among the most powerful levers fashion companies have to reduce their overall environmental impact.

OUR APPROACH

Van de Velde designs and develops its products in Belgium. Visual designers, material engineers and procurement teams at our headquarters in Schellebelle work directly with raw material suppliers to select, develop and purchase textile components.

These suppliers, for which over 70% are operational in Western Europe, manage textile production processes, including weaving, knitting, dyeing, and printing.

Since we buy directly from these suppliers, without intervention of agents, no assumptions were needed; we have complete, direct data for the IRO assessment, including country of origin, composition and production plant details.

Our close, long-term partnerships with these fabric suppliers also facilitate access to valuable information of their upstream suppliers. These are mainly yarn providers. At Van de Velde, 99% of the yarns used, are synthetic, specifically polyamide, polyester, and elastane. For the IRO assessment of this part of our value chain, we primarily rely on data provided by our raw material suppliers and additional desk research. Affected communities were not consulted directly.

POLICIES [ESRS E5-1]

Our commitment to managing the impact, risks and opportunities related to the resource flows is outlined in our own corporate Environmental Policy (updated in 2024), which includes the following;

- We monitor waste streams and implement tools for better sorting and handling;
- We strive to avoid or reduce waste streams in the different departments:
  - We study the potential to reduce waste in all our operations.
  - We provide regular awareness training and information to all employees.
- We strive for a rational use of raw materials while investing in forecasting systems and effective purchasing management;
- We encourage the adoption of more environmentally responsible materials in product design;
- We never compromise on the high quality and longevity of our products;
- We develop and install new packaging (systems) with a lower environmental impact.

The same principles are explicitly included in the Business Partner Code of Conduct.

The Management Team is responsible for its implementation.

ACTIONS [ESRS E5-2]

Van de Velde takes actions to reduce environmental impact, as stated below. By implementing innovative and sustainable practices, Van de Velde ensures the responsible sourcing of materials and minimizes waste streams. This commitment not only aligns with regulatory requirements but also supports the needed transition towards a circular economy.

RESPONSIBLE SOURCING OF MATERIALS (RESOURCE INFLOWS) [ESRS E5-4]

PURCHASED GOODS: TEXTILES

For our lingerie and swimwear, we mainly use **synthetic fibers** - such as polyamide and polyester - **blended with elastomers**. This special combination:

- offers excellent fit and ultimate comfort
- ensures longevity and resistance to abrasion
- makes washing and cleaning of the products very easy.

The superior shape retention and color fastness are highly valued by our customers as they can enjoy their lingerie and swimwear for an extended period, contributing to a longer product lifespan.

In addition to these synthetic blends, a small proportion (1%) of our products include **natural fibers**, specifically **cotton**, also sometimes blended with elastane.

These specific lingerie and swimwear blends contribute – unfortunately - significantly to our indirect emissions: they count for more than 50% of our Scope 3. To reduce emissions in this category, we apply a double approach:

1. ADOPT (NEW) LOWER CARBON MATERIALS IN OUR PRODUCTS

Synthetic fibers require fossil fuel and the production is very energy intensive. Moreover, the coloring of the fabrics requires specific chemicals, an important amount of water and special finishing processes with heating to result in good color solidities.

MATERIALS USED IN KG	2024	2025
Total weight of technical materials used in the products	**481,555**	**600,349**
Weight of biological materials used in the products	10,338	11,480
Percentage of biological content used in the products (%) that is sustainably sourced	2.1	1.91
Weight of recycled content used in the products	34,836	76,942
Percentage of recycled content (%)	7.2	12.8

Weight and percentage of biological materials used in products and packaging has been redone for 2024 following a clarification of the definitions.

We are looking for alternatives to the virgin version of these synthetics. Following tracks are currently being explored:

- Recycled (pre-consumer) yarns: produced from residual streams generated during polyamide or polyester manufacturing.
- Bio-based yarns: made using renewable bio-components, such as starch, as an alternative to fossil fuels.

We are gradually integrating these innovative yarns into our collections, working closely with our trusted raw material suppliers to meet stringent quality standards.

No specific targets for use of recycled content are set. Nevertheless, design initiatives to shift towards lower carbon materials are pre-calculated and decided in function of the expected decrease on Scope 3, category 1.

In recent years, the share of these **(pre-consumer) recycled yarns** continues to increase.

We expect these materials to be 100% GRS-certified (Global Recycled Standard), which guarantees eco-friendly production practices.

Additionally, our Innovation Department continues to explore the sourcing and use of **biobased materials**. This approach allows us to adopt the cascading principle and to maximize the value of these resources by analyzing their use in durable, high-quality products.

By building knowledge and setting up data and calculating systems, our Innovation Department is able to support and guide our Design teams in making responsible choices when it concerns:

- development of new products and categories
- increased use of recycled or bio-based content

Global Recycled Standard

2. ADOPT DIRECT DATA OF THE FABRIC SUPPLIERS

In 2025, first steps were taken with some key suppliers to get insights in their direct data, such as energy, CO_2 emissions, transport, country of origin of components. These information should help us :

- to make the calculation of the corporate carbon footprint Scope 3 more accurate
- to determine PCF's (product carbon footprint) on item level.
- to set up supplier benchmarks and comparative guidelines

Having direct data of suppliers will guide us in making even better choices when it comes to the environmental impact of a product design.

To accelerate our progress in this study, we appointed in May 2025 an external partner to onboard and survey suppliers. In the first phase of 6 months, 35 fabric suppliers were involved and PCF's of 6 products were calculated (partially with direct data and partially based on industry factors). We recognize the importance of setting measurable, result-driven targets to guide our sustainability efforts. Building first the necessary knowledge and guiding criteria for our design & development department will allow us to implement future targets in a more substantiated way.

PURCHASED GOODS: PACKAGING

In the past years, all plastic was eliminated in the commercial and branded packaging. Since November 2023, all brochures and sales books feature the FSC logo, signifying responsible forestry practices. We are committed to purchase paper from a Cradle2Cradle supplier. For all new developments, the environmental impact is taken into account in the offers.

PACKAGING USED IN KG	2024	2025
Total weight of paper & cardboard for commercial packaging	**144,751**	**151,241**
Weight of recycled for commercial packaging	25,332	5,544.63
Weight of biological materials used in commercial packaging that is sustainably sourced	144,751	151,241
Total weight of paper & cardboard for operational packaging	**268,198**	**290,292**
Percentage of biological materials that is sustainably sourced (%)	100	100
Percentage of secondary reused or recycled components used in commercial packaging	6.13	3.6
Total weight of paper & cardboard in POS	**213,000**	**219,268**
Weight of Cradle to Cradle in POS	165,500	134,399

CALCULATION METHOD

The calculations for purchased goods happened with primary data. We build a master data file of incoming goods to track the volumes of each specific material. By integrating this information with the material composition and specific weight of each fabric (direct data coming from our ERP system) we determine the total volumes for each material type (e.g., Polyamide, Polyester). This methodology ensures precise calculation of material volumes, avoids double counting, and offers clear insights into our resource usage. The measurement of the metric is not validated by an external body other than the assurance provider.

WASTE STREAMS [ESRS E5-5]

UPCYCLING TEXTILE LEFTOVERS

In the fashion industry, several significant waste streams contribute to environmental challenges. One of the primary sources of waste includes leftover rolls of unused fabrics, along with all kind of small accessories that are not utilized in production.

Thanks to a performing **forecast** system, we have a high accuracy in calculation of material needs for our seasonal and NOS (never out of stock) productions. This results in **limited material leftovers** at season's end. These fabrics, known for their strong technical performance, retain significant value and can be repurposed in many ways.

In the past years, Van de Velde launched some small pilot projects to explore this potential:

- Primarily through partnerships with start-ups that specialize in circular product design in the fashion and interior design sectors.
- Additionally, our design and marketing teams have initiated upcycling projects, creating limited-edition items from leftover fabrics, such as swim bags and makeup bags for promotional gifts. On top, these items were assembled in a Spanish workshop (nearby our Sarda office) by ex-imprisoned women - that are socially excluded. Via these projects, they get the chance to train different skills (apparel and catering) which increases their chance on a future job.

NON-RECYCLABLE CUTTING WASTE

In the fashion industry, cutting waste generated during the manufacturing process might account for a considerable portion of the industry's overall waste.

The raw materials that are used for our lingerie and swimwear consist of a blend of polyamide, polyester, and elastomers, which results in non-recyclable offcuts.

Given the significant volume of offcuts, we initiated in 2023 a study in collaboration with our cutting robot manufacturer to explore ways to reduce the buffer space between pattern pieces. This innovation reduces the space between pattern pieces from 3mm to 0.8mm, significantly minimizing fabric consumption and offcuts. Building on these promising results, investment has been made for the installation of four additional cutters in 2024. First results show a decrease of ca 3% of cutting waste.

In parallel, we explore the potential for upcycling offcuts. Ongoing tests will help to evaluate whether these offcuts can be repurposed as raw material for further product development, including applications in other industries.



PAPER AND CARDBOARD WASTE

The largest volume of waste at the Van de Velde sites, consist of cardboard and paper: primarily originating from packaging used by subcontractors and fabric suppliers, as well as protective cardboard layers from the cutting room. Furthermore, paper and cardboard waste results from individual packaging purposes, heavily impacting the industry's environmental impact. Lastly, marketing and point-of-sale (POS) materials, which are often seasonal, contribute to the overall waste generated within the sector.

In response to this, we have initiated several immediate actions to reduce this waste stream:

- **Packaging** from raw **material suppliers**: Employees are encouraged to reuse cardboard boxes for on-site storage of small materials and transportation between sites wherever possible.
- Paper/cardboard from **marketing materials** (POS, posters, brochures): In 2023, we launched a project to reduce seasonal POS materials and to minimize surplus production:
  - Standard packages are eliminated; customers now receive only the materials they specifically request.
  - We only send window packages to B2B customers who place specific orders for these materials.
  - Reduction of the number of brochures, with the introduction of a clear rule on maximum quantities.
  - For the assembling of the POS packages, we work together with Weerwerk, a workplace in Ghent supporting individuals re-entering the workforce.
- Paper **Sourcing** Project: We are committed to purchase paper from a Cradle2Cradle supplier. Since November 2023, all brochures and sales books feature the FSC logo, signifying responsible forestry practices.

The accuracy level for data on waste is greater for the Belgian sites (waste diverted), where different waste streams are seprated and measured directly, based on clear regulations. For Tunisia, waste volumes directed to disposal are derived from sampling and extrapolation. Although this methodology has improved compared to the previous year, the resulting data remains subject to significant estimation uncertainty.

The calculation of the below reported waste data are partly based on direct measurement and partly based on estimations. The total amount of waste diverted from disposal concerns the waste generated in the operations in the Belgian sites. The data is sourced from the database of our operator Veolia. The amount of waste directed to disposal concerns the waste generated in the operations in our production plant in Tunesia. This waste amount is estimated, based on extrapolation of one month of tracked data to the full year.

COMPOSITION OF WASTE
IN KG

	2024		2025	
	HAZARDOUS WASTE	NON-HAZARDOUS WASTE	HAZARDOUS WASTE	NON-HAZARDOUS WASTE
Total amount of waste generated	**0**	**306,868**	**0**	**325,031**
Waste diverted by preparation for reuse	0	0	0	0
Waste diverted by recycling	0	0	0	0
Waste diverted by other recovery operations	0	270,268	0	280,427
Total amount of non-hazardous waste diverted from disposal		**270,268**		**280,427**
Waste directed to disposal by incineration	0	0	0	0
Waste directed to disposal by landfil	0	36,600	0	44,604
Waste directed to disposal by other disposal operations	0	0	0	0
Total amount of non-hazardous waste directed to disposal		**36,600**		**44,604**
Total amount of non-recycled waste	**0**	**36,600**	**0**	**44,604**
Percentage of non-recycled waste (%)	0	11.93	0	13.72
Total amount of radioactive waste	**0**	**0**	**0**	**0**

FINISHED PRODUCTS (RESOURCE OUTFLOWS)
[ESRS E5-5]

Responsible production in the fashion industry means at the very first place making long lasting products. Key is designing products of very **high quality** that do not lose their shape or color after being worn or regular washing. All too often, consumers quickly discard (cheaper) low-quality products and buy new ones, contributing to the fast fashion trend.

Recent studies show that the average European Union citizen yearly throws away more than 15kg of textiles. 99% end up at the landfill or is incinerated. Only 1% of textile waste is recycled. Breaking this trend of overconsumption and disposability, is a challenge for the industry, and starts with encouraging the consumers to use apparel for as long as possible.

Van de Velde will never compromise on longevity when making choices in the design phase: impeccable quality and **longevity** are the never changing fundaments for the Unique Selling Proposition of our products.

Consumers are able to keep wearing our products for such a long time because of the **high quality** and exceptional fit of our products. This is the result of knowledge and expertise built up over the years. Initially, the development process was one of trial and error, with fitting followed by adjustment until the product was exactly right. We are now increasingly switching to an objective data-based design methodology, a transition in which our development teams and innovation experts work closely together.

We also market a broad range of **timeless** products. These lingerie products are classically attractive. They can be worn regardless of the trend at any given time. Some of our iconic designs, such as Avero (Marie Jo) and Deauville (PrimaDonna), have existed for more than 25 years and cover a significant part of our turnover.

R-Strategies cover the entire life cycle of a material or product - starting with the use of resources in design, till end of life of the (used) product. All R-strategies aim to reduce the consumption of primary resources and promote the use of secondary raw materials.

The most important R-strategies are:

- Refuse: avoid using new materials or products
- Rethink: redesign products and business models (e.g. lightweight design)
- Reduce: use fewer resources in production and consumption
- Reuse: use products again for the same purpose (e.g. second hand clothing)
- Repair: fix products to extend their life
- Repurpose: give products a new function (e.g. turning old clothes into cleaning rags)
- Recycle: process materials at end-of-life to make new raw materials

Our end products are **non-recyclable** yet at **end-of-life**. One bra can contain more than 40 components, almost all being a blend of different textile materials, often containing a percentage of elastomers. The different components are also small pieces, complicating the disassembly of the product.

When looking at the **repair** potential of our products, one can understand that only a limited range of parts of our products can be repaired. Easy to replace parts - such as hooks and eyes or wires - are available for retail partners for repairs.

We **rethink** products and packaging with lower carbon components and reduce where possible step by step (see more detail in ESRS E5-4)

Actions for **repurpose** and **reuse** are not implemented for the moment. Second-hand lingerie is challenging due to hygiene concerns and the emotional or intimate value associated with these items. More in depth consumer survey is needed to value the potential of these strategies.

RECYCLABILITY (%)	2024	2025
Finished products recyclable	0	0
Packaging recyclable	100	100

On a yearly basis, we produce an average of 5.5 million pieces. Unsold finished products also add to the waste burden, as these items remain as leftovers. At Van de Velde, these quantities are limited (<2% of the produced quantities) and get a new destination via controlled donation systems with local organizations

The products expected durability in relation to the industry average cannot be expressed as industry benchmarks for do not exist yet.

SUMMARY

All data related to fabric inflow, finished product outflow, and generated waste streams are recorded in our ERP system. As we control purchasing of materials, cutting of fabrics, assembling and packaging of finished goods centralized at Van de Velde, we have comprehensive access to the necessary information within our ERP master files to analyze operational flows. This enables us to use primary, accurate and reliable data for monitoring, evaluation, actions and reporting.

Through these comprehensive efforts in resource efficiency, sustainable materials, circular design and waste optimization, Van de Velde is committed to not only reducing its environmental footprint but also fostering a culture of sustainability that drives innovation and responsible production in the fashion industry.

OWN WORKFORCE

OUR APPROACH AND POLICIES ESRS S1

	MATERIAL IMPACT OR RISK	DESCRIPTION
EQUAL TREATMENT AND OPPORTUNITIES FOR ALL		
Risk (actual – Van de Velde)	Lack of a formal diversity and inclusiveness policy.	The lack of a formal diversity and inclusiveness policy may have an impact on staff shortages, workload, staff turnover, escalating HR costs and reputational damage.
Opportunity (potential – Van de Velde)	Commit to a strong internal diversity policy (incl. language policy, unconscious bias, etc.).	A strong diversity and inclusion policy may result in lower turnover, reduced HR cost, stable and continuous workforce and workload and positive employer branding.
Risk (actual – Van de Velde)	Lack of a formal internal mobility policy to encourage employee growth opportunities.	This may lead to the loss of experienced and skilled staff, a higher turnover and rising HR costs.
WORKING CONDITIONS		
Risk (actual – Van de Velde)	Inadequate understanding of the risk of (mental) health and safety conditions in non-Belgian entities (sales force, O&O stores, ...).	There can be an increased risk for health and safety issues or regulatory violations. This can cause in-creased employee turnover, or claims can arise and this can lead to reputational damage.
Risk (potential – Van de Velde)	Physical and intense work for some employees, especially in case of aging workforce.	Physical and intense work can lead to absenteeism, staff turnover and increasing costs for HR.
Risk (potential – Van de Velde)	Risk of accidents.	Risk of accidents can arise from inadequate application of safety regulations on the one hand and inadequate use of personal protective equipment (PPE) on the other. This applies to employees as well as temporary staff and students. This can lead to absenteeism, staff turnover and increasing costs for HR.
Risk (potential – Van de Velde)	Staff shortages due to the 'war for talent' and specific jobs within Van de Velde.	This can cause staff shortages, high workloads, high staff turnover and escalating HR costs.

	MATERIAL IMPACT OR RISK	DESCRIPTION
Impact (actual – Van de Velde)	Van de Velde has reputation as a reliable and consistent employer in Belgium and Tunisia.	This has a positive impact on the company's reputation and leads to lower investment costs for HR.
Impact (actual – Van de Velde)	Commitment to constructive social dialogue in Belgium and Tunisia. Van de Velde wants to take an exemplary role in this.	This has a positive impact on the company's reputation and leads to lower investment costs for HR.
Impact (actual – Van de Velde)	People-oriented and understanding policies and commitment to health and psychosocial well-being.	This has a positive impact on the company's reputation and leads to lower investment costs for HR.
Risk (actual – Van de Velde)	Insufficient understanding of correct working conditions of employees in own production plant in Tunisia (diversity, living wage, hours, etc.).	This can impact health and safety risks, regulatory violations, staff turnover, claims and reputational damage.
Risk (actual – Van de Velde)	High stress levels and disrupted work-life balance.	This can lead to absenteeism, staff turnover and mounting costs for HR.
Risk (Potential – Van de Velde)	General risk of forced labor and child labor in apparel and textile sector.	Apparel and textile is still a labor intensive sector, which may lead to bad practices in labor conditions.



Marie Jo Cyrille

Our people are the driving force behind everything we do. Their skills, passion, and commitment make it possible to create high-quality products while also advancing our sustainability and innovation goals.

We believe that supporting our workforce goes beyond compliance - it means fostering a safe, fair, and inclusive environment where everyone can truly thrive. Only then can Van de Velde meet both today’s challenges and tomorrow’s opportunities.

Van de Velde is committed to fostering a positive and stable work environment for all workers, regardless of their employment type and job location. The company's operations have a material impact on its workforce, including employees and non-employees in various roles. These individuals may be impacted by both the company's internal operations and its value chain activities, such as product manufacturing, distribution, and business relationships with third-party suppliers.

GENERATING POSITIVE IMPACT

Van de Velde commits to fostering a positive and stable work environment for its entire workforce in all its entities, including our manufacturing unit in Tunisia, own & operated retailers and international salesforce (for more details on the entities, see chapter General disclosures). This is reflected in its approach to stability, social dialogue and employee well-being. These practices generate significant benefits for both the organization and its stakeholders, contributing to a thriving workforce and a positive company reputation:

STABILITY

Van de Velde demonstrates reliability and consistency, which can enhance its image in the eyes of its stakeholders, including customers, investors, and business partners. This positive reputation can lead to increased trust and credibility, benefiting the company in terms of attracting new customers and maintaining existing customers.

Furthermore, being a stable employer also contributes to higher employee engagement. When employees feel secure in their positions and have confidence in the stability of their employment, they are more likely to be engaged and committed to their work. This results in increased productivity and higher job satisfaction. Employees who are confident about their employer's future are more likely to invest their time and energy into their work, knowing that their efforts will be rewarded and recognized by the company.

Moreover, a stable work environment with less fall-out and lower employee turnover can foster a sense of loyalty and continuity within the organization, leading to a stronger and more cohesive workforce which positively impacts the company's operations.

SOCIAL DIALOGUE

The second point emphasizes Van de Velde's commitment to **constructive social dialogue**. This commitment can have a positive impact on the engagement of its staff. Constructive social dialogue refers to open and meaningful communication between management and employees, as well as among employees themselves. When there is a culture of dialogue and collaboration within an organization, it creates an environment where employees feel heard, valued, and involved in decision-making processes. This sense of inclusion and empowerment can significantly enhance employee engagement, as individuals are more likely to be motivated and invested in their work when they feel that their opinions and contributions are respected and considered.

In addition to fostering engagement, constructive social dialogue can also lead to innovation and creativity within the organization. When employees are encouraged to share their ideas and perspectives, it creates a space for diverse viewpoints and fresh insights. This can result in the development of new and innovative solutions to challenges and the ability to adapt to changing market conditions. By promoting open and meaningful communication, Van de Velde can tap into the collective intelligence of its workforce, driving continuous improvement and growth.

EMPLOYEE WELL-BEING

Lastly, the mention of **attention to employee well-being** suggests that Van de Velde prioritizes the physical and mental health of its employees. This can encompass various initiatives and practices aimed at creating a supportive and healthy work environment. For instance, Van de Velde may provide employee assistance programs, wellness programs, flexible work arrangements, or opportunities for professional development and growth. By focusing on employee well-being, Van de Velde demonstrates a commitment to the holistic welfare of its workforce. This can result in improved employee satisfaction, reduced stress levels, increased productivity, and a positive work-life balance. When employees feel supported and valued by their employer, they are more likely to experience higher levels of job satisfaction and overall well-being. This, in turn, can lead to increased motivation, creativity, and loyalty, as employees are more likely to go above and beyond in their roles when they feel that their employer genuinely cares about their well-being.

In summary, Van de Velde's **approach as a reliable employer**, its commitment to constructive social dialogue, and its focus on employee well-being create a virtuous cycle. These initiatives not only enhance the company's reputation but also contribute to greater employee engagement, satisfaction, and productivity. Van de Velde's focus on stability, communication, and well-being ultimately benefits both the organization and its employees, fostering a thriving, cohesive workforce.

RISKS AND OPPORTUNITIES

Van de Velde addresses the following risks and opportunities to foster a more resilient and responsible organization.

1. **The lack of a formal diversity and inclusion policy.** Without a clear policy in place, the company may struggle to attract and retain a diverse workforce. This could lead to a lack of different perspectives and ideas, hindering innovation and creativity within the organization. Additionally, a lack of inclusion can create an environment where certain employees feel excluded, leading to low morale and decreased productivity.
2. **The absence of a formal internal mobility policy** could present challenges for staff by potentially limiting opportunities for career development and skill enhancement within the organization. This may lead to reduced employee engagement and retention as individuals could seek growth opportunities externally.
3. **Inadequate understanding of mental and physical health and safety conditions in all its entities, as described above.** A good understanding is essential for organizational well-being. Addressing potential gaps in these areas helps mitigate risks such as employee dissatisfaction, turnover or reputational challenges.
4. **The physical and intense work** for certain employees, particularly in the case of an aging workforce, can have detrimental effects. This type of work can lead to absenteeism, staff turnover, and increased costs.
5. The **risk of accidents** is a concern that can arise from inadequate application of safety regulations and inadequate use of personal protective equipment (PPE). Failure to comply with safety measures can result in injuries or even fatalities, incurring legal and financial consequences for the organization. It is crucial for the company to continue to enforce strict safety protocols and to continuously improve the safety framework.
6. **Staff shortages** due to the war for talent present a challenge for the organization. In a competitive job market, attracting and retaining top talent remains crucial.
7. **Insufficient understanding of the correct working conditions of employees in our own production plant in Tunisia** could present a risk. The operations and working conditions at the production plant in Tunisia require greater transparency to ensure alignment with the organization's standards and values. By fostering clearer insights into the plant's functioning, the organization can proactively address potential risks and reinforce its commitment to a responsible and supportive working environment.
8. **High stress levels and disrupted work-life balance** can have negative impacts on employee well-being and productivity. This may lead to long term absences (e.g. burnout), decreased morale, and increased turnover. The organization should foster creating a supportive work environment that promotes work-life balance and provides resources for managing stress.
9. **Forced labor and child labor risks:** The vast majority of our workforce is operating in Belgium and Tunisia, both of which are generally regarded as low-risk countries for forced labor and child labor. Belgium has strong labor laws, robust labor inspections, and well-enforced regulations against forced labor, while Tunisia has made significant strides in improving labor rights and conditions.

RISKS AND OPPORTUNITIES RELATING TO SPECIFIC GROUPS IN THE WORKFORCE

Van de Velde recognizes that certain groups within its workforce may face heightened risks due to the nature of their roles or the contexts in which they work. Identifying these risks is critical to ensuring their well-being and fostering a supportive work environment.

1. Staff in Non-Belgian Entities

At head office, there is a growing awareness of health and safety conditions in the non-Belgian locations. However there is a need for closer oversight to ensure alignment with the company's standards for employee well-being and workplace safety. Addressing these concerns proactively can mitigate risks such as dissatisfaction, turnover, or reputational challenges.

2. Staff in Production Sites

Employees in production facilities often encounter physically demanding and intense working conditions. Tasks may involve heavy lifting, repetitive motions, prolonged standing, or working in ergonomically challenging positions. These physical demands can pose particular challenges for an aging workforce, increasing the likelihood of health issues.

By identifying these specific groups and the risks they face, Van de Velde is committed to implementing targeted strategies to protect its workforce and sustain a healthy, productive working environment.



Primadonna Swim Malabo

POLICIES RELATED TO OWN WORKFORCE (S1-1)

Van de Velde has implemented a range of policies to manage the material impacts, risks, and opportunities related to our its workforce. Such as correct working conditions, respect for human rights, (mental) health and wellbeing and monitoring of work-life balance amongst others. Through the Ethical and Social Charter, the Code of Conduct for Own Workforce, and the Privacy Policy for Own Workforce, we aim to proactively mitigate and reduce these risks. We also have a system in place to manage workplace accident prevention.

ETHICAL AND SOCIAL CHARTER

The Ethical and Social Charter outlines Van de Velde's commitment to a sustainable, open, social, and ethical business policy grounded in responsibility, dialogue, and mutual respect. The Charter establishes nine key human rights principles relevant to all the employees of Van de Velde NV and its direct and indirect subsidiaries. It excludes non-employees such as consultants and temporary workers, as their working conditions are externally determined and controlled.

Although the Charter does not explicitly address human trafficking, it reinforces Van de Velde's dedication to ethical practices and respect for its workforce.

The following commitments are included:

1. **No forced labor:** We support employment based on motivation and free will. We also do not tolerate human trafficking in our activities.
2. **Freedom of association and right to collective bargaining:** We are committed to open and honest dialogue with social partners and all parties involved in our activities.
3. **Health and safety:** We ensure a safe and healthy work environment and strive for general well-being for every employee.
4. **No child labor:** We do not employ employees who are under 16 years of age or who do not meet the minimum employment age required by law.
5. **A guaranteed livable wage:** We ensure that the wage paid for a normal working week at least meets the legally defined minimum wage. We also ensure that the employee can provide for more than the basic needs (such as food, water, housing, education, health care, transportation, clothing, etc.) for the employee and the employee's family. We guarantee that there is no precarious work.
6. **Respect for maximum working hours:** We respect the legal limits on working hours and strive for a good balance between private and professional life. The maximum number of working hours per week is determined by local legislation and can never exceed 48 hours. Overtime is limited to 12 hours per week, is entirely voluntary and is exceptional.
7. **No discrimination:** We condemn any form of discrimination based on race, nationality or social origin, caste, birth, religion, disability, gender, sexual orientation, family responsibilities, marital status, union membership, political opinions, age or any other criterion that may lead to discrimination.

   Van de Velde is committed to eliminating discrimination and fostering diversity and inclusion. In 2026, we plan to establish a clear inclusion policy with specific guidelines to address these goals. In the meantime, we actively promote equal opportunities, starting from the recruitment process. To mitigate discrimination, we conduct awareness training and sensitization programs. We have established channels for reporting discrimination, and once detected, the company takes prompt and appropriate action. These measures demonstrate our dedication to creating an inclusive and equitable workplace.
8. **Regular employment:** Work is performed under a cooperation agreement based on national laws and customs.
9. **No disciplinary practices:** We respect the individual and condemn any form of violence, be it physical, mental or verbal.

Additional guidelines were adapted to supplement the Ethical and Social Charter.

- **Guidelines concerning flexibility, overtime and working abroad.** These guidelines set out the limitations on overtime and the framework of flexible working time and weekend work.
- **Guidelines concerning training and development.** These guidelines set out the framework for corporate training as well as individual (technical) training. Each year, a corporate training plan is drawn up based on the needs of the organization as well as the needs of individual employees. This training plan is discussed with the Works Council. A training budget for individual training needs is foreseen too.
- **Policy on thematic leave.** This policy sets out the framework for parental leave, leave for medical assistance and palliative leave.
- **Policy on hybrid working.** This policy sets out the framework for working from home.

The Charter further explains how any concern about (suspected) violations of the Charter can be reported and how these concerns are investigated objectively and confidentially. Additionally, the Charter emphasizes Van de Velde's **absolute ban on retaliation** towards anyone who raises genuine concerns in good faith.

The Ethical and Social Charter is approved by the Board of Directors. The Management Team is responsible for its implementation. The Social Performance team is responsible to monitor compliance.
The social performance team (SPT) is a multi-disciplinary te am, set up by Van de Velde to implement and monitor all aspects of its Ethical and Social Charter. The team comprises a balance of employee representatives and management and meets frequently to assess the advancement and identify any actions to strengthen implementation of the standard.

The Charter and its supplementary guidelines are reviewed annually by the Management Team, incorporating:

- Reports of any violations over the past year.
- Internal audit results from the Social Performance Team.
- Discussions from the Works Council and the Committee for Prevention and Protection at Work.

Adjustments or improvements are made as necessary, subject to Board approval.

Van de Velde respects the principles of the following international instruments:

- ILO Conventions 1, 29, 87, 98, 100, 102, 131, 135, 138, 155, 159, 169, 177, 181, 182, 183, and the ILO Code of Practice on HIV/AIDS and the World of Work, Universal Declaration of Human Rights
- the International Covenant on Economic, Social and Cultural Rights
- the International Covenant on Civil and Political Rights
- the United Nations Convention on the Rights of the Child
- the United Nations Convention on the Elimination of All Forms of Discrimination Against Women
- the United Nations Convention on the Elimination of All Forms of Racial Discrimination
- the UN Guiding Principles on Business and Human Rights

The Ethical and Social Charter can be obtained by any employee from the HR department and is available on Van de Velde's intranet (Conversation Room) and on https://www.vandevelde.eu/en/whistleblowing.

CODE OF CONDUCT FOR OWN WORKFORCE

Van de Velde considers respect, honesty, solidarity and trust as its foundation. Within this framework, Van de Velde has implemented a Code of Conduct as a guideline for its own workforce. All members of the own workforce in all its entities are expected to follow the rules of conduct in their everyday duties and in relation to colleagues, suppliers, customers and others. The Code of Conduct deals with various topics;

1. **Dealing with information:** Guidelines for managing confidential information, obligations of secrecy, and rules against insider trading.
2. **Dealing with colleagues:** Zero tolerance for inappropriate behavior such as bullying, harassment, or violence. Includes guidance on workplace relationships.
3. **Dealing with external Parties:** Emphasizes respectful interactions with customers and suppliers and prohibits illegal agreements, corruption, and bribery.
4. **Work-Life Balance:** Highlights conflicts of interest, bans on alcohol and drug use at work, and conditions for combining business trips with private vacations.
5. **Use of Company Resources:** Provides rules for using company assets like computers and smartphones, including limits on personal use and expense management.

The Code details procedures for reporting and investigating suspected violations confidentially and bans retaliation against good-faith whistleblowers.

The Board of Directors approves the Code, while the Management Team oversees its implementation. The Code is reviewed annually, considering any violations, with updates made as necessary.

The Code is available to all workforce members via HR, the intranet (Conversation Room), and www.vandevelde.eu/nl/code-of-conduct. For non-employees without a direct authority relationship, the Code serves as guidance, with enforceable obligations outlined in contractual agreements.
While no third-party standards are explicitly referenced, the Code reflects Van de Velde's commitment to ethical integrity and stakeholder inclusion.

PRIVACY POLICY FOR OWN WORKFORCE

In the context of reliability and consistency, Van de Velde processes personal data of current and former employees, self-employed representatives, contractors and consultants. The Privacy Policy for Own Workforce explains which categories of personal data are processed by Van de Velde, why and on what legal basis, which parties we share the personal data with and how long the personal data are retained by Van de Velde.

Additionally, the policy explains how individuals in the workforce can exercise their privacy rights and report any suspected violations. It also reinforces Van de Velde's commitment to a strict no-retaliation policy for anyone reporting potential breaches of the policy.

The GDPR and Belgian privacy legislation are respected through implementation of the policy. The Privacy policy applies to all current and former employees, self-employed representatives, contractors and consultants of Van de Velde NV and any direct or indirect daughter entities within the EU. For US and Tunisia, local legislations are respected.
The Board of Directors approves the Privacy Policy, whereas the Management Team is responsible for its implementation. Van de Velde ensures compliance with GDPR and Belgian privacy legislation through the policy's framework.

The Privacy Policy is accessible to all relevant stakeholders through Van de Velde's intranet (The Conversation Room). Additionally, all employees within the EU entities receive digital training on the policy to ensure proper understanding and compliance.

PROCESSES FOR ENGAGING WITH OWN WORKFORCE (S1-2)

Van de Velde recognizes the critical role that workforce perspectives play in shaping responsible decision-making. Engagement with employees takes place at various levels through both direct and indirect channels, including social partners. We place great importance on maintaining an open dialogue and ensuring that employee voices are heard and considered. At Van de Velde, we believe in continuous feedback, supplemented by formal feedback moments. While the frequencies listed below represent the minimum, additional feedback can be organized as needed:

- Meetings with social partners (e.g., Works Council): monthly
- Engagement Surveys
- Townhalls
- Performance and development review process
- Team meetings and individual meetings

DIRECT ENGAGEMENT WITH EMPLOYEES

Van de Velde fosters open communication and feedback through various engagement mechanisms designed to ensure employee perspectives are heard and addressed. Employees are encouraged to share concerns and ideas through **regular one-on-one meetings, performance reviews, and open communication channels**. Anonymous online **engagement surveys** or feedback forms provide an additional avenue for employees to share feedback on critical workplace drivers, such as relationships with colleagues and managers, recognition, personal growth, and ambassadorship. Detailed comments from these surveys are analyzed and shared with the management team and departments, enabling the creation of targeted action plans to address identified areas for improvement.

In addition to these channels, **regular townhalls** serve as forums for open dialogue between leadership and employees, offering opportunities for employees to voice their opinions, ask questions, and discuss issues directly with decision-makers. To support personal development, biannual **performance reviews** are held, where employees engage in growth conversations with their line managers to reflect on values, competencies, skills, ambitions and development actions. These discussions are complemented by mid-year follow-ups to ensure sustained progress and alignment with individual and organizational goals.

Communicating with our employees in a transparent and meaningful way is key. That’s why we endeavor to keep our employees informed about developments in the organization, among other things through our ‘Conversation Room’ platform and our private working@vandevelde Facebook group.

ENGAGEMENT THROUGH SOCIAL PARTNERS

Van de Velde acknowledges the vital role of dialogue with social partners and upholds employees' rights to unionize and organize without fear of retaliation. The Works Council and the Committee for Prevention and Protection at Work serve as key platforms for workforce representation, holding monthly meetings to address workforce-related topics, including matters outlined in the Ethical and Social Charter. Workers' representatives actively voice employee perspectives during these discussions, ensuring that management decisions align with the interests and concerns of the workforce.

Chaired by the CEO, these meetings follow a structured format to promote meaningful and productive dialogue. Minutes are meticulously documented, and reports are made accessible to all employees through the "Conversation Room" intranet, fostering transparency and reinforcing accountability. Necessary actions are taken by different departments, follow up and report out is done in the next meeting.

Frequent ad hoc meetings with social partners are taking place in between and demonstrate our permanent dialogue with social partners.The company has no specific program to gain insight into people of our own workforce who may be particularly vulnerable to impact. The general ways of addressing these issues apply e.g. the Works Council, the Committee for Prevention and Protection at Work, the anonymous engagement survey and feedback form or via the confidants.

CHANNELS FOR OWN WORKFORCE TO RAISE CONCERNS (S1-3)

During the reporting period, Van de Velde did not identify any material negative impacts on its workforce. However, the company remains fully committed to addressing any such impacts should they arise in the future. Van de Velde continues to monitor its operations closely and is dedicated to fostering a positive, supportive working environment for all employees.

CHANNELS

Van de Velde provides multiple channels for its workforce to raise concerns or express needs ensuring that employees have easy access and multiple resources for addressing issues at any time.

The primary channel is our **open-door policy**, which encourages employees to reach out to their immediate supervisors or, for non-employees, their internal contacts. These interactions can occur in various informal ways, such as through scheduled meetings, Teams messages, emails, or even casual conversations. This flexibility allows many concerns to be addressed quickly and efficiently.

For more specific concerns, such as those related to safety or privacy, Van de Velde has established **formal reporting systems**. Employees can report safety risks or incidents by logging a ticket through the company's intranet, which is then managed by the facility department. Similarly, privacy-related concerns can be raised via email to privacy@vandevelde.eu, with investigations handled by the Head of Legal, Risk & Compliance.

Additionally, employees who feel their concerns involve potential violations of **Van de Velde's policies** have access to a range of dedicated contacts, depending on the nature of the issue. Each policy outlines specific parties to whom reports of inappropriate or illegal behavior can be directed, including line managers, confidants, employee representatives, members of the Management Team, or even the President of the Board of Directors.

In cases where employees prefer to remain anonymous or are uncomfortable approaching internal parties, an **internal whistleblowing channel** is available. This allows staff to report concerns about illegal or unethical behavior confidentially and without fear of retaliation. The whistleblowing channel is established by Van de Velde.

Finally, Van de Velde has a clear grievance and complaint handling mechanism for employee-related matters. This process ensures that any concerns raised by employees are taken seriously and addressed in a fair and transparent manner. The company is committed to resolving grievances in a way that supports both the individual and the organization, ensuring that all issues are managed in line with Van de Velde's ethical standards and values.

TRACKING AND MONITORING

Van de Velde ensures that issues raised through any channel are handled with the utmost confidentiality and seriousness.

Reports submitted through its whistleblowing channel are accessible solely to the report manager, who is the Head of the Legal, Risk & Compliance Department based at Van de Velde's headquarters in Belgium. Upon receiving a report, the report manager investigates the matter thoroughly to determine if there has been, or may be, any immoral, illegal, or dangerous practices.

Since the launch of the whistleblowing policy and reporting channel in March 2023, a very limited number of reports have been submitted by December 31, 2025. During the reporting period, awareness was raised about the whistleblowing channel during the digital training on Ethical and Social Entrepreneurship. The training highlighted the confidentiality of each report and protection against retaliation to ensure that employees feel comfortable using the channel to report any concerns. We will continue awareness efforts even if the channel already proves to be known to employees.

To continuously improve the process, an annual review of the whistleblowing policy is scheduled by the Management Team. This review helps to assess the channel's effectiveness and to ensure that it remains a trusted and efficient tool for addressing issues within the organization.

ASSESSMENT OF AWARENESS OF PROCESSES TO RAISE CONCERNS

Van de Velde closely monitors the awareness and trust in its processes for raising concerns or needs. Several mechanisms are in place to assess how well these channels are functioning.

1. **Reports made with confidants**
   During 2025, 4 reports were made with confidants.
2. **Reports made through the internal whistleblowing channel**
   Since the introduction of the whistleblowing policy and reporting channel in March 2023, a very limited number of reports have been submitted by December 31, 2025. As a result, the overall effectiveness of the whistleblowing channel cannot be evaluated yet through user feedback or performance metrics. The challenge remains in raising awareness about the policy and creating a sense of safety and confidence for employees when using this reporting channel. Van de Velde recognizes that building trust in the system is key to ensuring its success and encourages open communication about the policy across the organization.

In summary, while there has been some activity through the safety coaches and confidants, the limited number of reports through the whistleblowing channel highlights the need for further awareness efforts. The company remains committed to fostering an environment where employees feel comfortable raising concerns and trusting that their issues will be addressed with care and confidentiality.



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ACTIONS ON MATERIAL IMPACTS ON OWN WORKFORCE (S1-4)

EMPLOYEE WELL-BEING

Van de Velde implements various initiatives to promote the (mental) wellbeing of its associates and raise awareness. These actions were introduced in past years to address material negative and positive impacts and are customized for the different sites. These actions were all fully ongoing in 2025 and we plan to continue these efforts in the coming years. Van de Velde allocates financial resources to manage its material impacts, ensuring the continuation of wellbeing initiatives. Additionally, we invest time, expertise, and partnerships to tailor efforts to each site's specific needs.

INITIATIVES IN BELGIAN SITES

At its Belgian sites, efforts focus on fostering flexibility, strengthening employee connections, encouraging healthy habits, and promoting a commitment to health and fitness. Key initiatives include:

- **Hybrid working:** For roles where feasible, associates can work up to 50% of their time remotely. This policy provides flexibility for employees and supports a healthy work-life balance.
- **VDV Connect:** Alongside flexibility, Van de Velde emphasizes strengthening connections among employees through VdV Connect, a wellbeing initiative developed and supported by a team of Van de Velde associates. In 2025, a variety of activities were launched under this program, including flower arranging workshops, sport-challenges and a large-scale blood donation campaign.
- **Encouraging healthy habits:** Van de Velde actively promotes regular physical activity and healthy eating through initiatives such as; weekly fresh fruit baskets, company bikes for commuting, walk & bike challenges, onsite showers, recreational facilities such as table tennis.
- **Recognition as a 'Sport-Friendly Company':** Van de Velde was one of the first companies in East Flanders to receive the 'Sportbedrijf'-label by Sport Vlaanderen. This recognition highlights the company's dedication to health, sport and exercise. The first certification was obtained in April 2022 and the current certification expires in April 2026.

INITIATIVES IN TUNISIA

To improve the comfort and wellbeing of associates in Tunisia, Van de Velde has introduced several measures, such as improved ergonomic practices, bus services for commuting, upgraded sanitary facilities, and optimized air conditioning and ventilation systems. In the new building, which opened in 2024, special attention was given to incorporating features that prioritize associate comfort, hygiene and overall wellbeing.

EMPLOYEE ENGAGEMENT

At Van de Velde, we prioritize a strong start for new associates to ensure they quickly feel integrated into our organization. A comprehensive **onboarding program** helps them gain confidence and feel motivated as they begin or further their career within Van de Velde. The program starts with a warm welcome from the CEO, followed by a one-week training that offers an in-depth overview of our business processes. This hands-on approach allows new hires to understand and actively engage with the business processes, feel connected from day one and builds an internal network. In addition, we introduce our core values, Ethical and Social Charter, sustainability strategy, and overall corporate culture to provide a well-rounded introduction.

After onboarding, we are committed to the continuous growth of our associates. Every year, a **training plan** is developed, offering a mix of individual and group training opportunities. Associates can participate in company-wide training sessions or pursue personalized learning paths. Special attention is given to effective leadership training programs in order to reinforce engagement and responsibility at top level. To further support learning, we organize regular online courses and Lunch & Learn sessions, enabling associates to expand their expertise on topics related to strategic projects.

To keep **personal development and engagement** front and center, Van de Velde conducts an annual performance cycle. In the first quarter, each associate has a personal growth conversation with their line manager to evaluate values, competencies, skills, and ambitions. Also development initiatives are discussed during these conversations. A follow-up discussion is scheduled in the third quarter.

Van de Velde measures **employee well-being and engagement** using an online tool or feedback forms. This provides management with valuable insights, allowing them to take proactive steps to improve employee well-being.

In 2025, efforts were focused on further developing and evaluating existing systems. Moving forward, the focus will shift to formulating more specific targets to address the material impacts effectively (S1-5)



METRICS

CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES (S1-6)

Our own workforce comprises a total of 1.503 employees, distributed across various countries. The figures are presented in FTE or headcount, as detailed in the tables below.

This year, a comparison is presented against the first CSRD report. A notable difference concerns the headcount in Tunisia, which is attributable to an adjustment in contract types, as employees in training are now being included.

NUMBER OF EMPLOYEES BY GENDER

GENDER (IN HEADCOUNT)	2024	2025
Female	995	1,386
Belgium	432	425
Tunisia	284	650
Other countries >50 employees	279	311
Male	112	117
Belgium	85	79
Tunisia	12	25
Other countries >50 employees	15	13
Total headcount	**1,107**	**1,503**

NUMBER OF EMPLOYEES BY COUNTRY

COUNTRY (IN HEADCOUNT)	2024	2025
Belgium	517	504
Tunisia	296	675
The Netherlands	75	87
Canada	4	2
France	11	16
Sweden	1	1
Norway	1	1
Finland	2	2
Denmark	22	24
Germany	63	69
Spain	32	41
United states	23	21
United Kingdom	60	60
Total headcount	**1,107**	**1,503**

EMPLOYEE TURNOVER

TURNOVER (IN HEADCOUNT)	2024	2025
Total number of employees who left the company	260	203
Rate of employee turnover (%)	22.44	15.46

NUMBER OF EMPLOYEES BY CONTRACT TYPE, BROKEN DOWN BY GENDER

CONTRACT TYPE	2024			2025		
	FEMALE	MALE	TOTAL FTE	FEMALE	MALE	TOTAL FTE
Permanent employees (FTE)	683.91	104.56	788.47	1183.83	111.04	1294.87
Temporary employees (FTE)	203.84	4.6	208.44	89.1	3.61	92.71
Non-guaranteed hours (FTE)	2.23	0	2.23	1.91	0	1.91
Total FTE	**889.98**	**109.16**	**999.14**	**1389.49**	**114.65**	**1504.14**

DESCRIPTION OF METHODOLOGIES AND ASSUMPTIONS USED TO COMPILE DATA ON EMPLOYEES

At Van de Velde, the data collection process focuses specifically on gathering information from the payroll function across the various countries where the company operates. To ensure a smooth data collection process, Van de Velde employed change management initiatives. This involved presenting the overall objective of the CSRD to all parties involved in the data collection process.

By clearly communicating the definitions of the data to be collected and goals of the data collection, Van de Velde ensures that everyone is on the same page and understands the importance of their contribution. The data collection process takes place on a monthly basis and started in July 2024. Once the data is collected from each country, it is combined and consolidated into a single comprehensive report. To ensure the accuracy and completeness of the collected data, Van de Velde employs internal logical checks. In addition to logical checks, the collected data is also validated during a meeting with the different providers. By doing so Van de Velde aims to minimize any errors or discrepancies in the collected data and ensure accuracy and reliability of its data.

The methodologies and significant assumptions behind the metrics related to this topic and topics on S1 further on, are based on internal data collection processes and standardized calculations. The measurement of these metrics has not been validated by an external body other than the assurance provider.

COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE (S1-8)

Objective of below disclosure is to enable an understanding of the coverage of collective bargaining agreements and social dialogue for the undertaking's own employees.

EMPLOYEES COVERED BY A COLLECTIVE BARGAINING AGREEMENT

COVERAGE COLLECTIVE BARGAINING (IN %)	2024	2025
Total of all countries	85.53	89
Countries with significant employment EEA	100	100
Countries with significant employment non-EEA	100	100

PERCENTAGE OF EMPLOYEES COVERED BY WORKERS' REPRESENTATIVES

COVERAGEWORKER'S REPRESENTATIVES (IN %)	2024	2025
Employees covered by workers' representatives - Countries with significant employment EEA	100	100

Currently, there is no agreement in place for representation by a European Works Council (EWC), Societas Europaea (SE) Works Council, or Societas Cooperativa Europaea (SCE) Works Council at Van de Velde.

DIVERSITY METRICS (S1-9)

The objective of this disclosure is to enable an understanding of gender diversity at top management level and the age distribution of its employees. Top management refers to the Management Team, which is responsible for carrying out certain tasks delegated by the Board of Directors.

GENDER DISTRIBUTION AT TOP MANAGEMENT LEVEL

GENDER	2024		2025	
	Headcount at top management	%	Headcount at top management	%
Male	2	33	3	43
Female	4	67	4	57

DISTRIBUTION OF EMPLOYEES BY AGE GROUP

AGE GROUP	2024		2025	
	Headcount total group	%	Headcount total group	%
Under 30 years old	235	21.23%	407	27.08
30-50 years old	509	45.98%	717	47.7
Over 50 years old	363	32.79%	379	25.22

ADEQUATE WAGES (S1-10)

All employees are paid an adequate wage, in line with applicable industry benchmarks per country.

HEALTH AND SAFETY METRICS (S1-14)

The objective of the disclosure below is to allow an understanding of the coverage, quality and performance of the health and safety management system established to prevent work-related injuries.



HEALTH AND SAFETY METRICS

HEALTH & SAFETY	2024			2025		
	Employees	Non-employees	Value chain workers	Employees	Non-employees	Value chain workers
Own workers who are covered by health and safety management system based on legal requirements and (or) recognized standards or guidelines	92%			100%		
Number of fatalities in own workforce as result of work-related injuries and workrelated ill health	0	0	0	0	0	0
Number of recordable work-related accidents for own workforce	14	0		18	0	
Rate of recordable work-related accidents for own workforce	1.59%			1.28%		
Number of cases of recordable work-related ill health of own workforce	4			0		
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	108			273.4		

REMUNERATION METRICS (PAY GAP AND TOTAL REMUNERATION) (S1-16)

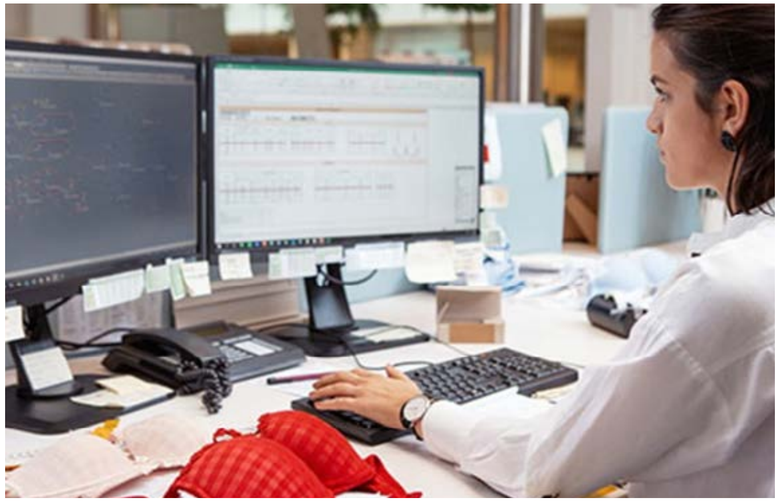
Van de Velde reports a gender pay gap of 52.15%, reflecting the difference in average remuneration between female and male employees. The ratio between the remuneration of the highest-paid individual and the median remuneration of employees is 13.18.

To provide context for these figures, it is important to note that women are disproportionately represented in roles and regions where the average gross hourly wages are the lowest. For instance, women are overrepresented in blue-collar functions and retail staff positions, as well as in countries such as Tunisia, which has the lowest gross hourly wages among all locations where the company operates.

- In Tunisia, the majority of the workforce is female, and the gross hourly wages are significantly lower compared to other countries.
- In Belgium, the majority of the population is female. A large part of this population is active as a blue-collar worker, a category that generally earns lower hourly wages compared to white-collar employees.
- The entire workforce in the company's retail shops across various countries is female, reflecting the nature of the work. Retail staff earn lower gross hourly wages on average compared to white-collar positions.

Despite these disparities, it is essential to emphasize that wages are determined by standardized baremic scales, which ensure equal pay for men and women within the same roles. However, the concentration of women in lower-paying roles and locations explains the observed gender pay gap.

The data underpinning these analyses were compiled using gross hourly wage information collected across multiple countries for the year 2025. For employees receiving a lump sum gross monthly salary, their gross hourly wages were calculated by multiplying the monthly amount by three (months) and dividing by 13 (weeks in three months) and the average number of working hours per week, which varies by country. To ensure comparability, all wages were standardized and converted into euros (€) using current exchange rates. This approach allows for direct cross-country comparisons while accounting for currency-related differences.



INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS (S1-17)

This chapter will allow an understanding of the extent to which work-related incidents and severe cases of human rights impacts are affecting our own workforce.

Van de Velde ensures that employees have various channels to raise concerns and address any issues they may face. These channels include confidants, HR Business Partners, social partners and the whistleblowing procedure. Employees can trust that their concerns related to privacy regulations, work-related incidents or discrimination will be handled confidentially and appropriately.

Additionally, the company encourages the reporting of unethical or illegal activities through the whistleblowing procedure, allowing employees to bring forward any issues in the workplace. If necessary, employees can also reach out to an employee representative. At the end of the review period, the HR Business Partners, HR Director, and Head of Legal, Risk & Compliance will compile and establish a list of reported concerns, ensuring that the confidentiality obligations outlined in the whistleblowing policy are respected. Currently, no fines, penalties, or compensation for damages related to social or human rights violations have been recorded, and no such amounts are presented in the financial statements.

INCIDENTS & COMPLAINTS	2025
Number of incidents of discrimination	6
Number of complaints filed through channels for people in the undertak-ing's own workforce to raise concerns	6
Number of complaints filed to National Contact Points for OECD Multina-tional Enterprises	0
Amount of fines, penalties, and compensation for damages as result of incidents of discrimination, including harassment and complaints filed	0

WORKERS IN THE VALUE CHAIN

OUR APPROACH AND POLICIES [ESRS S2]

	MATERIAL IMPACT OR RISK	DESCRIPTION
WORKING CONDITIONS		
Opportunity (potential – upstream)	Systematic screening of our external suppliers and sub-contractors.	While monitoring our suppliers and subcontractors in a structural way, we can reduce/avoid health and safety risks, regulatory violations, employee turnover, claims and reputational damage. Being able to guarantee that our products are made under the best working conditions will finally end up in good reputation for the brands.
Risk (actual – upstream)	Insufficient understanding and follow-up on potential labor rights violations in our value chain (wages, overtime, child labor, safety).	Due to the lack of in-house audits, or follow-up CAPs from external audit reports, the chance of labor law violations is still actual. This can result in reputational damage and claims for Van de Velde.



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At Van de Velde, we uphold legal standards and human rights across all operations and expect the same commitment from our suppliers and subcontractors. Value chain workers are a key stakeholder and we believe that ethical production and distribution require shared responsibility. For more details on the value chain, including workers, impacts and risks, we refer to the General Disclosures (ESRS 2).

The textile and apparel industry continues to face issues such as child labor, low wages, and unsafe working conditions. As a global company with a broad network of partners, we proactively monitor our supply chain to reduce risks, enhance transparency and foster initiatives that promote a positive social impact.

Van de Velde collaborates with suppliers across various sectors, including textile production, apparel assembly, transportation, HR-services, business and IT-consulting and retail sector. Each sector has its own challenges and risks related to business models, strategies and material impact.

Our assessments cover both upstream and downstream partners, including subcontractors working on our own sites. Below a description of the partner categories we consider most vulnerable and where human rights could be most impacted.



PARTNERS IN THE UPSTREAM VALUE CHAIN

FABRIC SUPPLIERS

Van de Velde sources over 70% of its textile components, such as knitted and woven fabrics, from European suppliers in Belgium, France, Italy, Switzerland, Spain and others. Our largest supplier is located just 35 km from our Belgian headquarters. These partners enable seasonal innovation, while ensuring the high quality and longevity of our products. The proximity of these partners allows for frequent site visits to closely monitor working conditions. Given the robust local and EU regulations, the risk of human rights violations in this segment is considered low.

For the remaining textiles—less than 30%—sourced from suppliers in the Far East, we acknowledge a higher risk of issues such as child labor and forced labor. In these regions, we conduct ongoing monitoring to safeguard basic human rights.

SUBCONTRACTORS FOR APPAREL ASSEMBLING

Producing and stitching high-quality lingerie requires specialized expertise, which is why Van de Velde carefully selects its assembly partners. We intentionally limit the number of production facilities to centralize knowledge and ensure continuity.

This approach is reflected in our decision to operate our own atelier in Tunisia and collaborate with only one long-term subcontractor in the Far East and two small subcontractors in Tunisia. Data from our Tunisian plant is disclosed in ESRS S1, while Top Form International and the Tunisian subcontractors are covered in ESRS S2.

Our subcontractors were chosen for their expertise, commitment to quality, and focus on innovation. They are not merely producers but strategic collaborators, working closely to enhance our products.

1. The Tunisian subcontractors are monitored by our own local management in Tunisia. This approach helps us mitigate risks related to working conditions and human rights.
2. In the Far East, Van de Velde holds a board position and actively contributes to long-term strategy and vision. This close partnership enables open communication, joint problem-solving and addressing new initiatives together. This collaboration allows us to monitor working conditions in a region where human rights risks, such as child labor, low wages, and excessive overtime, may be more prevalent.

IMPACTS

Van de Velde values long-term partnerships as essential to business continuity. These relationships foster mutual understanding and expertise in our niche products, while also contributing to economic stability and consistent employment for our partners. In the fashion industry, seasonal demand can lead to order fluctuations making forecasting challenging for fabric suppliers and subcontractors. By establishing long-term partnerships with a carefully selected group of key suppliers, we aim to create a more balanced and predictable workflow. This approach supports the sustainability and growth of these often-smaller organizations and ensures a steady workload for workers in our (upstream) value chain, generating positive impact.

RISKS AND OPPORTUNITIES ARISING FROM IMPACTS AND DEPENDENCIES ON VALUE CHAIN WORKERS

An overall introduction on our value chain and its workers is given in the General Disclosures.

Due to the seasonal nature of the fashion industry, fluctuating workloads may impact job continuity for:

- Workers in assembly factories, who may face periods of reduced hours or overtime pressure;
- Employees of fabric suppliers and their subcontractors, who depend on consistent demand from Van de Velde.

These fluctuations can disrupt operations and impact job stability. Our dependence on key partners, such as transport suppliers, also poses risks of supply chain interruptions.

To mitigate these risks, Van de Velde monitors fluctuations using weekly forecast and planning dashboards. The close collaboration with our partners ensures that we can inform them timely to take actions if necessary.

RISKS FOR VULNERABLE WORKER GROUPS

We recognize that workers in certain regions, such as the Far East, face heightened risks related to working conditions. Issues such as fair wages, health and safety, and women's rights are ongoing challenges. The fashion industry is very labor intensive and employs mostly women, of all ages. In certain countries, like Tunisia and other countries in the Far East region, new hires– often young women in assembly roles – are especially vulnerable to issues like low wages, excessive overtime, unsafe environments, and child labor.

Maintaining strong partnerships with our suppliers in these regions is essential to ensuring fair and safe working conditions, especially during periods of fluctuating workload.



POLICIES (ESRS -S2-1)

Our policy is based on a risk analysis per region and supplier category and is implemented through actions that are described in more detail further in this chapter.

BUSINESS PARTNER CODE OF CONDUCT

In 2023, Van de Velde introduced a comprehensive Business Partner Code of Conduct to affirm our commitment to human rights and responsible practices across our value chain. This Code sets clear expectations for all business partners — including fabric suppliers, subcontractors, and service providers — on social responsibility, environmental stewardship and business integrity. The Management Team is responsible for its implementation.

During the reporting period, we implemented a new software platform to automate requests to sign our Code for all business partners. At year end, 297 of our business partners have signed the Code or provided their own equivalent.

The Code outlines specific principles that all partners, their suppliers, and subcontractors must adhere to, including:

SOCIAL RESPONSIBILITY

The Code mandates that business partners adhere to all relevant local, national, and international laws and industry standards, including the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights or OECD Guidelines for Multinational Enterprises. Aligned with all relevant laws mentioned above, the Code specifies nine core principles that all partners, their suppliers and subcontractors, must follow:

1. **No forced labor:** Employment must be voluntary and based on free will. Absence of human trafficking must also be ensured.
2. **Freedom of association and the right to collective bargaining:** A commitment to an open and straightforward dialogue with all parties involved in the business activities is required.
3. **A safe and healthy workplace environment:** General welfare for each worker in the value chain must be ensured.
4. **No child labor:** No engagement and employment of workers who have not reached the minimum working age required by local law.
5. **Living wages:** Remuneration that meets at least legal minimum standards and that can provide workers with more than the basic needs for themselves and for their families must be ensured. Absence of precarious work must be ensured.
6. **Maximum working hours:** At least the legal limits of working hours must be respected and a good balance between private and professional life for all employees pursued.
7. **No discrimination:** Any form of discrimination based on race, national or social origin, gender, age, religion, disability, sexual orientation, union membership, marital status, political opinion or any other condition that could give rise to discrimination must be prohibited. All employees must be treated in the same, equal and correct way.
8. **Regular employment:** All work must be performed based on a recognized employment relationship established through national law and practice.
9. **No disciplinary practices:** Harsh and inhumane treatment and as such, any form of violence, either physical, mental or verbal harassment, must be condemned.

During the reporting period, we added to the Code that absence of human trafficking and precarious work must be ensured. No human rights violations or breaches of these principles were flagged during the reporting period.

ENVIRONMENTAL STEWARDSHIP

We expect our business partners to comply with all applicable environmental laws and to actively seek improvements in their environmental performance. Partners are encouraged to propose initiatives that contribute to these improvements while collaborating with Van de Velde. A clear environmental strategy and regular progress updates are expected.

BUSINESS INTEGRITY

Van de Velde requires business partners to operate with integrity and comply with all relevant laws. This includes:

- **Appropriate Behavior:** Partners are expected to maintain politeness, good manners, and respect in all business dealings.
- **Confidentiality:** Ensuring the confidentiality of professional secrets and other non-public information is mandatory.
- **Conflict of Interest:** Business partners must avoid conflicts of interest and comply with relevant laws.
- **Anti-Corruption:** The Code condemns corruption in all forms, expecting full compliance with anti-corruption laws.
- **Compliance with Customs and Security Laws:** Partners must adhere to all applicable customs legislation.
- **Gifts and Entertainment:** Acceptable within established limits and should never be offered with expectations of something in return.
- **Insider Trading:** Compliance with insider trading laws is required, especially given Van de Velde's status as a listed company.
- **Anti-Money Laundering:** Measures must be taken to prevent operations from being used for money laundering.
- **Data Protection:** Partners must comply with data protection laws and sign necessary agreements.
- **Respect for Competition Laws:** Partners must comply with competition laws, including prohibitions on anti-competitive practices.
- **Compliance with Trade Restrictions and Sanctions:** Adherence to evolving international trade restrictions and export control laws is required.
- **Transparency:** Partners must provide clear and accurate information about their operations and refrain from making misleading claims.
- **Whistleblowing:** The Code encourages reporting of any violations, with mechanisms in place to raise concerns confidentially.

MONITORING AND COMPLIANCE

The Code includes provisions for **monitoring compliance** among business partners, their suppliers and subcontractors. Van de Velde may request information or conduct site visits to verify adherence. If deficiencies are found, partners must address them. Failure to do so may result in termination of the partnership.

The Code applies to all suppliers, subcontractors, or service providers engaged with Van de Velde NV and its subsidiaries, regardless of location. Each year, the Management Team reviews the Code, considering any violations from the previous year. The Code may be adjusted with Board of Directors' approval.

The policy is made available to relevant stakeholders and can be accessed on www.vandevelde.eu.



PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR VALUE CHAIN WORKERS TO RAISE CONCERNS (ESRS -S2-3)

GENERAL APPROACH

Van de Velde is committed to addressing negative impacts on value chain workers by providing accessible and confidential channels for raising concerns. While no direct engagement process with workers is in place, the company has implemented mechanisms—such as its whistleblowing reporting channel—that allow workers to report issues confidentially and without fear of retaliation.

These mechanisms, established by Van de Velde itself, aim to ensure fair treatment, address grievances, and promote open communication. There is not one remedy for the possible negative impacts - every negative impact demands an individual solution.

CHANNELS FOR WORKERS TO RAISE CONCERNS

Workers **can reach out to their SPOC** within departments such as procurement or transport through regular e-mail, calls or on-site visits. Members of Van de Velde's workforce also conduct compliance checks during visits to subcontractors and fabric suppliers and are available to address worker concerns. The Managing Director of our Tunisian plant maintains close contact with Tunisian subcontractors and also monitors their activities through visits.

Alternatively, workers can use Van de Velde's publicly available **whistleblowing reporting channel** at www.vandevelde.eu. While the Whistleblowing Policy encourages using regular reporting channels first, workers may submit anonymous or confidential reports if needed – especially in cases involving their SPOC. Reports may concern illegal, immoral or dangerous practices, such as violations of laws or policies.

The identity of the reporting worker will only be accessible to the report manager (Head of the Legal, Risk & Compliance Department at Van de Velde's headquarters in Belgium) and is kept strictly confidential. Anonymous reporting is also supported. Van de Velde enforces a strict non-retaliation policy and commits to providing feedback within three months of submission.

PROCESSES SUPPORTING THE AVAILABILITY OF CHANNELS

Van de Velde's Business Partner Code of Conduct requires suppliers, as well as their subcontractors, to uphold freedom of association and the right to collective bargaining. Suppliers are expected to foster open and straightforward dialogue with workers, creating an environment conducive to addressing grievances and concerns.

TRACKING AND MONITORING EFFECTIVENESS OF CHANNELS

Since the launch of the Whistleblowing Policy and reporting channel in March 2023, one report, unrelated to workers in the value chain, has been received up to December 31, 2025. Consequently, the effectiveness of the reporting channel cannot yet be assessed in terms of user feedback or performance metrics.

The Management Team performs an annual review of the Whistleblowing Policy.

ENSURING EFFECTIVE REMEDIES

Van de Velde is committed to providing or contributing to remedies where it has caused or contributed to negative impacts on value chain workers. This includes monitoring the effectiveness of solutions through follow-up processes and stakeholder engagement. The goal is to ensure concerns are addressed fairly, transparently, and in a manner that resolves underlying issues.

ACTIONS TO PREVENT OR MITIGATE POTENTIAL NEGATIVE IMPACT ON WORKERS IN THE VALUE CHAIN. (ESRS-S2-4)

Over the past years, Van de Velde has implemented several actions to better understand the maturity of its suppliers. While no specific targets have been set yet, our focus has been on developing effective monitoring tools and methods. In the coming year, we aim to refine these tools and establish clear objectives and measurable targets.

RISK ASSESSMENT AND MAPPING OF ACTUAL PARTNERS

In 2022, we launched a project to assess the social and ethical performance of our upstream business partners. A multidisciplinary team developed a methodology and dashboard to identify social risks. This methodology was reviewed and approved by an external SGS auditor and was created in consultation with the internal Van de Velde social performance team.

Business partners were mapped by activity and a risk score was assigned based on factors such as turnover, presence of codes of conduct or ethical policies, social certification (e.g., SA8000, STeP by Oeko-Tex, Ecovadis), and country of origin. These criteria ensured a systematic approach to evaluating social risks across the supply chain. Partially based on these insights, we further refined our Business Partner Code of Conduct, as implemented in 2023.

SURVEY AND RESPONSE

In 2023, Van de Velde started the survey for 140 suppliers, focusing on those with the highest turnover and fabric suppliers identified as the highest risk group. In 2024 another 40 suppliers were assessed. Key outcomes of the survey included:

- A 72% response rate, with 130 out of 180 suppliers responding after no more than two reminders.
- Of the respondents, 31 suppliers hold third-party certifications, such as Ecovadis.

This survey helped as a starting point to understand the maturity of our suppliers when it comes to managing working conditions and respect for human rights. For suppliers where areas of concern were addressed, actions were set up.

PERFORMANCE MONITORING

The survey results were recorded in our ERP system and reviewed by relevant business unit managers. These insights were also incorporated into the semi-annual review of the approved supplier list, conducted by the design and purchasing departments for new season collections. If specific actions were needed with a supplier, the business responsible took the lead and followed up on progress.

This approach resulted in measurable progress: the risk management score improved from 47 at the start of the project to 55,6 by the end of 2024, indicating a significant reduction in social risks across our supply chain.

Based on the outcome of this project we've decided to invest in a **new software platform for vendor monitoring**. This platform was implemented in **May 2025** and provides a clear overview of:

- Which suppliers have the necessary certifications (Oekotex, REACH and declarations of origin);
- Which suppliers have signed our Business Partner Code of Conduct (or have an equal own code of conduct in place);
- Which suppliers have a third-party 'ESG' certification.

REVISED SCREENING PROCESS FOR NEW SUPPLIERS

In 2023, Van de Velde also revised its screening process for new suppliers based on the Business Partner Code of Conduct, which includes:

- Social responsibility
- Environmental stewardship
- Business integrity principles

This revised screening process was continued in 2025 and ensures a consistent and thorough approach to selecting and evaluating new suppliers across all domains, including transport, raw materials, marketing, and services. Accompanying procedures were communicated to all business units to standardize practices and uphold Van de Velde's commitment to responsible sourcing. We plan to continue this adopted screening process of new suppliers in the coming years.

ADDITIONAL INITIATIVES OR PROCESSES WITH PRIMARY PURPOSE OF DELIVERING POSITIVE IMPACTS FOR VALUE CHAIN WORKERS

At Van de Velde, we ensure on-time delivery of our collections and top-tier product quality through long-standing partnerships with suppliers and subcontractors. Through regular consultations and collaborative projects, we support our partners in **implementing efficient production processes** that reduce worker strain.

FABRIC SUPPLIERS: DESCRIPTION OF INITIATIVES

Our long-term relationships with fabric suppliers ensure a steady workload for these suppliers, benefiting their workers.

Our deep collaboration has led to a strong mutual understanding of our needs for creativity, innovation, and technology. This ongoing partnership supports seasonal innovation and enables our suppliers to continuously improve their operations, indirectly benefiting their workforce.

To strengthen these long-term relationships and ensure optimal working conditions, we have focused in 2024 on refining our supplier manual and contracts, addressing all aspects of our supplier relations. These efforts contribute to better prospects for their workforce. We plan to revise the manual and contracts on a frequent base.

SUBCONTRACTORS: DESCRIPTION OF INITIATIVES

Stitching high-quality lingerie is complex and requires specialized expertise. Consequently, Van de Velde carefully selects its stitching workshops and limits the number of production houses to centralize know-how and ensure continuity. During frequent on-site visits, Van de Velde follows up on working conditions and keeps close contact with local workforce. Through these initiatives, Van de Velde not only mitigates risks but actively contributes to the well-being, security and professional development of workers within its value chain.

CONSUMERS AND END-USERS

OUR APPROACH AND POLICIES [ESRS S4]

	MATERIAL IMPACT, RISK OR OPPORTUNITY	DESCRIPTION
PERSONAL SAFETY OF CONSUMERS AND/OR END-USERS		
Positive impact (actual – downstream)	Set up systems, processes, capacity, certificates,... for continued assurance of product safety of the products.	This entails efforts and costs but will result in consumer satisfaction, reputation benefits and customer loyalty.
Positive impact (actual – downstream)	Research and innovation regarding the high quality and fit of products for maximum comfort and longevity.	This entails efforts and costs but will result in consumer satisfaction, reputation benefits and consumer loyalty (trusted fit for all body shapes).
Risk (potential – downstream)	Incidents involving consumer privacy data (e.g. digital fitting data).	Fine may arise, maybe limited, however reputation risk may be high (though low likelihood).
INCLUSION OF CONSUMERS AND/OR END-USERS		
Opportunity (potential – downstream)	Price accessibility of Van de Velde products	Higher prices can lead to the loss of potential sales and will potentially slow down the entry of younger end-users on the brands. Providing a broader price range may therefore result in reputation benefits and reaching new consumer groups.
Opportunity (potential – Van de Velde)	Attention for strong consumer communication regarding high quality and longevity of Van de Velde products. (e.g. via website or loyalty program)	Strong consumer communications regarding high quality and longevity of Van de Velde products (incl. washing instructions) can result in reputation benefits and reaching new consumer groups.
Positive impact (actual – downstream)	Purpose-driven communication: women empowerment, body positivity & inclusion (language, communication, visualization, mannequins, etc.)	Purpose-driven communication can result in reputation benefits and reaching new consumer groups (inclusion), and can benefit the self-image of our consumers.
Positive impact (actual -downstream)	Research and innovation regarding the expansion of sizes and styles.	Women with larger cup sizes often face unique challenges when it comes to finding lingerie and swimwear that not only fits well, but also makes them feel confident and comfortable. The lack of options and limited availability of stylish designs in larger cup sizes can be disheartening.
ECO-PREFERENCE OF CONSUMERS AND/OR END-USERS		
Risk (actual – upstream)	Use of virgin fossil fuel-based materials (such as Polyamide, Polyester, Elastane,...) can lead to reputational damage.	There is an increasing pressure to reduce the use of virgin fossil fuel-based materials as they have a higher carbon footprint. The use may lead to reputational damage for brands, also price increases for fossil fuel-based materials is expected. Even the availability of the fossil fuel based materials might be at risk due to scarcity in the long term.

We consider that our end-users are also our consumers and will hereafter refer to both end-users and consumers jointly as '**consumers'**.



Primadonna Deauville

We are committed to creating products that inspire confidence and bring comfort to those who wear them. By understanding their needs, preferences, and experiences, we design garments that are not only beautiful and durable, but also safe, sustainable, and responsible. Putting our consumers at the centre of our decisions ensures that every item delivers value while supporting a more conscious approach to fashion.

In line with our purpose, it is essential that the interests, views and (human) rights of consumers inform our strategy and business model. Throughout this reporting standard, we explain how we take these into account.

Our approach is summarized
as follows:

1. We make sure to identify and understand the interests and views of consumers. We do so by identifying material impacts, risks and opportunities relating to consumers (S4 – SBM-3), by seeking feedback from consumers as well as assessing the effectiveness of our engagement with consumers (S4-2).;
2. We make sure to implement the necessary policies and procedures to align with the interests and views of consumers, while respecting their (human) rights (S4-1) ;
3. We make sure to remediate any concerns and track the effectiveness of our remediation measures.
   This allows us to identify areas where improvements can be made (S4-3);
4. We identify actions and track their effectiveness in order to respond to evolving interests and views of consumers (S4-4).

With this approach, we refine our strategy and business model on an ongoing basis to better serve consumers.

POSITIVE MATERIAL IMPACTS

APPROACH TO POSITIVE MATERIAL IMPACTS ON CONSUMERS

The positive material impacts we identified during the reporting period reflect our purpose. We continue to invest in research to expand our range of sizes and styles while upholding our trusted standards of safety, quality and comfort, ensuring that a wide variety of consumers can safely wear and enjoy our products.

We believe that all of consumers, regardless of size, age, body shape, and skin tone, are exposed to the same positive material impacts on personal safety and inclusion.

PERSONAL SAFETY OF CONSUMERS

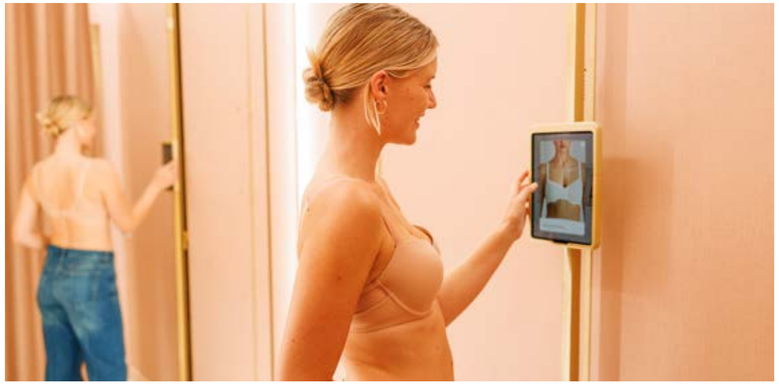
Personal safety of consumers is obtained through product safety, high quality and optimal fit.

1. **Product safety** is our top priority. Our quality process includes the necessary systems, processes, capacity and certificates to guarantee that our products are safe to wear. We refer to S4-2 and S4-3 for a detailed description of our Product Quality Policy and quality process.
2. Furthermore, we continuously invest in research and innovation regarding the **quality and fit of our products**. Our design process includes the necessary systems, processes and capacity enabling us to offer products with a high level of comfort and product longevity.

INCLUSION OF CONSUMERS

Inclusion of consumers is woven into every step of our product development and communication strategy.

1. Our dedication to inclusion drives us to create products to accommodate a wide range of sizes, ages, body shapes, skin tones and preferences. We continuously invest in research and innovation regarding the **expansion of our sizes and styles**. Different sizes, styles, and shapes are taken into account from the beginning of the production process, ensuring our products offer optimal fit and maximum comfort. Primadonna sizing goes up to an M cup, while Marie Jo and Sarda sizing goes up to an F cup.
2. Our marketing campaigns feature a **realistic image of women**, including professional models, influencers, and consumers with diverse body shapes, ages, sizes and skin tones. For example, our 2025 BodyLove campaign proudly showcases loyal Primadonna consumers modeling our latest collections.



CONSUMERS RECEPTIVE TOWARDS POSITIVE MATERIAL IMPACTS

Certain consumer groups may be especially receptive to the positive impacts our products offer:

CONSUMERS WITH A LARGER CUP SIZE

Consumers with a l**arger cup size** in particular may benefit from the support offered by Primadonna products, as studies have shown that a larger cup size can cause chest pain, discomfort and be an obstruction to exercise.

CONSUMERS DEPENDENT ON ACCESSIBLE INFORMATION

Many consumers may not fully understand the benefits of our products, particularly in terms of comfort and longevity. **Ensuring consumers have access to accurate information** allows them to fully experience the benefits of our products. This underscores the importance of continued efforts to ensure this information is readily available and easy to follow.

To maximize enjoyment of our products, consumers benefit from:

- Information on the functionality of our products: product knowledge can help consumers make informed purchase decisions;
- Fit advice: a good fit is instrumental when wearing our products;
- Maintenance instructions: if maintained correctly, our products can last for years.

NEGATIVE MATERIAL IMPACTS

We did not identify negative material impacts during the reporting period.

RISKS AND OPPORTUNITIES

We have identified material risks and opportunities arising from the above mentioned positive material impacts on consumers:

RISKS

INCIDENTS INVOLVING CONSUMER PRIVACY

To help consumers find the best possible fit, we provide digital fitting tools that may involve processing sensitive data, such as bra sizes, body scans or images. While these tools enhance the fitting experience, they also introduce risks in case of a data breach. The primary risks for Van de Velde in case of such incidents include potential reputation damage and fines for privacy legislation violations. In ESRS S4-3 (‘consumer privacy’), we describe how we prevent data breaches. Van de Velde is not aware of any data breaches concerning consumers during the reporting period, as set out in ESRS S4-5.

CHANGE IN CONSUMER PREFERENCES

While our products contribute to personal safety and inclusion of consumers, fossil fuels are used to produce the synthetic textile components required for our yarns and fabrics. With growing pressure to reduce reliance on virgin fossil fuel-based materials due to their higher carbon footprint, shifting consumer preferences may impact demand. In ESRS S4-4 (‘new product development’), we describe how we address changing preferences.

OPPORTUNITIES

PRICE ACCESSIBILITY OF VAN DE VELDE PRODUCTS

We offer high-quality, comfortable products that require investment in qualitative raw materials, product development, research and innovation. As a result, our products are priced at a premium level. Lower prices may increase sales potential and attract new consumers. In ESRS S4-4 (‘price accessibility’), we describe our entry pricing approach.

COMMUNICATION REGARDING QUALITY, LONGEVITY AND COMFORT OF OUR PRODUCTS

Many consumers are unaware of the comfort and longevity of our products. Transparent communication on these qualities can result in reputation benefits, consumer loyalty and reaching new consumer groups. In ESRS S4-4 (‘accessibility to information’), we describe our commitment to communication on product quality, longevity and comfort.



IMPACTS ON SPECIFIC CONSUMER GROUPS
The identified risks and opportunities can have impacts on specific consumer groups:

CONSUMERS IN ISOLATED OR REMOTE AREAS
Our digital fitting tools ensure consumers receive personalized fit guidance, regardless of their specific consumer journey. If a data breach would lead to our digital fitting tools being deactivated, this might impact consumers who otherwise do not have access to fit advice. Mostly this would impact consumers who do not live within a vicinity from physical store where fit advice can be provided. In to ESRS S4-3 ('consumer privacy'), we describe how we prevent data breaches.

CONSUMERS FOCUSED ON ETHICAL AND SUSTAINABLE FASHION
In case there is a public issue related to the use of virgin fossil fuel-based materials incorporated in lingerie or swimwear products, this will mainly impact consumers who are focused on ethical and sustainable fashion. In ESRS S4-4 ('accessibility to information'), we describe our commitment to communication on product quality, longevity and comfort.

FINANCIALLY RESTRICTED CONSUMERS
In case we develop a broad range of entry price products, this will mainly impact consumers who are otherwise not financially able to purchase our products. In ESRS S4-4 ('price accessibility'), we describe our entry pricing approach.

POLICIES [ESRS S4-1]

Van de Velde has implemented a range of policies to ensure personal safety, quality and comfort, privacy, and inclusion.

Privacy Policy for Consumers: This Policy governs the use and protection of consumer data across our websites and is aligned with the Belgian Data Protection Act (2018), the UK Data Protection Act (2018), and Regulation (EU) 2016/679 (GDPR). It is publicly available on our websites for all stakeholders, including website visitors, consumers, and newsletter subscribers and is reviewed annually to ensure compliance.
The Management Team is responsible for its implementation. We refer to ESRS S4-3 for more details.

Code of Conduct for Own Workforce: This Code outlines ethical standards for our workforce, ensuring respect, honesty, and trust in our dealings with consumers. It promotes transparency and fairness, including respect for consumer privacy and the protection of consumer rights. The Management Team is responsible for its implementation. We refer to ESRS S1-1 for a detailed overview.

Product Quality Policy: This Policy is made available to all relevant stakeholders and ensures that our products meet the highest standards for safety, comfort and quality. The Head of Operations and Supply Chain is accountable for its implementation. The Policy complies with Regulation (EU) 1907/2006 (REACH), Regulation (EU) 2023/988 (GSPR) and the OEKO-TEX Standard. We refer to ESRS S4-3 for more details.

Tone of voice for consumer inclusion: This policy is made available to all relevant stakeholders and ensures that our communications with consumers are respectful and aligned with our commitment to inclusion. The Head of Marketing is accountable for its implementation.

Procedure for the identification, reporting and follow-up of data breaches: This procedure ensures quick action in the event of a breach concerning personal data of consumers, with the Head of Legal, Risk & Compliance overseeing its implementation. The procedure is aligned with Regulation (EU) 2016/679 (GDPR) and is made available to all privacy champions within the organization.

During the reporting period, the Code of Conduct for Own Workforce was adapted to reflect guidelines on the use of AI to protect consumers' personal data. Otherwise, no significant changes were made to the mentioned policies.

HUMAN RIGHTS AND CONSUMER ENGAGEMENT
Van de Velde is committed to respecting the human rights of consumers. While we do not have a dedicated policy, the following principles are embedded in our core values, practices and policies:

- **Privacy:** Van de Velde respects the right to privacy of each consumer. We have robust data protection policies and procedures in place to ensure that personal data is processed securely and responsibly.
- **Non-discrimination:** We firmly believe in treating all consumers with fairness and equality, regardless of their race, age, size, body shape, skin tone, sexual orientation or any other characteristic. This commitment is reflected in our policies and practices promoting inclusion.

- **Accessibility:** We strive to make our products and services accessible to all consumers on an equal basis, without any form of discrimination or bias. This includes offering a wide range of sizes and styles across our different brands.
- **Representation:** We are committed to ensuring that our marketing and advertising materials are inclusive. We avoid stereotypes and aim to promote realistic images of women from all backgrounds.
- **Accountability:** We hold ourselves accountable for upholding these commitments. We regularly review our policies and practices to ensure they align with our values and the expectations of consumers.
- **Engagement:** We value the input of consumers and seek their feedback to help us improve our approach.

Van de Velde's frameworks align with the **UN Guiding Principles on Business and Human Rights** and the **OECD Guidelines for Multinational Enterprises** for the following reasons:

- Van de Velde's policies **adhere to all relevant laws and regulations** in the countries where it operates. We actively seek to understand and comply with Regulation (EU) 2016/679 (GDPR), Regulation (EU) 1907/2006 (REACH), Regulation (EU) 2023/988 (GSPR) and other relevant legislation to ensure the protection of human rights of consumers.
- Van de Velde has a responsibility to avoid causing or contributing to human rights abuses. We implement **codes of conduct and ethical guidelines for our workforce and business partners** relating to activities that may impact consumers.
- Van de Velde recognizes the significance of providing victims of human rights abuses with access to justice and remedies and has established channels for consumers to **address any grievances or complaints** related to its operations.

The ILO Declaration on Fundamental Principles and Rights at Work is not relevant as it relates specifically to labour practices.

During the reporting period, we did not identify any cases of non-compliance with above mentioned human rights instruments involving consumers. Our Customer Service and Legal, Risk & Compliance Departments monitor compliance through consumer complaints and coordinate if appropriate. We refer to ESRS S4-3 for a detailed overview of the remediation of material negative impacts.

While engaging with consumers, we adhere to the following principles. We strive to build strong and meaningful relationships with consumers based on trust and mutual respect.

- **Respect and Appreciation:** One of the Van de Velde's core values is 'we focus on consumers and customers', reflecting our commitment to listening and treating them with respect. To uphold this, our Code of Conduct for Own Workforce sets clear expectations for consumer interactions - emphasizing politeness, good manners, and respect. Inappropriate behavior is not tolerated under any circumstances.
- **Appropriate Language:** Language use is another aspect that we carefully consider in our interactions with consumers. Both our Marketing and Customer Service Departments have guidelines in place to ensure the use of appropriate language. Any wording deemed offensive by consumers is immediately removed from all future communications. Our goal is to create a safe and inclusive environment.
- **Feedback:** We encourage consumer feedback and actively incorporate it into our processes, ensuring our decisions reflect their needs and preferences.

CONSUMER ENGAGEMENT STRATEGY [ESRS S4-2]

GENERAL APPROACH

Van de Velde places consumer feedback at the heart of decision-making. We gather insights before, during, and after purchase through direct communication with consumers, retail partners, and representatives like lawyers or ombudsmen—primarily via email, but also through phone, in-person, letters, and social media (Facebook, Instagram, TikTok).
In addition to consumer feedback:

- We closely monitor **industry trends** to understand the evolving preferences and demands of consumers. This helps us align our product offerings with market expectations, such as the growing demand for specific product types, including swimwear, shapewear, sports bras, nursing bras, and wireless bras.
- We value the **input of our predominantly female workforce**, integrating their insights into our design, production, and marketing processes, ensuring that our products and messaging resonate with our target audience. Feedback is continuously exchanged in meetings or emails. We refer to ESRS S1-2 for a more detailed overview of engagement mechanisms.

CHANNELS, TYPE AND FREQUENCY

Van de Velde considers 3 stages at which engagement with consumers can occur:

ENGAGEMENT BEFORE PURCHASE

Engagement before purchase is essential to build awareness, generate interest, and provide necessary information to (potential) consumers. It can help us understand consumer needs, address any concerns or questions.

- **Consumer testing** is a part of the design process during each season. We enlist fitting ladies, a diverse group of employees and external volunteers, to wear our products during a test phase. This allows us to identify potential safety, comfort or quality issues based on consumer feedback.
- **Consumer surveys** are conducted regularly for specific projects to directly gather insights from our target audience. They play a vital role in shaping new collections and guiding strategic decisions. During the reporting period, surveys were conducted on various topics, including sportswear and value for pricing. We obtained more than 10.000 sets of consumer feedback. These surveys can be conducted as a questionnaire or a Teams call.
- Our **Customer Service Department** is always available to support consumers. In recent times, we have noticed an increase in inquiries regarding fit and product advice. To address these questions, we not only rely on our own expertise but also refer to our retail partners and digital fitting tools.
- We engage with consumers through our **lingerie styling service**, offering personalized advice on sizing, styles, pricing, and even considerations for skin sensitivities. Dedicated stylists are available in our stores, and we regularly train stylists in retail partner stores through our Van de Velde Academy. We update our training regularly to adapt to the evolving retail climate.

ENGAGEMENT AT ANY TIME

At any time, consumers can engage with Van de Velde by making use of the following channels:

- **Newsletters:** Consumers can reply to newsletters they receive on a regular basis. The Customer Service Department will provide feedback within 2 working days.
- **Online contact form:** Consumers can send in a question or concern through the online contact form on our brand and retail websites. The Customer Service Department will provide feedback within 2 working days.
- **Social media:** Consumers are able to post comments to Van de Velde's social media pages (such as Instagram, Facebook or TikTok). The Marketing department may respond to these comments. In 2025, we participated in our first podcast for Marie Jo (‘Generation Wow’). Topics such as breast health and optimal fit were discussed.
- **Privacy mailbox:** Consumers may ask questions or report concerns regarding their personal data. The privacy team provides feedback within 30 days.

ENGAGEMENT AFTER PURCHASE

Engagement after purchase involves activities like post-purchase follow-ups, gathering feedback, resolving issues or complaints, and providing ongoing support. This stage of engagement is crucial for Van de Velde to build lasting consumer relationships and maintain satisfaction. Consumers can reach us by using the following channels:

- **Transactional e-mails:** Consumers can reply to transactional e-mails they receive after having made a purchase. The Customer Service Department will provide feedback within 2 working days.
- **Trustpilot survey:** After purchasing from one of our brand websites, consumers receive a single email inviting them to complete a TrustPilot survey. This feedback helps us assess satisfaction and identify areas for improvement. Any questions or complaints are answered by the Customer Service Department.
- **Online marketplaces reviews:** Consumers can leave a product review after having made a purchase through an online marketplace (such as Amazon or Zalando). Any questions or complaints are answered by the Customer Service Department.
- **NPS survey:** Twice a year, we distribute an NPS survey to our retail partners, asking about their satisfaction with various aspects such as assortment and product quality. Since retail partners are in direct contact with consumers on a daily basis, their feedback is a reliable reflection of overall consumer sentiment. Any questions or complaints are answered by the Customer Service Department.
- **Physical stores:** consumers can reach out to a store where they purchased one of our products with questions or concerns.

REPORTING PROCESS

REPORTING

The **Chief Sales Officer** is the end responsible for ensuring engagement, overseeing and managing all aspects of the company's interactions and relationships with consumers.

The **Head of Brands and Design** is the end responsible for ensuring that consumer engagement insights are utilized to shape branding and design strategies.

Together, these two senior roles have **distinct yet complementary responsibilities** in driving consumer engagement. Their combined efforts are instrumental in shaping the company's strategy and ensuring its ongoing success.

ASSESSING THE EFFECTIVENESS OF CONSUMER ENGAGEMENT

Van de Velde uses several methods that provide insights into how well we are meeting consumer needs and fostering strong relationships. This allows us to make data-driven decisions to enhance our engagement strategies.

- **Conversion rates**, measuring the percentage of consumers who take a desired action, such as making a purchase or signing up for a newsletter, allow us to measure how successful engagement efforts are on tangible results.
- **Product review scores** give an indication on consumer satisfaction ratings. By using a scoring system, we can track our performance over time and identify areas for improvement.
- The **number and type of complaints** can provide valuable insights on areas where consumers are dissatisfied or where there may be gaps in the engagement process. By monitoring complaints, we can identify patterns and take proactive steps to address them.

UNDERSTANDING THE NEEDS OF MARGINALIZED AND VULNERABLE GROUPS

We are committed to inclusion, ensuring every woman feels beautiful and empowered, regardless of her cup size. This belief drives us to create a diverse range of products that cater to women's varied needs and preferences.

We actively seek input from **women with larger cup sizes** for our collection development, recognizing their unique challenges in finding stylish, supportive, and comfortable lingerie. The limited availability of stylish, well-fitting options can be disheartening, leaving them feeling overlooked by the industry when it comes to fashionable choices that meet their specific needs.

Therefore, we believe it is essential to **involve these women in the design process** to ensure that their needs and preferences are taken into account. This enables us to create products that offer both the necessary support and functionality, while also incorporating fashionable and stylish designs.

REMEDIATION AND RAISING CONCERNS [ESRS S4-3]

GENERAL APPROACH

Van de Velde has not identified any **material negative impacts** on consumers during the reporting period; therefore, no actions are currently planned to mitigate, or remediate such impacts.

CONSUMERS AT GREATER RISK OF MATERIAL NEGATIVE IMPACTS

During the reporting period, a work group with representatives of various departments within Van de Velde (marketing, digital commerce, innovation, design, sustainability, legal, customer service and quality) assessed that **no types of consumers** are at greater risk of experiencing negative impacts. Van de Velde thoroughly evaluated various factors such as the design and manufacturing process, materials used, processing of personal data and potential usage scenarios of products and services. We found no significant concerns that could pose a higher risk of harm to consumers with particular characteristics, working in particular contexts or undertaking particular activities.

PREVENTING MATERIAL NEGATIVE CONSUMER IMPACTS

We ensure that our own practices do not cause material negative impacts on consumers by respecting specific processes set up in terms of product quality and safety, consumer feedback, consumer privacy and inclusion.

Product quality

We enforce strict controls throughout our supply chain and production process. All raw material suppliers conduct required inspections and tests in accordance with the applicable ISO standards, with reports reviewed by our team. Additionally, Van de Velde performs additional checks on raw materials, testing for washing durability, water resistance, color fastness, yellowing, chlorine, seawater exposure, spotting, and friction.



We collaborate with accredited laboratories for independent verification, ensuring reliability in our quality assessments. Supplier performance is continuously monitored through Quality Performance reports, requiring corrective actions if defects arise.

We conduct multiple quality checks throughout the production process. Spot checks are continuously performed during fabric cutting, stitching, and other stages of assembly. Before packing and distribution, each finished product undergoes a 100% quality inspection to identify any material defects, verify finished dimensions, and ensure stitching accuracy. Market complaints and returns are closely monitored, with corrective actions implemented as needed to maintain our high standards.

Product safety
Van de Velde only collaborates with suppliers who comply with REACH standards and provide OEKO-TEX certification for their materials, ensuring our products remain free of prohibited or harmful chemicals. We also ensure that our products and internal processes meet the requirements of Regulation (EU) 2023/988 (GSPR).

Consumer feedback
Consumer insights play an essential role in product development. By gathering feedback, we tailor our products to consumer preferences and enhance user satisfaction. This consumer-focused approach ensures that our designs meet real-world needs.

Consumer privacy
Our Privacy Champion work group meets on a monthly basis to discuss projects that involve personal data of consumers. Our privacy framework includes key technical and organizational measures, such as a data retention policy, data processing agreements, regular internal privacy audits and strong security measures, including data encryption and access controls.

The work group also creates Data Protection Impact Assessments (DPIAs) for projects involving personal data. These assessments help to identify any potential privacy risks and determine the necessary technical or organizational measures that need to be implemented. By doing so, we proactively address privacy concerns and ensure compliance with regulations.

Inclusion
In today's society, it is important for businesses to be inclusive and ensure marketing efforts reach a wide range of audiences. By respecting different cultures, backgrounds, and identities, we strengthen our brand image and appeal to a broader consumer base.

REMEDIATION OF NEGATIVE IMPACTS
Below we outline our **general approach** to providing remedies should any negative impact on a consumer arise. By addressing any material negative impacts, we maintain our commitment to consumer satisfaction and continuously improve our products, services, and policies. Our goal is to ensure that consumers feel heard, supported, and confident that their concerns are addressed in a timely manner.

The Customer Service Department identifies, together with the relevant department mentioned below, what action is needed and appropriate to remediate a particular negative impact towards a consumer. Our approach will depend on the **type of negative impact**:

1. **Impact on Product Quality and Safety:** In the event of a product safety or quality issue, our Quality Department conducts a thorough investigation to identify the root cause and assess potential impacts on consumer well-being. This helps identify flaws in the production process. Corrective actions—such as adjusting production methods, enhancing quality controls, or updating safety protocols—are taken promptly to prevent recurrence.

   Our Customer Service Department provides the consumer with detailed feedback on the corrective measures that were taken, which may include a refund of the product or a voucher for our online stores.

2. **Impact on inclusion:** When a consumer raises a question or complaint on the use of certain wording in a newsletter or images in our campaigns, our Customer Service Department investigates the issue in detail. If relevant, the Marketing and Digital Commerce Departments are involved in the investigation. Once the investigation is complete, we provide the consumer with clear feedback on the corrective actions taken.

3. **Impact on consumer privacy data:** Van de Velde's privacy team immediately investigates any incident with regard to a consumer's privacy. Regardless of how the issue arises—through a consumer inquiry or a discovery by our team—the privacy team follows its internal procedures to assess whether the incident constitutes a data breach under GDPR.
   - Non-Data breach incidents: If no data breach occurs (e.g., an unwanted newsletter being sent despite opt-out requests), corrective measures are taken to prevent further impact, and the consumer is informed of the steps taken. Any data incidents are logged in the service desk system of IT.
   - Data breach Incidents: If a data breach occurs, we immediately notify the Head of IT, CEO, and the relevant privacy authority within 72 hours, as required by law. If the breach poses a high risk to the rights and freedoms of consumers, affected individuals are notified. Corrective measures are implemented to mitigate further risks, and steps are taken to prevent future breaches. All data breaches are logged in our IT service desk system.
4. **Any other type of impact:** For any other type of negative impact, when a consumer raises a concern, our Customer Service Department conducts a thorough investigation. Once resolved, we inform the consumer of the corrective actions taken, and if relevant, offer alternative solutions or anticipate additional questions.

CHANNELS

Van de Velde provides various accessible channels for consumers to raise concerns or address their needs. All communications are treated in a confidential manner (with exception from the TrustPilot survey and online marketplace reviews, which is public information) and in line with data privacy legislation. Requests cannot be raised anonymously as we require an email address to respond, except for concerns raised with a retail partner.

- **Customer service contact forms:** Consumers can always reach our Customer Service Department via contact forms available on our brand and retail websites. We aim to respond within two working days.
- **TrustPilot survey:** After a purchase, consumers can provide feedback through the TrustPilot survey. Any questions or complaints raised are addressed by our Customer Service Department.
- **Online marketplace reviews:** After a purchase, consumers can provide feedback through the marketplace. Any questions or complaints raised are addressed by our Customer Service Department.
- **Privacy concerns:** For privacy-related issues, consumers can directly contact our privacy team through the dedicated privacy mailbox at privacy@vandevelde.eu. These concerns are responded to within 30 days.
- **Retail partners:** Consumers may also approach the retail partner where they purchased our products to raise concerns. The retail partner can then reach out to our Customer Service Department on their behalf.
- **Transactional emails and newsletters:** Consumers may respond to transactional emails or newsletters they receive, with our Customer Service Department ready to answer any questions.

These channels allow us to address issues promptly and effectively. We assess that consumers are aware of and trust these channels as a way to raise their concerns based on the fact that **each of the channels are frequently used by consumers**.

We do not have policies in place to protect consumers from retaliation in case they use one of the mentioned channels. Van de Velde does not require its business partners to make a channel available for consumers to raise concerns.

REPORTING PROCESS AND EFFECTIVENESS TRACKING

REPORTING

Customer centricity is a core value for our company. We recognize that providing accessible channels for consumers to raise concerns or offer feedback is essential to creating an environment where they feel heard and valued.

To support this, we have established several reporting processes and cross-functional work groups that track, monitor and resolve issues raised by consumers. They provide us with valuable information on how to enhance our customer experience, and enable us to ensure the effectiveness of our engagement channels.

1. **Weekly quality meetings** are held to discuss **recurring product quality related** complaints. The Quality and Customer Service Department review any issues or incidents affecting product quality. A monthly report is compiled, summarizing all complaints and outlining any corrective actions taken, such as adjustments to production processes or implementation of new quality control measures. From 2025, e-commerce return data will be included in these meetings.
2. **Monthly meetings regarding other complaints** are organized by the Customer Service Department. A report is created, listing all non-quality complaints regarding our products and services, received from retail partners and consumers. This report is a valuable tool for identifying areas where products or service delivery may be lacking. The Customer Service Department discusses corrective actions with the relevant departments.

3. **Data breach register:** Any privacy breach or incident is registered in the **data breach register**, which serves as a centralized system to record and track any breaches or incidents related to data privacy. The number of incidents or breaches is checked as part of the annual internal privacy audit, ensuring that the company is actively monitoring and addressing any potential data privacy concern.

ASSESSING EFFECTIVENESS

To evaluate how effectively we address consumer concerns, our Customer Service Department conducts regular analyses and produces a monthly report. This report details the number and nature of complaints received in both B2B and D2C contexts, excluding product quality-related issues. The report also compares the complaint-contact ratio to previous months and years, offering valuable insights into:

- the impact of corrective actions and strategies implemented;
- trends and patterns in consumer dissatisfaction, enabling us to identify areas that require further attention.

Although Van de Velde does not actively send out questionnaires to consumers specifically asking about their experiences with the Customer Service Department, the monthly report remains a key tool for assessing our performance.



Marie Jo Louie

ACTIONS AND FUTURE ACTIONS TOWARDS IMPACTS
[ESRS S4-4]

We identified a **material positive impact** on inclusion for consumers and implemented a range of initiatives aimed at strengthening this impact during the reporting period. In the foreseeable future, we plan on further developing the initiative on inclusion in our product offering in particular, while at least maintaining the other initiatives. We do not set a specific timing on the completion of the initiative on inclusion in our product offering, because we see it as part of our journey of continuous improvement. The initiative on accessibility to information aligns with the goals set out in our Product Quality Policy, otherwise these following initiatives do not relate directly to a policy or target under ESRS4.

INCLUSION IN OUR PRODUCT OFFERING

We welcome feedback from consumers to ensure our product offering is tuned into consumer needs. Consumers are increasingly in touch with their wellbeing. This results in a higher demand for **wireless products** that provide comfort and can cater to size fluctuations. Results of a survey we performed, indicate that 78% of Marie Jo consumers are looking for wireless bras. During the reporting period, we therefore increased our offer in wireless bras in the Marie Jo and Primadonna assortment, and added additional comfort elements such as cotton layers and elastic lace.

As a positive side-effect, we can decrease the amount of SKUs by introducing flexible sizing (‘adaptive fit’). This makes it easier to forecast and lowers the risk of unsold finished products.

PRICE ACCESSIBILITY

In response to consumer feedback on product pricing, we introduced a broader price range for our brands. By offering products at entry pricing, we are enabling new consumer groups, including younger demographics, to discover our brands. We developed new, more affordable products for PrimaDonna in 2023 and for Marie Jo and Sarda in 2024. These products maintain our trusted quality and have been well-received by consumers. During the reporting period, the first Sarda swim collection was introduced and well-received by consumers, featuring multiple products at entry price level.

ACCESSIBILITY TO INFORMATION

Van de Velde is committed to strengthening communication on the quality, longevity and comfort of products. This translates to several initiatives:

1. We introduced a new practice in 2024 where consumers receive an email with **detailed washing instructions** after purchasing from the Marie Jo and Primadonna websites (for those who have not opted out of communications). This initiative aims to help consumers properly care for their products, ensuring their longevity and vibrant colors. During the reporting period, for each of our brands, we also posted information concerning washing instructions on social media. These actions address consumer feedback indicating that improper care can lead to product damage.
2. During the reporting period, we dedicated social media posts of each brand to **functional benefits of our products**. This initiative enables consumers to make informed purchase decisions.



OTHER INITIATIVES

Gender inequality is not just a ‘women’s issue’, but everyone’s battle. To illustrate, the empowerment of women drives economic growth, enhances social cohesion, and increases the well-being of all people. But despite progress in recent years, gender inequalities persist in social and economic life. That’s why we aim to make positive contributions through collaborative initiatives. A selection ...



DONATIONS TO WOMEN IN NEED

A large part of our leftover stock is donated to (local) organizations that help women in need, such as shelters and hospitals for women escaping abuse. Van de Velde also has a structural partnership with Doctors Without Borders, which distributes products to underprivileged women.



PARTNERSHIP WITH PLAN INTERNATIONAL

Plan International is an organization fighting for the empowerment of young girls and women – a mission that matches perfectly with our own. In 2025, we provided financial and material support to a technical school that runs fashion industry courses for girls.



BREAST HEALTH AND RELATED SUPPORT

Our actions range from a partnership with the Maijn House (support for people with cancer), a sponsorship of a PhD in oncology research all the way to developing a bra that’s suitable for radiation treatment.

HOW EFFECTIVENESS OF ACTIONS IS TRACKED AND ASSESSED

We track effectiveness primarily through **positive consumer feedback** – such as social media engagement, product reviews and testimonials. High Trustpilot review scores for Marie Jo (4.7 stars with 84% of reviews at 5 stars) and Primadonna (4.6 stars with 82% of reviews at 5 stars) reflect strong consumer satisfaction. Positive feedback from our retail partners, who are in direct contact with consumers on a daily basis, further affirms this.

Such feedback not only strengthens consumer loyalty but also attracts new consumers who are influenced by the positive experiences of others. Active participation in campaigns like Primadonna's BodyLove campaign further reinforces brand loyalty and consumer endorsement.

Finally, the **low amount of complaints** associated with our brands is another key indicator of success. While no brand is complaint-free, this demonstrates that we are effectively meeting expectations and resolving issues promptly and satisfactorily.

FUTURE ACTIONS TOWARDS RISKS AND OPPORTUNITIES

ADDRESSING MATERIAL RISKS AND EVOLVING CONSUMER PREFERENCES [ESRS S4-4]

Van de Velde recognizes that success is closely tied to evolving consumer preferences. To mitigate potential risks associated with changing consumer preferences, we've launched several early-stage initiatives. While effectiveness-tracking methods are not yet established and timelines for completion remain flexible, they are part of our journey of continuous improvement. Progress was made during the reporting period. The initiatives do not relate directly to a policy or target under ESRS S4.

- **New product development**
  There is an increasing desire among consumers to move away from products made with virgin oil-based materials. This drives us to increase the percentage of recycled materials in our products and explore incorporating more eco-friendly raw materials, while still ensuring we meet both quality and environmental expectations.
- **Slow fashion**
  Our collection strategy reflects a conscious choice to offer timeless products, prioritizing "slow" fashion over seasonal trends and "fast fashion". This focus on timeless, versatile products is well-established since many years, as demonstrated by our extensive range of Never Out of Stock (NOS) items – such as the iconic Primadonna Deauville and Marie Jo Avero. During the reporting period, we expanded our NOS offering, which are non-seasonal pieces with enduring popularity, from 52 to 68 series. Our goal is to encourage and enable consumers to choose timeless fashion.
- **Promoting sustainability through product longevity**
  Understanding the importance of sustainability and waste reduction in the fashion industry, we are committed to promoting the longevity of our products. We aim to encourage consumers to make conscious choices that help extend each product's lifecycle. To further support this, we are actively exploring ways to educate consumers on the benefits of investing in high-quality, durable pieces. This includes developing objective criteria to measure and communicate on the longevity of our products.

ALLOCATED RESOURCES TO MANAGEMENT OF MATERIAL IMPACTS

Various departments within Van de Velde have dedicated employees or work groups to manage material impacts. Some examples are:

- The Legal Department supports a dedicated work group focused on privacy matters. This group consists of 'privacy champions' from departments that handles large volumes of personal data, such as the IT, HR or Digital Commerce Department. Its main purpose is to offer expert guidance and support in navigating the complex landscape of privacy legislation. The Legal Department assists all other departments in understanding and complying with data protection and privacy requirements.
- The Quality Department is responsible for ensuring that quality control measures are implemented effectively. They oversee various aspects of quality, including quality control of finished products and quality of incoming goods. This helps maintain high standards and minimize the risk of defects or subpar performance.
- A dedicated customer service team serves as the Single Point of Contact (SPOC) for quality complaints. This team is focused on handling consumer inquiries and issues related to returns. They provide assistance, guidance, and resolution to consumers who wish to return a product or have encountered any issues with their purchase.
- A dedicated customer service team serves as a SPOC for direct consumer questions or complaints, apart from quality complaints.

Van de Velde is not aware of any severe human rights issues or incidents connected to consumers during the reporting period, as set out in ESRS S4-5.

METRICS AND TARGETS [ESRS S4-5]

We've set the following targets for the reporting period, starting from base year 2024:

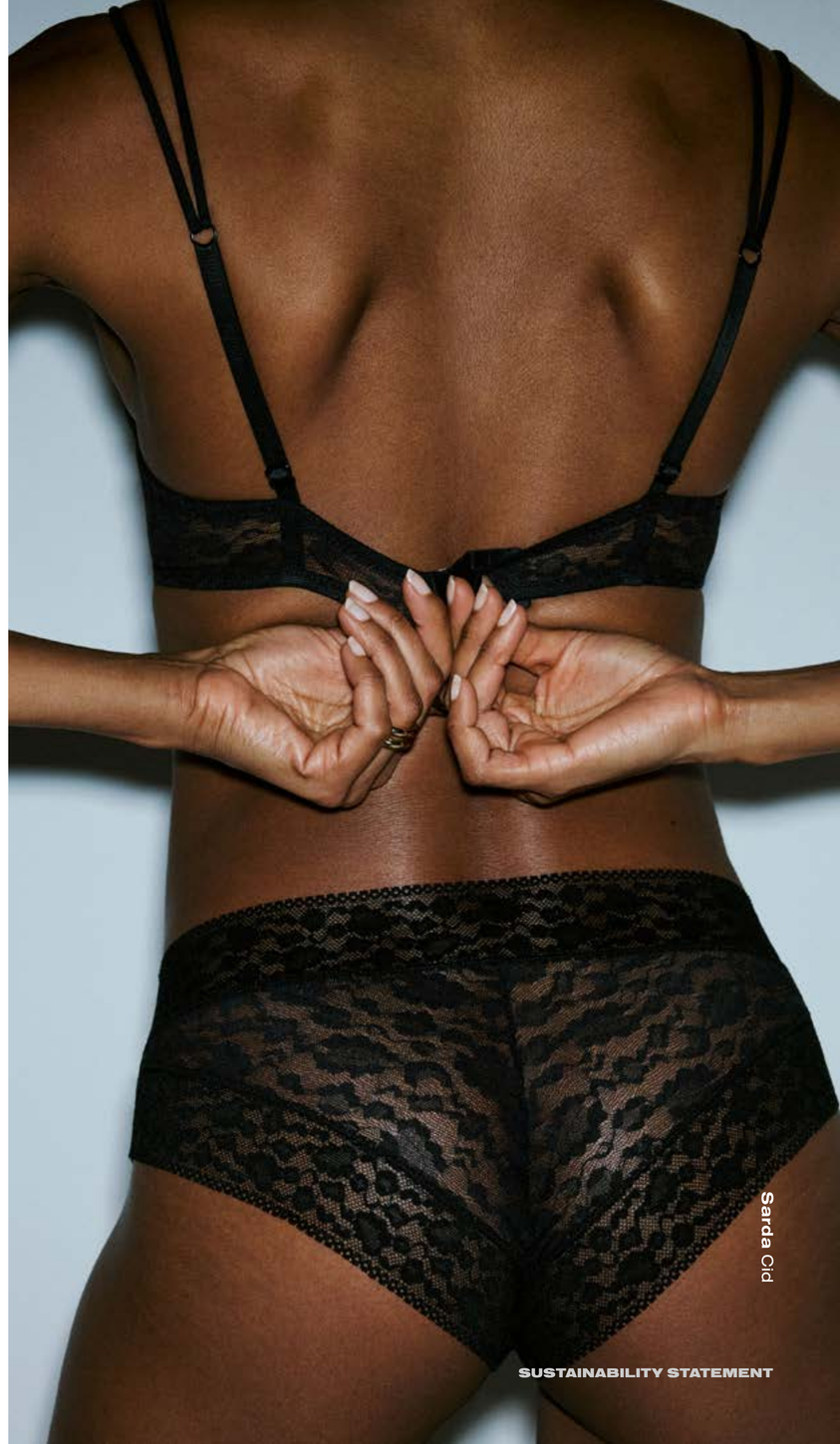
- **0 data breaches concerning consumers** in line with the objectives set out in our Privacy Policy for Consumers and Regulation (EU) 2016/679 (GDPR);
- **0 incidents concerning product safety** in line with the objectives set out in our Product Quality Policy, the OEKO-TEX Standard, Regulation (EU) 1907/2006 (REACH) and Regulation (EU) 2023/988 (GSPR);
- **0 human rights incidents concerning consumers** in line with the objectives set out in the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

These targets were set by the Sustainability Committee and apply to all consumers, regardless of their geographic location. Each target is absolute (not relative). The targets are not based on conclusive scientific evidence, but are considered self-evident targets by our Sustainability Committee as they concern the safety and dignity of consumers. No significant assumptions are used to define the targets.

We did not engage directly or indirectly with consumers in relation to setting these targets, nor do we have plans to do so in relation to tracking our performance against these targets or identifying improvements as a result of our performance.

Our performance against these targets are reviewed at the end of the reporting period by the Legal, Risk & Compliance Department, based on input by the Customer Service Department, Quality Department and other relevant departments.

TARGET PERFORMANCE	2024	2025
Data breaches concerning consumers	0	0
Incidents concerning product safety	0	0
Human rights incidents concerning consumers	0	0



Sarda Cid

BUSINESS CONDUCT

OUR APPROACH AND POLICIES ESRS G1

	MATERIAL IMPACT OR RISK	DESCRIPTION
CORPORATE CULTURE		
Risk (potential – Van de Velde)	Insufficient knowledge of regulations and internal procedures (among employees) on ESG topics (e.g. waste reporting, CSRD, EPR, etc.)	This can lead to fines, legislative violations and lack of impact due to insufficient awareness.
CORRUPTION AND BRIBERY		
Risk (potential – Van de Velde)	Risk of theft (sales samples, products in our O&O shops)	This can cause a financial loss.
Risk (potential – upstream)	Fraudulent wrongdoing by suppliers in terms of financial management and product (e.g. violation of REACH legislation)	This can cause quality problems, delivery problems, fines, reputational damage, etc. As a result, a financial loss may also develop.
Risk (potential – Van de Velde)	Insufficient knowledge and training regarding the detection of fraud or other malpractice	This can cause fines, reputational damage or violations of laws.
Risk (potential – Van de Velde)	Malpractice in terms of fraud, corruption, money laundering, etc. due to insufficient internal control.	This can cause fines, reputational damage, regulatory violations or financial loss.
CYBER-SECURITY		
Risk (potential – Van de Velde)	Cyber security incident	This can lead to reputational damage, financial loss, as well as operational problems.

	MATERIAL IMPACT OR RISK	DESCRIPTION
ETHICS		
Risk (potential – downstream)	Lack of a formal ethics policy or charter regarding respect, privacy, use of photos, behavior at shoots, etc.	This can lead to reputational damage.
GOVERNANCE		
Positive Impact (actual – Van de Velde)	High share of diversity in governing body and management team	There is a need to focus on diversity share in management and board: age, gender and sufficient ESG knowledge. A lack of this can lead to incompetence and reputational damage.
MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS INCLUDING PAYMENT PRACTICES		
Opportunity (actual – Van de Velde	Central management of payment.	Central management and payment system for suppliers and internal control system for payments will avoid bad payment practices.
Opportunity (actual – Van de Velde	Commit to agile short chains.	This benefits flexibility and will ensure lower financial risk.
Opportunity (potential – Van de Velde)	Integrating ESG screening into our (new) supplier evaluation process.	This is not only an opportunity vis-à-vis our suppliers, but also for our internal Risk Assessment.
Risk (potential – upstream)	Greater shift of production to the Far East, in a context of macro-economic shifts and geopolitical crises as well as exchange rate fluctuations.	This creates a risk of Supply chain instability, labor shortage in Far East which can lead to social malprac-tice and rising costs.
PROTECTION OF WHISTLEBLOWERS		
Risk (potential – Van de Velde)	Breach of procedure regarding protection of whistleblowers.	This can cause fines, reputational damage and violations of laws.
STAKEHOLDER RELATIONS		
Risk (potential – Van de Velde)	Increasing sustainability expectations of Van de Velde stakeholders (banks, investors, governing body, B2B customers, end consumers, media, influencers, etc.)	This can lead to reputational damage, increasing reporting and communication costs, lost sales, etc.



Sarda Cid

At Van de Velde, doing business responsibly is about more than rules—it's about how we show up every day. We act with honesty, treat our partners and suppliers fairly, and make decisions that reflect our values. By keeping integrity at the heart of our work, we build trust and create a business we can all be proud of.

One of Van de Velde's core values is **"We are Authentic"**, emphasizing reliability, honesty, and pragmatism in all actions. To uphold this value, Van de Velde has established several key business conduct policies as safeguards:

- **Respect for individuals:** reflected in the Ethical and Social Charter, Code of Conduct for Own Workforce, Privacy Policy for Own Workforce and Privacy Policy for Consumers.
- **Integrity and honesty:** reflected in the Policy on Inside Information, Policy Against Corruption and Bribery, Policy Against Price Fixing and Whistleblowing Policy.

Van de Velde also holds its business partners to high standards of integrity. The Business Partner Code of Conduct outlines principles of business ethics, human rights, and environmental stewardship that suppliers are required to follow, ensuring alignment with Van de Velde's commitment to responsible and ethical practices.

Van de Velde does not source materials derived from animals and therefore does not have policies in place regarding animal welfare.

Implementation of values and policies

The Management Team oversees the implementation of core values and business conduct policies by monitoring compliance, organizing trainings and awareness campaigns and conducting regular checks. They collaborate with various internal stakeholders, including the Head of Legal, Risk & Compliance and the Sustainability Manager, to review and update policies as needed. These collaborative efforts ensure that policies remain relevant and effective in promoting ethical conduct at Van de Velde. A policy review was completed during the reporting period.

Approval of values and policies

Van de Velde's core values and business conduct policies are carefully reviewed and approved by the Board of Directors. These values and policies define the corporate culture and serve as a guiding framework for employees in their interactions with colleagues, suppliers, customers and other stakeholders.

Evaluation of compliance with policies

In line with our Corporate Governance Charter (under 'Tasks of the Board of Directors'), the Board of Directors evaluates compliance with the Code of Conduct for Own Workforce at least once per year. The Code of Conduct for Own Workforce refers to the various business conduct policies mentioned above. Any incidents in violation with these policies and corrective measures taken by the Management Team in response to such incidents are discussed by the Board and additional measures may be taken if deemed appropriate.

The measurement of any incidents throughout all disclosure requirements under G1 is not validated by an external body other than the assurance provider.

As from 2024 the Audit and Risk Committee validates the results of the annual internal GDPR audit, assessing compliance with both the Privacy Policy for Own Workforce and the Privacy Policy for Consumers.



EXPERTISE AND TRAINING

Van de Velde requires all Management Team members to complete interactive online trainings at onboarding and every three years. This ensures that the team remains well-informed. Within each training, progress is evaluated before being able to proceed to the next training module.

A grasp of the key topics covered in these trainings:

1. A **Competition law** training explains the importance of compliance and provides an explanation of illegal horizontal and vertical practices. Trainees receive practical guidelines on how to deal with concerns.
2. A **Corruption and bribery** training explains the concept of bribery, explores the countries with specific anti-bribery laws, clarifies to what extent corporate hospitality is allowed and how to deal with bribery concerns.
3. A **Privacy** training explains the main principles of the GDPR: the requirement of a legal basis for the processing of personal data, sensitive personal data, data subject rights and safely sharing personal data. With practical guidelines on what to do in case of a data incident and what is required to start a new project involving personal data, employees receive the necessary guidance to respect the GDPR rules and procedures.
4. A **Social and ethical business conduct** training explains the Van de Velde Code of Conduct for Own Workforce and Ethical and Social Charter and gives guidance on what do to in case of concerns.
5. An **Inside information** training explains legal obligations and restrictions surrounding the use and disclosure of inside information. It provides a list of proactive measures to protect confidentiality of information and provides guidance on share transactions.
6. A **Whistleblowing** training explains what whistleblowing is, which protective measures are granted to whistleblowers and who can be entitled to these. Trainees also receive practical guidance in making a whistleblowing report.

By completing these trainings, the Management Team aims to stay informed about relevant laws and regulations. Members can consult the Head of Legal, Risk & Compliance for advice, ensuring they are equipped with the knowledge and resources necessary to lead Van de Velde with integrity, and in compliance with legal standards.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE (G1-1)

Van de Velde has implemented an extensive set of policies to foster a strong corporate culture. These policies serve as a framework for ensuring transparency, integrity and accountability across all activities.

- **Ethical and Social Charter:** We refer to ESRS S1-1 for a detailed overview.
- **Whistleblowing Policy:** Provides a secure channel for employees and stakeholders to report unethical or unlawful activities without fear of retaliation.
- **Code of Conduct for Own Workforce:** We refer to ESRS S1-1 for a detailed overview.
- **Policy on Inside Information:** Establishes guidelines for handling sensitive information responsibly and in compliance with legal requirements.
- **Policy Against Corruption and Bribery:** Emphasizes a zero-tolerance approach to corruption and clarifies how to foster transparency and ethical decision-making. This policy is consistent with the United Nations Convention against Corruption.
- **Policy Against Price Fixing:** Preventing anti-competitive practices, ensuring adherence to fair trade principles.
- **Business Partner Code of Conduct:** Sets clear expectations for suppliers and partners, covering business ethics, human rights, and environmental standards.
- **Environmental Policy:** Demonstrates Van de Velde's commitment to sustainability and minimizing its ecological footprint.
- **Privacy Policy for Own Workforce:** We refer to ESRS S1-1 for a detailed overview.
- **Privacy Policy for Consumers:** We refer to ESRS S4-1 for a detailed overview.

REPORTING CHANNELS

Detecting dangerous, unlawful or unethical behavior (hereafter referred to as ‘irregularities’) requires regular analysis of data and procedures within Van de Velde.

At the same time, such behavior is often identified through reports from internal and/or external stakeholders. To encourage reporting of concerns and ensure that they are properly addressed, each business conduct policy specifies to whom reports of (suspected) irregularities can be addressed.

- For **internal stakeholders**, in most cases the designated internal party or parties are the line manager, a member of the Management Team or the Head of Legal, Risk & Compliance. Internal stakeholders who don’t feel comfortable reporting to the designated internal party, may use the internal whistleblowing channel.
- **External stakeholders** who have obtained information regarding irregularities concerning Van de Velde within a work related context, such as suppliers or clients, are also encouraged to use the internal whistleblowing channel to report such behavior. Moreover, the internal whistleblowing channel can be used beyond the work-related context if the (suspected) violation involves topics like financial services, products or markets, or the prevention of money laundering and terrorism financing.
- In order to address concerns related to the processing of **personal data, consumers** are advised to report any irregularities to the Head of Legal, Risk & Compliance through the designated email address privacy@vandevelde.eu.

Any incidents reported via the internal whistleblowing channel are investigated in accordance with Belgian legislation transposing Directive (EU) 2019/1937 (hereafter referred to as ‘Whistleblowing Legislation’). Van de Velde does not apply investigative procedures beyond what is foreseen in this legislation.

SAFEGUARDS FOR REPORTING IRREGULARITIES

Individuals who report irregularities may fear negative consequences, such as job loss, disciplinary measures, threats or other negative treatment, such as losing access to job-specific training opportunities. To address these concerns and ensure the protection of those who report irregularities, Van de Velde has implemented the following safeguards:

- **Objective and confidential investigation:** All reports of (suspected) irregularities are treated with urgency, objectivity and confidentiality. An investigation is initiated within a short timeframe from receipt of a report. If an investigation is not initiated, the reporting individual is informed, where possible. Whistleblowers receive a confirmation of receipt within 7 days from the report and feedback within 3 months from the confirmation of receipt, in accordance with Whistleblowing Legislation.
- **Enhanced confidentiality for whistleblowing reports:** Specific safeguards are in place to protect the identity of whistleblowers in accordance with Whistleblowing Legislation. Only the report manager, the Head of Legal, Risk & Compliance, has access to the whistleblower’s identity, ensuring strict confidentiality throughout the investigation. Additionally, reports can be submitted anonymously.
- **Prohibition of retaliation:** Any form of retaliation against individuals who report irregularities in good faith is prohibited. This also applies to reports made using the internal whistleblowing channel in accordance with Whistleblowing Legislation. Importantly, this protection applies even if the reported issue is later found to be unsubstantiated. Employees who believe they have faced negative treatment—such as threats, dismissal, or denial of opportunities— due to their reporting can file a complaint through the internal whistleblowing channel.
- **Comprehensive guidance on retaliation:** The Whistleblowing Policy provides detailed guidance on identifying retaliation measures by listing actions or behaviors that may qualify as such. This helps individuals recognize and address any negative treatment they may encounter after reporting.
- **Support measures provided by national authorities:** The Whistleblowing Policy highlights the availability of support services provided by national authorities in accordance with Whistleblowing Legislation. This ensures that employees who come forward have access to external resources for additional guidance and protection.

By implementing these measures, Van de Velde fosters a culture of trust and accountability. Employees and other stakeholders are encouraged to report irregularities confidently, knowing they are protected and supported throughout the process.

PROMPT, INDEPENDENT AND OBJECTIVE INVESTIGATIONS

Van de Velde is dedicated to ensuring that all business conduct incidents, including those related to corruption and bribery are investigated promptly and independently in an objective manner. All policies include a dedicated chapter on reporting (suspected) irregularities. These chapters outline the steps for handling reports and emphasize confidentiality, thoroughness and impartiality in investigations. Key aspects of this approach include:

- **Mandatory reporting to the CEO:** Line managers or members of the Management Team receiving a report of a possible irregularity must immediately escalate the matter to the CEO who will carefully evaluate if an investigation is warranted.
- **Independent handling of whistleblowing reports:** To ensure impartiality in the investigation process, reports submitted through the whistleblowing channel are managed by the Head of Legal, Risk & Compliance who is not part of the Management Team. This role maintains a direct line of communication with the Board of Directors and will use this channel if needed.
- **Transparency for reporters:** If an investigation is not initiated, the individual who reported the (suspected) irregularity is informed, and provided with additional context to ensure transparency, where possible.

We are committed to publishing an anonymized summary of pending and processed whistleblowing reports in each sustainability report. Van de Velde has received one **whistleblowing report** during the reporting period. This report was not considered as critical to the business, nor did it cause adjustment to the financial results. It did not require reporting to the police.

STATUS	NATURE OF REPORT
Processed	Possible wage discrimination

POLICY FOR TRAINING ON BUSINESS CONDUCT

To ensure our workforce understands our business conduct policies, we provide regular training and awareness initiatives.

TRAINING

New white-collar employees joining Van de Velde must complete interactive **online trainings** on key topics, with refresher trainings every three years. Six core training modules are rolled out on a rotating schedule:

- **In 2025 and every three years hereafter:** trainings on social and ethical entrepreneurship (Code of Conduct and Ethical and Social charter) and privacy.
- **In 2026 and every three years hereafter:** trainings on corruption/ bribery and competition law.
- **In 2027 and every three years hereafter:** trainings on inside information and whistleblowing.

These trainings are mandatory for white-collar employees, as well as the Management Team and members of the leadership team who are non-employees. Blue-collar workers and other non-employees are not required to complete these trainings.

In addition to online training, we periodically organize **classroom sessions** to address specific business conduct topics. During the reporting period, an ergonomics training was held for all members of our own workforce in Belgium. This session provided practical guidelines on optimization of visual comfort and physical pressure, supporting the health & safety commitment in our Ethical and Social Charter.

Another effective method of training we deploy is the organization of **short presentations or lunch and learn sessions**. These sessions provide an opportunity for our workforce to gather and learn more about our policies in an interactive and engaging manner. During the reporting period, we organized a lunch and learn session concerning IT support requests, whereby emphasis was placed on how employees can report data incidents and breaches.

AWARENESS MOMENTS

To strengthen adherence to our business conduct policies, Van de Velde uses various awareness initiatives. These serve as key tools to educate and engage our workforce.

A key method for generating awareness is the creation of **awareness posts** on our internal platform ‘the Conversation Room’. In 2025, awareness posts covered topics such as:

- Guidelines for using AI chatbots to protect company information, reinforcing confidentiality obligations set out in the Code of Conduct for Own Workforce;
- Criteria for selecting suppliers who align with our Business Partner Code of Conduct;
- Recommendations for using privacy screens when displaying sensitive information, reinforcing confidentiality obligations set out in the Code of Conduct for Own Workforce, Privacy Policy for Own Workforce and Privacy Policy for Consumers;
- Ergonomics training and self-assessment to promote the health & safety commitment set out in the Ethical and Social Charter;
- Introduction of a new workplace accident procedure to promote the health & safety commitment set out in the Ethical and Social Charter.

We also share awareness content on Van de Velde's **Facebook** group to reach a wider audience, including blue-collar employees, making our policies more accessible and visible to the entire workforce.

Additionally, **posters** in high-traffic areas like hallways and restrooms serve as constant reminders of our business conduct policies.

ACCESSIBILITY OF POLICIES
To ensure accessibility of our policies, our workforce can access them online through the Conversation Room or our corporate website www.vandevelde.eu. The policies are accessible in five languages: Dutch, English, French, Spanish, and German to ensure that our own workforce, regardless of their native language, can easily understand and adhere to our policies.

AT-RISK FUNCTIONS
Each year, the Audit and Risk Committee validates a **risk matrix**, which is then approved by the Board of Directors. Bribery and corruption are categorized as having a 'medium impact' and 'low likelihood' due to the nature of Van de Velde's business operations. Van de Velde does not participate in public procurement, require permits or licenses on a regular basis, or engage in lobbying.

Nevertheless, certain roles face **higher risks for corruption and bribery** due to involvement in contract negotiations and interactions with suppliers, customers or competitors:

- **Management Team** members, as key decision-makers within Van de Velde, are involved in contract negotiations and interactions with external parties.
- Employees in **direct contact with suppliers of raw materials or finished products, customers or consumers, and competitors** within the commercial team (sales, retail, and digital commerce), the marketing team, the design team and the supply chain team (roles in purchasing and customer service).

MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS (G1-2)

SUPPLIER SCREENING
As an international company with a global network , our ambition is to take a **proactive role** in managing due diligence with business partners on sustainability matters. Not only to mitigate risk and improve transparency, but also to encourage positive initiatives.

New upstream business partners (suppliers, subcontractors and service providers) are asked to perform a **three-step supplier screening**, allowing us to understand their current status and maturity, and establish a commitment to comply with human rights, environmental and business integrity principles:

1. A questionnaire covering workforce and company structure;
2. Acceptance of our Business Partner Code of Conduct or sharing of their own similar code of conduct;
3. Submission of Oeko-tex certificates, REACH declarations, and declarations of origin (if applicable).

Optionally, business partners may submit a social or environmental certificate. As from 2025, a new platform was introduced to collect this information systemically for all upstream business partners, existing and new. Additionally, based on our own purchase behavior, we occasionally perform a balance analysis or credit check of a supplier. This helps us to establish their reliability.

While environmental criteria are not yet used for partner selection, data on topics like water and energy use is being gathered from upstream business partners to inform future decisions.

FAIR BEHAVIOR TOWARDS SUPPLIERS
We refer to ESRS S2 (Workers in the value chain) where we explain our approach to long-term partnerships, in particular with our textile suppliers and subcontractors, aiming to create a balanced and predictable workflow.

PREVENTING LATE PAYMENT
Although there is no formal policy on prevention of late payments within Van de Velde, processes are in place to ensure timely payments towards suppliers, especially SME’s.

Once supplier invoices are approved by internal stakeholders, they are marked as 'approved' in our ERP system, which stores payment terms and conditions. This automation ensures **payments are made according to agreed terms**, optimizing financial operations.

PROCEDURES TO ADDRESS CORRUPTION AND BRIBERY (G1-3)

PROCEDURES TO PREVENT AND DETECT CORRUPTION OR BRIBERY

Our Finance Department is a crucial guard in preventing and detecting corruption and bribery. **Preventive measures and regular checks** are applied in relation to our upstream value chain, for all activities and geographic locations where Van de Velde is active. These enable us to identify irregularities or potential signs of corruption or bribery.

- Each payment must be justified by an invoice, or a credit note in our ERP system, eliminating the possibility of unauthorized or fraudulent payments;
- A standard supplier creation process is followed for each new supplier;
- Payments are approved following a 4 eyes principle, ensuring that there is oversight and accountability in the payment process;
- If an existing supplier asks to change standing data (such as a bank account number), there is contact by phone and a 4-eye check to check the validity of the request;
- All expenses (except company credit card expenses) need to be justified by a copy of the receipt and a justification and description of the expense. Expenses are approved by the line manager and HR department before payment is executed;
- All company credit card expenses need to be justified by a copy of the receipt. Expenses are approved by the cardholder, the Senior Finance Manager and the CFO.
- Regular checks are conducted by comparing the terms agreed upon in contracts with received invoices. This control ensures that Van de Velde is being charged accurately without any discrepancies. These checks are conducted at least once a year on an ad hoc basis;
- A monthly OPEX and CAPEX check is performed on the costs per department, comparing costs with the initial budget.

For 2026, we plan to continue these controls on the same basis and we expect the same outcome.

Furthermore, Van de Velde enforces a comprehensive **Policy against Corruption and Bribery**, applying a zero-tolerance approach across the entire own workforce and in relation to our upstream and downstream value chain, for all activities and geographic locations where active. The Management Team is accountable for its implementation.

The policy defines bribery and corruption, sets clear rules for business gifts and hospitality services, lists prohibited actions and highlights "red flags" to assist our workforce in recognizing suspicious activities.

Van de Velde encourages its own workforce to report concerns to a line manager or a member of the Management Team. In addition, Van de Velde has an internal whistleblowing channel in place as detailed in ESRS G1-1 (under ‘reporting channels’). Reports submitted through this channel are investigated by the Head of Legal, Risk & Compliance who is not part of the Management Team as detailed in ESRS G1-1 (under ‘prompt, independent and objective investigations’).

Once a report of a (suspected) violation is made, Van de Velde ensures that an **objective and confidential investigation** is conducted within a short timeframe as detailed in ESRS G1-1 (under ‘safeguards for reporting irregularities’ and ‘prompt, independent and objective investigations’).

To further safeguard the interests of those coming forward with bribery or corruption concerns, Van de Velde strictly **prohibits any form of retaliation** as detailed in ESRS G1-1 (under ‘safeguards for reporting irregularities’).

Van de Velde’s targets for 2026 concerning corruption and bribery are:

- 0 incidents of bribery or corruption
- 0 convictions for violations of anti-corruption and anti-bribery laws
- 0 amount of fines for violations of anti-corruption and anti-bribery laws

We verify these targets using the methodology detailed in ESRS G1-4 (under ‘Incidents of corruption or bribery’).

COMMUNICATION TOWARDS OWN WORKFORCE

We ensure that our workforce understands our Policy against Corruption and Bribery through several measures. A part of our own workforce is required to complete an online training as detailed under ESRS G1-1 (‘Policy for training on business conduct’). Additionally, regular awareness posts are shared on our internal communication platform, the Conversation Room. All policies are available on the Conversation Room and our corporate website www.vandevelde.eu.

ANTI-CORRUPTION TRAINING
Van de Velde has developed an interactive online training on anti-corruption, completed by the majority of white-collar employees. The training covers essential topics such as the definition of bribery, identifying bribes and red flags, an overview of anti-bribery laws across countries, guidelines for corporate hospitality, and strategies for addressing bribery concerns. Participants must succeed in a test on each topic to progress, ensuring a thorough understanding of the material.

Members of the Management Team are expected to follow this training at onboarding and every 3 years. Members of the Board of Directors were not invited to follow this training (except the CEO).



ANTI-CORRUPTION TRAINING

	AT-RISK FUNCTIONS	MANAGERS	MEMBERS MANAGEMENT TEAM	MEMBERS BOARD OF DIRECTORS
Training coverage 2024	79%	74%	83%	10%
Training coverage 2025	79%	85%	86%	9%
Delivery method	Online	Online	Online	Online
Frequency	Every 3 years	Every 3 years	Every 3 years	Every 3 years
Topics covered • Definition corruption • Policy • Procedures on suspicion/ detection	X	X	X	X

METRICS

INCIDENTS OF CORRUPTION OR BRIBERY (G1-4)
During the reporting period, Van de Velde identified **no violations** of its Policy against Corruption and Bribery. As a result, no specific remedial actions were required. Van de Velde identifies violations of the Policy against Corruption and Bribery by:

- Questioning members of the Management Team and the president of the Board of Directors every 6 months on awareness of any irregularities, as they are the designated internal parties for reporting mentioned in the Policy;
- Verification with the Head of Legal, Risk & Compliance of any incidents, claims or court cases (including through whistleblowing reports);
- Performing procedures to prevent and detect incidents of corruption or bribery as detailed in ESRS G1-3 (under ‘procedures to prevent and detect corruption or bribery’).

The measurement of incidents is not validated by an external body other than the assurance provider.

Van de Velde **remains committed to ensure transparency and compliance** in the future, by undertaking the following actions:

- We will investigate any future incidents as a matter of urgency;
- We will cooperate with the competent authorities;
- We will communicate the number of incidents in our annual sustainability report;
- We are committed to complying with all relevant legislation;
- We will impose disciplinary measures on any employee who violates our Policy, including dismissal for serious misconduct in line with our Code of Conduct for Own Workforce.

INCIDENTS OF CORRUPTION OR BRIBERY	2024	2025
Number of convictions for violation of anti-corruption and anti-bribery laws	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws'	0	0

PAYMENT PRACTICES (G1-6)

Van de Velde applies standardized payment terms based on supplier category to enhance financial efficiency while maintaining strong supplier relationships:

- For **raw materials**, Van de Velde aims to make prompt payments, typically within 10 days from the invoice date to benefit from early payment discounts and reduce procurement costs.
- For **other goods and services**, the payment terms generally range from 30 to 60 days from the invoice date, balancing cash flow flexibility with timely supplier payment.

By differentiating payment terms, Van de Velde optimizes cash flow while fostering positive, long-term relationships with suppliers and taking advantage of discounts.

In terms of process, Van de Velde applies specific payment procedures for each category:

- For **raw materials**, invoices are paid immediately upon receipt if they match the corresponding Purchase Order (PO), preventing discrepancies or errors.
- For **other goods and services**, a 4-eyes approval process is followed. Once approved, invoices are automatically marked as approved in our ERP system and included in a specific payment batch, ensuring a timely payment in line with agreed payment terms.

We estimate that over 99% of payments are made in line with the agreed payment terms.

PAYMENT PRACTICES	2024	2025
Average number of days to pay invoices	32.9	56.9
Percentage of payments aligned with standard payment terms	99%	99%
Number of legal proceedings currently outstanding for late payments	0	0

The increased average number of days to pay invoices is a result of higher outstanding supplier balances, caused by one fewer weekly payment run in December 2025 compared to 2024.

CORPORATE GOVERNANCE

COMPOSITION AND DIVERSITY OF THE BOARD OF DIRECTORS AND MANAGEMENT TEAM

ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND MANAGEMENT TEAM



THE ROLE OF THE BOARD OF DIRECTORS AND MANAGEMENT TEAM

GOV-1

COMPOSITION AND DIVERSITY OF THE BOARD OF DIRECTORS AND MANAGEMENT TEAM

BOARD OF DIRECTORS

For the remuneration report, we refer to the financial report, chapter 2 ('General governance information').

The general assembly of Van de Velde NV appoints and re-appoints each member of its Board of Directors.

The majority of the Van de Velde NV's shares (58,42%) are held by Van de Velde Holding NV, representing the interests of the Van de Velde and Laureys families. Shareholders exercise their right to vote at the general assembly meeting through a one-share-one-vote principle. The general assembly adopts decisions in accordance with the Belgian Code of Companies and Associations (CCA).

The members of the Board of Directors appoint an executive director from within their midst. Together, the non-executive and executive directors are responsible for the management of Van de Velde NV.

On 31 December 2025, the Board of Directors is composed as follows:

KAREL VERLINDE
As representative of Karel Verlinde CommV
1982, Belgium

MANAGING DIRECTOR
2019: joined Van de Velde as CFO
2022: appointed as interim CEO and as director by co-optation
2023: appointed as director
2026: tenure expires at the Ordinary General Meeting

EDUCATION
Master's degree in economic sciences (UGent) and an MA in economics & finance (National University of Ireland Maynooth)

FORMER ROLES
Junior Marketing at Fourbases, Business Analysis Manager at M2S Group, Finance Manager at Brady Corporation, CFO at IVC Group, CFO at Van de Velde

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
CEO at Van de Velde

YVAN JANSEN
As representative of YJC BV
1963, Belgium

CHAIRMAN AND NON-EXECUTIVE DIRECTOR
2012: first appointed as independent director
2025: appointed as director and chairman
2026: tenure expires at the Ordinary General Meeting

EDUCATION
Master's degree in law (KULeuven) and economic sciences (UCL) and an MBA (Chicago Booth)

FORMER ROLES
Senior Partner at Kearney, active in private equity and Senior Partner and Managing Director at BCG

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
Board member and Advisor to multiple businesses

BENEDICTE LAUREYS
1969, Belgium

NON-EXECUTIVE DIRECTOR
2006: first appointed as director
2024: re-appointed as director
2027: tenure expires at the Ordinary General Meeting

EDUCATION
Bachelor's degree in secondary education economics (University College Leuven) and course at Guberna, the institute for administrators.

FORMER ROLES
Owner lingerie business

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
Director and managing director of Ambo Holding NV, director at Rigby & Peller UK and US, director at Augmented Anatomy

HERMAN VAN DE VELDE
As representative of Herman Van de Velde NV
1954, Belgium

NON-EXECUTIVE DIRECTOR
1981: joined the family business
1992: first appointed as director
2024: re-appointed as director
2027: tenure expires at the Ordinary General Meeting

EDUCATION
Master's degree in economic sciences (KULeuven) and a post-graduate degree in development economics (UCL)

FORMER ROLES
Unido (United Nations Industrial Development Organization), CEO at Van de Velde

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
Board member at Brands-On, Alsico and Volksvermogen and Chairman of IVOC (the institute for training and development in the clothing industry)

LIESBETH VAN DE VELDE
As representative of Viancaba BV
1962, Belgium

NON-EXECUTIVE DIRECTOR
1990: joined the family business
2024: first appointed as director by co-optation
2025: re-appointed as director
2028: tenure expires at the Ordinary General Meeting

EDUCATION
Master's degree in law and degree Brussels Tax College

FORMER ROLES
Active at the international arbitrage division, corporate relations, at KBC Brussels, Head of Brands and Design at Van de Velde

GREET VAN DE VELDE
1956, Belgium

NON-EXECUTIVE DIRECTOR
1992: joined the family business
2020: first appointed as director
2023: re-appointed as director
2026: tenure expires at the Ordinary General Meeting

EDUCATION
Master's degree in economic sciences (KULeuven)

FORMER ROLES
Operationally active at Van de Velde for more than 28 years (production and demand planning manager, sales and project account etc.)

CHRISTIAN SALEZ
As representative of PARCInvest BV
1966, Belgium

NON-EXECUTIVE DIRECTOR
2023: first appointed as director
2026: tenure expires at the Ordinary General Meeting

EDUCATION
Economics and marketing studies (UCL, Vlerick),

FORMER ROLES
Management positions at TBWA, De Post, Delvaux and Apple

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
Director at various Belgian and international fashion, retail and luxury brands and general director of Europalia

VERONIQUE LAUREYS
1979, Belgium

NON-EXECUTIVE DIRECTOR
2017: first appointed as director
2023: re-appointed as director
2026: tenure expires at the Ordinary General Meeting

EDUCATION
Economics

FORMER ROLES
Owner lingerie business

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
Director and managing director of Ambo Holding NV

ISABELLE MAES
As representative of Valseba BV
1974, Belgium

INDEPENDENT DIRECTOR
2019: first appointed as independent director
2025: re-appointed as independent director
2028: tenure expires at the Ordinary General Meeting

EDUCATION
Master's degree in commercial engineering (KULeuven)

FORMER ROLES
Senior Auditor at PwC, Finance Officer at Barry Callebaut and CFO at Lotus Bakeries

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
Chief Marketing Officer Lotus Bakeries and
CEO Lotus Natural Foods

BRUNO VANHOORICKX
As representative of BVHX BV
1981, Belgium

INDEPENDENT DIRECTOR
2023: first appointed as independent director
2026: tenure expires at the Ordinary General Meeting

EDUCATION
Master's degree in applied economics (KULeuven), International Business Economics (Sorbonne) and Technology & Innovation (Sussex)

FORMER ROLES
Consultant at BCG in Brussels and New York, Member of the leadership team of investment fund Bain Capital Europe in London, Member of the management team at Zalando SE in Berlin, responsible for the commercial activities and strategy in all 25 European markets

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
Co-founder & Managing Partner at European Tech Collective, an investment fund supporting Europe's most promising Tech Scale-Ups

PETER BOSSAERT
As representative of PALUMI BV
1966, Belgium

INDEPENDENT DIRECTOR
2025: first appointed as independent director
2028: tenure expires at the Ordinary General Meeting

EDUCATION
Master's degree in commercial engineering (University of Antwerp)

FORMER ROLES
Unilever, Friesland Campina, general director radio Medialaan, CEO Medialaan (now DPG Media) and CEO Royal Belgian Football Association

CURRENT ROLE AND/OR MANDATES AS DIRECTOR
Executive chairman of International Food Services and independent board member Lotus Bakeries

No directors left the Board of Directors in 2025. PALUMI BV joined the Board of Directors in 2025 as an independent director.

Honorary director: Henri-William Van de Velde, son of the founder, Doctor of Laws.

The company secretary is Lore Werbrouck, Head of Legal, Risk & Compliance.

NUMBER OF (NON-) EXECUTIVE MEMBERS	2024	2025
Number of executive members	1	1
Number of non-executive members	9	10

Valseba BV, PALUMI BV and BVHX BV are independent directors. Up until his appointment as chairman and non-executive director on 2 May 2025, YJC BV was considered an independent director.

Benedicte Laureys, Veronique Laureys, Greet Van de Velde, Viancaba BV, PARCinvest BV and Herman Van de Velde NV represent Van de Velde Holding NV, the majority shareholder of Van de Velde NV, and are non-executive directors.

In accordance with the Belgian Act of 28 July 2011[1], at least one third of the members of the Board of Directors are the opposite sex to the other members.

BOARD OF DIRECTORS	2024	2025
Gender diversity ratio (women)	50%	45%
Age group (below 50)	30%	27%
Percentage of independent members	30%	27%

The Board of Directors has established two advisory committees, consisting of members appointed by and among the members of the Board of Directors: the Audit and Risk Committee and the Nomination and Remuneration Committee. The Board of Directors evaluates the performance of the committees at least every three years.

AUDIT AND RISK COMMITTEE

On 31 December 2025, the Audit and Risk Committee is composed as follows:

- Valseba BV, always represented by Isabelle Maes (independent director);
- PALUMI BV, always represented by Peter Bossaert (independent director);
- YJC BV, always represented by Yvan Jansen.

Up until 1 May 2025, Veronique Laureys was a member of the Audit and Risk Committee.

The members of the committee possess sound knowledge of financial management. The chairman of the Audit and Risk Committee is Valseba BV, always represented by Isabelle Maes. She is Chief Marketing Officer Lotus Bakeries and CEO Lotus Natural Foods. Previously, she was active as CFO of Lotus Bakeries and Barry Callebaut Belgium and as senior auditor at PwC, giving her the necessary knowledge of accounting and auditing.

NOMINATION AND REMUNERATION COMMITTEE

On 31 December 2025, the Nomination and Remuneration Committee is composed as follows:

- BVHX BV, always represented by Bruno Vanhoorickx (independent director);
- PALUMI BV, always represented by Peter Bossaert (independent director);
- PARCInvest BV, always represented by Christian Salez;

Up until 1 May 2025, Herman Van de Velde NV, YJC BV and Valseba BV were members of the Nomination and Remuneration Committee.
The chairman of the Nomination and Remuneration Committee is BVHX BV, always represented by Bruno Vanhoorickx. All members of the committee possess sound knowledge of remuneration policy.

[1] This act aims to ensure that there is gender balance in Board of Directors.

MANAGEMENT TEAM

At the Extraordinary General Meeting on April 27, 2022, amendments to the Articles of Association were approved to implement the CCA, adopting a monistic governance model. This model consists of a Board of Directors, along with an executive committee, which does not qualify as a Management Committee under Articles 7:104 and 7:107 of the CCA.

In accordance with Article 23, paragraph 2 of the coordinated Articles of Association of April 27, 2022, the Board of Directors established an executive committee known as the Management Team. On April 17, 2024, the Board of Directors established a collegial executive committee, referred to as the Management Team, effective from May 1, 2024.

The non-executive directors evaluate their interaction with the Management Team annually. The CEO together with the Nomination and Remuneration Committee evaluates the functioning and performance of the Management Team annually.

The Management Team is responsible for the daily leadership of Van de Velde and consists of the following members.

KAREL VERLINDE
As representative of Karel Verlinde CommV
1982, Belgium

CEO
since 2022

EDUCATION
Master's degree in economic sciences (UGent) and an MA in economics & finance (National University of Ireland Maynooth)

FORMER ROLES
Junior Marketing at Fourbases, Business Analysis Manager at M2S Group, Finance Manager at Brady Corporation, CFO at IVC Group, CFO at Van de Velde

WIM SCHELFHOUT
As representative of SKRAPA BV
1980, Belgium

CFO
since 2023

EDUCATION
Master's degree in Commercial Engineering (KULeuven) and a post-graduate in Finance and Accounting

FORMER ROLES
Active in Finance & Controlling at Honeywell, regional finance director at Etex, CFO at Lamifil

LAURA PEREZ FERRER
1975, France

CSO
Since 2025

EDUCATION
Master's degree in General Sales, Merchandising and Marketing Operations (ESCP), a post-graduate in Fashion, Luxury and Design Management (Institut Français de la Mode), executive certifications in Board Membership (EM Lyon Business School) and Governance, Climate and Sustainable transformation (Université Paris Dauphine)

FORMER ROLES
Sales and Trade Marketing roles at Puig, Sales Manager at Nike France, Wholesale Director Southern Europe at Hugo Boss, Retail Director Southern Europe at Ferragamo, CCO at Tiger of Sweden

STÉPHANE DE SCHRYVER
As representative of Tuur BV
1970, Belgium

HEAD OF HR
Since 2025

EDUCATION
Master's degree in business economics/commercial sciences
(Vlekho Business school, Brussels – now integrated into KULeuven)

FORMER ROLES
Different roles in Procurement, Internal audit, Corporate Communication at Henkel, in both local and international roles, and various HR Director roles at Henkel and FrieslandCampina, with responsibilities in different countries (Belgium, Netherlands, Luxembourg, UK and Ireland, France)

CÉLINE SOTO PEREZ
As representative of Moremi BV
1984, Belgium

HEAD OF MARKETING
since 2020

EDUCATION
Master's degree in economic sciences (UGent)

FORMER ROLES
Product Manager at C&A and Marketing Director at L'Oréal

STEFANIE BAESENS
As representative of Olama BV
1983, Belgium

HEAD OF STRATEGY, IT AND DIGITAL
since 2019

EDUCATION
Master's degree in commercial engineering (KULeuven)

FORMER ROLES
Consultant at Accenture

MARIJKE GOOSSENS
As representative of Kanren BV
1970, Belgium

HEAD OF OPERATIONS AND SUPPLY CHAIN
since 2019

EDUCATION
Master's degree in Japanology and a second master's degree International Relations (KULeuven)

FORMER ROLES
Supply Chain management roles at various fashion companies, including Sara Lee Knit Products, Champion Europe and VF Corporation

The chairman of the Management Team (CEO) is Karel Verlinde CommV, always represented by Karel Verlinde.

Depending on the agenda points, key persons within Van de Velde are invited to Management Team meetings. The Management Team is closely supported by:

- Carole Lambert, Head of Brands and Design
- Lieve Vermeire, Sustainability Manager
- Lore Werbrouck, Head of Legal, Risk & Compliance

As we already have a high female representation within our Management Team, we have not set a target to increase gender diversity. In line with the Law of 28 July 2011 we ensure that at least one-third of the Board of Directors has another gender. We apply the same target for the composition of our Management Team.

MANAGEMENT TEAM	2024	2025
Gender diversity ratio (female)	50%	57%
Age group (below 50)	67%	57%

Tuur BV was included in the Management Team's diversity metrics in the annual report concerning 2024, as he joined the Management Team in early 2025.

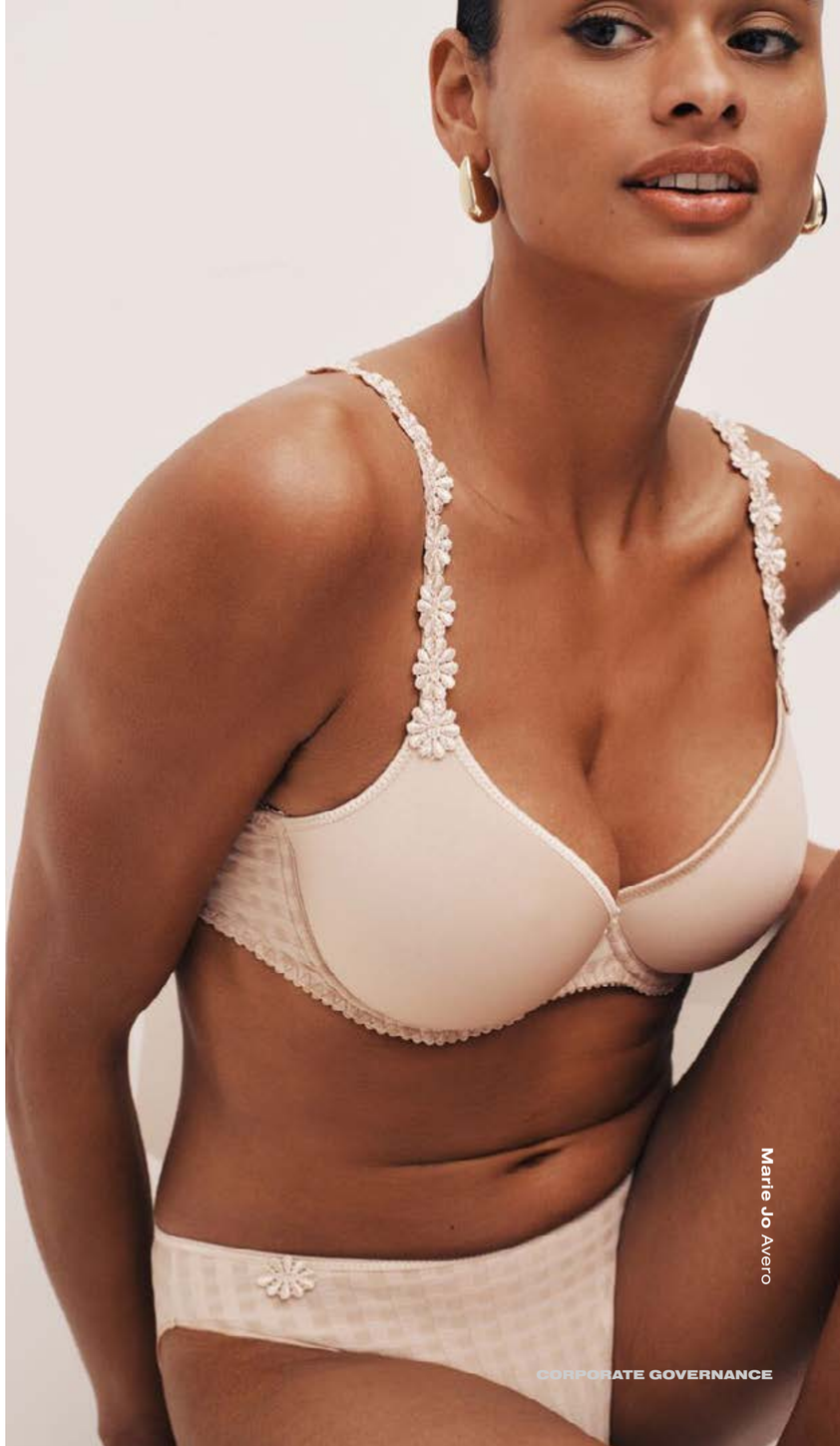
RELEVANT EXPERIENCE

Before each appointment to the Board of Directors, its committees or the Management Team, an evaluation of existing or required competencies, knowledge and experience is performed by the Nomination and Remuneration Committee. The Board of Directors shall ensure that each (re)appointment allows it to maintain an appropriate balance of competencies, knowledge and experience, allowing them to effectively oversee the company's performance, including sustainability matters.

Members shall be individually responsible for the preservation and development of the knowledge and competencies they must have to fulfil their function in the Board of Directors, its committees or the Management Team. Van de Velde makes the necessary (financial) resources available to the members to this end, which can come in the form of independent professional advice or a training.

At least every three years, the Board of Directors, headed by its chairman, conducts an evaluation of the size, composition and performance of the Board and its committees, as well as the interaction with the Management Team. Based on the findings of the evaluation, the Nomination and Remuneration Committee will, where applicable and in consultation with any external experts, submit a report of the strengths and weaknesses and any proposal to appoint new directors or refrain from renewing a directorship.

Below schedule indicates experience of members of the Board of Directors and Management Team towards sectors, products, geographic locations and competencies relevant to Van de Velde. Experience gained at Van de Velde is taken into account when a member of the Management Team or Board of Directors is active within Van de Velde for over one year.



EXPERIENCE MATRIX

	KAREL	WIM	STÉPHANE	STEFANIE	CÉLINE	MARIJKE	LAURA	HERMAN	BENEDICTE	LIESBETH	VERONIQUE	GREET	CHRISTIAN	ISABELLE	YVAN	BRUNO	PETER
RELEVANT SECTORS																	
Textile and clothing	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	
Industry (general)	X	X	X	X				X					X	X	X	X	X
Trade (wholesale and retail) and leasing		X			X	X	X		X	X	X			X	X	X	X
IT services and companies			X	X									X	X		X	X
Transport and logistics				X		X								X	X	X	X
Real estate and facility services			X														
RELEVANT PRODUCTS																	
Textile and clothing	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	
Leather goods, handbags and belts					X	X	X						X		X		
Shoes and headgear						X	X									X	
Cosmetics, skin and hair care			X		X		X						X			X	X
Jewelry, pearls and gems													X				
RELEVANT GEOGRAPHIC LOCATIONS																	
EU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
UK		X	X		X	X	X	X	X	X			X	X	X	X	X
US	X	X		X		X	X	X	X	X	X		X	X	X	X	X
Tunisia			X			X		X									
Far East		X			X	X	X	X				X	X	X	X	X	X
RELEVANT COMPETENCIES																	
General Management	X		X	X	X		X	X					X	X	X	X	X
Risk, Audit and Finance	X	X	X								X	X		X	X	X	X
Supply Chain				X		X		X				X		X	X	X	X
HR			X					X					X	X	X	X	X
Marketing					X		X			X			X	X	X	X	X
IT and Digitalisation		X		X		X								X		X	X
Sales (B2B/B2C) and Retail	X			X		X	X		X	X	X	X	X	X	X	X	X
Capital markets		X							X		X	X		X	X	X	X

REPRESENTATION OF EMPLOYEES AND OTHER WORKERS

At Van de Velde NV, there are no employee-elected representatives within the Board of Directors or the Management Team. This means employees do not have direct representation at the highest levels of decision-making. However, Van de Velde recognizes the significance of fostering dialogue and ensures that employee representatives engage with Management Team representatives on an ongoing basis. This allows for a continuous exchange of ideas and concerns between the employees and the Management Team, ensuring that workforce insights are actively considered in Van de Velde's decision-making processes. The primary platform for this dialogue are the monthly meetings with the Works Council and the Committee for Prevention and Protection at work, as chaired by the CEO.



Primadonna Twist Twixie

ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND MANAGEMENT TEAM

BOARD OF DIRECTORS

The Board of Directors is responsible for guiding Van de Velde with a focus on sustainable value creation by setting the strategy, ensuring effective, responsible, and ethical leadership, and overseeing overall performance. As the highest decision-making body, the Board shapes Van de Velde's general policy and strategic direction.

In line with the principles of the CCA, Van de Velde's Board of Directors evaluates and approves strategic plans and budgets, supervises reporting and internal controls and addresses other legally mandated responsibilities.

In 2025, there was one meeting of the Board of Directors attended only by the non-executive directors, for the purpose of evaluating the interaction between the Board of Directors and the Management Team.

MEETINGS OF THE BOARD OF DIRECTORS AND ITS COMMITTEES DURING 2025

	NUMBER OF MEETINGS		ATTENDANCE	
	2024	**2025**	**2024**	**2025**
Regular BoD meetings	5	7	Fully attended, except for one meeting (Valsabe BV was excused)	Fully attended, except for three meetings (Benedicte Laureys, ParcInvest BV and Greet Van de Velde were each excused once)
BoD meetings attended only by non-executive directors	2	1	Fully attended	Fully attended except for Greet Van de Velde
Audit and Risk Committee meetings	5	4	Fully attended	Fully attended
Nomination and Remuneration Committee meetings	3	3	Fully attended	Fully attended

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee supports the Board of Directors in overseeing critical areas that require dedicated monitoring and provides strategic recommendations. Its role is to assist the Board in fulfilling its oversight responsibilities related to audit and risk management in the broadest sense. This includes the development of a comprehensive, long-term audit program that encompasses all aspects of Van de Velde's operations.

The committee's objective is to support the Board of Directors in its oversight of Van de Velde's financial and sustainability reporting processes. This includes ensuring the accuracy of financial statements, the integrity of the sustainability report, and the qualifications, independence, and effectiveness of the statutory auditor.

Key advisory responsibilities of the Audit and Risk Committee include:

- Appointment, (dismissal) and remuneration of the statutory auditor;
- Preparation of semi-annual and annual financial results;
- Preparation of the annual sustainability statement;
- Internal control and risk management.

The Audit and Risk Committee meets no fewer than four times a year and as often as considered necessary for its proper operation.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee provides recommendations on Van de Velde's remuneration policy, including the compensation of directors and Management Team members. In alignment with Van de Velde's strategic objectives, the committee makes proposals to the Board based on agreed-upon performance measures and sustainable goals. The committee also advises the Board on the selection and (re)appointment of directors and Management Team members.

The Nomination and Remuneration Committee meets as often as is needed for its proper operation, but never fewer than twice every year. Directors do not attend meetings of the Nomination and Remuneration Committee in which their own remuneration is discussed or may be involved in any decision concerning their remuneration.

THE MANAGEMENT TEAM

This committee is entrusted with the daily leadership of Van de Velde. The Board has delegated its managerial powers to the managing director and the Management Team, excluding decisions related to general policy and any actions reserved for the Board of Directors by statutory provisions. The Management Team meets at least every 14 days.

Van de Velde's day-to-day management, as set out in Article 23, §1 of the coordinated Articles of Association of 31 August 2023, is entrusted to Karel Verlinde CommV, always represented by Karel Verlinde, managing director.

REFLECTION OF RESPONSIBILITIES IN THE CORPORATE GOVERNANCE CHARTER

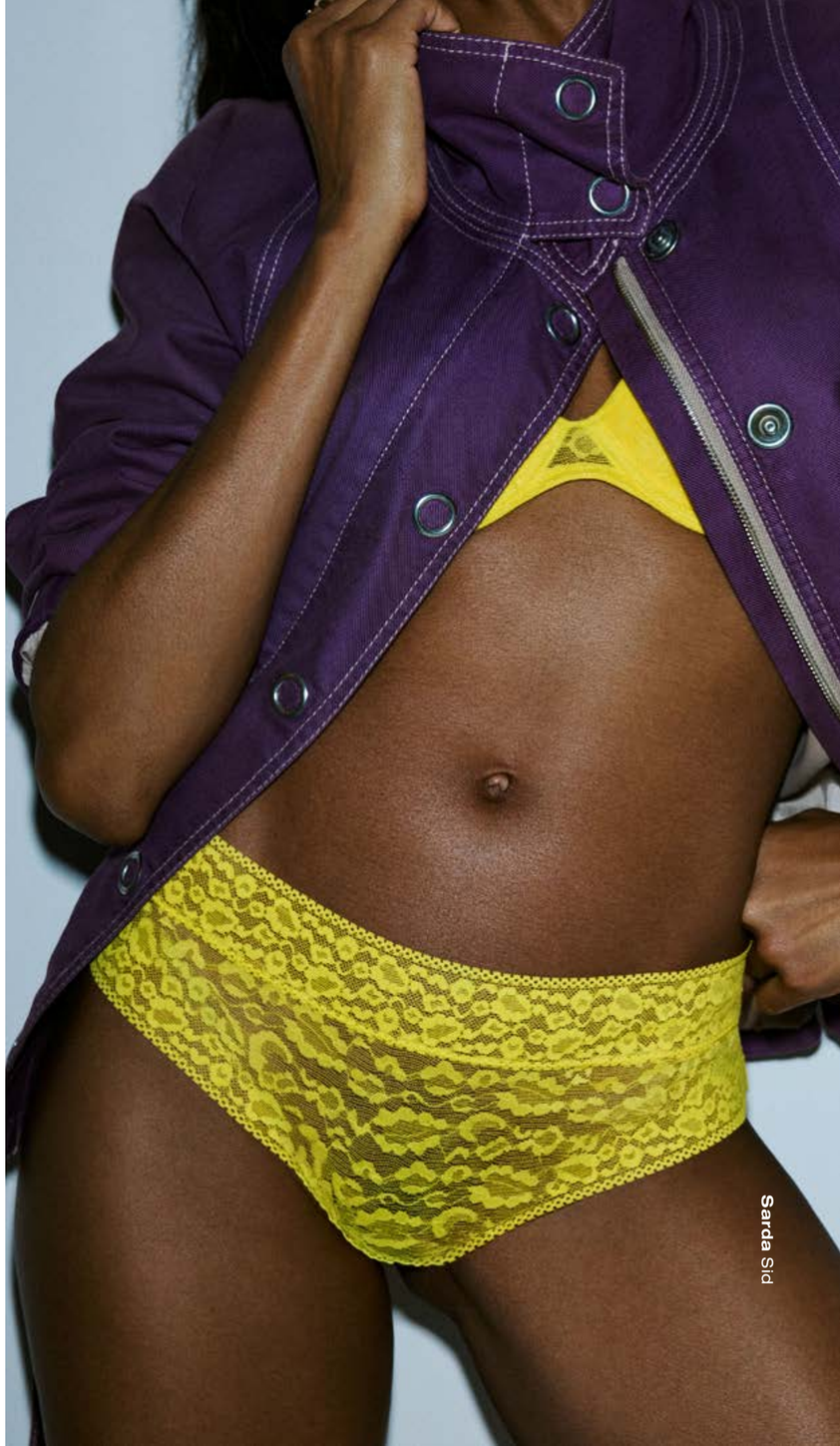
Van de Velde NV is a publicly listed family company that places special emphasis on aligning its operations and organization with the provisions of the Belgian Corporate Governance Code (third edition). Any deviations from this Code are documented in Van de Velde's Corporate Governance Charter, which is available on www.vandevelde.eu. Aside from these deviations, we adhere to all recommendations outlined in the Code.

Van de Velde's family nature is also an important ingredient in good corporate governance. The family has an interest in Van de Velde being managed in a professional and transparent way, which is expressed among other things by the presence of experienced family members in the Board of Directors.

On April 30, 2025, the Board of Directors of Van de Velde NV approved an updated Corporate Governance Charter. For a comprehensive description of the roles and responsibilities of the Board of Directors, its committees, and the Management Team, we refer to the Corporate Governance Charter available on our website, www.vandevelde.eu.

In relation to the impacts, risks and opportunities for Van de Velde identified in the DMA, we can highlight the following responsibilities:

- The Board of Directors monitors and oversees Van de Velde's sustainability strategy, including progress on ESG objectives. An annual update on sustainability targets and achievements is provided to the Board of Directors.
- The Audit and Risk Committee helps ensure that Van de Velde maintains high standards of financial integrity, risk management, and sustainable practices.
- The Nomination and Remuneration Committee is responsible for ensuring the presence of suitable talent development programs and promoting diversity within leadership.
- The Management Team's role includes initiating, leading, and fostering Van de Velde's growth to ensure it is sustainable in quality across various dimensions, such as customers, brands, innovation, efficiency and people, as well as over time.


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OVERVIEW OF DISCLOSURE REQUIREMENTS

The following table lists all ESRS disclosure requirements in ESRS 2 and the topic standards material to Van de Velde as well as the relevant page(s). Additionally, this table includes the reference to datapoints that derive from other EU legislations: SFDR (1), Pillar 3 (2), Benchmark Regulation (3) and EU Climate Law (4). The following disclosure requirements are considered not material for Van de Velde: ESRS E1 – 7/8/9, E2 – 5/6, E3 – 5, E5 – 6, S1 – 7/11/12/13/15, S2 – 2, S3 - 4, G1 – 5. For ESRS S1 – 14, the phase-in possibility was used for disclosure requirement 88 (e).

DISCLOSURE REQUIREMENT		PAGE	REFERENCE TO DATAPOINTS FROM OTHER EU LEGISLATIONS
ESRS 2 - GENERAL DISCLOSURES			
BP-1	General basis for preparation of the sustainability statement	p. 117-122	
BP-2	Disclosures in relation to specific circumstances	p. 122	
GOV-1	The role of the administrative, management and supervisory bodies	p. 123 p. 224-237	(1), (3)
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	p. 123	
GOV-3	Integration of sustainability-related performance in incentive schemes	p. 125	
GOV-4	Statement on due diligence	p. 126	(1)
GOV-5	Risk management and internal controls over sustainability reporting	p. 127	
SBM-1	Strategy, business model and value chain	p. 117-122 p. 129-131	(1), (2), (3)
SBM-2	Interests and views of stakeholders	p. 132-133	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	p. 135-136	
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	p. 128,134	
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	p. 237	

DISCLOSURE REQUIREMENT		PAGE	REFERENCE TO DATAPOINTS FROM OTHER EU LEGISLATIONS
ESRS E1 - CLIMATE CHANGE			
ESRS 2 IRO-1 / SBM-3	Material climate change-related impacts, risks and opportunities	p. 137-140	
ESRS 2 GOV-3	Integration of sustainability-related performance in incentive schemes	p. 140	
E1-1	Transition plan for climate change mitigation	p. 142-143	(2), (3), (4)
E1-2	Policies related to climate change mitigation and adaptation	p. 141	
E1-3	Actions and resources in relation to climate change policies	p. 144-146	
E1-4	Targets related to climate change mitigation and adaptation	p. 143	(1), (2), (3)
E1-5	Energy consumption and mix	p. 149	(1)
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	p. 150-153	(1), (2), (3)
ESRS E2 - POLLUTION			
ESRS 2 IRO-1 / SBM-3	Material pollution-related impacts, risks and opportunities	p. 155-157	
E2-1	Policies related to pollution	p. 158	
E2-2	Actions and resources related to pollution	p. 158	
E2-3	Targets related to pollution	p. 158	
E2-4	Pollution of air, water and soil	p. 159	(1)
ESRS E3 - WATER AND MARINE RESOURCES			
ESRS 2 IRO-1 / SBM-3	Material water and marine resources-related impacts, risks and opportunities	p. 160-163	
E3-1	Policies related to water and marine resources	p. 163	(1)
E3-2	Actions and resources related to water and marine resources	p. 163	
E3-3	Targets related to water and marine resources	p. 163	
E3-4	Water consumption	p. 164	(1)
ESRS E5 - RESOURCE USE AND CIRCULAR ECONOMY			
ESRS 2 IRO-1 / SBM-3	Material resource use and circular economy-related impacts, risks and opportunities	p. 165-168	
E5-1	Policies related to resource use and circular economy	p. 168	
E5-2	Actions and resources related to resource use and circular economy	p. 168	
E5-3	Targets related to resource use and circular economy	p. 168	
E5-4	Resource inflows	p. 169-170	
E5-5	Resource outflows	p. 171-173	(1)

DISCLOSURE REQUIREMENT		PAGE	REFERENCE TO DATAPOINTS FROM OTHER EU LEGISLATIONS
ESRS S1 - OWN WORKFORCE			
ESRS 2 IRO-1 / SBM-3	Material own workforce-related impacts, risks and opportunities	p. 174-179	(1)
S1-1	Policies related to own workforce	p. 180-182	(1), (3)
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	p. 182-183	
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	p. 183-184	(1)
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	p. 185	
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	p. 185	
S1-6	Characteristics of the undertaking's employees	p. 186-187	
S1-8	Collective bargaining coverage and social dialogue	p. 187	
S1-9	Diversity metrics	p. 187	
S1-10	Adequate wages	p. 188	
S1-14	Health and safety metrics	p. 188	(1), (3)
S1-16	Remuneration metrics (pay gap and total remuneration)	p. 189	(1), (3)
S1-17	Incidents, complaints and severe human rights impacts	p. 189	(1), (3)
ESRS S2 - WORKERS IN THE VALUE CHAIN			
ESRS 2 IRO-1 / SBM-3	Material workers in the value chain-related impacts, risks and opportunities	p. 190-193	(1)
S2-1	Policies related to value chain workers	p. 194-195	(1), (3)
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	p. 195-196	
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	p. 196-197	(1)
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	p. 196-197	

DISCLOSURE REQUIREMENT		PAGE	REFERENCE TO DATAPOINTS FROM OTHER EU LEGISLATIONS
ESRS S4 - CONSUMERS AND END-USERS			
ESRS 2 IRO-1 / SBM-3	Material consumer and end-user-related impacts, risks and opportunities	p. 198-202	
S4-1	Policies related to consumers and end-users	p. 202-203	(1), (3)
S4-2	Processes for engaging with consumers and end-users about impacts	p. 203-205	
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	p. 205-208	
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	p. 209-211	(1)
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	p. 212	
ESRS G1 - BUSINESS CONDUCT			
ESRS 2 IRO-1 / SBM-3	Material business conduct-related impacts, risks and opportunities	p. 214-217	
ESRS 2 GOV-1	The role of the administrative, management and supervisory bodies	p. 224-225	
G1-1	Business conduct policies and corporate culture	p. 217-220	(1)
G1-2	Management of relationships with suppliers	p. 220	
G1-3	Procedures to address corruption and bribery	p. 221-222	
G1-4	Incidents of corruption or bribery	p. 222-223	(1), (3)
G1-6	Payment practices	p. 223	

LIMITED ASSURANCE REPORT OF THE STATUTORY AUDITOR TO THE GENERAL SHAREHOLDERS' MEETING ON THE CONSOLIDATED SUSTAINABILITY STATEMENT OF VAN DE VELDE NV FOR THE ACCOUNTING YEAR ENDED ON 31 DECEMBER 2025

We present to you our statutory auditor's report in the context of our legal limited assurance engagement on the consolidated sustainability statement of Van de Velde NV (the "Company") and its subsidiaries (jointly "the Group"). The consolidated sustainability statement of the Group is included in the 'Sustainability statement' section of the Annual report on 31 December 2025 and for the year then ended (hereafter "the consolidated sustainability statement").

We have been appointed by the general meeting d.d. 24 April 2024, following the proposal formulated by the board of directors and following the recommendation by the audit committee and the proposal formulated by the works' council to perform a limited assurance engagement on the consolidated sustainability statement of the Group.

Our mandate will expire on the date of the general meeting which will deliberate on the annual accounts for the year ended 31 December 2026. We have performed our assurance engagement on the consolidated sustainability statement for 2 consecutive years.

LIMITED ASSURANCE CONCLUSION

We have conducted a limited assurance engagement on the consolidated sustainability statement of the Group.

Based on the procedures we have performed and the assurance evidence we have obtained, nothing has come to our attention that causes us to believe that the consolidated sustainability statement of the Group, in all material respects:

- has not been prepared in accordance with the requirements of article 3:32/2 of the Companies' and Associations' Code, including compliance with the applicable European Sustainability Reporting Standards (ESRS);
- is not in accordance with the process (the "Process") carried out by the Group, as disclosed in note '1. General disclosures ESRS 2 – section Double Materiality Assessment' to identify the information reported in the consolidated sustainability statement on the basis of ESRS;
- does not comply with the requirements of article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation") disclosed in note '2. Climate change E1 – section EU Taxonomy'.

BASIS FOR CONCLUSION

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information ("ISAE 3000 (Revised)"), as applicable in Belgium.

Our responsibilities under this standard are further described in the "Responsibilities of the statutory auditor on the limited assurance engagement on the consolidated sustainability statement" section of our report.

We have complied with all ethical requirements that are relevant to assurance engagements of sustainability statements in Belgium, including those related to independence.

We apply International Standard on Quality Management 1 (ISQM 1), which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have obtained from the board of directors and Company officials the explanations and information necessary for performing our limited assurance engagement.

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS RELATING TO THE PREPARATION OF THE CONSOLIDATED SUSTAINABILITY STATEMENT

The board of directors is responsible for designing and implementing a Process and for disclosing this Process in note '1. General disclosures ESRS 2 – Double Materiality Assessment' of the consolidated sustainability statement. This responsibility includes:

- understanding the context in which the activities and business relationships of the Group take place and developing an understanding of its affected stakeholders;
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect the Group's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long- term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions that are reasonable in the circumstances.

The board of directors is further responsible for the preparation of the consolidated sustainability statement, which includes the information established by the Process:

- in accordance with the requirements referred to in article 3:32/2 of the Companies' and Associations' Code, including the applicable European Sustainability Reporting Standards (ESRS); and
- in compliance with the requirements of article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation") disclosed in note '2. Climate change E1 – section EU Taxonomy' of the consolidated sustainability statement.

This responsibility comprises:

- designing, implementing and maintaining such internal control that the board of directors determines is necessary to enable the preparation of the consolidated sustainability statement that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

The audit committee is responsible for overseeing the Group's sustainability reporting process.

INHERENT LIMITATIONS IN PREPARING THE CONSOLIDATED SUSTAINABILITY STATEMENT

In reporting forward-looking information in accordance with ESRS, the board of directors is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the Group. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected and the deviation from that can be of material importance.

RESPONSIBILITIES OF THE STATUTORY AUDITOR ON THE LIMITED ASSURANCE ENGAGEMENT ON THE CONSOLIDATED SUSTAINABILITY STATEMENT

Our responsibility is to plan and perform the assurance engagement with the aim of obtaining a limited level of assurance about whether the consolidated sustainability statement contains no material misstatements, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the consolidated sustainability statement.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), as applicable in Belgium, we apply professional judgment and maintain professional scepticism throughout the engagement. The work performed in an engagement aimed at obtaining a limited level of assurance, for which we refer to the section "Summary of work performed," is less in scope than in an engagement aimed at obtaining a reasonable

level of assurance. Therefore, we do not express an opinion with a reasonable level of assurance as part of this engagement.

As the forward-looking information in the consolidated sustainability statement and the assumptions on which it is based, are future related, they may be affected by events that may occur in the future and possible future actions by the Group. Actual outcomes are likely to be different from the assumptions, as the anticipated events frequently do not occur as expected, and the deviation from that can be of material importance. Therefore, our conclusion does not provide assurance that the reported actual outcomes will correspond with those included in the forward-looking information in the consolidated sustainability statement.

Our responsibilities regarding the consolidated sustainability statement, with respect to the Process, include:

- obtaining an understanding of the Process, but not for the purpose of providing a conclusion on the effectiveness of the Process, including the outcome of the Process;
- designing and performing work to evaluate whether the Process is consistent with the description of the Process by the Group, as set out in note ‘1 General disclosures ESRS 2 – Double Materiality Assessment.

Our other responsibilities regarding the sustainability statement include:

- acquiring an understanding of the entity's control environment, the relevant processes, and information systems for preparing the sustainability information, but without assessing the design of specific control activities, obtaining supporting information about their implementation, or testing the effective operation of the established internal control measures;
- identifying where material misstatements are likely to arise, whether due to fraud or error, in the consolidated sustainability statement; and
- designing and performing procedures responsive to where material misstatements are likely to arise in the consolidated sustainability statement. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

SUMMARY OF WORK PERFORMED

A limited assurance engagement involves performing procedures to obtain evidence about the consolidated sustainability statement. The procedures carried out in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing, and extent of procedures selected depend on professional judgment, including the identification of areas where material misstatements are likely to arise in the consolidated sustainability statement, whether due to fraud or errors.

In conducting our limited assurance engagement with respect to the Process, we have:

- obtained an understanding of the Process by:
  - performing inquiries to understand the sources of the information used by management (e.g., stakeholder engagement, business plans and strategy documents); and
  - reviewing the Group’s internal documentation relating to its Process; and
- evaluated whether the evidence obtained from our procedures with respect to the Process implemented by the Group was consistent with the description of the Process set out in note ‘1. General disclosures ESRS 2 – Double Materiality Assessment’ of the consolidated sustainability statement.

In conducting our limited assurance engagement, with respect to the consolidated sustainability statement, we have:

- obtained an understanding of the Group’s reporting processes relevant to the preparation of its consolidated sustainability statement by obtaining an understanding of the Group’s control environment, processes and information system relevant to the preparation of the consolidated sustainability statement, but not for the purpose of providing a conclusion on the effectiveness of the Group’s internal control;
- evaluated whether the information identified by the Process is included in the consolidated sustainability statement;
- evaluated whether the structure and the presentation of the consolidated sustainability statement is in accordance with the ESRS;
- performed inquiries of relevant personnel and analytical procedures on selected information in the consolidated sustainability statement;
- performed substantive assurance procedures on selected information in the consolidated sustainability statement;
- evaluated the methods/assumptions for developing estimates and forward-looking information as described in the section 'Responsibilities of the statutory auditor on the limited assurance engagement on the consolidated sustainability statement';
- obtained an understanding of the Group’s process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the consolidated sustainability statement.

STATEMENT RELATED TO INDEPENDENCE

Our registered audit firm and our network did not provide services which are incompatible with the limited assurance engagement, and our registered audit firm remained independent of the Group in the course of our mandate.

Ghent, 25 March 2026

The statutory auditor
PwC Bedrijfsrevisoren BV/PwC Reviseurs d'Entreprises SRL
Represented by

Lien Winne*
Bedrijfsrevisor/Réviseur d'entreprises

*Acting on behalf of Lien Winne BV