

Jula AB

Sustainability Report 2025



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Our climate, Our people and Our responsibility

2025 has been a year marked by both significant progress and challenges for Jula. In a world that has remained volatile, with purchasing power being squeezed and uncertainty in several of the countries in which we operate, we have continued to develop, expand and strengthen our position as one of the most successful retail companies. At the same time, we have taken some of our most significant steps to date to integrate sustainability issues even more deeply into our business and our management.

Over the past year, we have worked intensively on developing Jula's management model. The aim has been to create an even clearer overall picture in which our ambitions, objectives and KPIs are interconnected and reinforce one another – whether they relate to profitability, efficiency or sustainability. Through our three focus areas – Our Climate, Our People and Our Responsibility – we have taken significant steps towards ensuring that sustainability issues are integrated into decision-making, monitoring and prioritisation across the entire organisation.

2025 has also been a year of significant investment in our core business. The expansion of the distribution centre in Skara, which is now set to reach a total of 225,000 square metres, strengthens both our logistics capacity and our confidence in the future. We have continued to develop our department stores, our product range and our working methods – all with the aim of providing our customers with great products at low prices.

Our commitment to product quality has continued to yield clear results. Improved testing, more rigorous product development procedures and smarter packaging solutions have led to higher quality, greater safety and reduced resource consumption. It is work that makes a difference both for our customers and for our carbon footprint. Combining affordable products with carefully considered quality and a commitment to responsibility is one of our key strengths.

Another key aspect of our sustainability work is people. We have continued to develop our workplaces, strengthen our culture and listen more systematically to our employees through our new Engage survey. Our employees' commitment and sense of responsibility form the foundation of Jula's success and they are essential to our continued development.

In 2025, we celebrated the 40th anniversary of the opening of the first Jula department store in Skara – a moment to pause and take pride in. Our history shows that we have always dared to think long-term, to challenge ourselves and to strive to improve a little every day. This also applies to our sustainability work. We are not there yet, but we're taking steps that are genuine, realistic and important.

As we enter 2026, we do so with a clear direction and a strong sense of optimism. With a refined management model, a growing business and sustainability initiatives that are increasingly shaping our decisions, we are well equipped to continue creating value – for our customers, our employees and our community.



Johan Sjöhagra
CEO, Jula AB



Maria Ragnarsson
Sustainability Manager, Jula AB

Jula: the company

Jula's journey began at the small farmstead of Jultorp on the Varaslätten plain, where an idea to simplify people's everyday lives took shape. Through decades of curiosity, courage and entrepreneurship, what began as a small family business has grown into one of the leading players in the DIY and home improvement sector in the Nordic region.

Although Jula now has a presence in Sweden, Norway, Poland, Finland and Austria – with hundreds of department stores and a range of over 15,000 products – its driving force remains the same as it was on the farm in 1979: to inspire people to take charge of their own ideas, projects and everyday lives.

Jula has always been a company that believes in the power of hands-on work. Tools, Garden, DIY, Home and Leisure – our range is designed to provide everything you need to do it yourself, whether you are a homeowner, a DIY enthusiast, a farmer or a tradesperson. It is all about making it easy to get started, and just as easy to succeed.

As the business has grown, Jula AB has become the hub of a larger entity – the Jula Holding Group. What began as a single company has grown into a family-owned group of businesses operating in retail, logistics, property, hotels, the environment and energy, and several other sectors. The aim is the same across the entire group: to drive long-term growth, identify smart synergies and build stable businesses that reinforce one another.

We remain true to our roots – in our local ties, our long-term approach and the entrepreneurial spirit that has always been part of Jula.

The head office is still located in Skara, where the distribution centre is also one

of northern Europe's largest logistics facilities – a testament to the journey that began on a farm and has continued with the same forward-looking spirit

About the report

This Sustainability Report covers the operations of the Jula AB Group and has been prepared in accordance with Chapter 6 of the Annual Accounts Act. Jula AB has chosen to present its financial statements as an appendix to the administration report, which forms part of Jula AB's Annual Report. Through this format, we aim to demonstrate our commitment to sustainability, accountability and long-term development in a clear and transparent manner.

2025
155 department stores

-  73 Sweden
-  44 Norway
-  25 Poland
-  13 Finland
-  E-commerce Austria

BOLLNÄS

NOTODDEN

LANDSKRONA

A total of 10 new department stores were opened in 2025

DABROWA GORNICZA

VÄRNAMO

OULU

YLÖJÄRVI

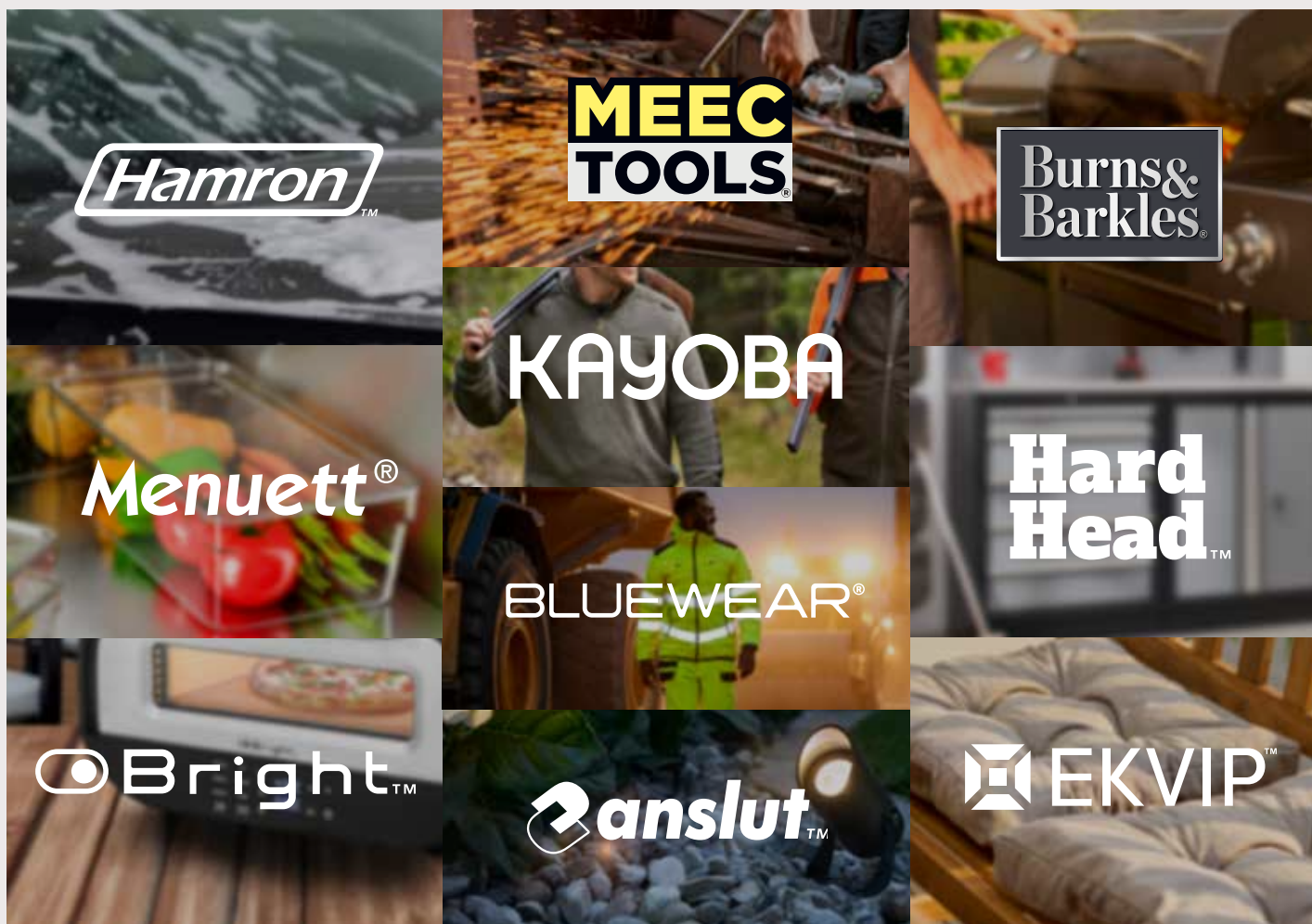
PIRKKALA

KONALA

WARSZAWA BEMOWO



Our own brands



Hard facts



Turnover
11,179 MSEK



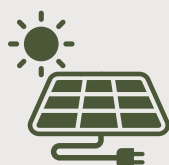
Equity ratio
61%



Product claims
Number of product claims in relation to sales
0.85%



33,797 MWh
Wind power
produced 2025



7,271 MWh
Solar power
produced 2025



Number of
home-improvers
in JulaClub
4,900,000

Key sustainability issues

In an environment where the demands for transparent and responsible reporting continue to evolve, a clear understanding of our material issues is crucial. The implementation of the Corporate Sustainability Reporting Directive (CSRD) means that structured materiality assessment processes are more important than ever. Throughout the year, we have continued to work in accordance with our established dual materiality model, whilst further refining our internal processes to put the findings into practice.

A key part of our process is understanding the expectations and needs of our key stakeholders. We gather insights into which issues are perceived as most important through ongoing dialogue, customer surveys, collaboration and open forums. This feedback provides us with valuable input when assessing which areas we need to prioritise in our sustainability work.

Our approach to dual materiality underpins our entire sustainability management framework. We analyse both materiality in the broader sense – the impact our operations and products have on people and the environment – and financial materiality, that is, how sustainability-related risks and opportunities may affect our business. The assessments are based on our methodology, which has been adapted to meet current and future requirements under the CSRD.

The results of the materiality analysis remain consistent with those of the previous year and confirm that our most significant issues are:

- GHG emissions linked to energy use, transport and manufacturing
- Materials consumption
- Energy consumption
- Our own workforce
- Human rights

Over the past year, we have focused primarily on further developing our approach to these areas. This means that our strategy continues to be based on the issues deemed to be of the greatest importance – but that we have strengthened the processes, procedures and monitoring of them.

Our aim is to work with a long-term perspective and consistency, whilst adapting to evolving standards, expectations and risks. By combining a robust materiality assessment method with a continuous improvement process, we ensure that our sustainability work is relevant, focused and well integrated into our operations.

Important questions for stakeholders concerning sustainability

Stakeholder	What is important?		How are stakeholders involved?	
Customers	Product quality and safety Transparency	Reduction of climate impact Human rights	Customer surveys Home page	Media and social media Meetings with customers
Employees	Working environment and health Development and career opportunities	Reduction of climate impact Business ethics Diversity and Equality	Staff appraisals Dialogues	Internal communication Training
Owners & Board of Directors	Reduction of climate impact Long-term, sustainable development Business ethics	Human rights Anti-corruption Energy efficiency	Annual Report Sustainability Report Ongoing dialogue	
Suppliers	Human rights Business ethics	Product quality and safety Long-term sustainable development	Supplier evaluations Audits Supplier portal	Digital platforms Ongoing dialogues
Authorities & Society	Social commitment Work environment Recycling Laws, regulations and standards	Reduction of climate impact Circularity Energy efficiency	Ongoing dialogues Cooperation Trade associations	External seminars Inspection visits Consultation
Nature	Reduction of climate impact Resource efficiency		Reports	
Future generations	Reduced climate impact Resource efficiency		Reports	

Identifying and managing risks

An effective risk management process is a key part of how we manage and develop our business. Jula works according to a common model to identify, assess and manage operational risks, with the aim of creating stability, preventing disruptions and, at the same time, identifying opportunities that can strengthen the business. Our risk management policy sets out the applicable principles, how responsibilities are allocated, and how risks are to be reported and monitored. Over the course of the year, we have continued to develop our working methods and updated the IT systems we use, which includes a modernised and clearer assessment scale.

Risk identification takes place on an ongoing basis in connection with business planning, projects and operational decisions. All employees are responsible for working in accordance with the risk management policy and reporting any identified risks. Within each company, managers and senior management are responsible for monitoring risks, drawing up and implementing action plans, and reporting on progress. Our Risk Management Committee compiles and assesses the risks that are reported and ensures that they are managed in a systematic and consistent manner.

Risk assessment is based on probability and impact, and is supplemented for sustainability-related risks by additional

perspectives that provide a broader and more structured evaluation:

- **Scope:** How large a part of operations are impacted by the risk
- **Scale:** How serious the impact is on people, the environment and operations
- **Irremediability:** The relative ease or difficulty of managing or mitigating the impact

The risks deemed to be the most significant form the basis for measures that are scheduled, assigned to specific individuals and monitored on an ongoing basis. Risk assessments are reported to company management twice a year - ahead of board meetings, and developments are monitored as part of day-to-day operations.

The Jula Holding Group operates in several geographical regions and business areas and is therefore subject to both national and international legislation. Identifying and managing risks associated with regulatory frameworks, changes in the external environment and external threats is a natural part of our work. The Group has established procedures and plans for crisis management and business continuity. These are regularly tested and updated to ensure that the organisation is well prepared to deal with disruptions, whether caused by geographical, technical or operational factors. The aim is to be able to provide protection for people, systems and property quickly – and to resume normal operations in a safe and controlled manner.

Sustainability risks

Risk	Description of risk	Risk management
Irresponsible material usage	The use of unsuitable materials in products or packaging, as well as the use of virgin or climate-impacting raw materials, can increase the carbon footprint. A lack of access to more sustainable materials can also influence our choices.	Requirements regarding product content Increasing proportion of recycled and fossil-free materials. Extended service life Higher recyclability
Incorrect handling of chemicals	Risk of contamination or harm to health during the manufacture, handling or use of products. Incorrect handling can affect both people and the environment.	Safety inspections Self-inspection Substitution of hazardous chemicals Supplier audits Tests via test lab
Increased impact on climate	Emissions from transport, energy use and manufacturing pose a risk of increased climate impact and higher climate-related costs.	Transport requirements to reduce emissions Fossil-free transport and energy sources Improvement of manufacturing processes Choosing green options Investment in renewable energy
Incorrect waste management	Waste from manufacturing, packaging or end-of-life products can pose environmental and health risks if not managed correctly.	An in-house quality centre where the product's service life is extended and the amount of material going to waste is reduced Collaboration with established waste management partners
Deficiencies in the working environment	Health and safety risks, working conditions, safety deficiencies or unhealthy workplace factors can pose risks to employees. Irregularities may also be classified as breaches of the rules.	Structured health and safety management Policies and procedures Safety inspections Cooperation with trade unions Anonymous whistleblowing system
Manufacturing in high-risk countries	Manufacturing in high-risk countries may entail a risk of human rights violations, poor working conditions or other social risks.	Supplier Code of Conduct On-site audits at supplier premises Conduct requirements in the event of non-conformities Anonymous whistleblowing system
Corruption and undue influence	Risk of corruption and undue influence in business decisions or dealings with external parties.	Anti-corruption policy Code of Conduct Anonymous whistleblowing system

We are on an unstoppable journey

2025 was a year in which we expanded and strengthened our sustainability efforts. We have continued to build on the work carried out in recent years and we have integrated sustainability issues even more clearly into our management model, our processes and our business planning.

Our long-term ambition remains unchanged: we aim to double our turnover by 2030. To achieve this, we are taking a structured approach to ensure that growth and sustainability go hand in hand. We have been working to strengthen the link between the sustainability agenda and the company's strategic management, as our business continues to grow and EU requirements become more stringent.

Our work over the past year confirms that we are on the right track. At the same time, it has given us the opportunity to clarify key points, prioritise more effectively and build the structures that now form the basis for the next stage of our development.

A significantly more in-depth analysis of climate data

A key part of the work involves producing a comprehensive assessment of our carbon footprint. Over the past year, we have invested both time and resources in collecting data, developing methodologies and establishing structures to enable us to calculate emissions across the entire value chain.

This means:

- Established methods for our material portion of Scope 1, 2 and 3
- Data sources, processes and quality assurance procedures
- A better basis for defining relevant and measurable sub-targets
- An even clearer picture of where our biggest sources of climate impact lie

The results will be finalised and presented in 2026, but the work carried out during the year has laid the foundations for more effective decisions and measures going forward.

Three focus areas

– same structure, clearer content

We have continued to focus our work on our three priority areas: Our climate, Our employees and Our responsibility. The structure and ambition remain the same, but the content has evolved as our management model has become clearer and our processes more mature.

Combining low prices with sustainability – our ongoing challenge

2025 demonstrated once again that our business model, based on high-volume sales and low prices, requires a sustained and meticulous approach to sustainability.

We know that change does not come about through single initiatives, but through thousands of decisions every day – both big and small. It is through this approach that we reduce our environmental impact, strengthen our workplaces and build a more responsible value chain.

We do not promise perfection, but we do promise accountability, transparency and long-term improvement.

2026 – the year we move closer to full implementation

The work already carried out forms the basis for the next steps. In 2026, we will continue to:

- Finalise and communicate the results of our carbon footprint assessment
- Clarify our trackable sub-goals
- Implement KPIs more clearly in our updated governance model
- Strengthen monitoring in the areas of climate, staff and corporate responsibility

That is how we're building Jula for the long term – with growth and responsibility moving in the same direction.





THE GLOBAL GOALS



1

Our climate

– so that future generations can fix things themselves

We have continued our efforts to reduce our environmental impact throughout the value chain. Our key focus areas are transport, energy, material selection and product development.

Our long-term goals remain unchanged:

- 100% fossil free transport by 2045
- Fossil-free road, rail and air transport by 2035 at the latest
- 100% renewable electricity across all operations by 2028
- Annual improvement in energy efficiency within our own operations
- A reduced carbon footprint from our products, achieved through measures such as smarter material choices and optimised packaging

The development of climate data and methodology is a key prerequisite for establishing the updated targets and KPIs that will be implemented and monitored from 2026 onwards.

2

Our employees

– a safe, inclusive and enriching workplace

The year has been characterised by a continued focus on leadership, the working environment and engagement. We have continued our efforts to create the right conditions for our employees to thrive, develop and take pride in their work.

Focus areas:

- Satisfied and proud employees
- Safe, secure and health-promoting workplaces
- Greater diversity and inclusivity
- Continued professional and leadership development

In 2026, we will continue to develop monitoring and KPIs in these areas.

3

Our responsibility – a fair and responsible value chain

We are continuing our efforts to ensure accountability and transparency throughout our value chain. It is a matter of human rights, business ethics and long-term supplier relationships. Our ambitions remain unchanged:

- 100% of our suppliers must comply with our Code of Conduct
- Zero tolerance for corruption

We carry out risk assessments, monitoring and engage in dialogue, and this work will be stepped up in 2026 as requirements increase and the data available improves.

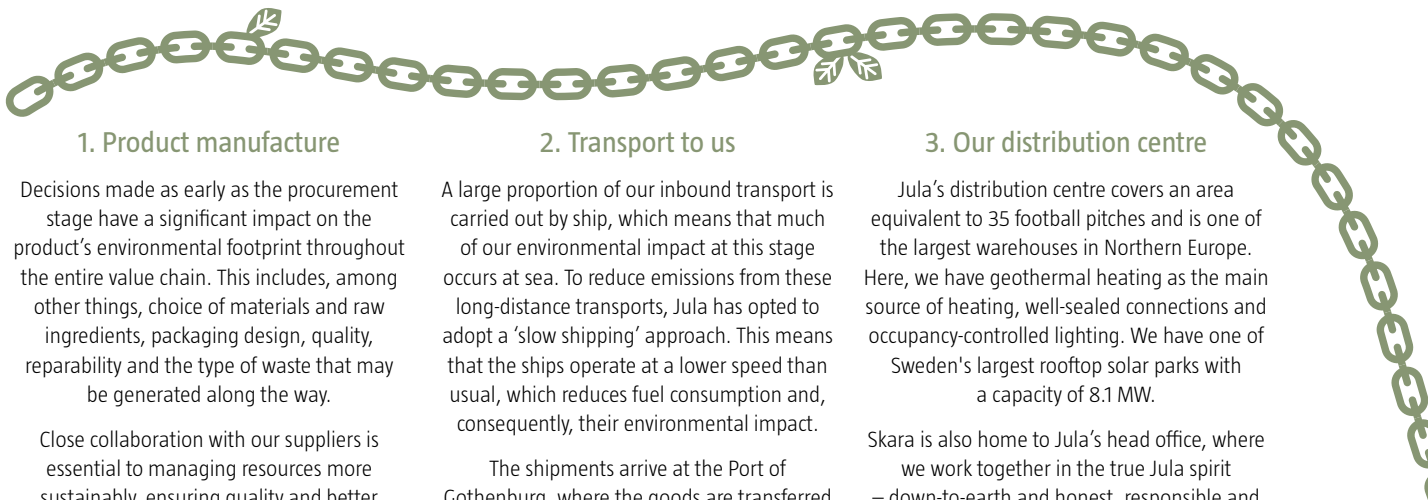
Focus on the entire value chain



In order to reduce our carbon footprint, we need a clear picture of our entire value chain – what it looks like, how it works and where we can make the biggest difference. By analysing our processes and understanding how they relate to the various stages in the chain, we can take more targeted responsibility.

We know that our impact is significant, and we are ready to take responsibility for it.

Every product has a lifecycle that involves both resource use and environmental impact, which is why it is important for us to look at the bigger picture. Jula's aim is to adopt a lifecycle approach that encompasses the entire journey of a product – from the choice of materials through to its use and beyond.



1. Product manufacture

Decisions made as early as the procurement stage have a significant impact on the product's environmental footprint throughout the entire value chain. This includes, among other things, choice of materials and raw ingredients, packaging design, quality, reparability and the type of waste that may be generated along the way.

Close collaboration with our suppliers is essential to managing resources more sustainably, ensuring quality and better meeting our customers' needs. With our own staff based in both Asia and Europe, Jula can strengthen and streamline our relationships with our suppliers, thereby promoting a more continuous and transparent dialogue.

We set standards in areas such as health and safety and sustainability, including through our Code of Conduct. This approach gives us the understanding and insights needed to drive our improvement work forward.

2. Transport to us

A large proportion of our inbound transport is carried out by ship, which means that much of our environmental impact at this stage occurs at sea. To reduce emissions from these long-distance transports, Jula has opted to adopt a 'slow shipping' approach. This means that the ships operate at a lower speed than usual, which reduces fuel consumption and, consequently, their environmental impact.

The shipments arrive at the Port of Gothenburg, where the goods are transferred to trains for onward transport to Jula Logistics' dry port in Falköping. By transporting goods along this route by rail rather than by lorry, we can avoid fossil fuel emissions equivalent to around 6,000 lorry journeys per year.

From the dry port in Falköping, the goods are transported by electric lorry to our distribution centre in Skara.

3. Our distribution centre

Jula's distribution centre covers an area equivalent to 35 football pitches and is one of the largest warehouses in Northern Europe. Here, we have geothermal heating as the main source of heating, well-sealed connections and occupancy-controlled lighting. We have one of Sweden's largest rooftop solar parks with a capacity of 8.1 MW.

Skara is also home to Jula's head office, where we work together in the true Jula spirit – down-to-earth and honest, responsible and forward-thinking. Our dedicated employees are key to our continued development and growth, whilst we strive to make the customer experience even better. Our core values, which are based on diversity, equality and good leadership, help us to be an attractive employer that both retains and attracts the right talent.





4. Transport to our department stores

When transporting goods from our distribution centre to our department stores, we always strive to maximise the load factor of our lorries. High capacity utilisation reduces the number of transports and thus our overall environmental impact. In addition to road transport, we also use trains, and our current rail shuttle service runs between Falköping and Umeå. This means that a large part of the journey can be made by rail, before the final leg of the delivery to the relevant stores is completed by lorry.

Jula works closely with its transport providers and, when awarding contracts, requires them to continuously improve their environmental performance. It is a key part of our efforts to reduce emissions throughout our logistics chain.



5. Product use

We care deeply about all our customers – both those who visit us regularly and those encountering Jula for the first time. Our aim is always to understand and meet their needs. That is why we are constantly developing both our department stores and our e-commerce to ensure a simple and accessible experience, whatever the channel.

Customers should be able to feel confident that the products they buy from us are safe, comply with applicable legal requirements and meet the quality standards promised for each product. We conduct various customer surveys every year to gather customer feedback and drive improvements.



6. Extension of service life

Jula's range includes products that enable customers to repair and maintain their own belongings, thereby helping to extend the products' service life. Our service department handles returned products and repairs whatever can be repaired, using the spare parts we have available. We stock around 8,900 spare parts, which means that many products can be repaired and then resold in our outlet departments. This extends the product's lifecycle.

Jula works in partnership with companies to recycle materials that can no longer be repaired or reused. The waste generated in our department stores is sorted and collected by a licensed waste contractor.



Reduced carbon footprint – our most important environmental priority

Reducing our carbon footprint is one of our most important sustainability priorities. As a retail company with a wide product range and global supply chains, we have a significant responsibility to understand, measure and reduce emissions throughout the entire lifecycle – from raw materials and manufacturing to logistics and operations.

In 2025, we prioritised data quality, processes and system support as a foundation for more effective management and monitoring, whilst continuing our efforts to improve energy efficiency, promote electrification and shift towards more sustainable transport options.

Climate data for products

– a more robust basis for calculations and management

Our greatest environmental impact comes from our products – particularly in the materials and manufacturing stages. It was with this in mind that we focused considerable effort in 2025 on building a robust data foundation that will eventually enable us to calculate the carbon footprint of each product and product category.

In 2025, we implemented the following initiatives, among others:

- **PLM shift:** We have migrated to a new PLM system with an improved data model to support climate calculations and traceability.
- **Bill of Materials (BOM):** We have improved the structure of our BOMs by establishing clear data fields and improving the data entry process in PLM. This means that material composition, weight and country of manufacture can be recorded in a more consistent, automated and traceable manner.

- **Data collection from suppliers:** New and updated data points have been collected using standardised templates and processes, with clearer accountability and quality controls.
- **Methodological framework:** We have developed a methodology to enable the use of open emissions databases and material- and country-specific emission factors for Scope 3 Category 1 (purchased goods and services).
- **Governance and quality:** We are strengthening roles, accountability and quality assurance from supplier → PLM → climate calculation, to ensure traceability and auditability.

Using this basis, we can gradually calculate and compare the carbon footprint of each product group, which facilitates decision-making regarding material selection, design requirements, procurement and product range. In 2026, we will proceed with calculations by category, the selection and calibration of data sources for emission factors and the implementation of the new system.





Energy consumption

– optimisation, management and increased in-house production

Energy consumption is one of our key climate priorities, and in 2025 we continued our efforts to reduce consumption whilst increasing the proportion of renewable energy in our operations. The year has been characterised by the optimisation of systems in our department stores and warehouses, improved operational management and an expansion of the Group's own electricity generation.

Compared with 2024, our total energy consumption has been reduced from 51,701 MWh to 50,086 MWh (-3%). The greatest improvement can be seen in our Swedish department stores, where both our own and leased premises have reduced their electricity consumption and optimised their energy performance per square metre. The key performance indicator for electricity consumption relative to turnover continues to trend in the same direction and has improved from 4.9 to 4.5 kWh per million SEK of turnover.

This development is the result of a more systematic approach across the entire property portfolio, where we have continued to optimise operating hours, lighting, and heating and ventilation management throughout the year.

We have also continued the transition to energy-efficient LED lighting, which has been rolled out to further stores over the course of the year to help reduce electricity consumption in our stores.

Although district heating usage varies from year to year, it is primarily the optimisation of electricity consumption in the department stores that will account for the greatest impact by 2025. The Group's energy strategist has led efforts over the course of the year to establish common processes, standards and operational optimisation across the entire property portfolio. We have been able to reduce consumption through more consistent use of control systems, clearer procedures for seasonal adjustments and ongoing energy monitoring, without compromising on operations or the customer experience. This has also strengthened expertise within the organisation and made energy management more predictable and long-term.

Outside Sweden, trends vary depending on the mix of department stores and changes in market presence in each country.

- Norway has reduced its electricity consumption (13,577 → 12,964 MWh), despite the fact that a new department store opened there during the year.

Environmental data

Energy consumption in department stores and warehouses

	2023	2024	2025
Electricity consumption in group-owned department stores, MWh	6,162	6,229	5,925
Electricity consumption kWh/m ²	114	108	107
District heating consumption in group-owned department stores, MWh	2,289	2,003	2,073
Electricity consumption in rented department stores, Sweden	14,918	15,737	14,517
Electricity consumption kWh/m ²	107	106	101
Electricity consumption in central warehouse, MWh	6,610	7,169	6,785
Energy consumption in department stores, Poland, MWh	5,023	5,293	5,651
Electricity consumption in department stores, Norway, MWh	13,873	13,577	12,964
Energy consumption in department stores, Finland, MWh	725	1,693	2,171
Total energy consumption, MWh	49,600	51,701	50,086

Carbon dioxide footprint – from factory to department store (tonnes CO₂^e)

Total scope 1 (own emissions)	210	215	169
Business trips Jula flights	113	101	75
Business trips Jula cars	107	114	93
Total scope 2 (energy consumption)	3,043	2,638	3,893
Total for department stores	3,008	2,613	3,867
Sweden	715	776	723
Norway	0	0	0
Poland	2,293	1,837	3,144
Finland	0	0	0
Central warehouse and head office	35	25	26
Total scope 3 (indirect emissions)	24,669	27,235	29,971
Logistics	24,576	27,117	29,860
Business trips (flight and rail, hire cars)	93	118	111
Total carbon dioxide emissions	27,932	30,088	34,032

Carbon dioxide emissions – Logistics (tonnes CO₂)

Air	244	182	99
Sea	9,533	13,057	18,063
Road	14,693	13,794	11,507
Rail	106	84	190
Total (tonnes CO₂)	24,576	27,117	29,860

Key performance indicators

CO ₂ emissions by turnover (tonnes/million SEK)	2.9	2.9	3.0
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Electricity production from own shares in wind/solar power

Electricity production - own wind turbines MWh	21,075	20,857	33,797
Electricity production - own solar panels, MWh	2,018	3,989	7,271

- Poland and Finland are showing increases, in line with opening new department stores in each country, which affects both operating volumes and energy requirements.
- The distribution centre reduced its energy consumption (7,169 → 6,785 MWh), indicating that operations have stabilised and management has become more efficient, despite high demand.

The Group's total self-generated electricity increased from 24,846 MWh to 41,068 MWh in 2025 (+65%). The increase is primarily attributable to our sister companies' investments in wind power, which strengthen the Group's overall energy resilience and climate performance.

For Julia, the main factor is the continued expansion of solar energy, where production rose to 7,271 MWh. The solar power generated is used directly in our operations and helps reduce our electricity consumption from the mains network. Our own key performance indicator for the proportion of renewable electricity used in those parts of the business where we can control the contracts has also improved over the year – from 91% in 2024 to 92% in 2025.

Despite a reduction in total energy consumption, our energy-related emissions rose from 2,638 tonnes to 3,893 tonnes of CO₂e. This is primarily because energy consumption in Poland rose during the year, where the electricity mix results in higher emissions than in our other markets. These trends highlight the importance of both reducing our overall consumption and of continuing to work towards a high proportion of renewable electricity wherever we have the opportunity to influence the terms of our contracts.

Transport – electrification, fuel mix and more efficient flows

Transport remains one of our most significant sources of emissions. We are continuing to develop our transport operations, focusing on improving efficiency and reducing our carbon footprint per tonne-kilometre.

However, total emissions rose slightly compared with 2024, mainly due to higher volumes in our import flows.

Total logistics emissions rose from 27,117 to 29,860 tonnes of CO₂e, but the trends vary significantly between modes of transport. Maritime transport saw the largest increase (13,057 → 18,063 tonnes), in line with higher volumes and changes to the routes of our import flows. Road transport volumes fell (13,794 → 11,507 tonnes), reflecting improved route planning, higher load factors and more efficient use of capacity. Air freight volumes fell sharply (182 → 99 tonnes) due to continued restrictive use and effective internal planning. Rail transport volumes increased slightly (84 → 190 tonnes), in line with the policy of using rail where feasible and cost-effective.

As regards fuel, we have continued to use HVO in the relevant transport operations. The focus in 2025 has been on improving logistical efficiency through planning, load factors and more consistent capacity utilisation across the transport network. Electrification is continuing in those parts of the logistics chain where this is feasible and fits in with our transport infrastructure. Our established electrified transport routes help to reduce the environmental impact along the routes where the technology is used, and form an important part of our long-term transition efforts.

Emissions from business travel account for a very small proportion of our total emissions and fell further in 2025 (118 → 111 tonnes of CO₂e). This is mainly because digital meetings are also part of our daily operations.

Although the key performance indicator of CO₂e per million SEK of turnover rose slightly from 2.9 to 3.0 tonnes in 2025, efficiency in

several of our road and air transport flows continued to improve. The increase in this key indicator is primarily due to higher emissions from maritime transport. Changes in our energy-related emissions also contribute to this trend, albeit to a lesser extent, whilst other emission categories remained more stable.

Looking ahead to 2026, we will continue to develop our logistics flows, with a primary focus on road and rail transport, which is where we see the greatest potential to reduce emissions in the short term. This work includes, among other things, improved planning, continued efforts to improve load factors, packaging optimisation and more efficient capacity utilisation across our networks. At the same time, we continue to monitor developments in maritime transport, which is significant in terms of our overall climate impact and where insights from our analytical work will help identify future opportunities. We are also continuing to improve data quality and monitoring in order to further enhance the basis for our decision-making and reduce logistics-related emissions over time.



Quality & sustainability from a product perspective

Quality and sustainability go hand in hand in our work with the products we sell. Through clear requirements, risk-based verification and better use of data from both testing and the aftermarket, we ensure that our products are built to withstand everyday use and have as long and resource-efficient a lifecycle as possible. In 2025, we have stepped up our efforts in the areas of packaging, material selection and circular flows, whilst also developing our processes for returns management and product safety. Together, this results in more consistent quality, reduced resource consumption and a better customer experience.

**Our motto: “Use things more and throw away less”
– the right quality from the start**

“Use things more and throw away less” remains the guiding principle behind our product development. We work systematically to set standards, verify quality and safety, and influence product design wherever possible. In 2025, we shifted more of this work to the earlier stages of our procurement and selection processes. This means that we clarify requirements regarding functionality, materials, safety and packaging solutions from the outset, and that we utilise testing facilities – both in Skara and in Asia – to validate product durability and functionality at an early stage and in close collaboration with the supplier. This reduces the risk of

rework, ensures the right level of quality for a volume- and price-driven market, and at the same time contributes to lower resource consumption over the product lifecycle.

Service life, repairs and aftermarket service – for products that stand the test of everyday use

We are committed to extending the useful life of the products we sell. We do this by ensuring that our products are suitable for everyday use and can withstand normal wear and tear, by guaranteeing access to spare parts and consumables, and by ensuring that manuals and instructions make it easy for customers to use and maintain the product. In 2025, we will have nearly



9,000 spare parts in our range. Our aftermarket plays a key role in our improvement efforts. Data on returns and complaints undergoes continuous analysis and forms the basis for improvement requirements for suppliers and decisions regarding product range and quality. When products are returned, we assess them for repairs, reuse or recycling, which means that more value remains in the cycle and less ends up as waste.

Packaging – an operational ‘heart transplant’ across the entire supply chain

In 2025 we elevated packaging to a strategic part of our value proposition. A dedicated packaging specialist leads the work on both consumer and transport packaging in close collaboration with procurement, quality, logistics and the department stores. We also have staff based in Asia who work closely with suppliers to test materials, designs and packaging patterns more quickly in the environments where they are used. The work is governed by a packaging policy and established procedures. The focus is on recyclability and choice of materials, ease of handling and reduced risk of damage, as well as volume optimisation from inner packaging to pallet and container – eliminating unnecessary space at every stage. It improves packing density, reduces material consumption and cuts transport volumes. We also run pilot projects and student projects to test new solutions. Although we are not publishing quantitative improvement figures this year, the relevant policies, roles, working methods and monitoring processes are in place, with a clear focus on improving measurability going forward.

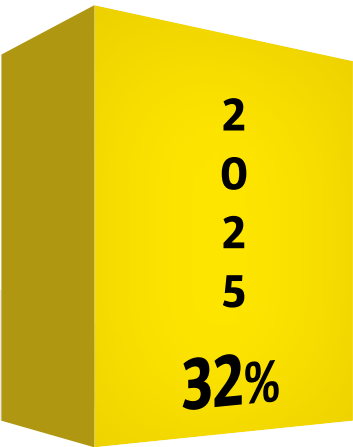
Materials and chemicals – risk-managed, safe and more responsible

The selection of materials and their compliance with chemical requirements are ensured through risk-based test plans, trials and documentation checks. Wherever feasible, we are moving away from less sustainable materials and solutions with poorer recyclability. We have become members of the Better Cotton Initiative, whose mission is to improve cotton farming worldwide. BCI supports farming communities in their efforts to use water more efficiently, reduce the use of hazardous insect repellents, improve farming practices and improve social conditions for farmers. For us, this is a practical step towards gradually increasing the proportion of more responsibly sourced fibres and incorporating this into our material requirements and supplier dialogues.





PARTIER & FYND | OUTLET



Circularity in practice – return flows and our outlets

Our quality process also includes the structured handling of returned products. Products that can be refurbished are given a new lease on life through our outlets, which reduces waste and ensures that more value remains in the cycle. This work is linked to the availability of spare parts, improved instructions and requirements that products are fit for purpose, so that fewer need to be discarded and more can continue to be used.

Customer service as part of the product lifecycle and sustainability

Our customer service helps to extend the actual service life of our products. We help customers make the right choices, use products as intended and avoid unnecessary returns through clear communication, digital solutions and early guidance. This reduces both material consumption and transport. We also work actively with our customers to find sustainable solutions – such as advice on maintenance, troubleshooting and

potential repairs – so that more products can continue to be used and fewer need to be replaced.

We offer multilingual support and a range of contact options to improve accessibility, so that more customers can get the right help quickly. In this way, customer service enhances both the customer experience and circularity by reducing the number of mispurchases, minimising unnecessary transport and ensuring more products remain in use.

Waste in operations – organisation, waste fractions and ongoing development

Together with our waste management partner, we are continuing to improve waste sorting and develop waste management practices across our entire operations, both in our stores and at our warehouses. In 2025 waste intensity was at 0.43 tonnes of waste per SEK million of turnover (0.39 in 2024). Total volumes increased across several categories during the year, with the exception of hazardous waste and plastic.

The focus is on reducing waste volumes, improving the quality of waste sorting, providing clear instructions at source, and ensuring more consistent procedures. In the plastics sector, we have, among other things, been working to reduce the amount of plastic in transport packaging, which has helped to reduce the plastic waste. 70.8% of the total waste was sent for material recycling and 28.7%

Amount of waste generated, tonnes (Sweden)

	Hazardous waste	Iron	Metals	Paper	Plastic	Electronics	Other waste	Total	TURNOVER (MSEK)	Tonnes of waste /MSEK
2023	29	331	8	2,016	54	213	1,226	3,877	9,472	0.41
2024	41	343	8	2,218	58	313	1,132	4,113	10,556	0.39
2025	39	396	33	2,601	54	368	1,329	4,820	11,129	0.43

for energy recovery. As part of the company's reporting of emissions, we also monitor the climate impact of waste streams in order to focus our efforts on the waste fractions that deliver the greatest climate benefits.

Product safety and market inspections
– learning back to requirements and design

Product safety is ensured through the setting of requirements, testing and the review of documentation prior to delivery. In 2025, 60 known inspections were carried out in the marketplace by the authorities. 10 resulted in minor measures and 9 required more substantial action. We address these promptly and incorporate the lessons learnt into our specifications, choice of materials, packaging solutions and test plans – with the aim of preventing recurrence and improving consistent quality.

Standardisation and producer responsibility
– anticipate requirements and take the right action at the right time

We participate in relevant standardisation forums so that we can translate upcoming requirements into practical decisions regarding products, materials and packaging. As a manufacturer and importer, we are members of producer responsibility organisations for electronics, batteries and packaging – which ensures responsible collection and recycling after use.

Looking ahead – from end-of-line checks to quality earlier in the supply chain

We are continuing to bring quality and sustainability further upstream in the supply chain: clearer requirements, early verification at the supplier's premises, enhanced packaging design as part of the value proposition, and better use of field data in our improvement work. This is how we combine a better customer experience with a lower resource and environmental impact per delivered feature – and make 'use things more and throw away less' a way of life.



Our employees – our most important driving force

Jula's growth journey towards 2030 places high demands on both the business and the organisation.

To continue to grow, we need a workplace where employees feel comfortable, can develop and take ownership. Our culture is central to this – it affects the way we work together, make decisions and interact with our customers.

In 2025, we continued our work on Unstoppable Journey, uniting the entire organisation around a shared vision and a strong sense of commitment. Through the Unstoppable Champions initiative, we have highlighted inspiring examples that embody the Jula spirit in everyday life. The aim is to cultivate curiosity and initiative, and to highlight behaviours that contribute to both business success and organisational culture.

This year, there has been a particular focus on reaching a wider audience within the organisation and ensuring that the business plan is fully embraced by all teams. Through workshops across the organisation, we ensure that everyone understands the objectives, the direction we are taking and their own role within the bigger picture. It is a key part of promoting engagement and creating the conditions for employees to take responsibility in their day-to-day work.

We have also begun analysing the office of the future as part of our long-term efforts to develop the workplace. The aim is to create an environment that supports collaboration, creativity and efficiency –

and further strengthens our employer brand.

Leading and developing our teams

Clear, inclusive and inspiring leadership is essential if we are to achieve our goals. Our leaders are responsible for putting our culture and strategy into practice in our day-to-day work – and for building teams where people thrive, perform well and develop.

We continued to roll out our leadership programme in several of our markets. The programme provides managers with the tools to cultivate a sense of security, drive change and build a strong Jula spirit together with their teams. To strengthen leadership, we will develop a new onboarding programme for store managers, ensuring that new leaders get off to a strong start with clear expectations, support and guidance.

Onboarding and employee experience

We welcome many new employees each year, and a good, consistent induction programme is essential to our success. During the year, we have therefore continued to develop our digital onboarding tool



for additional target groups within the Group. The digital platform makes it possible to offer the same high standard of induction regardless of role, and to provide a clear start where the focus is on the company culture, working methods and expectations.

The onboarding programmes continue to receive very positive reviews. By adapting content and monitoring implementation, we ensure that everyone gets off to a good start, has the right conditions to succeed, and receives excellent customer engagement right from the outset.

A responsive organisation – the Engage employee survey

In the third quarter of 2025 we launched our new employee survey, Engage, to gain a better understanding of what is working well and what could be improved. By conducting monthly surveys, we gain a more up-to-date and representative picture of the employee experience, whilst also being able to identify trends and needs more quickly.

In 2025, all managers received training on how to interpret the results and use them in the teams' improvement work. We have also introduced Engage meetings, where teams discuss results, prioritise areas for development and take responsibility for following up on actions. This helps to create a more inclusive and responsive organisation.

Because the tool is new, it needs to have been in operation for a longer period before we can draw more reliable conclusions. However, thanks to the high response rate and strong start, we can already see some early indications that will be followed up in 2026.

Work environment – systematic and preventive work

A good start is not enough – we need to work systematically on health and safety every day to keep our teams healthy, safe and high-performing. Jula takes a continuous and structured approach to health and safety issues across the organisation, with clearly defined roles and established procedures for identifying risks, preventing incidents and creating a safe and sustainable working environment for everyone.

Managers have a clear responsibility to actively address health and safety issues within their departments and are supported by HR, the health and safety organisation as well as local health and safety representatives. All staff members are expected to contribute by following procedures, reporting risks and getting involved in improvement initiatives. We carry out scheduled safety inspections and, whenever there are changes to our operations, we conduct additional assessments to ensure that health and safety considerations are always taken into account.

Across most of the organisation, we employ a system for reporting incidents, accidents and risk observations. The system makes it easy to report and follow up on incidents, whilst also enabling us to analyse trends and recurring patterns. This helps us to take the right measures and to adopt a preventive approach in our work.

Key figures, employees

Number of employees	0-29 years old	30-49 years old	50+ years old	Men	Women
Employees - Head office	32	134	83	127	122
Company management, number	0	3	3	3	3
Board members, number (Jula AB)	0	1	9	8	2

Number of full time equivalent employees	2023	2024	2025
Number of employees	2,954	3,281	3,251
Sweden	1516	1,638	1,461
Norway	856	972	1,015
Poland	392	432	413
Finland	134	178	283
Asia and CEE	56	61	79
Staff turnover %	17%	6%	11%
Average age	35	34	34

Gender distribution %

Men	57	52	51
Women	43	48	49

Absence due to illness %

Jula AB	5.7	5.2	3.2
Jula Sverige AB	6.0	5.0	5.5
Norway	8.5	8.5	7.7
Poland	8.4	5.6	5.8
Finland	4.9	5.9	5.2

Reporting of accidents

Sweden	170	149	157
Norway	18	13	11
Poland	3	6	8
Finland	1	5	19

Health and safety issues are also raised at our Engage meetings, where teams discuss workload, well-being and the psychosocial working environment as a natural part of our ongoing improvement work. Through dialogue, involvement and feedback, we create better conditions for identifying issues at an early stage and ensuring that measures are implemented in close consultation with our staff.

We require suppliers and contractors to comply with our safety rules and procedures when working on our sites. Induction training and local guidelines must be in place before work begins, to ensure a safe environment even when external parties are involved.

We are constantly working to improve our processes, procedures and training programmes based on experience and new insights. By combining a systematic approach, early risk management and dialogue, we ensure that our health and safety work is both preventive, transparent and fully integrated into our day-to-day operations.

Diversity, inclusivity and equal opportunities

An inclusive workplace where diversity is seen as an asset is important both for the company culture and for the business. In 2025, work continued on JulaGrow, the initiative launched the previous year in collaboration with the Connect employment services unit at the Distribution Centre in Skara. The programme supports people who need to improve their language skills and helps them enter the world of work through coaching, training and a clear mentoring structure. Several of those who completed the programme have been hired at the distribution centre.



Our approach to inclusivity is based on the principle that all employees should have equal rights, opportunities and responsibilities. We have a zero-tolerance policy towards discrimination and harassment, and we regularly review our policies and guidelines to ensure that they are relevant, accessible and well-known throughout the organisation. Our work on pay transparency and the harmonisation of roles and benefits across the Group represents a further step towards fairness and clarity in our processes.

Ethics, anti-corruption and responsible working conditions
Good business ethics are a fundamental prerequisite for our operations.

To ensure that we are not subject to undue influence, Jula has clear guidelines regarding gifts, offers and relationships with external parties. Our anti-corruption policy is based on the Anti-Corruption Institute's code and is reviewed annually. The policy is available to all staff and forms an important part of our internal control system.

Whistleblowing – secure reporting and high transparency

We have two whistleblowing systems – one for employees and one for suppliers – which enable people to report suspected misconduct anonymously and securely. The systems are tested regularly to ensure they function properly and comply with legal requirements. In 2025, three cases were reported via the whistleblowing system; following investigation, these were dealt with appropriately. These procedures are well established and form an important part of our efforts to ensure transparency and responsible governance.

Jula's supplier relations & due diligence process

Management and organisation of supplier relations

Jula's work with suppliers is an integral part of our due diligence process regarding human rights and working conditions in the value chain. The business is based at our head office in Skara, where purchasing and product development are coordinated, and is supported by a purchasing office in Poland and a significant operational presence in Asia. Our Asian headquarters are based in Shanghai, and we have operations in Guangzhou, Ningbo, India, Vietnam and Bangladesh. Together, we have nearly 80 employees in Poland and Asia, with core expertise in sourcing, quality, CSR and - since 2025 - testing activities.

This structure enables us to work closely with suppliers, thereby creating better conditions for the ongoing monitoring of compliance with our Code of Conduct, including human rights, working conditions, health and safety. The division of responsibilities between procurement, quality and CSR creates clear processes for risk identification, action and follow-up.

Policies and requirements for suppliers

Our Code of Conduct is binding in all supplier agreements and is available via Jula's supplier portal. The Code covers five main areas:

- Human rights and working conditions
- Health and safety
- Environmental protection
- Animal welfare
- Anti-corruption

Compliance with the code is a prerequisite for cooperation. We use a dialogue-based and improvement-oriented approach, in which non-conformities are dealt with in a structured manner through action plans and follow-up. If significant shortcomings persist despite the support provided, the partnership will be terminated.

Due diligence process: risk assessments and prioritisation

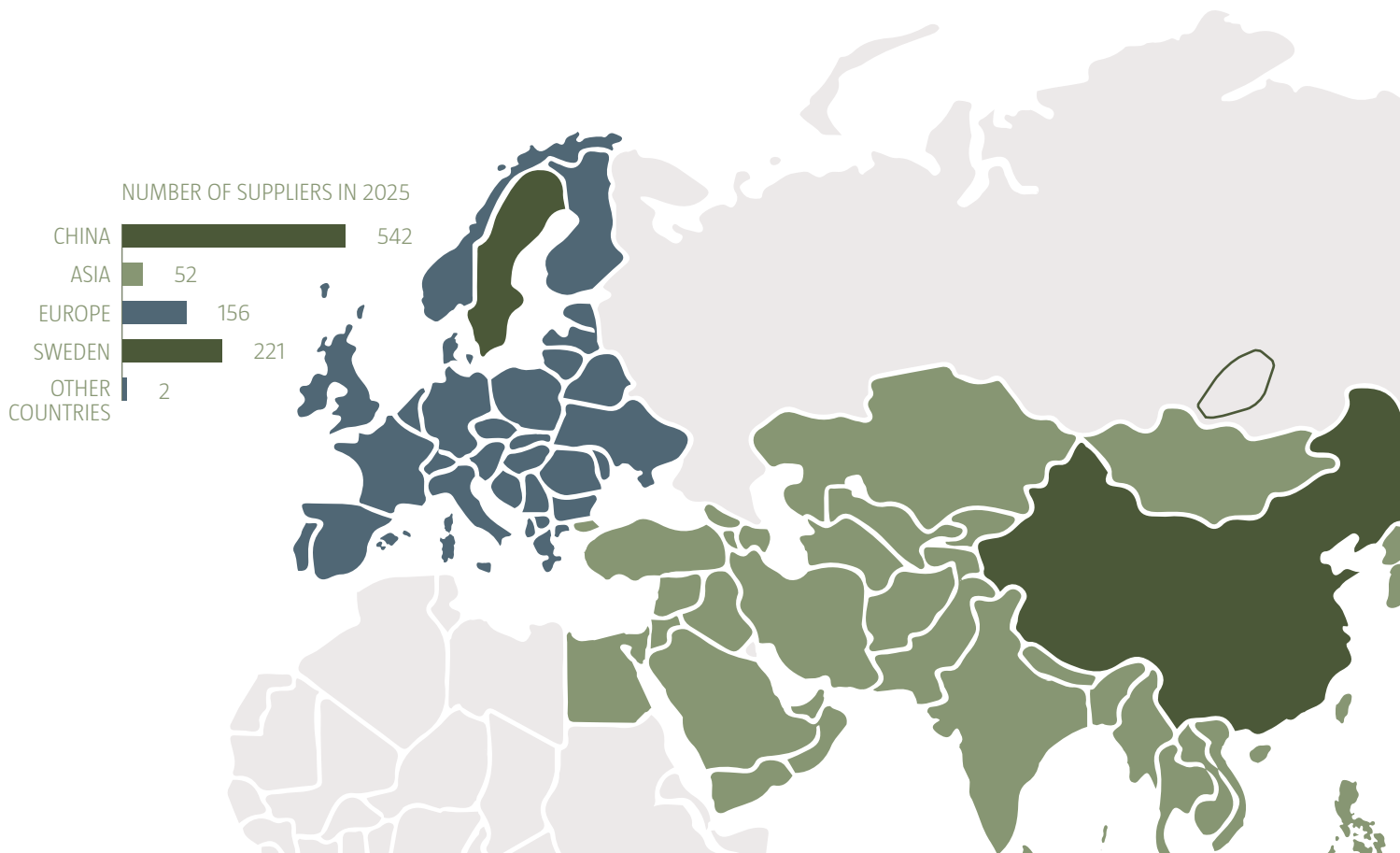
We take a risk-based approach. Countries and sectors deemed high-risk by international schemes – including amfori BSCI – are prioritised for in-depth scrutiny. Before entering into new partnerships, we carry out an initial risk assessment and supplier audit, focusing on human rights, health and safety, documentation of wages and working hours, and compliance management systems.

Risk assessments are updated on an ongoing basis and are combined with the findings of audits, follow-up visits and documentation checks. Our process includes root cause analyses and action plans in which responsibilities, timelines and verification points are established. This enables us to prevent, mitigate and, where necessary, terminate partnerships if critical non-conformities are not rectified.

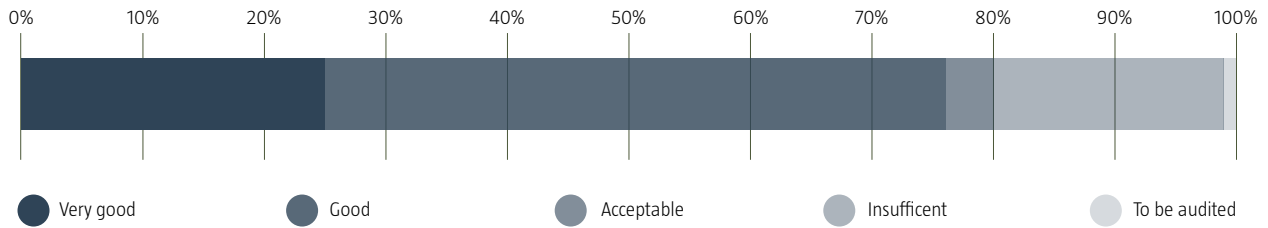
Measures implemented and follow-up

In 2025, we carried out 379 factory audits relating to our own brands. 91% were carried out by our own trained staff, and 99.4% of the audited factories passed the inspection.

Five manufacturers failed the inspection and were dealt with in accordance with the established procedure.



Results for CSR audits carried out in 2025



In April 2025, we opened the new testing facility in Ningbo at our Asia Innovation Centre. The test environment mirrors the corresponding operations in Skara and enables us to quality-assure products on site in Asia – closer to suppliers and earlier in the product lifecycle. During the year, 1,178 product tests were carried out during product development, of which 344 were conducted in Ningbo. This initiative shortens lead times, reduces the need for shipping during the development phase and enables faster feedback to suppliers, thereby strengthening our ability to identify potential quality and safety risks at an early stage.

The Asia Innovation Centre brings together sourcing, supply chain, graphic production, CSR, test centre, photography and SQE (Supply Quality Engineering). The integrated structure enables closer collaboration between product, quality and CSR, both in Sweden and in Asia, as well as more effective verification that requirements regarding working conditions and safety are incorporated into the product flow.

Identified risks for 2025

In the regions where many of our products are manufactured, there remain certain areas of concern that require particular attention and monitoring:

- Documentation and transparency: accurate and traceable recording of working hours, attendance and wages.
- Health and safety: safety procedures, personal protective equipment, machine safety and training.
- Management systems: variations in governance, internal controls and the ability to maintain systematic compliance over time.

- Environmental aspects: waste management, emissions and chemical management associated with certain processes and materials.

We take a proactive approach through action plans, training and follow-up audits. Our first preference is to support improvements, but we will terminate our partnerships if significant shortcomings are not addressed.

Results and impacts

Our combination of a presence in Asia and risk-based due diligence and enhanced testing and quality assurance contribute to:

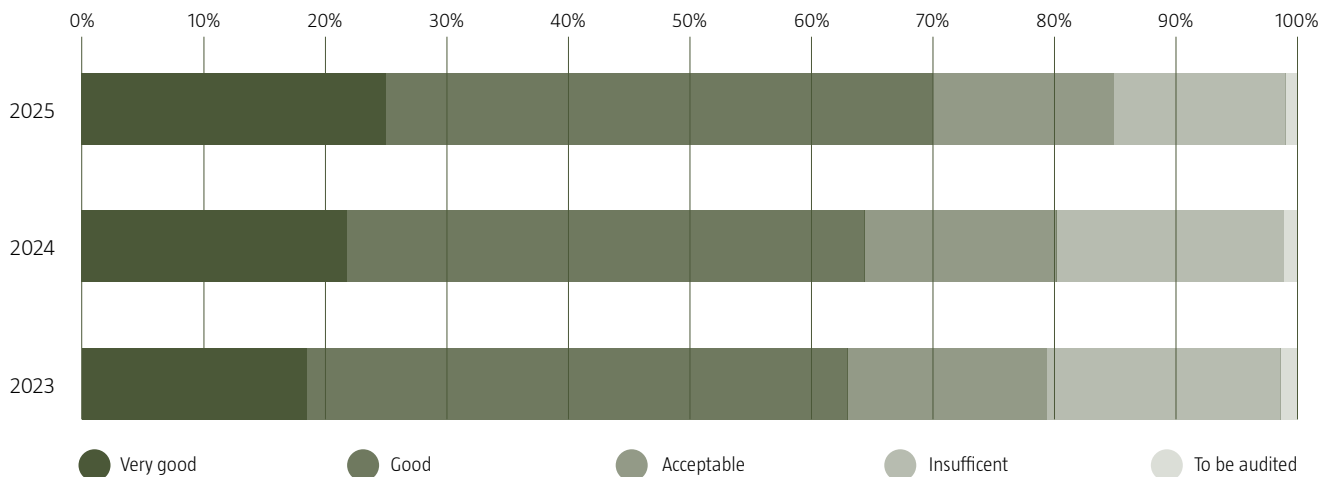
- High compliance among audited factories and faster corrective action.
- Shorter lead times from development to market and fewer transports during the testing phase.
- Stronger dialogue with suppliers and more predictable improvement journeys.
- Quality improvements that often go hand in hand with a better working environment and more stable staffing levels.

The results are presented in our tables, including a three-year trendline for audits and the supplier base.

Complaints mechanisms and redress

In addition to audits, Julia offers a whistleblowing system through which employees can anonymously report suspected breaches of our Code of Conduct. No cases were received in 2025, and the system has been tested. Reports are handled in accordance with an established process: receipt, assessment, investigation, action and follow-up. Where adverse effects are confirmed, corrective actions and, where appropriate, remediation are prioritised in collaboration with the supplier concerned.

Status CSR audits active suppliers 2025



How a CSR audit works

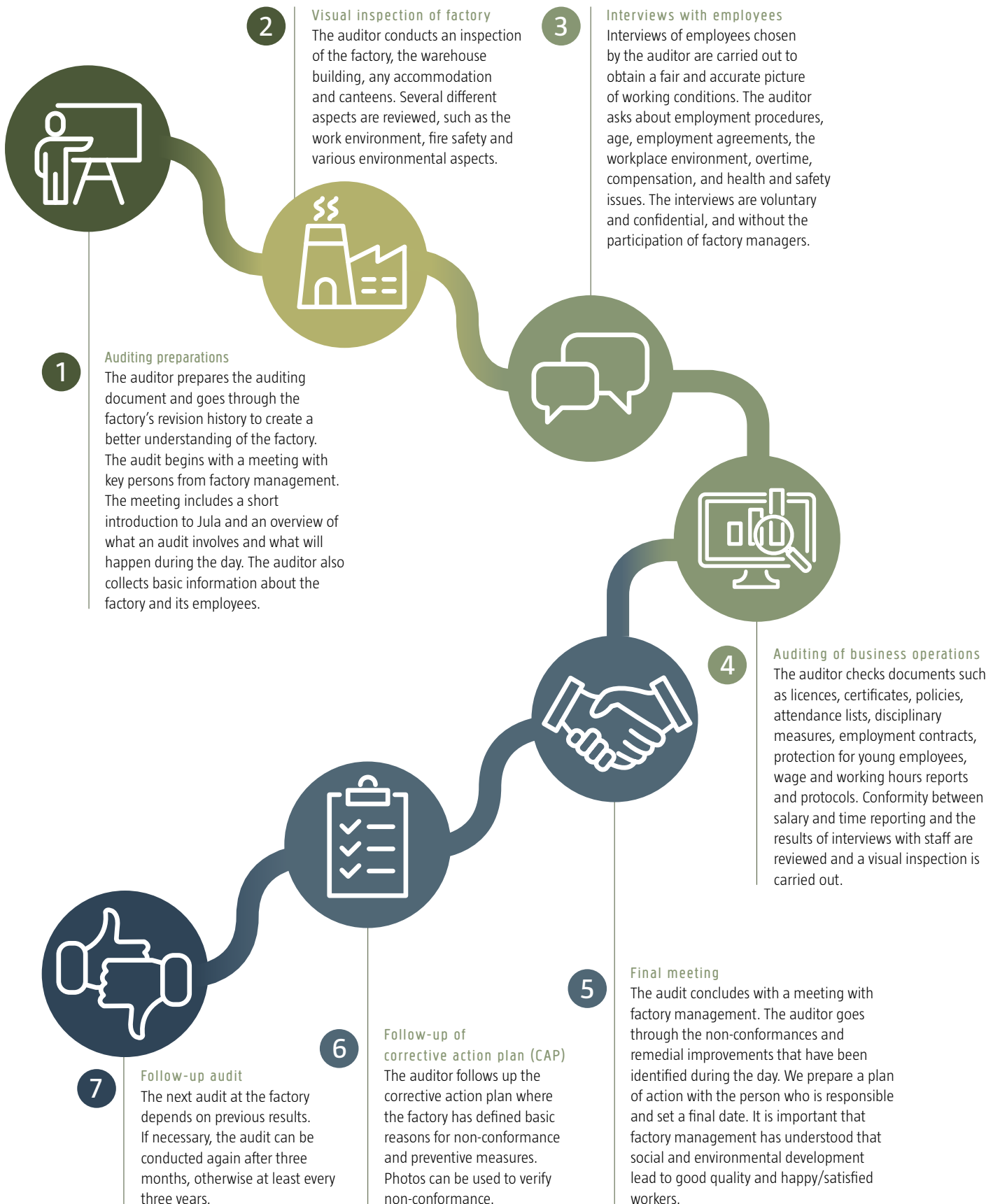




Photo: MNAB Productions



The Jula Foundation's 2025 awards ceremony at Skara Stadshotell

Jula supports

Jula Foundation

The Jula Foundation was established in 2022 by Karl Johan Blank and his family with the aim of contributing to positive social development, particularly in Skara and Skaraborg, where the family has its roots. The Foundation aims to provide financial support to projects, organisations and initiatives that promote areas close to the family's heart – from youth activities and sport to education, culture, research, charity work and the preservation of local cultural heritage. Through the Foundation, the family aims to create long-term benefits and give back to the local community that has played such an important role in Jula's development.

In 2025, the Jula Foundation held its second annual awards ceremony. The awards ceremony took place on 4 June at Skara Stadshotell, attended by representatives from seven of this year's recipients, the foundation's board and the Blank family. During the gathering, the organisations presented their operations, which generated a strong sense of commitment and provided a clear picture of how the funds can contribute to tangible social benefits. In addition to the organisations that took part in the awards ceremony, support was also allocated to other recipients.

In total, the foundation awarded 1,780,000 SEK in 2025. The recipients have been selected on the basis of their work, their importance to the local community and the way in which they help fulfil the foundation's objectives in areas such as youth sport, voluntary work, cultural heritage and international charity. Through the Jula Foundation, the Blank family continues to support vital initiatives that strengthen local communities, cultivate optimism for the future and contribute to a richer and more inclusive society – both locally and globally.

Young entrepreneurship

Jula's passion for entrepreneurship involves continued support for Ung Företagsamhet (Young Enterprise) Skaraborg. This organisation allows secondary school students to run companies for an academic year and concludes the year with a fair where various prizes are awarded. Jula continues to support this organisation that is close to our hearts and, for the ninth year in a row, we hosted the Product of the Year category. The prize was awarded to the company PlantASmile UF.

UNHCR

UNHCR leads and coordinates the UN's work to provide protection and support to people who have been forced to flee their homes. These initiatives are taking place across a wide range of areas. People who



have fled their homes receive support in the form of, among other things, shelter, food, water and sanitation, healthcare, financial support and integration. Through the Jula Foundation, we donated funds to support the work in Ukraine.

Cancerfonden (Swedish Cancer Society)

Cancer affects one in three people, a terrible disease that affects both the victim and those around them. Jula continues to support the fight against cancer.

Nyföretagarcentrum (Business Start-up Centre)

Nyföretagarcentrum Skaraborg are experts in entrepreneurship and help aspiring and start-up entrepreneurs. In cooperation with the business community and municipalities, the aim is to create optimal conditions and a favourable business environment to promote entrepreneurship. Jula has been supporting the Skaraborg Business Start-up Centre for many years.

Youth activities

We sponsor club activities, with the focus on team sports and youth activities in Skara and the surrounding municipalities.



Photo: Skara FC

The Board's statement on the report

The Sustainability Report is published by Jula AB Group's Board of Directors and covers Jula AB with CIN 556250–6252. The report is an appendix to Jula AB's administration report. The content of the report reflects the issues that are important for Jula, based on how our business affects people and the environment, financial materiality outside of the company and based on the approved requirements and expectations of our stakeholders. Significant sustainability aspects have been updated for the year prior to the preparation of this report. Jula works actively with sustainability issues and the Sustainability Report is part of this work. The report itself has intrinsic value and serves as a clear annual summary and status check for the sustainability work. It forms a joint status report and also acts as motivation for our continuous improvement work. The report is Jula's way of meeting the reporting requirements concerning the sustainability work.

Skara, 25 March 2026



Karl-Johan Blank

*Owner &
Board member*

Peder Larsson

Chairman

Hans-Åke Persson

Board member

Thomas Evertsson

Board member

Christian Blank

Board member

Fredric Blank

Board member



Kajsa Claesson

Board member

Lennart Karlsson

Board member

Magnus Kristoferson

Board member

Lena Sjöberg

Employee representative

Jenny Sundmark

Employee representative

Statement by the auditor regarding the statutory Sustainability Report

To the Annual General Meeting of Jula AB, CIN 556250-6252

Assignment and allocation of responsibility

The Board of Directors is responsible for the 2025 Sustainability Report and for ensuring that it has been prepared in accordance with the Annual Accounts Act, in its wording prior to 1 July 2024.

Scope and direction of the audit

Our audit has been carried out in accordance with FAR's recommendation RevR 12 Auditor's statement on the statutory Sustainability Report. This means that our review of the Sustainability Report has a different focus and a significantly smaller scope in comparison with the focus and scope of an audit in accordance with International Standards on Auditing and generally accepted accounting principles in Sweden.

We believe that this review gives us a sufficient basis for our opinion.

Opinion

A Sustainability Report has been prepared.

Borås, on the date indicated by our electronic signature
Öhrlings PricewaterhouseCoopers AB

Mattias Palmqvist
Authorised public accountant



“We look forward to 2026, which will bring even more opportunities and exciting projects”

- Karl-Johan Blank, owner



JULA®