

Management's review.



Whiteaway Group in Brief

Whiteaway Group was established in 2003 with an ambition to offer consumers a seamless shopping experience when buying home appliances.

The trust of the customers and their experience with Whiteaway Group remain central to the business, with a focus on improving the everyday life of our customers through the right home appliance choices and a commitment to continuous improvement.

In 2011 the well-known Skousen-brand was acquired, adding retail sales through a franchise setup, and making Whiteaway Group a true multi-channel organization. In 2016, the Swedish online platform Tretti was acquired, further expanding the retail presence across Scandinavia. In 2024, the companies Bolind and Hvidevare Grossisten became part of Whiteaway Group, adding further to the rapidly growing business-to-business activities.

Today, Whiteaway Group has evolved from a pure online company operating solely in Denmark to a company selling home appliances to private

customers and professionals through 11 B2C and two B2B online shops and 81 stores across Denmark, Sweden and Norway. With offices in Aarhus, Herning, and Søborg in Denmark, Oslo, and Stockholm, with more than 370 employees dedicated to creating a lasting impact.

Social.

Our work within the social dimension of sustainability is guided by the understanding that people are at the core of our business – both within our own organisation and across our value chain. Based on our materiality assessment, two areas stand out as most significant: our own workforce and the workers involved in producing and delivering our products.

These priorities reflect our responsibility to create a supportive, inclusive, and safe working environment internally, while also acknowledging the need to promote fair and right working conditions beyond our direct operations. This year, we have taken steps to strengthen both areas – from building internal structures that support development and well-being, to introducing processes that increase visibility and accountability in our supply chain.

Own Workforce

As part of our efforts to support development, retention, and well-being, we are strengthening the foundation for how we manage and grow our internal workforce. This year, we began developing a Career Path Framework to help employees better understand how they can grow and evolve within the organisation. The aim is to create greater transparency around development opportunities and support individual ambitions in line with our strategic direction.

We are already seeing tangible results from this work. Across the company, employees increasingly recognise how they can develop their careers, and leaders have become stronger in working with employee development. This has led to several internal promotions – including employees progressing into manager positions through own internal talent pool pipeline, as well as colleagues successfully transitioning into new roles within the organisation.

From October 2024, we also implemented a new and improved setup for employee engagement surveys, introducing quarterly pulse surveys as a leadership tool. These surveys provide team leaders with actionable feedback that empowers them to address team-specific issues, strengthen dialogue, and foster greater employee engagement.

In parallel, we are establishing a structured pay framework in response to upcoming European regulatory requirements. Our work is focused on ensuring fairness, consistency, and compliance in how we manage compensation across roles and departments.

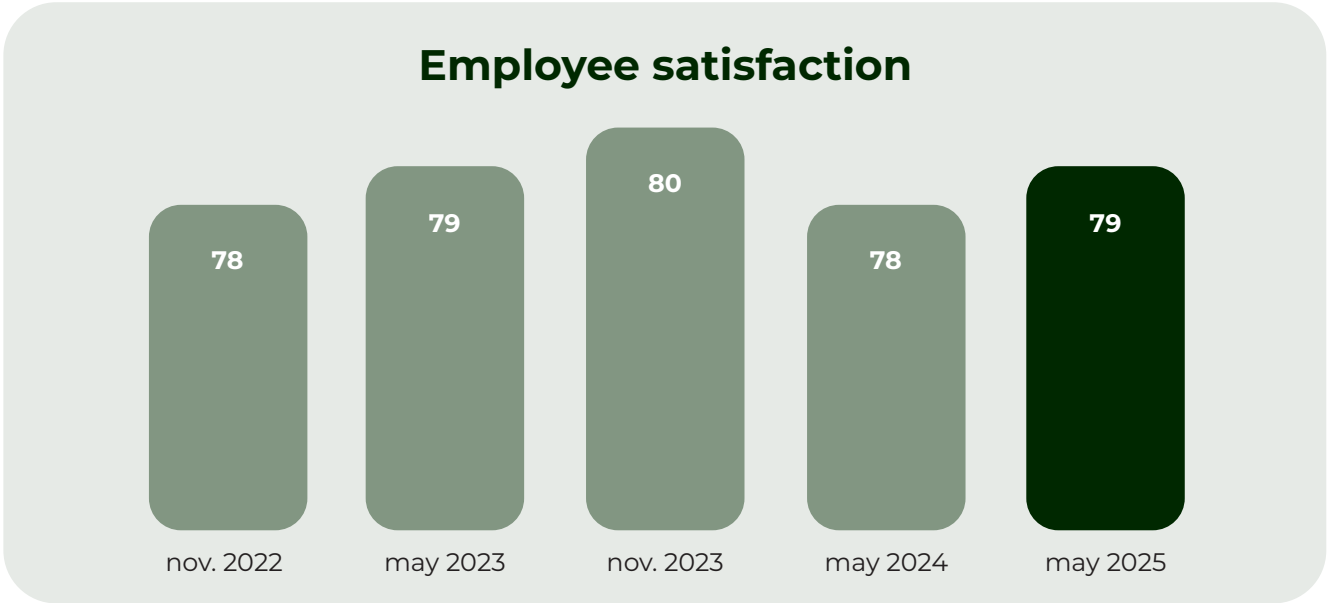
Across the organisation, we all value the unique culture we have built – one that fosters openness, collaboration, and mutual respect. As part of this culture, we are also committed to supporting a healthy work-life balance, recognising that flexibility and well-being are essential for employee satisfaction and long-term engagement.

To further strengthen our approach, we are evolving our People Department into a more strategic function. By building stronger capabilities and structures, the department is better positioned to act as a trusted partner to the business – helping leaders make faster and more qualified decisions on recruitment, performance, and employee well-being. This strengthened partnership has already contributed to progress in employee engagement results.



Highlights from the job satisfaction survey (May 2025):

- Overall job satisfaction remains at a high level of score 79 (compared to 72 across other companies using the same platform.)



- Progress was recorded on 7 out of 8 factors compared to May 2024.
- All-time high scores on Leadership (87) and Colleagues (84).
- Overall job satisfaction by gender: in May 2025, men scored 80 and women 78, compared to 79 and 75 in May 2024. Both genders have seen an increase, with the gender gap slightly decreasing.

As part of our efforts to promote diversity and inclusion, we celebrated International Women's Day across the company. This initiative is designed to bring together voices from across the organisation and guide future actions to support gender equality and inclusion in the workplace.

Employee survey results show an improvement over the past year in how Diversity, Inclusion, and Belonging are perceived at Whiteaway Group. The overall score increased from 70 in May 2024 to 72 in May 2025, reflecting a growing sense that equal opportunities and belonging are actively being supported.

Workers in the Value Chain

Through our materiality assessment, workers in the value chain – particularly those employed by our valued franchise partners – have been identified as a key area of focus. While they are not directly employed by us, they are an essential part

of our extended organisation and play a central role in delivering the customer experience and representing our brand.

We believe that creating attractive and healthy workplaces across the value chain benefits both people and business performance. One area we are particularly attentive to is work-life balance. Together with our franchise partners, we aim to foster a culture that promotes well-being, flexibility, and fair working conditions. By encouraging the exchange of ideas and highlighting good practices within our network, we aim to support environments where employees can thrive – both professionally and personally.

To further strengthen engagement and knowledge sharing within our network, we have hosted dedicated events for our franchise partners and store employees. In Norway, franchise partners and employees came together for inspiration, dialogue, and collaboration. In Denmark, three after-hours meetings were held for our franchise partners.



Governance.

Consolidated statement of profit or loss

for the year ended 31 July 2025

		<u>2024/25</u>	<u>2023/24</u>
		DKK thousands	DKK thousands
	Notes		
Revenue		2,519,690	2,355,854
Other revenue		70,816	65,804
Total revenue	4	2,590,506	2,421,658
Cost of sales		-2,137,364	-2,034,878
Gross profit		453,142	386,780
Staff costs	5	-204,935	-177,123
Other external costs	6	-194,097	-201,095
EBITDA (Before special items)		54,110	8,562
Special items	7	-5,250	-20,798
EBITDA		48,860	-12,236
Depreciation, amortisation and impairment losses	11, 12	-14,996	-13,809
Operating profit/loss		33,864	-26,045
Financial income	8	74,814	27,224
Financial costs	9	-81,361	-30,629
Profit/loss before tax		27,317	-29,450
Income tax	10	-2,965	6,928
Profit/loss for the year		24,352	-22,522
Attributable to:			
Equity holders of the parent		24,352	-22,522
		24,352	-22,522

Consolidated statement of comprehensive income

for the year ended 31 July 2025

		<u>2024/25</u>	<u>2023/24</u>
		DKK thousands	DKK thousands
	Notes		
Profit for the year		24,352	-22,522
Other comprehensive income			
Other comprehensive income that may be reclassified to profit or loss in subsequent periods (net of tax):			
Exchange differences on translation of foreign operations		939	-3,077
Net other comprehensive income that may be reclassified to profit or loss in subsequent periods:		939	-3,077
Total comprehensive income for the year, net of tax		25,291	-25,599
Attributable to:			
Equity holders of the parent		25,291	-25,599
		25,291	-25,599

