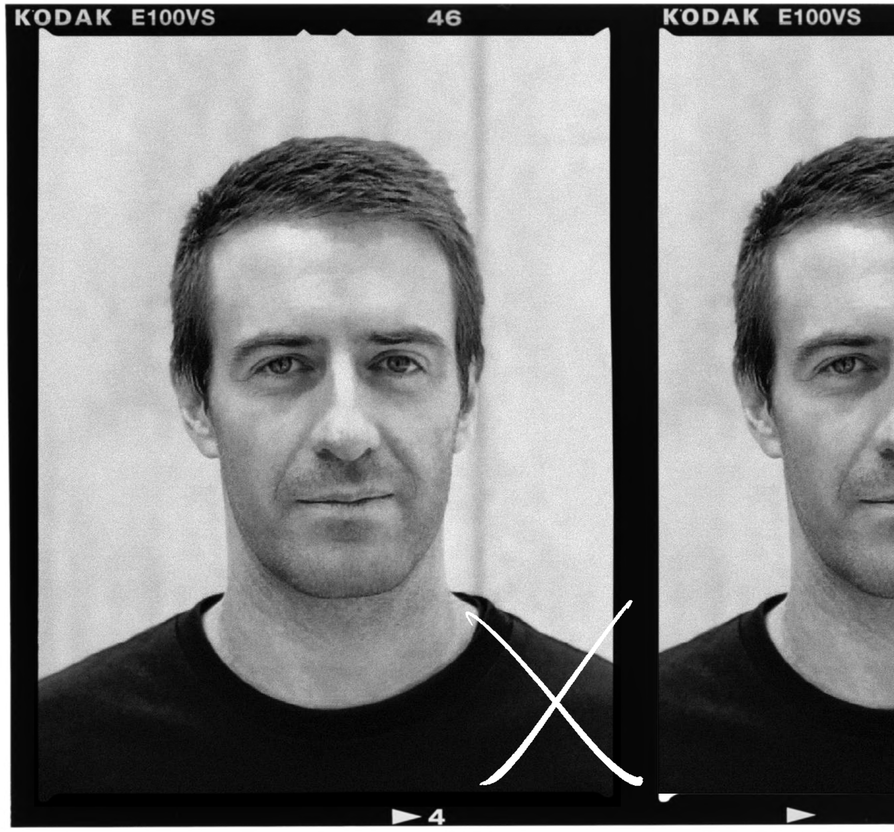
SUSTAINABILITY STATEMENT

2025

Marshall

OUR PURPOSE IS TO AMPLIFY THE ONES WHO KEEP THE WORLD FROM GOING SILENT

CEO REFLECTIONS



To be around for decades to come, we need to make sure the people we work with and the planet we live on thrive, and that the products we create stand the test of time. That's how we honour our past, shape our future, and keep the Marshall Group spirit loud and alive

Jeremy de Maillard
CEO

At Marshall Group we are making meaningful progress with our sustainability agenda as we work to lead the industry toward circular, emission-free, and responsible practices. Ultimately, we believe that operating sustainably and protecting our planet is fundamental to ensuring the long-term resilience of our business.

Our products have lived on stages, in studios and in people's homes for more than 60 years. We are rooted in a strong heritage of longevity in our amplification business, with products produced in the 1960s still in use today. This is something we are very proud of.

Our audience expects products that last and are supported over time. We recognise that how we conceptualise, design and build matters just as much as what we build, which is why our decisions across the value chain are guided by our principles of respect for people, fair working conditions, responsible material choices and strong ethical standards.

As participants in the UN Global Compact, we reaffirm our continued support for its Ten Principles and commit to embedding them in our strategy, culture and day-to-day operations. This ensures that integrity is not a requirement we meet, but a standard we aim to live by and continue to strengthen across Marshall Group.

2025 was the year when our Make It Last sustainability strategy moved from intention to integration, becoming a clearer part of how we design, act and grow. Through our Impact teams' work, we now have internal experts representing our global operations, driving actions with sponsors in our Executive Management Team (EMT) supporting on priorities and resources. We tightened and refined how sustainability shows up across the business: in product decisions and materials, in operations and aftersales, in our supply chain and in our community partnerships.

Our Sustainability Statement constitutes Marshall Group's annual communication on progress to the UN Global Compact, reflecting our ongoing commitment to reporting on the Ten Principles.

For us, sustainable growth is central to ensuring Marshall Group's long-term success. While we are proud of our progress in this area, we recognise that our journey is ongoing and that there is much more to do as we look ahead with confidence.

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EXECUTIVE SUMMARY

Marshall Group's Sustainability Statement for the 2025 reporting period outlines how sustainability is embedded into the Group's strategy, governance and operations, and how environmental, social and governance matters contribute to long-term value creation. While not yet subject to mandatory reporting under the Corporate Sustainability Reporting Directive (CSRD), Marshall Group has voluntarily structured this Sustainability Statement with reference to the CSRD and the European Sustainability Reporting Standards (ESRS), establishing a strong foundation for future regulatory compliance and external assurance.

Sustainability is guided by the Group's Make It Last 2030 strategy, which translates ambition into action across three focus areas: Built to Last Products, Lasting Planet, and Lasting People. These focus areas reflect the most significant impacts, risks and opportunities identified through Marshall Group's first formal double materiality assessment and are closely linked to the Group's business model and value chain.

Built to Last Products focuses on product longevity, circularity and responsible material use. In 2025, 19% of total material inflow was recycled or reused, including 75% of plastic inputs, 32% of paper inputs, and 26% of textile and faux leather inputs, based on a total inflow of 13,163 tonnes across products, packaging and logistics. Circular practices are further supported through repair and reuse, with around 20,000 products repaired during the year, extending product lifetimes and reducing the need for new material extraction.

Lasting Planet reflects Marshall Group's commitment to science-based climate action and operational efficiency across the value chain. The Group achieved a 72% reduction in Scope 1 and Scope 2 greenhouse gas emissions (GHG) from a 2023 base year, supported by the use of 100% renewable electricity at final manufacturing sites in the United Kingdom and Vietnam. Scope 3 GHG emissions intensity was reduced by 11% per million EUR value added, reflecting progress in upstream and downstream engagement. In 2025, Marshall Group's climate targets were formally validated by the Science Based Targets initiative (SBTi) and aligned with a 1.5°C pathway.

Lasting People addresses human rights, diversity, inclusion, wellbeing and responsible business conduct across own operations and the supply chain. During the reporting period, 44% of leadership positions were held by women, reflecting progress towards balanced representation. The Group Employee Code of Conduct and Supplier Code of Conduct are implemented across the organisation, and 100% of Tier 1 suppliers have been mapped as part of the Group's responsible sourcing and due diligence framework. These efforts strengthen governance over labour conditions, ethical conduct and supply chain transparency in a complex, global value chain.

Marshall Group operates across more than 90 active markets, with approximately 800 employees across eight global offices and two owned manufacturing sites, complemented by long-term Original Design Manufacturing (ODM) partners. The Group's heritage in professional music equipment and consumer audio, combined with strong cultural roots and ongoing engagement with the global music community, continues to drive positive social impact through creativity, inclusion and skills development.

This Sustainability Statement covers Marshall Group's operations for the period 1 January to 31 December 2025 and follows an ESRS-inspired structure. It begins with General Disclosures, outlining governance, strategy, scope and reporting principles, followed by material Topical Standards across Environment, Social and Governance. Disclosures are based on proportionality and phase-in provisions, with further enhancements planned as data quality, systems and internal controls continue to mature.

Together, the disclosures in this report demonstrate how Marshall Group is embedding sustainability into decision-making, managing material impacts and risks, and building resilience across its value chain, with the aim of creating durable products, a healthier planet, and fair, inclusive outcomes for people, now and in the future.

HIGHLIGHTS 2025

BUILT TO LAST PRODUCTS

19% OF TOTAL MATERIAL INFLOW WAS RECYCLED OR REUSED

including 75% of plastic input, 32% of paper and 26% of textile and faux leather inputs (based on 13,163 tonnes of total material inflow).

~20,000

PRODUCTS REPAIRED

including in-warranty and paid (out-of-warranty) repairs during 2025.

LASTING PLANET

CLIMATE TARGETS VALIDATED BY SBTi

Marshall Group's climate targets have been validated by the Science Based Targets initiative (SBTi) and align with a science-based pathway to limit global warming to below 1.5°C.

100%

Renewable electricity at UK and Vietnam manufacturing sites, using market-based instruments including renewable energy certificates.

↓72%

reduction in Scope 1 and Scope 2 GHG emissions from a 2023 base year, exceeding our SBTi-validated target of a 42% reduction by 2030.

↓11%

reduction in Scope 3 GHG emissions per million EUR value added from a 2023 base year, towards our SBTi-validated target of a 51.6% reduction by 2030.

(absolute emissions increased due to business growth and improved data coverage).

LASTING PEOPLE

44%

of leadership positions are held by women (roles with direct people management responsibility).

25.5 eNPS

Reflecting improved employee engagement and a strong culture.

100%

of Tier 1 suppliers mapped within the Group's responsible sourcing and due diligence framework.

150+ ARTISTS SUPPORTED GLOBALLY

Through the provision of gear, studio access and event support, enabling music creation, performance and promotion.

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ABOUT MARSHALL GROUP

Marshall Group is the audio, tech and design powerhouse uniting musicians and music lovers through genre-breaking innovation. For over 60 years, Marshall has amplified the sound of the world's most talented artists, bringing their music to stages, crowds and listeners around the world.

Bridging iconic rock 'n' roll heritage with innovation and culture-driven brand-building, the Group's activities span professional music equipment and consumer audio products, including headphones, speakers and guitar amplification. Marshall Group brings together over 800 employees across eight global locations, and its products are sold in more than 90 markets worldwide.

Marshall Amplification was founded in London in 1962 and became recognised for its distinctive sound and durable design. From 2010, the Marshall brand expanded into consumer audio products, and in 2023 Marshall Amplification and Zound Industries came together to form Marshall Group, building on a decade-long relationship that brought the Marshall brand from the big stage to a global consumer audience.

Marshall Group is headquartered in Stockholm, with offices in Milton Keynes, London, Paris, New York, Shenzhen and Hong Kong SAR. Manufacturing operations are carried out at two owned sites in the United Kingdom and Vietnam. An overview of the Group's operating footprint is shown on the next page under *Our global presence.*

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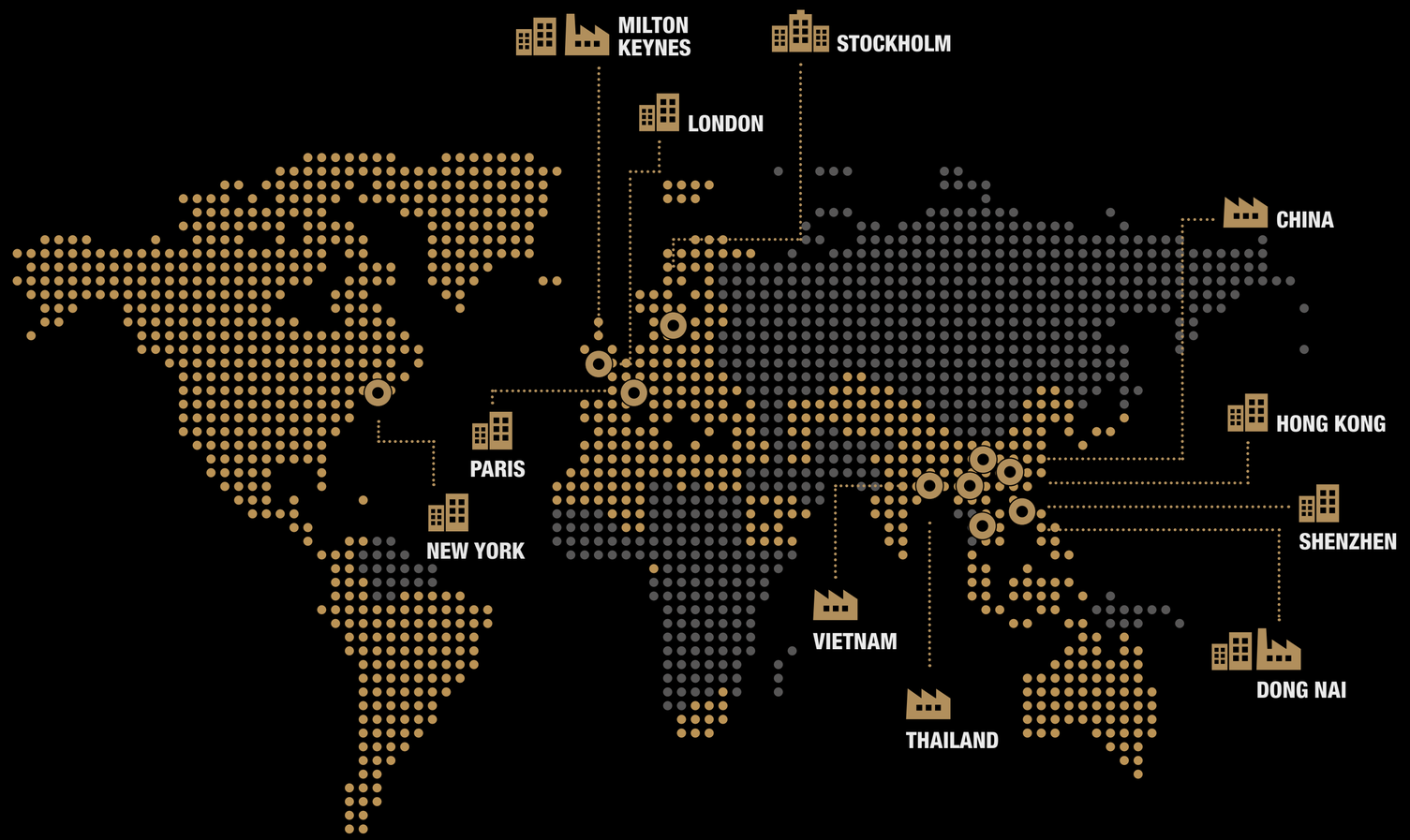
OUR GLOBAL PRESENCE

This Sustainability Statement covers Marshall Group's operations during the 2025 reporting period. Further information on the reporting scope, boundaries and methodologies is provided in the General Disclosures section.



- ACTIVE MARKET
- HEADQUARTERS
- OFFICE
- OWNED MANUFACTURING SITE
- MANUFACTURING PARTNER (ODM)

90+	8	2	8	~800	150+
ACTIVE MARKETS	OFFICES	OWNED MANUFACTURING SITES	MANUFACTURING PARTNERS (ODM)	EMPLOYEES	ARTISTS

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SUSTAINABILITY STATEMENT

A READER'S GUIDE

This sustainability statement is organised into four sections according to the European Sustainability Reporting Standards (ESRS) guidelines:

- General Disclosures
- Topical Standards:
  - *Environment*
  - *Social*
  - *Governance*

The report begins with General Disclosures to establish scope, context and reporting principles, followed by strategy, governance and material sustainability topics. Specifically, the General Disclosures describe:

- How sustainability is governed
- How sustainability is embedded into our strategy, business model and value chain
- The process taken to identify which material sustainability topics to include in our report

Topical Standards are either social, environmental or governance-related and comprise of Disclosure Requirements (DRs) and corresponding data-points. Standards have been reported if they were deemed material for Marshall Group according to our double materiality assessment. For each topical standard we disclose:

- Impacts, risks and opportunities
- Policies
- Actions
- Metrics/ Key Performance Indicators (KPIs)

See **ESRS 2 General Disclosures** where we have shared how our sustainability reporting has developed since 2019.

We have added a Definitions section as **Appendix 1** to provide context on sustainability or Marshall Group-specific terms.

M= Marshall-specific metric or disclosure (not required by ESRS)

GENERAL

- BASIS FOR PREPARATION
- STRATEGY, BUSINESS MODEL AND VALUE CHAIN
- SUSTAINABILITY GOVERNANCE
- MATERIALITY

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This section provides the foundational context for Marshall Group's Sustainability Statement. It explains how sustainability is governed across the Group, how it is embedded in our strategy, business model and value chain, and how material sustainability matters are identified and prioritised.

The General section also describes the basis for preparation of this Sustainability Statement, including the applied scope, boundaries, assumptions and phase-in provisions, in line with the European Sustainability Reporting Standards (ESRS).

While Marshall Group is not subject to mandatory reporting under the Corporate Sustainability Reporting Directive (CSRD) for the 2025 reporting period, the Sustainability Statement is structured with reference to the CSRD and the draft simplified ESRS. This supports clarity, consistency, and readiness for future reporting requirements.

SUSTAINABILITY TOPICS INTRODUCED

Sustainability was included in the annual report for the first time—marking the first step towards structured sustainability reporting.

2019

SUSTAINABILITY REPORTING ESTABLISHED

Sustainability reporting became a regular part of corporate reporting, with disclosures published alongside financial performance and on the company website.

2020

FIRST MARSHALL GROUP SUSTAINABILITY REPORT

Sustainability reporting was consolidated into a single, group-level report, shifting from entity-based reporting to a unified governance structure and narrative.

2023

ESRS-INSPIRED SUSTAINABILITY REPORTING INTRODUCED

Marshall Group published its first standalone Sustainability Statement, following an ESRS-inspired structure and supported by a double materiality assessment, laying the foundation for CSRD-aligned reporting and future external assurance.

2025

ESRS 2 GENERAL DISCLOSURES

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BP 1

BASIS OF PREPARATION

GENERAL BASIS FOR PREPARATION

The Sustainability Statement for Marshall Holdco (UK) Limited (“the Company”) is prepared on a voluntary basis with reference to the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). The Company is not in scope of mandatory CSRD reporting for the 2025 financial year.

In preparing this Sustainability Statement, the Company has applied proportionality provisions and phase-in options consistent with the November 2025 draft amended simplified ESRS. However, the structure, disclosure requirement (DR) references and related appendix tables follow the current ESRS framework and numbering to support consistency, traceability and comparability of disclosures while the amended simplified ESRS remains in draft form.

Following the acquisition of Marshall Group AB by HSG (HongShan Capital Group) on 8 April 2025, HSG became the majority owner while the Marshall Group family retains a meaningful stake of over 20 percent. This Sustainability Statement covers the period 1 January–31 December 2025 for the operational subgroup headed by Marshall AB (Sweden), which is fully consolidated under the Company’s financial control and aligned with the SECR boundary approved by the Board. “Marshall Group” refers to this operational subgroup.

Targets and performance indicators in this Sustainability Statement generally apply to Marshall Group’s key audio products, including headphones, speakers and amplification products. Non-audio categories such as licensing, apparel, Natal drums and music platforms are excluded unless explicitly stated. Any relevant exceptions are described in the accounting principles under each topical chapter.

Unless otherwise stated, terms used in this Sustainability Statement are applied in accordance with the ESRS. Company-specific and operational terms are defined in the Definitions and Appendix 1 (p.100). Where topic-specific metrics or disclosures require additional clarification, relevant explanations are provided alongside the relevant disclosures.

The Sustainability Statement has been prepared in line with the qualitative characteristics set out in ESRS 1. No information has been intentionally omitted for reasons related to intellectual property, commercial sensitivity, ongoing negotiations or potential prejudice.

The Sustainability Statement follows ESRS 2 General Disclosures and subsequently presents the material topical ESRS standards identified through the double materiality assessment, with material impacts, risks and opportunities addressed within each topical section.

The Sustainability Statement has been subject to limited assurance by PricewaterhouseCoopers AB (PwC). The independent auditor’s limited assurance report is included in the Marshall Group AB Financial Statements. The assurance scope covers sustainability information for Marshall Group AB (the operational subgroup).

BP 2

BASIS OF PREPARATION

SPECIFIC INFORMATION ON THE USE OF PHASE-IN OPTIONS AND LIMITATIONS

Incorporation by reference

Where relevant, disclosures are incorporated by reference to other sections within this Sustainability Statement. Clear cross-references are provided to enable users to identify the location of the information. Any assumptions, estimates, data limitations and methodological considerations are disclosed within the relevant topical sections or accounting principles, as applicable.

Time horizons

Marshall Group applies the ESRS-defined time horizons: short term (less than one year), medium term (one to five years) and long term (more than five years). These time horizons are applied consistently across the Sustainability Statement, including within the double materiality assessment (DMA) and all relevant disclosures.

Use of estimates and value chain information

In areas where primary value chain data is not yet available in sufficient quality or completeness, ESRS-aligned estimation techniques are applied. This includes the use of proxy information from suppliers, engineering estimates, historical trends and recognised external benchmarks. Any assumptions, approximations and data limitations are described within each relevant topical disclosure or within accounting principles. The Group expects the accuracy and completeness of value chain data to improve over time as reporting systems and supplier engagement processes continue to mature.

Identification of metrics using indirect value chain data

Metrics that rely on indirect value chain data include Scope 3 purchased goods and services emissions under ESRS E1. Resource inflow metrics under ESRS E5 combine Bills of Materials (BOMs), recycled content certificates, and a scrap adjustment factor, while waste generation and treatment indicators consolidate contractor documentation. Product chemical compliance indicators under ESRS E2 are based on supplier declarations and third-party laboratory testing. Site-level pollution indicators rely on volumes or concentrations derived from permit-based external measurements and interim estimation methods.

Measurement uncertainty

Certain quantitative metrics include a degree of measurement uncertainty, primarily where data depends on value chain inputs or where estimation techniques are required, for example where supplier-specific emission factors are not available, industry average factors are applied. In the current reporting period, affected metrics include Scope 3 purchased goods and services emissions under ESRS E1 and resource inflows indicators under ESRS E5, where material weights are estimated using BOMs and a generic scrap factor.

Changes in preparation and presentation

For the 2025 reporting period, the sustainability reporting structure has been expanded and formalised to reflect the CSRD and the ESRS. This includes the application of proportionality and phase-in provisions, an updated double materiality assessment, strengthened data collection procedures, and enhanced internal controls within Marshall Group. Where changes in methodology, structure, or data availability influence comparability, these are explained within the relevant topical standards.

Corrections of prior-period information

Corrections have been made where required. This includes the update of 2024 health and safety data to incorporate information from the Vietnam manufacturing site, supported by strengthened validation processes and expanded site reporting coverage.

In addition, during 2025 the Science Based Targets initiative (SBTi) validated Marshall Group's greenhouse gas (GHG) emissions reduction targets. As part of this process, the Group refined its GHG inventory methodology, resulting in changes to previously reported data. Additional Scope 3 categories were incorporated into the 2023 and 2024 GHG inventories, including Category 14 (franchises), together with an updated methodology for Category 9 (downstream transportation and distribution), both in alignment with the Greenhouse Gas Protocol.

Furthermore, during the 2025 GHG calculation cycle and the review of 2024 data, an under-calculation was identified in activity data related to the number of headphones and speakers purchased and amplifiers sold. These affected emissions reported under Scope 3 Category 1 (Purchased goods and services) and Category 11 (Use of sold products). The error resulted in an understatement of reported emissions and has been corrected in the 2024 GHG inventory.

As a result of these methodological updates and error corrections, GHG emissions previously reported for 2023 and 2024 have been restated. These restatements reflect both the inclusion of additional Scope 3 categories and the correction of identified errors thereby enhancing the completeness, accuracy and consistency of the Group's GHG emissions reporting.

Phase-in of ESRS disclosures

In accordance with the phase-in provisions applied and described in BP-1, the Group is developing the systems, processes and data required for full reporting under certain ESRS topical standards.

Topics assessed as material but subject to phase-in include ESRS E3 (Water), ESRS E4 (Biodiversity and ecosystems) and ESRS S4 (Consumers and end-users), as well as selected data points within other topical standards. For these areas, disclosures remain under development due to data availability and system maturity.

The Group's aim for these topics is to increase understanding and governance over time, in line with the development of underlying systems, processes and internal controls. These topics remain within the scope of the Sustainability Statement, and related disclosures will be addressed in future reporting periods as appropriate.

Marshall

Sustainability Statement 2025

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STRATEGY, BUSINESS MODEL AND VALUE CHAIN

Marshall Group designs, develops and sells audio products across three core categories: headphones, speakers and guitar amplification. Product development is supported by in-house design, engineering, acoustics, and compliance capabilities.

Manufacturing activities are carried out through a combination of owned manufacturing sites and long-term manufacturing partners. Owned manufacturing focuses primarily on guitar amplification products, while headphones and speakers are assembled by Original Design Manufacturers (ODM) based on Marshall Group specifications and designs.

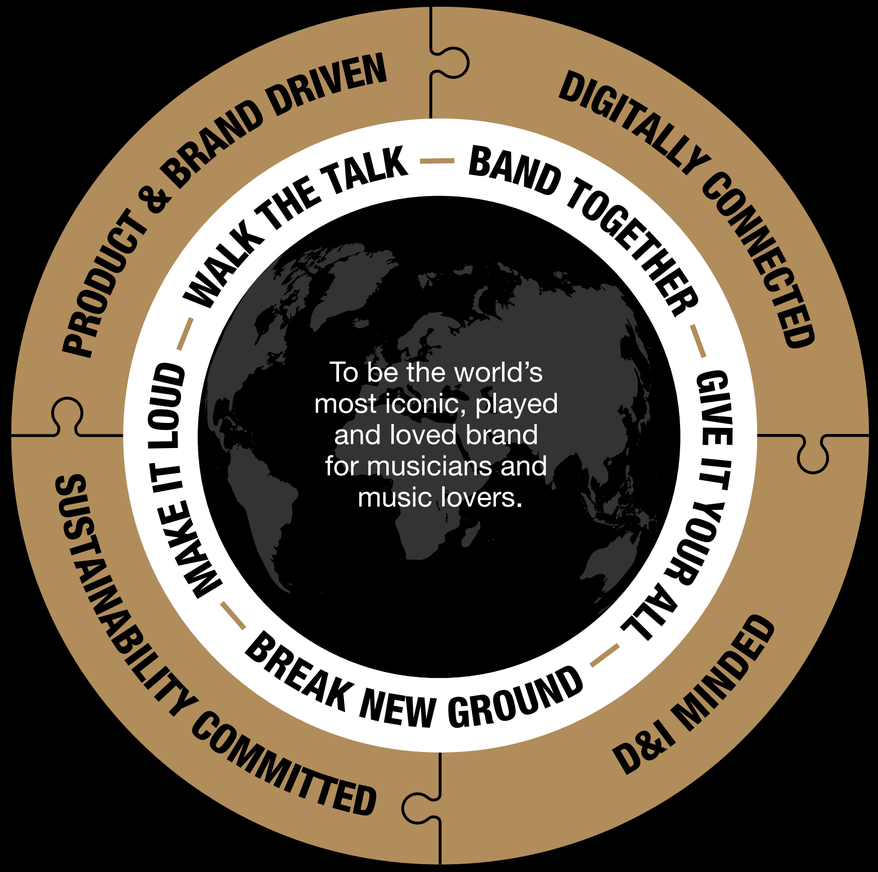
Sustainability-related impacts, risks and opportunities arise across all stages of the value chain. Upstream activities include the sourcing and processing of raw materials and components through multi-tier supply chains. Own operations are associated with impacts related to energy use, emissions, workforce conditions, and business conduct. Downstream activities include logistics, product use, repair, refurbishment, and end-of-life treatment.

Sustainability considerations are embedded into Marshall Group's strategy through the Make It Last 2030 sustainability framework, which translates the Group's ambition into focus areas, targets and actions across products, planet, and people. The characteristics of the business model and value chain therefore directly influence both impact materiality and financial materiality.

How sustainability is embedded in our strategy

In response to identified impacts, risks and opportunities, sustainability considerations are embedded in Marshall Group's business model and strategic direction. Sustainability is integrated within the Group's overall strategy through defined "How to win" strategic areas that enable the company to stay relevant, competitive, and resilient now and in the future.

As illustrated in the Marshall Group strategy framework, Marshall Group's "How to win" areas include product and brand leadership, digitally connected, Diversity & Inclusion (D&I) minded, and sustainability committed. Together, these strategic areas translate the Group's ambition and values into clear choices about how Marshall Group competes, invests and creates long-term value.



Marshall Group's strategy framework, built around a clear ambition, lived through shared values and executed through defined strategic priority areas that guide how the Group competes, invests and creates long-term value.

STRATEGY, BUSINESS MODEL AND VALUE CHAIN

SUSTAINABILITY STRATEGY

Marshall Group's sustainability strategy, Make It Last 2030, is structured around three focus areas and translates the Group's ambition, values and strategic direction into clearly defined priorities, measurable targets and concrete actions across the value chain.

BUILT TO LAST PRODUCTS

Focused on addressing unsustainable consumption by leading in product longevity. This includes enhancing durability, repairability and reusability, advancing circular business models, increasing the use of responsible materials, and eliminating harmful substances such as per- and polyfluoroalkyl substances (PFAS).

LASTING PLANET

Reflects the Group's commitment to science-based climate action. Key priorities include reducing greenhouse gas emissions across operations and the value chain, increasing the share of renewable electricity, eliminating waste to landfill at final manufacturing sites, and progressing towards net-zero emissions in line with a 1.5°C pathway.

LASTING PEOPLE

Centered on protecting human rights and fostering an inclusive and responsible workplace. This includes promoting employee wellbeing, advancing diversity and inclusion, ensuring fair working conditions and safe workplaces, strengthening representation across leadership levels, and improving supply chain transparency.

BUILT TO LAST PRODUCTS

Challenge unsustainable consumption by becoming leaders in product longevity.

50M €	in revenue from circular business models
70%	certified responsible material in products and packaging
100%	PFAS-free products

LASTING PLANET

Committed to science-based climate targets validated by the SBTi, including near-term reductions by 2030 and a long-term net-zero target in line with the 1.5°C pathway.

42%	reduction of Scope 1 and 2 GHG emissions from a 2023 base year
51.6%	reduction of Scope 3 GHG emissions per million EUR value added from 2023 base year
100%	renewable electricity at final manufacturing sites
100%	zero waste to landfill at final manufacturing sites

LASTING PEOPLE

Committed to safeguarding human rights, promoting wellbeing, driving diversity and inclusion, and ensuring fair working conditions.

40%	minimum gender representation across all levels of leadership
100%	of employees feel that they have a safe and healthy working environment
100%	transparency of supply chain tier 1-3

2030

STRATEGY, BUSINESS MODEL AND VALUE CHAIN

Our footprint across the value chain

The value-chain visual on the following page illustrates the main stages through which Marshall Group's key products which comprise headphones, speakers and amplification products, move from raw material extraction and component production through product development, manufacturing, distribution, use and end-of-life management. The value chain is presented in a simplified form for clarity. In practice, each stage involves multiple actors, processes, materials and geographies, which adds complexity across the value chain.

The visual includes material sustainability topics derived from the double materiality assessment. These topics represent clusters of underlying impacts, risks, and opportunities (IROs) and are used to simplify and structure the presentation of the assessment results. They are mapped to the stages of the value chain where the related impacts, risks, or opportunities primarily occur.

The circular loops illustrated in the value chain visual highlight where opportunities to strengthen circularity typically arise, rather than reflecting current practices alone. These include upstream stages, such as the use of recycled and renewable materials, as well as downstream stages, including repair, reuse, take-back and recycling.

Upstream

The greatest complexity in Marshall Group's value chain lies upstream of the Group's own operations. Upstream activities include the extraction, processing and transformation of materials such as minerals, metals, plastics, wood and textiles, sourced through global, multi-tier supply chains. These activities often take place outside the Group's direct control.

For headphones and speakers, Marshall Group designs and engineers products internally, while manufacturing and final assembly are carried out by Original Design Manufacturers. This operating model enables scalability and technical specialisation, but also increases complexity related to supplier relationships, traceability, sustainability performance and oversight across multiple tiers of the value chain. As a result, many of the Group's most significant negative impacts and sustainability-related risks are concentrated in upstream stages.

Own operations

Marshall Group's own operations sit at the centre of the value chain and include product development, engineering, acoustics, compliance, procurement and corporate functions. Decisions taken at this stage, particularly in product design and engineering, play a critical role in influencing impacts across the entire value chain, including material selection, product architecture, durability and repairability.

Manufacturing of guitar amplifiers and pedals is carried out in-house at Marshall Group's amps factories, where the Group maintains direct operational control over material processing, component assembly and final product assembly. Procurement and corporate functions, including operations, sales and marketing, support and enable activities across the value chain and influence how sustainability requirements are integrated into supplier engagement and product development.

Downstream

Downstream becomes more complex as products move through transportation and distribution networks, including logistics, warehousing, retail and e-commerce channels, before reaching consumers and end users in more than 90 markets. Marshall Group operates its e-commerce channels in-house, while transportation and logistics are managed through a combination of Group operations, suppliers and external partners. Transportation takes place at multiple stages of the value chain and involves shared responsibility.

Products may remain in use for many years, making the downstream phase critical for managing their overall impact. Activities such as repair, refurbishment and reuse help extend product lifetime and retain value, while reducing the need for additional material extraction and manufacturing.

End-of-life management is also a key part of the downstream value chain and presents particular challenges for the electronics industry. Outcomes at this stage depend on consumer behaviour, national waste collection systems and the availability of recycling infrastructure, leading to varying levels of waste management performance across markets.

SUSTAINABILITY STRATEGY

VALUE CHAIN

This visual illustrates Marshall Group's value chain and the material sustainability topics and related impact, risk and opportunity areas identified through the double materiality assessment. Topics assessed as not material and individual IRO-level detail are not shown.

Positive impacts

- S4 Social inclusion through music
- S1 Skills development

Negative impacts

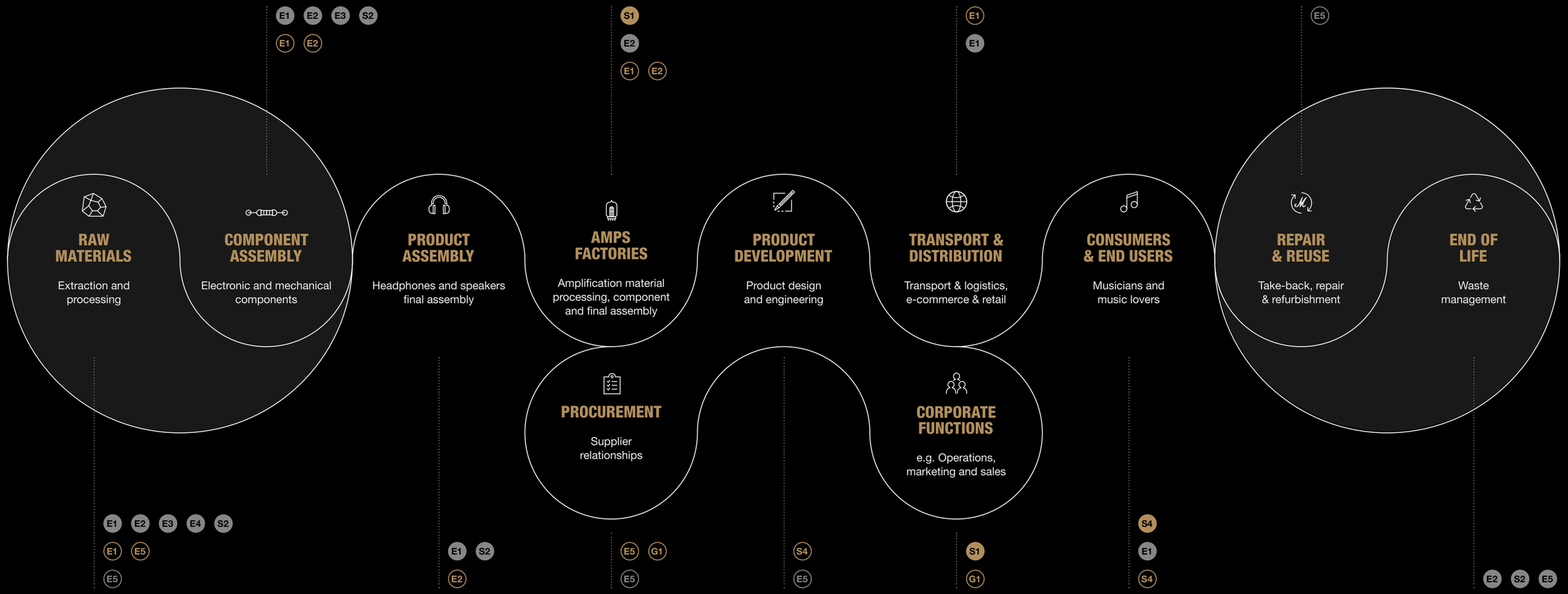
- E1 Greenhouse gas emissions
- E2 Pollution and hazardous substances
- E3 Water stress
- E4 Biodiversity loss
- S2 Poor working conditions
- S2 Human rights violations
- E5 Electronic waste

Risks

- E1 Energy and emissions cost exposure
- E5 Dependency on virgin materials
- E2 Chemical and PFAS regulatory risk
- G1 Governance and compliance risk
- S4 Product safety risk

Opportunities

- E5 Circular product design
- E5 Repair and refurbishment sales
- E5 Increased use of recycled materials



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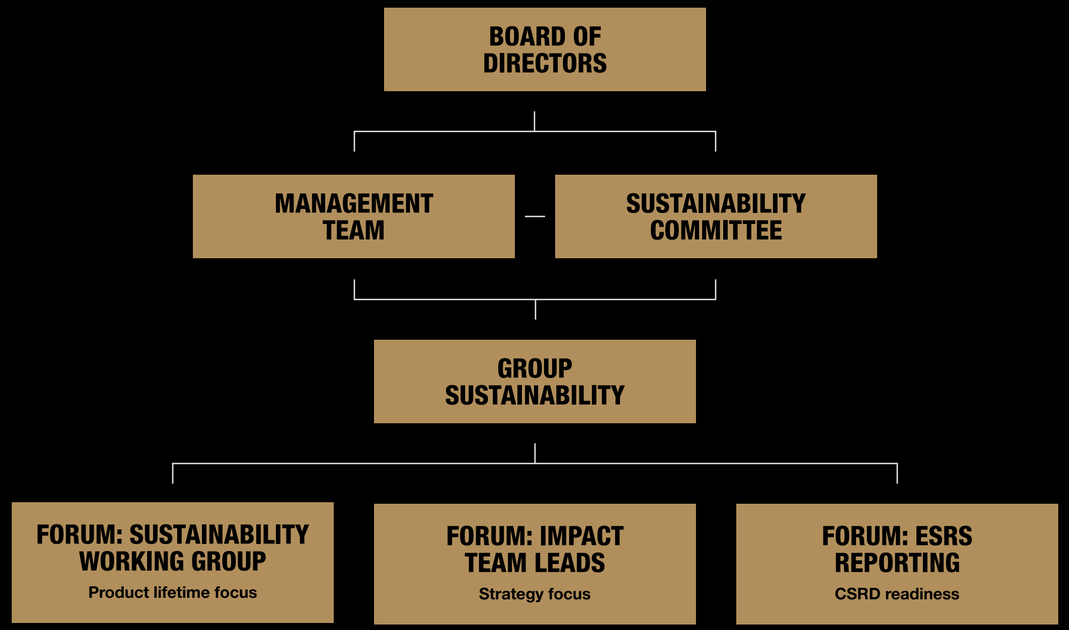
SUSTAINABILITY GOVERNANCE

THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES



As Marshall Group continues to grow in complexity and ambition, it is essential to strengthen how we organise and coordinate our sustainability work. With more people, more products, more markets and a fast-evolving Environmental, Social, and Governance (ESG) landscape, clearer structures and shared group processes are essential. During 2025, our Sustainability Committee, Impact Teams and the newly introduced ESRS Forum were activated across the organisation, providing the structure, capability and coordination required to meet these expectations.

The governance model is designed to ensure that sustainability matters are integrated into business decision-making while establishing defined boundaries between strategic direction, operational execution, and oversight. Sustainability governance at Marshall Group is based on management ownership, supported by structured information flows to the Board of Directors.

BOARD OF DIRECTORS

The Board of Directors of the Company is informed of material sustainability matters, including the outcomes of the double materiality assessment, progress against sustainability priorities, and significant strategy and policy updates. The Board receives regular updates through management reporting.

CHIEF EXECUTIVE OFFICER (CEO)

The Chief Executive Officer of the Company is responsible for the final approval of the double materiality assessment, sustainability strategy, key sustainability policies and the Sustainability Statement, based on recommendations from the Sustainability Committee and the Executive Management Team (EMT).

EXECUTIVE MANAGEMENT TEAM (EMT)

Executive Management Team (EMT) is responsible for integrating sustainability into corporate strategy, business planning and operational decision-making. The EMT supports the implementation of the sustainability strategy and approved policies within its members' respective areas of responsibility. EMT members sponsor defined sustainability impact areas and are accountable for prioritisation, resource allocation and delivery.

The Vice President of Communications & Sustainability oversees the implementation of the Group's sustainability ambition and strategy.

GOV 1

SUSTAINABILITY GOVERNANCE

SUSTAINABILITY COMMITTEE

The Sustainability Committee, a sub-committee of the Executive Management Team (EMT), provides operational oversight of sustainability matters across the organisation. The Committee reviews sustainability performance against targets and key elements of the sustainability due diligence process, including the double materiality assessment, sustainability strategy and policy implementation. It also considers risks and emerging regulatory requirements, monitors progress and follow-up on agreed actions, and prepares recommendations for EMT and CEO decision-making, including on material issues requiring escalation.

The Committee supports the prioritisation of sustainability initiatives and oversees the implementation of the sustainability strategy. A defined sponsorship model is applied, where EMT members act as sponsors for the Make It Last 2030 strategy. Each sponsor is accountable for specific impact areas and supports Impact Team Leads within their areas of expertise. This structure strengthens ownership, enables faster decision-making and ensures effective alignment between priorities, resources and execution.
Impact Team Leads, together with internal and external subject-matter experts, participate by invitation to support informed decision-making and provide cross-functional expertise.

See **GOV-2** (p.19) for an overview of the Sustainability Committee's composition, including EMT sponsorship and the relevant areas of expertise supporting Make It Last 2030 execution.

GROUP SUSTAINABILITY

Group Sustainability is the central function leading Marshall Group's strategic area of sustainability, driving sustainability innovation and governance across the organisation, and ensuring alignment between strategy, due diligence, implementation, reporting and communication.

The function drives the development of the sustainability strategy and coordinates the Group's sustainability due diligence approach, including the double materiality assessment, ESRS-aligned methodologies, data validation and internal controls. It also manages sustainability reporting and communication processes, including the sustainability reporting platform and the preparation of the Sustainability Statement for review by the Sustainability Committee and approval by the CEO. In addition to its strategic and reporting responsibilities, Group Sustainability ensures that sustainability requirements are translated into practical processes and embedded across the organisation. It works closely with product development, manufacturing, sourcing, legal, compliance and finance to support consistent implementation, robust governance processes and effective information flows across the value chain.

Group Sustainability is led by the Senior Sustainability Manager and supported by dedicated environmental and social sustainability expertise. Through coordination of Impact Teams and cross-functional forums, the function drives alignment, transparency and continuous improvement across sustainability-related activities.

IMPACT TEAMS

Impact Teams are cross-functional groups responsible for driving the implementation of Marshall Group's sustainability strategy within defined impact areas. Each Impact Team is led by an Impact Team Lead, who structures the work, coordinates contributions and reports progress, risks and challenges to Group Sustainability and the Sustainability Committee.

Each team brings together ambassadors from across functions and locations, ensuring that the right expertise informs both the development and execution of targets and action plans. The active Impact Teams during 2025 were Climate, Product Longevity & Circularity, Circular Business, Responsible Materials, Responsible Sourcing, Own Workforce and Governance.

LEGAL & COMPLIANCE

Legal supports Group Sustainability and governance bodies by interpreting ESG-related regulation, assessing compliance risks, advising on policy wording and legal exposure, and escalating material compliance matters to the EMT. The function participates in Sustainability Committee reviews and collaborates closely with Product Compliance on topics such as environmental legislation, chemical requirements and product claims.

CROSS-FUNCTIONAL FORUMS

To support the formal governance bodies, Marshall Group operates three cross-functional forums that provide advisory input, operational alignment, and coordination. These forums do not hold decision-making authority but strengthen the Group's ability to deliver on the sustainability strategy.

- ESRS Forum Introduced in 2025, chaired by an external expert supporting Group Sustainability, provides technical guidance on CSRD/ESRS requirements, regulatory interpretation, and builds internal capability.
- Sustainability Working Group provides operational coordination across sustainability functions within the Group.
- Impact Team Leads align definitions, targets, KPIs and action plans across impact areas and ensures coherent delivery across teams.

DIVERSITY OF BOARD MEMBERS	2025
Female board members (%)	20
Gender diversity ratio	0.2

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INFORMATION PROVIDED TO AND SUSTAINABILITY MATTERS ADDRESSED BY THE UNDERTAKING'S ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

Marshall Group ensures that sustainability matters are addressed with the appropriate expertise, skills and access to information across the organisation. This is achieved through a combination of management involvement, dedicated sustainability roles, cross-functional collaboration and the use of internal and external expertise.

Sustainability competence is anchored within the EMT where sustainability considerations are integrated into strategic and operational discussions. The Vice President Communications & Sustainability, as a member of the Management Team, drives and informs the Group's sustainability work and ensures alignment between sustainability, brand, and communications.

Group Sustainability, led by the Senior Sustainability Manager, provides subject-matter expertise and coordination across sustainability topics. The function leads the development of methodologies, including the double materiality assessment and ESRS-aligned reporting frameworks, and ensures access to relevant data, analysis and guidance for decision-making. Group Sustainability works closely with product development, sourcing, manufacturing, quality, legal, compliance, human resources (HR), and finance functions to support consistent application of sustainability requirements across the business.

To support effective execution, Impact Teams bring together expertise from across functions and locations. Impact Team Leads and ambassadors contribute operational knowledge, technical insight and practical experience, ensuring that sustainability considerations are grounded in how the business operates in practice.

Marshall Group also strengthens sustainability competence through targeted training and external expertise. EMT members and key reporting employees received training on CSRD requirements and the double materiality assessment during 2023–2024, and key reporting employees undergo annual sustainability reporting system training. In 2025, all Sustainability Committee members participated in ESG and CSRD legal briefings, including external sessions covering the CSRD Omnibus package and the EU Empowering Consumers Directive.

External experts are engaged where needed to complement internal expertise. During the year, the Group engaged external human-rights specialists to conduct a comprehensive human-rights risk assessment, which was shared with representatives from the procurement organisation. In addition, a weekly Sustainability Forum provides a platform for internal and external experts to share insights and practical experience across functions and locations.

Together, these structures ensure that sustainability matters are informed by relevant expertise, supported by appropriate information and embedded into decision-making at both strategic and operational levels.

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SUSTAINABILITY COMMITTEE

The following section presents the members of the Sustainability Committee, including EMT sponsors, together with their respective roles, expertise and areas of responsibility. The composition of the Committee brings together strong functional, strategic and sustainability expertise, enabling informed decision-making and robust oversight of sustainability impacts, risks and opportunities.

The section also highlights the impact areas for which EMT sponsors are accountable or co-accountable. EMT sponsors actively contribute their expertise to the Committee's work, strengthening ownership, enabling effective prioritisation and supporting timely, well-informed decision-making. This sponsorship model ensures strong alignment between strategic priorities, resources and execution, and reflects how Marshall Group translates ambition into action, as described in GOV-1.

BUILT TO LAST PRODUCTS

PIERRE CARLSON

Chief Commercial Officer

Pierre leads all sales channels, including direct-to-consumer eCommerce and sales via a comprehensive network of retail and distribution partners spanning over 100 markets.

Pierre is a passionate international business leader who is inspired by the evolution of the digital and global marketplace, ever changing consumer journeys and new technologies.

Prior to joining Marshall, Pierre spent 18 years with Microsoft in different leadership roles and regions, primarily focused on building the Xbox brand and business in Europe.

GUSTAF LIVING ROSELL

Chief Product & Innovation Officer

Gustaf brings over 30 years of experience in hardware and software innovation to Marshall Group, having started his career as an industrial designer and researcher working with consumer products and professional tools.

Prior to joining Marshall, he led teams of strategy consultants and designers in projects for consumer electronics and services, including several in the audio industry and the startup ecosystem for sustainable design.

At Marshall, he has transformed product development, driving growth to deliver a wide portfolio defined by technical and design excellence, firmly anchored by a commitment to high-impact sustainability.

LASTING PLANET

MALENA HEED

Vice President, Communications & Sustainability

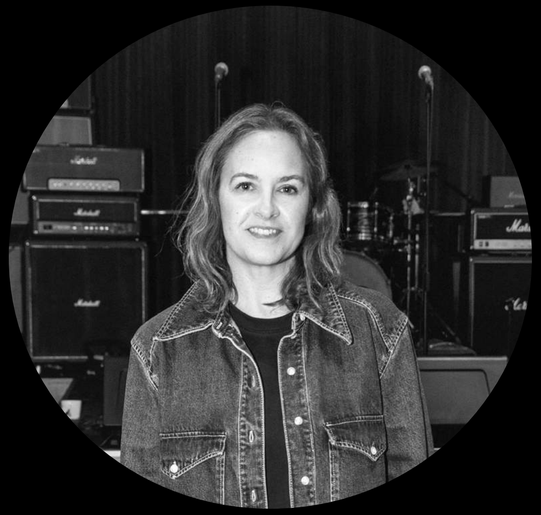
Malena is part of the management team driving brand impact and sustainable innovation.

Previously, as SVP of Communications at Einride, she helped scale the company from 50 to 500 employees and supported global expansion across markets.

Malena has led communications at Uber Nordics and iZettle (acquired by PayPal for $2.2B), where she championed corporate sustainability, and acted as company spokesperson through periods of rapid growth and change.

Her mission is to drive sustainable growth and build strong, future-facing brands that make a positive impact.

LASTING PEOPLE



MARIANA SÖDERMARK

Chief HR Officer

Mariana began her journey with the company in 2014 and has been instrumental in its growth from 50 employees to over 800 today.

With over 12 years of experience leading teams, Mariana has worked in both multinational corporations and smaller, scale-up, environments.

She began her career in the telecom industry and has also held roles at Svenska Spel and Nordkom AB, where she first stepped into a leadership position for the HR function in 2012.

Her mission is to bridge the gap between business and people, creating an environment where every individual can perform at their very best.

MARTIN AXHAMRE

Chief Financial Officer and Deputy Chief Executive Officer

Martin has been with the company since 2017 and brings with him extensive experience from working in leading financial roles in several other companies.

Martin started his career as a Treasurer at tech and performance marketing company TradeDoubler. Since then, Martin has also joined the board of cleaning and service company Hemfrid and worked as a CFO at Human Care Group, a medical equipment company based in Stockholm.

Martin played a pivotal role in the acquisition of Marshall Amplification and continues to build and maintain the strength and growth potential of Marshall Group going forward.

GOVERNANCE & ETHICS

LINDA SJÖ LINDKVIST

Chief Legal Officer

Linda has been with the company since 2020 and brings strategic legal leadership, particularly in intellectual property and commercial law, driving risk mitigation, compliance, and sustainable business growth.

Her previous roles as legal lead for Bosch, Siemens, Gaggenau, and Lagardère Sports have given her strong expertise in the legal dimensions of consumer technology and global events.

A passionate advocate for ethical, inclusive, and non-discriminatory advertising, Linda has served several years as a Jury Member at the Swedish Advertising Ombudsman.

CHAIR OF SUSTAINABILITY COMMITTEE

EMELIE JAMES

Senior Group Sustainability Manager

Emelie leads the Group Sustainability team, driving the development, implementation and continuous improvement of sustainability across Marshall Group.

She has seven years of experience at Marshall Group in various sustainability roles and brings strong expertise combined with a genuine passion for making sustainability part of how the business operates in practice.

Prior to joining Marshall Group, she spent eight years at Scania, where she led the development of the supplier sustainability due diligence framework and conducted more than 100 global site visits, including supplier audits.

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INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

Marshall Group does not currently link sustainability-related performance to variable remuneration or incentive schemes for members of the administrative, management or supervisory bodies.

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SUSTAINABILITY GOVERNANCE

STATEMENT ON DUE DILIGENCE

Marshall Group applies a risk-based sustainability due diligence approach aligned with internationally recognised frameworks, including the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises and the United Nations Guiding Principles on Business and Human Rights (UNGPs). This approach is designed to identify, prevent, mitigate and account for adverse impacts across our operations and value chain, and supports the implementation of the Ten Principles of the United Nations Global Compact.

Due diligence is embedded across governance, strategy and business processes, and increasingly integrated into risk management practices, reflecting the Group's Make It Last 2030 strategy, global value chain and product-focused business model.
Due diligence activities are coordinated by Group Sustainability and supported by Impact Teams, Legal & Compliance and other relevant functions, with oversight from the Sustainability Committee. Critical findings are escalated to the Executive Management Team (EMT) where decisions or resourcing are required.

The following diagram illustrates Marshall Group's due diligence approach in line with the OECD due diligence cycle. Detailed information on Marshall Group's due diligence approach, including cross-references to relevant sections of this Sustainability Statement, is provided in **Appendix 4.**

SUSTAINABILITY DUE DILIGENCE VISUALISATION:

1

Embedding responsible business conduct

- Group Code of Conducts and Policies
- Sustainability governance and Impact Teams
- Engagement channels
- Grievance mechanisms

ESRS REF: GOV-1, GOV-2, MDR-

2

Identify and assess adverse impacts

- Double Materiality Assessment (DMA)
- Topic specific risk assessments
- Value chain and supplier mapping
- Stakeholder and employee engagement

ESRS REF: IRO-1, SBM-2, SBM-3

3

Cease, prevent or mitigate impact

- Supplier findings and engagement
- Business partner risk management
- Employee-related measures and safeguards
- Product design and material choices
- Climate and operational improvements

ESRS REF: E1, E2, E5, S1, S2, G1

4

Track implementation and results

- KPI monitoring and structured reporting systems
- Regular internal review of governance, control and due diligence processes

ESRS REF: GOV-5, E1, S1, G1

5

Communicate how impacts are addressed

- Sustainability reporting (in line with ESRS)
- Transparency on impacts, actions and performance
- Provide clear, accurate and accessible product-level sustainability information to consumers

ESRS REF: ESRS 2, *topical disclosures*

6

Provide for or cooperate in remediation

- Whistleblowing and grievance mechanisms
- Corrective actions and supplier engagement

ESRS REF: G1, S1, S2

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RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING

In 2025, Marshall Group strengthened its sustainability reporting processes by assigning clear data owners, improving documentation and introducing defined review gates and validation steps supported by an ESRS-aligned sustainability reporting software platform. These measures are designed to improve data quality, consistency and transparency across sustainability disclosures.

Key sustainability reporting risks, including value chain data gaps, estimation uncertainty and evolving regulatory requirements, are identified and monitored through the sustainability reporting process. These risks are reviewed by Group Sustainability and overseen by the Sustainability Committee and the Executive Management Team (EMT), with escalation to the Board through the Annual Report cycle where relevant.

To support reliability and traceability of information, the Group uses an external reporting system provider that enables secure data collection, controlled workflows, audit trails and updates aligned with the latest ESRS requirements. Group Sustainability performs first-line consistency and plausibility checks, the Sustainability Committee reviews reporting risks and compliance matters on a quarterly basis, and the EMT oversees decisions related to prioritisation, resourcing and remediation actions.

A formal link between sustainability reporting oversight and the Group’s enterprise risk management framework is not yet in place. Further alignment between sustainability reporting and enterprise risk management aims to be considered as part of the Group’s ongoing governance development.

MDR P

SUSTAINABILITY GOVERNANCE

POLICIES

Marshall Group maintains a set of Group-wide policies that govern the management of material sustainability impacts, risks and opportunities across its own operations and value chain. These policies provide the framework for integrating environmental, social and governance considerations into business operations, risk management and decision-making.

Roles and responsibilities related to policies

The development, review and revision of sustainability-related policies are coordinated through the Sustainability Committee, which reviews and prepares policies before they are submitted to the CEO for approval. Additional policies and governance documents are under development to further strengthen the Group's sustainability management framework in line with evolving regulatory requirements and organisational maturity.

Final approval of sustainability-related policies rests with the CEO of the Company. The EMT supports the implementation of approved policies within their respective areas of responsibility. Ownership of each policy is assigned to the designated executive responsible for the policy area, ensuring accountability for implementation, monitoring and periodic review.

MANAGERS

Managers are expected to lead by example and ensure that the Code of Conduct and related policies are understood and applied in daily operations. They are responsible for providing guidance, addressing potential misconduct and encouraging employees to raise concerns or report potential breaches.

EMPLOYEES

All employees are required to comply with the Employee Code of Conduct and applicable Group policies. Employees are expected to act responsibly in their work, seek guidance where needed and raise concerns through appropriate channels, including the whistleblowing mechanism. The Code of Conduct applies to all employees and forms the foundation for responsible behaviour across Marshall Group's operations and value chain.

MDR P

SUSTAINABILITY GOVERNANCE

POLICIES

POLICY DEVELOPMENTS IN 2025

In 2025, Marshall Group took a significant step in strengthening Group-wide sustainability governance as part of the ongoing integration of the Group. During the year, several key sustainability-related policies were introduced or significantly updated at Group level, including the Group Code of Conduct and policies covering environmental responsibility, human rights and responsible sourcing.

Except for the Whistleblowing Policy and HR Policy, which were already in place, these policy developments established a common governance foundation across the Group and support consistent implementation of sustainability expectations across operations and the value chain.

Policy name	Content summary	Scope	Internationally recognised policies and standards	Ownership	ESRS Topics Covered	Availability
Employee Code of Conduct	Ethical conduct, human rights, labour rights, anti-corruption and responsible business behaviour	Own operations	• UN Global Compact Ten Principles • UN Guiding Principles on Business and Human Rights • OECD Guidelines for Multinational Enterprises • ILO Declaration on Fundamental Principles and Rights at Work	Chief Legal Officer	S1, G1	Intranet & Group website
Human Rights Policy	Human rights, working conditions, labour rights and impacts on affected communities	Own operations and value chain	• UN Guiding Principles on Business and Human Rights • ILO Declaration on Fundamental Principles and Rights at Work • OECD Guidelines for Multinational Enterprises • UN Global Compact Ten Principles	VP Sustainability & Communications	S1, S2, S3	Intranet & Group website
Environmental Policy	Climate change mitigation, pollution prevention, resource use and circular economy	Own operations and value chain	• UN Global Compact Ten Principles • OECD Guidelines for Multinational Enterprises • ISO 14001 • Science Based Targets initiative (SBTi)	VP Sustainability & Communications	E1, E2, E5	Intranet & Group website
Supplier Code of Conduct	Supplier labour standards, health and safety, environmental protection, business ethics and responsible sourcing	Upstream value chain	• Responsible Business Alliance Code of Conduct • UN Global Compact Ten Principles • UN Guiding Principles on Business and Human Rights • OECD Guidelines for Multinational Enterprises • ILO Declaration on Fundamental Principles and Rights at Work	VP Sustainability & Communications	E1, E2, E5, S2	Intranet & Group website
High-Risk Minerals Policy	Responsible mineral sourcing and due diligence in conflict-affected and high-risk areas	Upstream value chain	• OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas	VP Sustainability & Communications	S2, S3	Intranet & Group website
Anti-Corruption Policy	Prevention of bribery and corruption	Own operations	• FCPA (U.S. Foreign Corrupt Practices Act) • Transparency International white papers and guidance on preventing corruption	Chief Legal Officer	G1	Intranet
Whistleblowing Policy	Speak-up, reporting of misconduct and protection against retaliation	Own operations and value chain	• UN Global Compact Ten Principles • OECD Guidelines for Multinational Enterprises	Chief Legal Officer	G1, S1, S2, S3	Intranet & Group website
HR Policy	Employment conditions, equality, diversity, health and safety and employee wellbeing	Own operations	• EU Commission: Employment, Social Affairs and Inclusion • EU Occupational Safety and Health (OSH) • EU – Data Privacy at Work • UK Modern Slavery Act 2015 • EU Anti-Trafficking Directive 2011/36	Chief HR Officer	S1	Intranet

IRO 1

MATERIALITY

DOUBLE MATERIALITY ASSESSMENT PROCESS

Marshall Group conducted a double materiality assessment to identify and assess sustainability-related impacts, risks and opportunities in accordance with the European Sustainability Reporting Standards. The assessment covers Marshall Group's own operations as well as upstream and downstream activities across the value chain.

Impact materiality was assessed based on Marshall Group's actual and potential impacts on people and the environment, considering severity in terms of scale, scope and irremediability, as well as the likelihood of occurrence. Human-rights-related impacts were assessed using a lower materiality threshold, reflecting their potential seriousness.

Financial materiality was assessed based on sustainability-related risks and opportunities that may affect the Group's financial performance, financial position, cash flows, access to finance or cost of capital considering the magnitude and likelihood of financial effects over short, medium and long-term time horizons. The assessment was informed by internal data, management input and functional expertise, as well as external sources and sector-specific analysis, and was supported by the Position Green reporting platform. Sustainability matters were initially assessed at a detailed level and subsequently grouped into thematic sustainability matters to support clarity and consistency in reporting.

Materiality is determined at sub-topic level. A sustainability sub-topic is considered material if any associated impact, risk or opportunity exceeds the defined threshold. The double materiality assessment is coordinated by Group Sustainability and subject to internal review and management validation prior to final approval. Material impacts, risks and opportunities are monitored on an ongoing basis, and the assessment is updated annually to ensure continued relevance.

IRO 2

MATERIALITY

DISCLOSURES AND TOPIC BOUNDARIES

Based on the outcomes of the double materiality assessment, Marshall Group has identified material sustainability impacts, risks and opportunities across environmental, social and governance topics. The assessment considers both impact materiality, relating to Marshall Group's actual and potential impacts on people and the environment, and financial materiality, relating to sustainability-related risks and opportunities that may affect the Group's financial performance, position or prospects.

The material sustainability matters identified reflect the nature of Marshall Group's business model and global value chain. Material negative impacts and sustainability-related risks are primarily associated with upstream and downstream activities, including raw material extraction, component manufacturing, transportation, product use and end-of-life management. Positive impacts and sustainability-related opportunities are more limited in number and are mainly associated with own operations, product design and downstream circular activities.
The material sustainability impacts, risks and opportunities identified through the double materiality assessment are further reflected in the value chain visual presented in ESRS 2 SBM-3. The value chain visual shows where these matters primarily arise across the value chain using thematic groupings and does not represent an exhaustive mapping of individual impacts, risks or opportunities.

Two appendix tables complement IRO-2 and provide transparency on coverage and scope:

- The list of datapoints deriving from other EU legislation, see **Appendix 2**, lists datapoints mandated by EU regulation that are incorporated into the relevant ESRS disclosures in this report.
- The content index of ESRS disclosure requirements, see **Appendix 3**, shows which ESRS disclosure requirements are included in the sustainability statement and how they relate to the material sustainability matters identified through the DMA.

MATERIALITY

SUSTAINABILITY SUB-TOPICS BY MATERIALITY

Environmental Social Governance

IMPACT

- Climate Change Mitigation
- Working conditions (Workers in the value chain)
- Water
- Personal safety of consumers and of end users
- Communities' civil and political rights
- Communities' economic social, and cultural rights
- Equal treatment and opportunities (Workers in the value chain)
- Direct impact drivers of biodiversity loss
- Equal treatment and opportunities for all (Own workforce)
- Microplastics
- Pollution of soil
- Protection of Whistleblowers
- Working Conditions (Own workforce)
- Corruption and bribery
- Pollution of air
- Social inclusion of consumers and end users
- Pollution of water
- Information related impacts for consumers and/or end users
- Substances of very high concern
- Particular rights of indigenous communities
- Energy
- Corporate Culture
- Other work-related rights (Workers in the value chain)
- Substances of concern
- Impacts on the extent and condition of ecosystems

DOUBLE

- Waste
- Resource inflows, including resource use

NOT MATERIAL

- Management of relationships with suppliers payment practices
- Management of relationships with suppliers payment practices
- Climate Change Adaptation
- Pollution of living organisms and food resources
- Marine resources
- Impacts and dependencies on ecosystem services
- Impacts on the state of species
- Other work-related rights (Own workforce)
- Animal welfare
- Cybersecurity
- Political engagement and lobbying activities
- Responsible tax

FINANCIAL

- Resource outflows related to products and services

Marshall

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STAKEHOLDER ENGAGEMENT AND DIALOGUE

Marshall Group engages with stakeholders across its value chain to understand expectations, identify risks and opportunities and support continuous improvement. Stakeholders were identified through the 2025 double materiality assessment, which considered the Group's activities across product design, engineering, manufacturing, sourcing, distribution, use and end-of-life. Engagement focuses on transparency, collaboration and enabling feedback that informs product development, responsible sourcing, circularity, own-workforce topics and governance.

Stakeholder engagement is ongoing and integrated into the Group's annual double materiality assessment review process. Perspectives are gathered through a combination of surveys, interviews, assessments, consultations and ongoing dialogue. The electronics value chain is global, complex and multi-tiered, involving upstream mining, material processing and component manufacturing across multiple countries. This limits the Group's ability to directly engage with all stakeholder groups, particularly workers and communities involved in early-stage extraction.

Where direct engagement is not feasible, Marshall Group complements its own activities with insights from non-governmental organisations (NGOs), experts, academic research and industry initiatives, combined with supplier engagement and third-party assessments. This approach supports improved visibility of stakeholder risks and concerns across upstream stages of the value chain.

The Group's main stakeholder groups are presented in the stakeholder engagement table, which summarises the purpose of engagement, the channels used, the sustainability topics most frequently raised and how stakeholder input is considered in strategic and operational decision-making.

STAKEHOLDER ENGAGEMENT TABLE

STAKEHOLDER GROUP	WHY WE ENGAGE	HOW WE ENGAGE	KEY TOPICS AND CONCERNS RAISED	INTEGRATION INTO STRATEGY AND DECISION MAKING
EMPLOYEES AND FUTURE EMPLOYEES	Build a one-team culture, attract and retain talent, support wellbeing, and promote diversity and inclusion	Employee surveys, workplace committee, performance reviews, monthly engagement week, training programmes, sustainability ambassadors and forums	Leadership development, global collaboration, career development, wellbeing and health, sustainability in operations and product design	Employee insights inform workplace practices, HR policies, leadership and learning initiatives, and operational improvements
WORKERS IN THE VALUE CHAIN	Ensure decent work, human-rights due diligence, safe working conditions and ethical business conduct across the value chain	Supplier Code of Conduct, meetings and workshops, sustainability self assessment questionnaires, audits, corrective action processes, supplier business reviews.	Working hours, non-discrimination, health and safety, responsible recruitment, freedom of association, human-rights risks in mining and extraction	Findings feed into responsible sourcing roadmap, supplier requirements, escalation processes and continuous updates to the Supplier Code of Conduct
CONSUMERS AND END-USERS	Strengthen brand trust, understand user needs, support safe and sustainable product use, develop circular solutions	Consumer insight reports, surveys, interviews, product reviews and feedback, social-media engagement	Product quality and durability, repairability, safe listening, chemical safety, data privacy and cybersecurity, well-being, accessibility	Insights influence product design (durability, repairability), safety guidance, circular offerings, and transparency in communication
RETAILERS AND DISTRIBUTORS	Secure market access, meet sustainability expectations, ensure product compliance and improve commercial performance	Partner meetings, sustainability policies, product and corporate sustainability assessments	Third-party certifications, ethical business practices, packaging and circularity requirements, compliance with sustainability legislation	Retailer expectations integrated into product roadmaps, packaging decisions, sales strategy and compliance planning
SUPPLIERS AND LICENSEE PARTNERS	Build long-term partnerships, enable growth, improve sustainability performance, and ensure quality	Supplier Code of Conduct, meetings and workshops, sustainability assessment surveys, quality and sustainability audits	Human rights, emission reductions, responsible materials, product longevity, regulatory expectations	Supplier insights integrated into sourcing strategies, due diligence, sustainability requirements and policy updates
SOCIETY	Support grassroots musicians, contribute to positive music community impact, collaborate on knowledge and research	Musician sponsorships and events, participation in research projects, sustainability reporting and community initiatives	Fair terms for musicians, responsible sourcing, human-rights risks in mineral supply chains, circularity	Community and research insights inform human-rights priorities, circularity development and community impact initiatives
INDUSTRY ALLIANCES	Improve industry-wide performance, collaborate on shared sustainability challenges, contribute sector insights	Participation in alliances, working groups, training sessions, joint initiatives	Climate targets, chemical phase-outs (e.g. PFAS), human rights, transparency, circularity standards	Alliance insights inform policy alignment, risk mitigation, sustainability target setting and long-term strategic direction
POLICYMAKERS AND REGULATORS	Understand regulatory developments, prepare for compliance, provide sector input	Public consultations, regulatory dialogues, compliance processes, association participation	EU Green Deal, Ecodesign and Right-to-Repair, EU Empowering consumer directive, CSDDD, chemicals and waste regulations	Regulatory developments feed into risk management, product design requirements, and internal governance and compliance planning
OWNERS AND SHAREHOLDERS	Ensure long-term value creation, strategic alignment and strong governance	Board meetings, EMT reporting, annual and quarterly updates, questionnaires and legal-compliance reviews	Governance, long-term growth, transparency, risk management. Sustainability topics are discussed within overall governance, and information may be requested through legal compliance processes	Owner and Board input informs strategic priorities, investment decisions and governance processes. Sustainability direction is primarily driven by the Group's strategy, DMA and regulatory requirements, with owner perspectives integrated where relevant

SBM 3

MATERIALITY

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

Marshall Group's material environmental, social and governance impacts, risks and opportunities (IROs) are closely linked to the Group's business model, value chain, and strategic direction, as described in SBM-1. These IROs are identified through the annual review of the double materiality assessment and cover upstream activities, own operations and downstream activities across the value chain.

Due to the nature of the global, multi-tier electronics value chain, material impacts arise upstream and downstream. Upstream impacts relate to the extraction and processing of raw materials and component manufacturing, including environmental impacts and working conditions within multi-tier supply chains. Downstream impacts are mainly associated with product distribution, consumer use, product longevity, repair and refurbishment, and end-of-life management of electronic products. Impacts in own operations primarily relate to energy use, greenhouse gas emissions, waste management, business conduct and workforce-related matters.

Material sustainability IROs influence strategic choices related to product design, sourcing, manufacturing and aftermarket services. For example, upstream supply-chain risks and regulatory expectations inform supplier engagement models and material selection decisions; downstream environmental impacts and customer expectations have reinforced the strategic focus on product longevity, repairability, refurbishment and circular business models; and climate and energy-related considerations influence prioritisation of environmental management and efficiency measures across the Group's own operations and manufacturing sites.

The material impacts, risks and opportunities identified through the double materiality assessment underpin the execution of the sustainability committed "how to win" strategic area and are addressed through the sustainability strategy Make It Last 2030, as introduced in SBM-1. Detailed descriptions of material impacts, risks and opportunities, including affected stakeholders, locations in the value chain, and related policies, actions and performance, are disclosed in the subsequent topical ESRS sections.

DECISION-MAKING

Material impacts, risks and opportunities are integrated into decision-making through a defined allocation of responsibilities across the organisation. Group Sustainability coordinates the sustainability strategy, methodologies and overall framework, including alignment with ESRS requirements.

Sustainability managers across the organisation and cross-functional Impact Teams drive process development, action planning, KPI tracking and effectiveness assessments within their respective impact areas. Each impact area is sponsored by a member of the Executive Management Team (EMT) through the Sustainability Committee, with EMT sponsors accountable for target ownership, prioritisation and resource allocation. Material sustainability topics are considered as part of annual business planning and prioritisation processes. Impact Teams do not hold decision-making authority and operate within priorities and targets approved by the EMT.

This structure ensures that material sustainability topics are consistently translated from assessment into action and embedded across strategic, operational and functional decision-making processes. See GOV-1 for further details on the sustainability governance structure.

RESILIENCE

Marshall Group has not yet conducted a comprehensive resilience assessment covering all material ESG impacts, risks and opportunities identified through the double materiality assessment, including forward-looking and climate scenario-based analysis.

Strengthening resilience is an ongoing focus. We have begun integrating climate considerations into our strategy, including setting science-based targets and taking action to reduce emissions across our value chain, and plan to further develop our approach through structured resilience and scenario analysis.

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- **E1 CLIMATE CHANGE**
- **E2 POLLUTION**
- **E5 RESOURCE USE AND CIRCULAR ECONOMY**

Marshall Group recognises its responsibility to reduce environmental impacts associated with the products it designs, manufactures and sells. Environmental topics covered in this section reflect the outcomes of the double materiality assessment and include climate change, pollution, and resource use and circular economy.

The disclosures describe how environmental impacts, risks and opportunities are governed, how policies and actions are implemented, and how progress is monitored through targets and metrics where available. Data availability and methodological limitations are transparently disclosed to provide a balanced and accurate view of current performance and maturity.

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E1 CLIMATE CHANGE

Achieving our climate targets is a shared effort that relies on strong collaboration across our value chain. We are committed to strengthening our climate transition plan by consistently broadening our scope and refining our actions. For us, this is a journey that doesn't stop, as we continue to learn and improve alongside our partners to create a more sustainable future

Saul Rodriguez
Environmental Manager

FIRST PRODUCT LCA

The first life cycle assessment (LCA), conducted with a third party, was completed for a speaker, measuring environmental impacts across its lifecycle, from cradle to grave.

2013

LCA INTRODUCED FOR HEADPHONES

First life cycle assessments were conducted for in-ear and on-ear headphones, establishing a consistent methodology to measure and understand product-level environmental impacts.

2016

FIRST FULL GHG INVENTORY

A complete greenhouse gas inventory covering Scope 1, 2 and 3 GHG emissions was established, creating a baseline for tracking performance and setting climate targets. environmental impacts.

2020

PRODUCT USE EMISSIONS

Emissions from the use of sold products were included for the first time, significantly improving the completeness of the company's overall carbon footprint.

2021

SBTi COMMITMENT

A commitment was made to the Science Based Targets initiative, aligning future emissions reduction targets with the latest climate science.

2022

GROUP-WIDE GHG DATA DIGITALISED

The first fully consolidated group-wide GHG inventory was completed and digitalised, improving accuracy, efficiency and scalability of emissions reporting.

2023

LCA EXPANDED ACROSS CORE PRODUCTS

Life cycle assessments were expanded across core product categories, including amplifiers, strengthening insights into product-level environmental performance.

2024

RENEWABLE ELECTRICITY & SBTi VALIDATION

Final manufacturing sites reached 100% renewable electricity while science-based targets were formally validated, marking a key milestone in the climate transition.

2025

E1 1

CLIMATE CHANGE

CLIMATE TRANSITION PLAN

Marshall Group does not yet have a fully developed climate transition plan covering the entire value chain in line with ESRS E1-1 requirements.

The Group has, however, established a robust foundation for climate action through long-standing greenhouse gas (GHG) accounting, product life-cycle assessments and the validation of near-term and long-term science-based targets by the Science Based Targets initiative.

In 2025, we took the next step by initiating the development of a climate action plan, initially focused on Scope 1 and Scope 2 GHG emissions. This work centered on identifying and prioritising the key decarbonisation levers needed to deliver on our approved science-based targets. These include improving energy efficiency, increasing the use of renewable electricity, transitioning to refrigerants with lower Global Warming Potential, and electrifying our vehicle fleet.

For Scope 3 emissions, our focus is on the areas with the greatest impact. Key levers include reducing embodied emissions in purchased goods and services through greater use of recycled and lower carbon materials, closer supplier engagement on renewable energy and manufacturing efficiency, and integrating carbon considerations into sourcing and product development. We also see opportunities to improve product energy efficiency and optimise logistics activities. This work aims to be further structured as part of the transition plan development. The 2025 work focused on establishing a robust baseline, assessing technical and economic feasibility, and clarifying governance and responsibilities. While this does not yet constitute a complete transition plan under ESRS, it represents an important foundation.

During 2026, Marshall Group plans to complete the climate action plan, including Scope 3 emissions. The completed plan is expected to set out concrete measures, timelines and implementation pathways to support delivery of our science-based targets and to form the core of a future Group-wide transition plan. Until the transition plan is finalised, we are transparent about our progress and disclose the status and development roadmap in line with CSRD requirements.

CLIMATE CHANGE

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

The accelerating climate crisis is reshaping how companies operate worldwide, and Marshall Group is no exception. Our 2025 double materiality assessment shows that our most material climate-related impacts, risks and opportunities are linked to greenhouse gas emissions across our value chain. These mainly arise from raw material extraction, manufacturing processes at supplier and assembly sites, logistics, energy consumption during product use and at the product's end-of-life stage. These impacts reflect both the global nature of our supply chain and the longevity of the products we create.

These findings inform how we address climate change through our Make It Last strategy. Reducing emissions across our value chain and preparing for climate-related risks are essential to maintaining long-term business resilience. Through our Lasting Planet commitment and validated science-based targets, we focus on decarbonising our operations and supply chain, improving energy efficiency, and managing both physical and transition risks.

The results of the double materiality assessment provide a clear basis for prioritising actions to reduce emissions and strengthen the long-term resilience of our business.

			VALUE CHAIN LOCATION			TIME HORIZON			
			UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
E1 - CLIMATE CHANGE									
CLIMATE CHANGE MITIGATION	**Direct GHG emissions** Emissions from manufacturing operations contribute to climate change, mainly from fuel use and energy consumption at production sites.	Actual Negative impact		M		M			
	Value chain GHG emissions Indirect emissions from purchased goods, transportation, and product lifecycle represent a significant climate impact.	Actual Negative impact	M	M	M	M			
ENERGY	**Product energy use** The use of sold products relies heavily on electricity and is a major source of GHG emissions, with future materiality increasing as product use grows.	Actual Negative impact			M	M			
	Operational energy use Marshall Group has two manufacturing sites (in UK and Vietnam) and offices globally, which require energy for production, heating and cooling. This leads to a negative impact on climate, depending on which energy sources are used.	Actual Negative impact		M		M			

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Marshall Group’s approach to climate action is grounded in our commitment to our science-based climate targets and our Lasting Planet commitment to reduce reliance on virgin non-renewable materials, fuels and energy. This commitment guides how we manage the material impacts, risks and opportunities identified under ESRS E1.

POLICIES

Two group-wide policies guide how Marshall Group manages material impacts, risks and opportunities related to climate change. Together, they set the framework for how we address greenhouse gas emissions across our value chain, energy use in our operations and products, supplier-related emissions, and climate-related risks.

Environmental Policy

Marshall Group’s Environmental Policy sets out how we manage the Group’s material climate-related impacts across our operations and value chain. It reflects our commitment to prevent and minimise impacts related to climate change and energy use, as part of our broader environmental responsibility and sustainability ambition.

The policy establishes our commitment to reduce greenhouse gas emissions across our operations and value chain in line with the Paris Agreement and our approved science-based targets. Emissions linked to manufacturing, resource use, logistics, product electricity use and other relevant upstream and downstream activities are identified and monitored, and mitigation measures are implemented to support continuous emissions reductions.

The policy also frames how climate-related physical and transition risks are identified and managed, including risks linked to suppliers, logistics routes, and regulatory or market developments. While not all climate-related impacts, risks and opportunities are addressed in detail, the policy provides a governance foundation that aims to continue to be developed over time.

Supplier Code of Conduct

The Supplier Code of Conduct sets mandatory environmental expectations for suppliers related to energy use, emissions, material efficiency and environmental-management systems. These requirements support Marshall Group’s efforts to manage climate-related impacts in the upstream value chain, including emissions from purchased goods and services and energy use in manufacturing.

+ **Read more** about the Supplier Code of Conduct (p.79)

+ **Read more** about our policy overview (p.25)

Note: Social impacts connected to climate change are addressed under ESRS S2 Workers in the Value Chain and ESRS S3 Affected Communities through Marshall Group’s Human Rights Policy, which recognises that environmental harm may adversely affect human rights across the value chain.

+ **Read more** about the Human Rights Policy (p.79)

ACTIONS

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Marshall Group structures its climate mitigation actions across four focus areas:

- Operational decarbonisation (scope 1 and 2)
- Value chain engagement and scope 3 decarbonisation
- Reduction of carbon footprint from a life cycle perspective
- Climate governance, data and implementation readiness

These actions address the material climate-related impacts, risks and opportunities identified through the double materiality assessment and support progress toward the Group's approved science-based targets and alignment with a 1.5 °C pathway.

Operational decarbonisation (Scope 1 and 2)

Marshall Group works to reduce greenhouse gas emissions from operations under operational control, including final manufacturing sites and office locations. The actions focus on energy efficiency, renewable electricity procurement where available, reduced reliance on fossil fuels, electrification initiatives and improved refrigerant management.

Operational decarbonisation actions are coordinated by the Climate Impact Team, working in close collaboration with the Group's Environmental Manager, the Senior Facility and Maintenance Manager in the United Kingdom (UK), and the Sustainability Coordinator in Vietnam. The team is responsible for identifying mitigation measures, supporting implementation at site level and strengthening monitoring and reporting processes.

ACTIONS TAKEN IN THE YEAR:

- Energy efficiency initiatives were advanced across both final manufacturing sites, both sites consume around 70% of the total energy demand at Marshall Group's own final manufacturing sites and offices, focusing on the identification of high energy-consuming processes and comprehensive energy mapping.
- Renewable electricity procurement increased across operations, primarily using market-based instruments such as renewable energy certificates and renewable energy guarantees of origin. As a result, 100% renewable electricity was achieved at all owned final manufacturing sites and 99% coverage across all offices, contributing to a reduction in Scope 2 emissions exposure.
- Replacement of refrigerants with lower global warming potential alternatives and the electrification of the vehicle fleet, alongside strengthened refrigerant management practices to support future emissions reductions.

Value chain engagement and Scope 3 decarbonisation

Collaboration with suppliers is critical to achieving reductions in Scope 3 greenhouse gas emissions. To this end, actions are coordinated through the Responsible Sourcing Impact Teams, ensuring alignment with supplier engagement strategies and the implementation of targeted decarbonisation initiatives across the value chain.

ACTIONS TAKEN IN THE YEAR:

- Established a baseline to assess Original Design Manufacturer's (ODM) commitments to reduce greenhouse gas emissions, identifying existing targets, decarbonisation initiatives, and overall alignment with value chain climate objectives.
- Evaluated ODM alignment with the Science Based Targets initiative, mapping suppliers with approved or committed science-based targets and identifying gaps where no formal commitments are in place.
- Assessed ODM commitments to transition to renewable electricity, including the identification of suppliers with targets to achieve 100% renewable energy and those requiring further engagement to support this transition.

Reduce carbon footprint from a life cycle perspective

At present, the Impact Team, covering Responsible Materials, Responsible Sourcing and Circular Business, is leading this work. During 2026, the scope of the Climate Impact Team will expand beyond its current focus on own operations. Two additional focus areas will be established to address logistics and product power consumption, thereby enabling full life cycle coverage.

ACTIONS TAKEN IN THE YEAR:

- Since 2020, Marshall Group has introduced the use of post-consumer recycled (PCR) plastics in its products. This was followed by the introduction of PCR leather in 2022, and PCR aluminium and TPU in 2025, supporting efforts to reduce climate change emissions.
- Circular business activities expanded with a stronger focus on end-of-life management for Marshall products, including increased refurbished sales, broader repair services, and the launch of take-back and trade-in pilots to extend product lifecycles and to recover materials.
- The Responsible Sourcing Impact Team focused on mapping ODM with climate change reduction targets, affecting product assembly as well as other key stages of the value chain, to strengthen alignment with emissions reduction objectives.

Climate governance, data and implementation readiness

Data collection and methodology improvement require collaboration from multiple stakeholders; however, the Environmental Manager is responsible for overall data management.

ACTIONS TAKEN IN THE YEAR:

- Since 2023, GHG calculations have been digitalised using a third-party platform, facilitating data collection and improving traceability and accuracy year by year. The data, including emission factors, is reviewed and refined annually, further enhancing overall accuracy.
- As part of ongoing efforts to improve calculation accuracy, new emission factors were developed based on the SV20C LCA, including a spend-based emission factor for purchased materials (Category 1) and a weight-based emission factor for end-of-life waste treatment (Category 12).
- Category 14 (Franchises) was included for the first time, covering Scope 1 and 2 emissions from licensed products.

CLIMATE CHANGE

TARGETS

TARGET AREA	2030 KEY TARGET	SCOPE	VALUE CHAIN STAGE	2025 PERFORMANCE
Operational emissions	42% absolute reduction in Scope 1 and 2 GHG emissions from a 2023 base year	Direct emissions from sources owned or controlled, including indirect emissions from purchased energy	Own operations	72% reduction achieved, mainly through the transition to renewable electricity
Value chain emissions	51.6% reduction in Scope 3 GHG emissions intensity (per EUR value added) from a 2023 base year	All indirect emissions that occur in the value chain of the undertaking, other than Scope 2 emissions	Upstream and downstream	11% reduction achieved; improved data coverage and supplier engagement
Renewable electricity	100% renewable electricity at final manufacturing sites	Owned amplification manufacturing sites and ODM final assembly sites	Upstream and own operations	100% renewable electricity at owned manufacturing sites

Marshall Group's GHG targets address material climate-related risks identified through its double materiality assessment and focus on areas where the Group has meaningful influence through operational control, product design, and supplier engagement. The targets are developed in accordance with Science Based Targets initiative (SBTi) criteria and have been validated by the SBTi, confirming their alignment with 1.5°C pathways under the Paris Agreement.

Progress is tracked through defined performance indicators, aligned with SBTi and ESRS, and integrated into the company's broader strategic planning. This approach supports compliance with ESRS E1-4 by disclosing the underlying framework, methodologies, organisational and operational scope, base year, and key assumptions used in defining the targets, thereby ensuring transparency and enabling assessment against recognised climate benchmarks.

Consistency between Marshall Group's GHG reduction targets and its GHG inventory boundaries is ensured through the application of a unified organisational and operational boundary in line with the Greenhouse Gas Protocol. The same consolidation approach is used for both the GHG inventory and target-setting, ensuring consistent inclusion of entities and emission sources over time.

Marshall Group's Sustainability Strategy includes the GHG targets, as well as an additional ambition to achieve 100% renewable electricity at final manufacturing sites by 2030. While this target is not formally part of the SBTi-validated targets, it is closely aligned with them and contributes to the Group's overall decarbonisation pathway.

CLIMATE CHANGE

ENERGY CONSUMPTION

ENERGY CONSUMPTION AND MIX	2025	2024
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	883	2,441
Total fossil energy consumption (MWh)	**883**	**2,441**
Share of fossil sources in total energy consumption (%)	26	74
Consumption from nuclear sources (MWh)	0	0
Share of consumption from nuclear sources in total energy consumption (%)	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	2,464	878
The consumption of self-generated non-fuel renewable energy (MWh)	0	0
Total renewable energy consumption (MWh)	**2,464**	**878**
Share of renewable sources in total energy consumption (%)	74	26
Total energy consumption (MWh)	**3,347**	**3,319**

CLIMATE CHANGE

GROSS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS

Marshall Group's GHG targets address material climate-related risks identified through its double materiality assessment and focus on areas where the Group has meaningful influence through operational control, product design, and supplier engagement. The targets are developed in accordance with Science Based Targets initiative (SBTi) criteria and have been validated by the SBTi, confirming their alignment with 1.5°C pathways under the Paris Agreement.

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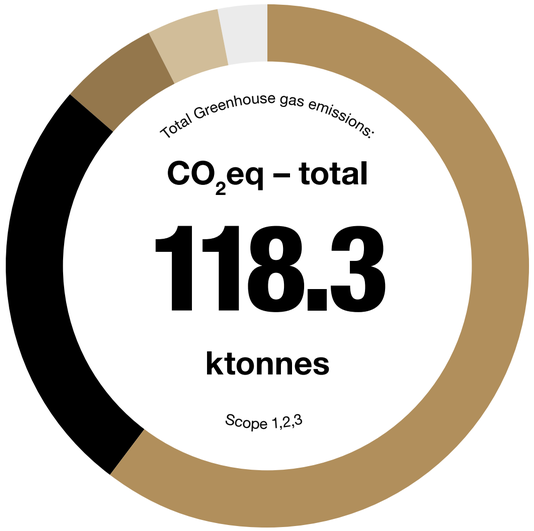

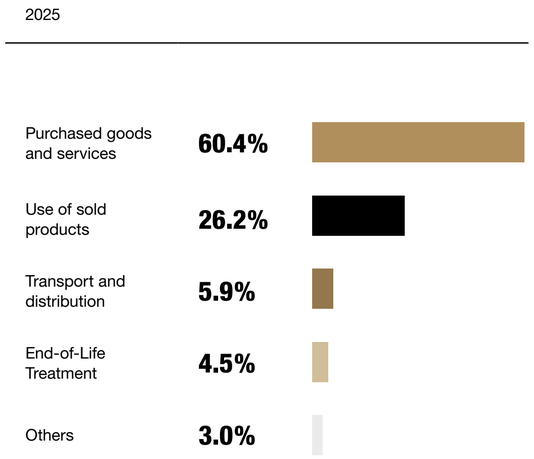

SCOPE	CATEGORY	2025	2024	BASE YEAR 2023
Gross Scope 1 GHG emissions (tCO_2eq)	–	246	655	333
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	–	0	0	0
Gross location-based Scope 2 GHG emissions (tCO_2eq)	–	604	654	664
Gross market-based Scope 2 GHG emissions (tCO_2eq)	–	65	828	790
Gross Scope 1 and 2 -market base- GHG emissions (tCO_2eq)	–	311	1,484	1,123
Gross indirect (Scope 3) GHG emissions (tCO_2eq)	–	118,000	98,960	97,139

CLIMATE CHANGE

SCOPE	CATEGORY	2025	2024	BASE YEAR 2023
1 Purchased goods and services	Category 1: Purchased goods and services	71,525	67,235	57,005
2 Capital goods	Category 2: Capital goods	966	281	277
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	Category 3: Fuel and energy related activities, outside of Scope 1 & 2	195	209	217
4 Upstream transportation and distribution	Category 4: Upstream transportation and distribution	6,334	3,748	2,347
5 Waste generated in operations	Category 5: Waste generated in operations	18	42	38
6 Business travel	Category 6: Business travel	922	947	773
7 Employee commuting	Category 7: Employee commuting	1,140	1,140	1,126
8 Upstream leased assets	—	—	—	—
9 Downstream transportation	Category 9: Downstream transportation and distribution	618	1,048	1,207
10 Processing of sold products	—	—	—	—
11 Use of sold products	Category 11: Use of sold products	31,001	19,598	30,173
12 End-of-life treatment of sold products	Category 12: End-of-life treatment of sold products	5,277	4,706	3,966
13 Downstream leased assets	—	—	—	—
14 Franchises	Category 14: Franchises	6	7	10
15 Investments	—	—	—	—
Economic intensity (tCO_2e emissions per million EUR value added) (Marshall specific)	—	*868	743	973
TOTAL GHG EMISSIONS				
Total GHG emissions (location-based) (tCO_2eq)	—	**118,850**	**100,269**	**98,107**
Total GHG emissions (market-based) (tCO_2eq)	—	**118,311**	**100,443**	**98,262**

* Number subject to change due to ongoing audit at time of publication.

E1

CLIMATE CHANGE

RENEWABLE ELECTRICITY AT FINAL MANUFACTURING SITES

	2025
Share of renewable electricity at final manufacturing sites (amplification factories) (%)	100
Total electricity in own manufacturing (amplification factories) (MWh)	1,513
Total electricity consumption from renewable sources in own manufacturing (amplification factories) (MWh)	**1,513**

E1

CLIMATE CHANGE

ENVIRONMENTAL MANAGEMENT SYSTEMS

	2025
Share of final manufacturing sites with certified Environmental Management System in place* (%)	80
Number of own manufacturing sites with certified Environmental Management System in place*	1
Number of active ODM final manufacturing sites with certified Environmental Management System in place*	7

* ISO 14001 or equivalent

ACCOUNTING PRINCIPLES

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At the reporting date, Marshall Group has not defined specific targets related to climate change adaptation within the scope of ESRS E1-4. This reflects the outcome of the Group's 2025 double materiality assessment, in which climate adaptation was not identified as a material topic requiring target setting.

In line with the principles of relevance, faithful representation, completeness and transparency set out in ESRS 1, the absence of such targets is disclosed to provide a balanced and accurate view of the Group's current position. While no formal adaptation targets have been established, climate-related considerations, including aspects of climate resilience, are addressed within the Group's environmental policy.
Marshall Group continues to develop its climate-related governance, risk assessment and transition planning, which aims to support the potential definition of formal targets in future reporting periods. The Group also monitors regulatory developments and aligns its approach with recognised frameworks, including the Science Based Targets initiative and the Greenhouse Gas Protocol.

ENERGY CONSUMPTION AND MIX

Standards and frameworks applied

Marshall Group's energy consumption and mix are reported in alignment with ESRS E1-5 requirements and calculated in accordance with the Greenhouse Gas Protocol Scope 2 Guidance and the Corporate Standard, ensuring consistency with GHG emissions reporting. These frameworks provide the basis for defining energy categories, boundaries and calculation approaches. The methodology is designed to ensure transparency, consistency and comparability of reported energy consumption across operations.

Scope and organisational boundary

Marshall Group applies an operational control approach to define the organisational boundary for energy reporting, covering all manufacturing sites and offices under its control, including facilities in the United Kingdom and Vietnam, as well as all Marshall Group offices. Energy consumption includes purchased electricity across all locations, as well as heating and cooling where applicable. Energy consumption data is primarily obtained from utility suppliers for both offices and manufacturing sites.

At the Stockholm office, heating and cooling are supplied separately from electricity through district energy systems and are reported as distinct energy categories. Based on supplier-reported system data, district heating is predominantly based on renewable and recycled energy sources (approximately 98%), while district cooling is largely based on renewable and low-carbon energy sources (approximately 85%). At the Milton Keynes manufacturing site, heating is generated through on-site combustion of natural gas. This consumption is included within total energy use and reported as non-renewable fuel consumption. The associated emissions are accounted for under Scope 1 (stationary combustion) and disclosed in ESRS E1-6 (GHG emissions), ensuring consistency between energy consumption and emissions reporting.

Methodology and data sources

Energy consumption is calculated based on measured electricity and fuel consumption data provided by suppliers. In cases where detailed energy data is unavailable, estimation methods may be applied using proxy approaches aligned with GHG Protocol guidance. Electricity consumption is assumed to reflect fossil fuel-based grid mixes under a location-based perspective. In parallel, renewable energy certificates are procured to support the market-based reporting of renewable electricity consumption.

Renewable energy shares for electricity are determined based on contractual instruments (renewable energy certificates) under the market-based approach. For district heating and cooling in Stockholm, renewable shares are based on supplier-reported system energy mixes. Where supplier-specific information is not available, conservative assumptions are applied.

Assumptions, estimates and limitations

Assumptions regarding energy sources, including the use of renewable energy certificates, are applied consistently and documented transparently. Due to the lack of detailed information on the specific electricity mix supplied to individual offices, it is not possible to determine the exact breakdown of energy sources at each location. As a result, electricity consumption is conservatively classified as fossil fuel-based under the location-based approach, and no allocation to nuclear energy is assumed. Renewable shares reported under the market-based approach are supported by contractual instruments.

Estimates are based on the best available data and remain subject to limitations related to data availability and supplier information. Differences between location-based and market-based approaches are disclosed to ensure transparency and alignment with Scope 2 accounting principles.

Review and continuous improvement

The methodology for energy consumption and mix is reviewed annually and updated as data availability, supplier information and regulatory requirements evolve. Improvements are implemented to enhance data accuracy, coverage and consistency across sites, including continued alignment with ESRS requirements and recognised standards. This supports reliable monitoring of energy performance and transparent disclosure of renewable and non-renewable energy consumption.

GROSS SCOPE 1, 2, 3 AND TOTAL GHG EMISSIONS

Standards and frameworks applied

Marshall Group's GHG emissions inventory is prepared in alignment with the GHG Protocol Corporate Accounting and Reporting Standard, including the GHG Protocol Scope 2 Guidance and the GHG Protocol Corporate Value Chain (Scope 3) Standard. These frameworks provide the basis for defining organisational boundaries, emission scopes, calculation methodologies, and data quality principles.

The accounting policy is designed to ensure consistency, transparency, completeness and comparability of reported GHG emissions and to support compliance with CSRD and ESRS disclosure requirements. The calculations have not been assured by an external party.

Scope and organisational boundary

Marshall Group applies an operational control approach to define its organisational boundary, reporting emissions from all operations under its control. Scope 1 and Scope 2 emissions include all manufacturing sites and offices, while Scope 3 emissions cover relevant upstream and downstream activities across the value chain, identified in line with GHG Protocol and ESRS requirements. The scope of reporting is reviewed periodically to reflect regulatory developments, business changes and data availability.

Methodology and data sources

GHG emissions are calculated using primary activity data where available, including energy consumption, fuel use, transport data and production volumes. Where primary data is unavailable, estimation and proxy methodologies are applied in accordance with GHG Protocol guidance. Emission factors are sourced from internationally recognised databases, selected based on geographical

relevance and reliability. For Scope 2 emissions, both location-based and market-based approaches are applied where supported by data.

Assumptions, estimates and limitations

Where estimation methods are used, assumptions are applied consistently and transparently documented. Data gaps and methodological limitations are disclosed in line with ESRS requirements, together with actions to improve data quality and coverage over time.

Review and continuous improvement

The GHG accounting methodology and assumptions are reviewed annually and updated as data availability, systems and regulatory guidance evolve. This includes alignment with updates to the GHG Protocol, ESRS requirements and Science Based Targets initiative criteria. This approach supports consistent monitoring of climate performance, tracking of targets and transparent reporting.

During 2025, the methodology used to calculate GHG emissions was updated to enhance accuracy. Specifically, emissions associated with drums and point-of-sale materials were transitioned from a spend-based approach to a mass-based calculation method. In addition, for materials used in amplifier production, the emission factor was refined, shifting from an industry-average value to one derived from a life cycle assessment (LCA) of a representative amplifier. Finally, emissions associated with the end-of-life stage of amplifiers were included for the first time. These were calculated using a mass-based emission factor derived from the amplifier's life cycle assessment, combined with the total weight of units sold. Also, for the first time Category 14 (Franchises) was included, including Scope 1 and 2 GHG emissions of all licensing products manufactured.

Scope 3 emissions – purchased goods and services

Purchased goods and services represent a significant share of Scope 3 GHG emissions, with approximately two thirds calculated using primary data. A combination of methodologies is applied depending on product type and data availability. For headphones and speakers, emissions are calculated using a mass-based approach based on Bill of Materials (BOM) data and material-specific emission factors. Similar approaches are used for spare parts, accessories and packaging, with proxy emission factors applied where detailed BOM data is unavailable.

For amplifiers, emissions are calculated using a spend-based methodology, applying an emission factor derived from the life cycle assessment of a representative Marshall Group amplifier. Additional emissions from product assembly are included based on energy consumption estimates and emission factors from representative life cycle assessments. Indirect purchases, including office supplies and services, are also calculated using spend-based methodologies.

Other Scope 3 categories

- Capital goods are calculated using spend-based methodologies.
- Fuel and energy-related activities include well-to-tank emissions and transmission losses, as well as estimated energy use in offices lacking primary data.
- Transportation and distribution emissions are calculated based on weight, distance and transport mode, complemented by warehousing emissions using volume and shipment-based factors.
- Waste generated in operations is calculated using material and treatment-specific factors where data is available, or proxy factors per employee where not available.
- Business travel emissions are calculated using a combination of supplier-reported data, distance-based methods and spend-based approaches.
- Employee commuting emissions are estimated based on employee surveys and transport patterns.
- Emissions from the use of sold products are calculated based on product energy consumption over their lifetime, considering usage patterns, power consumption and country-specific electricity emission factors.
- End-of-life emissions are calculated based on material composition and waste treatment pathways.
- Franchise-related emissions are estimated based on production volumes and emission factors.

Certain Scope 3 categories including upstream and downstream leased assets, processing of sold products, and investments, are excluded as they are not considered relevant or applicable to Marshall Group's operations.

Appendix 5 provides detailed methodologies per Scope and category.

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E2 POLLUTION

Based on our research, we are confident that the majority of PFAS used in consumer electronics can be eliminated, and that viable alternatives already exist in many areas. During 2025, we continued to engage with policymakers and advocate for strengthened EU legislation on PFAS. We believe that clear and ambitious regulatory frameworks are critical for accelerating innovation and developing safer alternatives

Anna Forsgren
Senior Product Compliance
& Sustainability Manager

PVC-FREE CABLES INTRODUCED

PVC-free cables were introduced across headphone and speaker portfolios, reducing reliance on hazardous plastic materials and improving product chemical safety.

2022

PLANT-BASED INKS ADOPTED

Mineral oil–based inks were replaced with vegetable-based alternatives in packaging, improving recyclability thus reducing environmental impact.

2023

WATER-BASED PU LEATHER

Water-based PU leather was introduced for speaker exteriors, reducing the use of solvent-based chemicals.

2024

PFAS-FREE COATINGS AND WIRES

PFAS-free wires and surface coatings were introduced in selected speaker models, reducing the use of persistent and potentially harmful chemicals.

2025

POLLUTION

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

The 2025 double materiality assessment confirms that Marshall Group's material impacts, risks and opportunities under ESRS E2 primarily relate to pollution from materials use, manufacturing processes, transport activities, and product lifecycle stages. Key impacts include potential microplastics leakage from plastics in products and packaging, as well as actual air emissions from transport and production operations. Additional impacts arise from chemical leakages affecting soil and water, including wastewater discharges and shipping-related pollution. The assessment also identifies the use of substances of concern, including substances of very high concern and per- and polyfluoroalkyl substances (PFAS), also referred to as "forever chemicals", as a material issue due to associated risks to human health and the environment. While progress has been made to reduce PFAS and implement alternatives, substitution remains an ongoing challenge.

These findings inform how pollution prevention and chemical management are integrated into Marshall Group's Make It Last strategy. Through a focus on responsible material choices, improved chemical governance and supplier engagement, the company aims to reduce emissions and pollution across the value chain while strengthening compliance with evolving regulations and supporting the transition to safer, more sustainable products. In parallel, Marshall Group aims to build a more systematic and forward-looking approach to better identify and address pollution-related impacts across its value chain.

			VALUE CHAIN LOCATION			TIME HORIZON			
			UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
E2 - POLLUTION (PART 1/2)									
MICROPLASTICS	**Microplastics leakage** Emissions from manufacturing operations contribute to climate change, mainly from fuel use and energy consumption at production sites.	Potential Negative impact	M	M	M			M	M
POLLUTION OF AIR	**Transport air pollution** Transportation activities contribute to air pollution through emissions from vehicles and ships, including particles and exhaust gases.	Actual Negative impact	M		M	M			
	Manufacturing air pollution Manufacturing and material processing release pollutants into the air, including particles and gases that affect air quality.	Actual Negative impact	M	M		M			
POLLUTION OF SOIL	**Chemical leakage to soil** Manufacturing and material processing can lead to chemicals entering soil if not properly managed.	Actual Negative impact	M	M		M			
POLLUTION OF WATER	**Shipping water pollution** Transportation by ships pollutes water through exhaust emissions and potential oil leaks.	Actual Negative impact	M		M	M			
	Chemical leakage to water Chemicals used in material extraction and production processes may enter water and surrounding ecosystems if not properly controlled. Own production facility in Vietnam may cause emissions, and may need capability improvements.	Actual Negative impact		M		M			

POLLUTION

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

			VALUE CHAIN LOCATION			TIME HORIZON			
			UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
E2 - POLLUTION (PART 2/2)									
SUBSTANCES OF CONCERN	**Substances of concern** If not controlled, products may contain chemicals that could harm health or the environment if released during their lifecycle.	Potential Negative impact	M	M			M	M	
SUBSTANCES OF VERY HIGH CONCERN	**Substances of very high concern** Some products may contain small amounts of substances classified as very high concern due to their hazardous properties.	Actual Negative impact	M	M		M			
	PFAS in Products PFAS are widely used in the electronics industry, making substitution challenging and requiring sector-wide collaboration. Marshall Group has reduced volumes and implemented alternatives in several applications.	Actual Negative impact		M	M	M			

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Marshall Group’s approach to pollution prevention and chemical safety is grounded in our commitment to safeguard people and the environment across the value chain. As part of our Built to Last Products ambition, which includes our target to phase out PFAS, we work to minimise the use of harmful substances, prevent emissions and support cleaner production practices. This commitment guides how we manage the material impacts, risks and opportunities identified under ESRS E2.

POLICIES

Two Group-wide policies govern how Marshall Group manages material impacts, risks and opportunities related to pollution. Together, these policies guide how we address chemical safety, PFAS and other hazardous substances, air and water emissions, waste, wastewater, and site-level environmental management across our operations and value chain.

Environmental Policy

Marshall Group’s Environmental Policy governs all material pollution-related impacts, risks and opportunities across own operations and the value chain. The policy sets out Marshall Group’s commitment to preventing and reducing the pollution of air, water and soil, and managing hazardous substances in line with applicable chemical and environmental legislation.

The policy includes expectations for chemical use and substitution, PFAS phase-out, material testing, emissions control, hazardous-waste handling and broader environmental management practices. It applies to both upstream and downstream pollution risks, including substances of concern in products, emissions linked to manufacturing processes and pollution risks at end-of-life. The policy establishes the governance framework and principles that guide the identification, management and continuous strengthening of chemical safety and pollution-prevention practices across the Group.

Supplier Code of Conduct

The Supplier Code of Conduct sets mandatory requirements for suppliers related to chemical safety, emissions prevention, hazardous-waste management and environmental-management systems. These requirements support Marshall Group’s efforts to manage pollution risks in the upstream value chain, including the safe handling of restricted substances, responsible emissions control, and compliance with chemical, waste and environmental standards.

+ **Read more** about the Supplier Code of Conduct (p.79)

+ **Read more** about our policy overview (p.25)

Note: Social impacts linked to pollution (for example, worker and community health effects from chemical exposure or emissions) are governed under S1 Own Workforce and S2 Workers in the Value Chain and S3 Affected Communities.

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Marshall Group structures its pollution-prevention and chemical-safety actions across two focus areas. These actions address the material impacts, risks and opportunities identified through the double materiality assessment and support progress towards the Group's 2030 PFAS-free target, in line with the Make It Last 2030 sustainability strategy and the Built to Last Products and Lasting Planet focus areas:

- Chemical management in products
- Pollution prevention in manufacturing operations.

Chemical management in products

Marshall Group continues to strengthen chemical-related governance and decision-making through the cross-functional Responsible Materials Impact Team, active since 2025. The Impact Team owns the Group-wide chemical roadmap, which covers all product categories, including headphones, speakers and amplification products, and evaluates chemical risks and substitution pathways to inform product requirements, material strategies and internal guidelines.

Operational responsibility for chemical compliance sits with Product Compliance, which manages restricted substances lists, supplier documentation requirements and product-level verification. Product Sustainability integrates chemical-safety priorities into product development processes, ensuring that requirements are applied early in design decisions, supplier specifications and project documentation. Marshall Group seeks to reduce the use of harmful substances, improve chemical transparency and support the transition towards safer materials in electronic products.

HEADPHONES AND SPEAKERS

For headphones and speakers, chemical management is embedded directly into the product-development process and applied consistently across new product launches through supplier documentation, material declarations and targeted third-party testing.

ACTIONS TAKEN IN THE YEAR:

- Strengthening of restricted substances lists and supplier chemical requirements to support the substitution of hazardous substances, including PFAS and other substances of concern.
- Continuing third-party chemical testing of newly launched products against applicable regulatory requirements and Marshall Group's internal chemical criteria.
- Introducing safer material alternatives in selected products, including PFAS-free wires and surface coatings, PFAS-free recycled plastics and water-based polyurethane materials.
- Continuing engagement with policymakers and industry forums to support the development of clearer PFAS regulation and chemical safety standards.

AMPLIFICATION PRODUCTS (GUITAR AMPLIFIERS AND PEDALS)

Chemical management for the amplification portfolio follows the same Group-wide chemical roadmap but is adapted to the technical characteristics of amplification products, including long product lifetimes, reuse of materials and components, and close, long-standing relationships with suppliers.

ACTIONS TAKEN IN THE YEAR:

- Compliance management through supplier documentation, supported by annual sample testing of final amplification products.
- Collaboration with suppliers in cases of identified non-conformities, including root-cause analyses and process reviews.
- Corrective actions, where required, involving changes to materials or suppliers, considering amplification-specific technical constraints.

Pollution prevention in manufacturing operations

Actions under this focus area address environmental management at final manufacturing sites under operational control, where Marshall Group has direct responsibility for environmental permits, monitoring, and site-level controls. While ensuring compliance with applicable regulatory requirements remains a fundamental priority, Marshall Group also aims to go beyond compliance through enhanced monitoring, stronger environmental governance, and initiatives that reduce pollution and resource use across its operations.

ACTIONS TAKEN IN THE YEAR:

- Conducted an assessment of pollution management practices at manufacturing sites, focusing on permit-linked environmental monitoring systems, confirming compliance with applicable regulatory requirements.
- Identified opportunities to go beyond compliance by strengthening environmental monitoring, improving data collection processes, and enhancing the consistency and quality of environmental data.
- Evaluated monitoring parameters, frequencies, and governance arrangements to identify improvement areas and support the progressive development of more robust pollution monitoring and management systems.

E2 3

POLLUTION

TARGETS

The selected PFAS-free target under ESRS E2 focuses on pollution prevention at source, specifically through product design, material selection and supplier requirements, where Marshall Group has identified material impacts and has the greatest ability to influence outcomes.

Within this context, the use of hazardous substances in products and manufacturing is a key driver of pollution risks. PFAS and other persistent substances are of particular concern in the electronics sector due to their widespread use, persistence in the environment and potential impacts on human health. Reducing reliance on these substances therefore represents a critical lever for preventing pollution at source.

While this is an ambitious and technically challenging target, Marshall Group is committed not only to achieving it but also to demonstrating that such a transition is possible. The Group has already made progress in eliminating PFAS in certain components, providing early proof points that alternatives can be identified and implemented.

Beyond internal action, this target is intended to act as a catalyst for broader industry change. By actively exploring safer alternatives, collaborating with suppliers, and openly demonstrating feasibility. In doing so, the Group seeks to both encourage innovation and support the development of stricter regulatory frameworks.

Progress towards the target is supported by established product compliance processes and defined supplier requirements. Quantitative methodologies and data systems for tracking progress are under development and aim to be strengthened over time as industry standards and certification schemes mature.

TARGET AREA	2030 KEY TARGET	SCOPE	VALUE CHAIN STAGE	2025 PERFORMANCE
Hazardous substances	100% of products placed on the market are PFAS-free	Headphones, speakers and amplification products	Upstream and own operations	While improvements of PFAS phased out in selected product components have been achieved, measurement against the target remains under development due to evolving data and methodologies.

E2 4

POLLUTION

AIR POLLUTION

Air pollution reporting under ESRS E2 covers Marshall Group's final manufacturing sites under operational control in Vietnam and the United Kingdom. These sites represent the operations where the Group has direct responsibility for environmental management and regulatory compliance. Monitoring is based on local environmental permit requirements and focuses on ambient air quality rather than total emissions.

At the manufacturing site in Vietnam, ambient air quality measurements are conducted by accredited external laboratories in accordance with permit conditions. At the UK manufacturing site, environmental permits do not require air pollutant monitoring, and no measurements were therefore conducted during the reporting year.

All monitored air pollutant concentrations remained below applicable regulatory thresholds during the reporting period, indicating stable air quality conditions and no exceedances at the site. Air pollution reporting is currently limited to concentration-based, permit-driven monitoring. Marshall Group does not yet quantify total emissions to air, as continuous emission monitoring systems and activity-based emission calculation methodologies are not in place.

E2 M

AIR POLLUTANT CONCENTRATIONS

POLLUTANT (VIETNAM)	UNIT	2025 RANGE	REGULATORY COMPLIANCE
Nitrogen dioxide (NO_2)	mg/Nm³	0.20 – 0.23	Within limits
Sulfur dioxide (SO_3)	mg/Nm³	0.052 – 0.070	Within limits
Carbon monoxide (CO)	mg/Nm³	5.75 – 6.12	Within limits

E2 4

POLLUTION

WATER POLLUTION

Water pollution reporting under ESRS E2 covers Marshall Group's final manufacturing sites under operational control in Vietnam and the United Kingdom, based on applicable environmental permit requirements. These sites represent the operations where the Group has direct responsibility for wastewater management and regulatory compliance.

At the manufacturing site in Vietnam, wastewater discharge volumes are estimated based on measured water consumption, as a direct wastewater flow meter is not currently installed. During the reporting year, the estimated average wastewater discharge was approximately 42 m^3 per day, remaining below the permitted maximum of 48 m^3 per day.

At the UK manufacturing site, environmental permits do not require routine water-quality monitoring, and no measurements were therefore conducted during the 2025 reporting year.

All monitored parameters complied with applicable regulatory standards. Reporting is based on concentration data; total pollutant loads are not yet quantified.

E2 M

WATER QUALITY INDICATORS

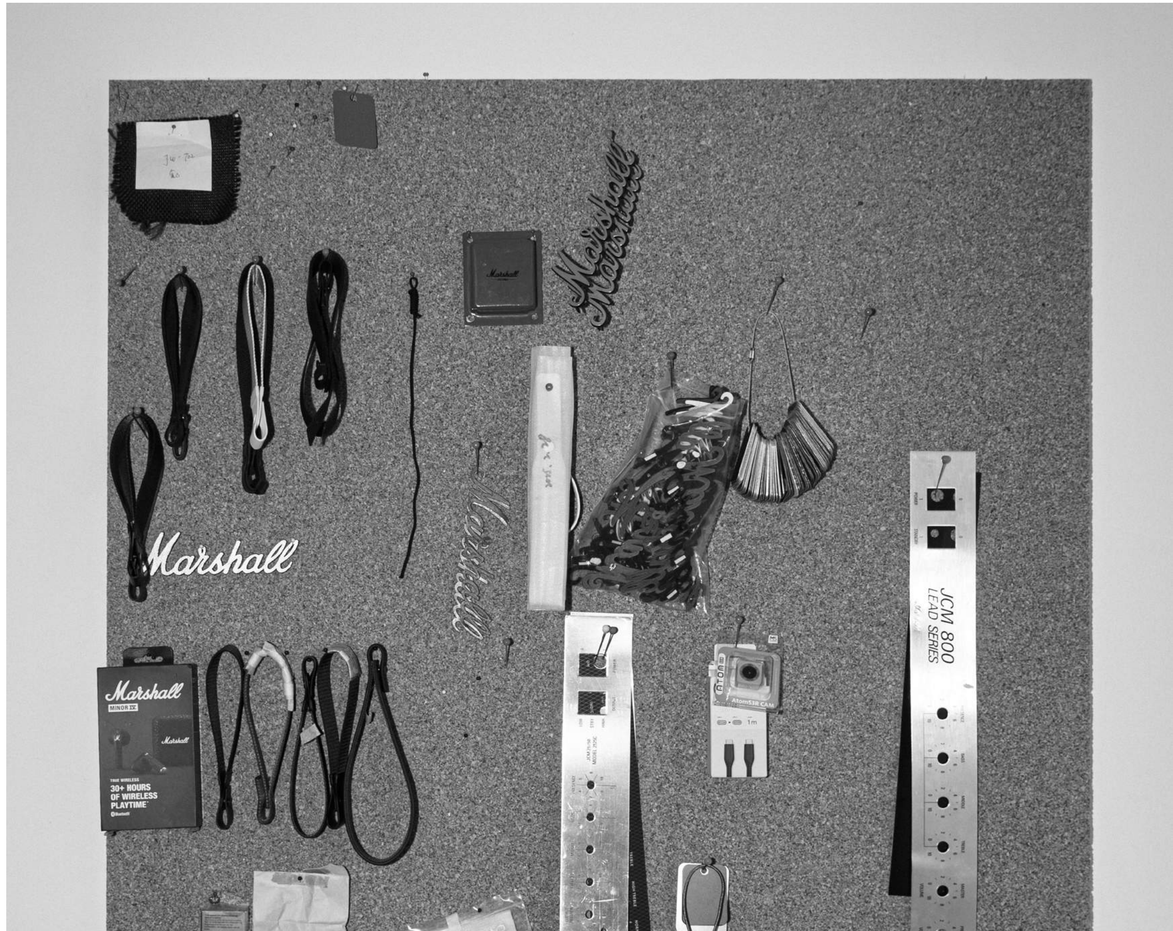
PARAMETER (VIETNAM)	UNIT	2025 RESULT	REGULATORY COMPLIANCE
Total phosphorus	mg/L	Within limits	Compliant
Total coliforms	CFU	Within limits	Compliant
Nitrate	mg/L	0.57	Compliant
Sulfate	mg/L	21	Compliant
Heavy metals	mg/L	Not detected	Compliant
Pathogens	—	Not detected	Compliant

E2 4

POLLUTION

SOIL POLLUTION

No quantitative soil pollution metrics are reported for 2025, as monitoring is not required under environmental permits and no material risks have been identified Pollution risks are managed through preventive controls, including chemical handling, spill prevention and waste management procedures.



POLLUTION

SUBSTANCES OF CONCERN AND VERY HIGH CONCERN

Substances of concern

Full disclosure of substances of concern is currently not feasible due to lack of harmonised definitions, reporting frameworks and methodologies.

Substances of very high concern

Marshall Group's management of Substances of Very High Concern (SVHC) forms part of its broader commitment to pollution prevention and chemical safety in line with ESRS E2. The scope of this disclosure covers Marshall Group's headphones, speakers and amplification products and applies across the full product lifecycle, from design and material selection through component approval and manufacturing.

SVHC are defined in accordance with the EU Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) Regulation. For reporting purposes, SVHC presence is assessed at homogeneous material level using a conservative interpretation of reporting thresholds, in line with the "once an article, always an article" principle.

Headphones and speakers

Lead remains the most challenging SVHC to eliminate due to technical constraints in specific electronic components; however, the number of affected components and applications continues to decrease year on year. Other SVHC are progressively substituted where technically feasible.

Material transparency is ensured through Full Material Declarations (FMDs) provided by Original Design Manufacturers (ODM), combined with independent third-party chemical testing. During the reporting year, all ODM provided FMDs, and all newly launched headphone and speaker models were subject to chemical verification against applicable regulatory and Marshall Group chemical requirements.

In 2025, 100% of launched headphone and speaker models complied with Marshall Group's Restricted Substances List, using regulatory compliant exemptions for some models such as limited PFAS uses in specific battery applications and lead uses permitted under Restriction of Hazardous Substances (RoHS) exemptions. Products containing SVHC above reporting thresholds are reported in the European Chemicals Agency SCIP database, ensuring regulatory compliance and transparency for downstream users.

Amplification products

For the amplification portfolio, SVHC presence primarily relates to lead applications covered by regulatory exemptions, including lead in specific electronic components, soldering and valve-related materials permitted under RoHS.

Compliance is verified through supplier documentation and supporting test reports. Products placed on the United States (US) market are labelled in accordance with California Proposition 65 requirements.

ACCOUNTING PRINCIPLES

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Standards and frameworks applied

The Accounting Principles for ESRS E2 - Pollution are prepared in accordance with ESRS 1 General Requirements and ESRS E2 Pollution. Disclosures related to chemical substances are aligned with applicable EU chemicals legislation, including the REACH Regulation (EC) No 1907/2006 and the Classification, Labelling and Packaging (CLP) Regulation.

Definitions related to substances of concern, PFAS and SVHC are applied in accordance with the Definitions and Abbreviations section.

Scope and organisational boundary

Pollution disclosures cover Marshall Group's own operations under operational control, specifically final manufacturing sites in Vietnam and the United Kingdom, where the Group has direct responsibility for environmental management and regulatory compliance.

Product-related pollution risks, including the presence of hazardous substances and SVHC, are assessed across the full product lifecycle, from design and material selection through manufacturing and placing products on the market.

Upstream and downstream value-chain activities are included where required for SVHC and chemical-related disclosures. Pollution metrics related to air, water and soil are currently limited to own operations, reflecting the outcome of the double materiality assessment and current data availability.

Methodology and data sources

POLLUTION OF AIR, WATER AND SOIL (E2-4)

Air and water pollution data is based on permit-driven, site-level monitoring conducted in accordance with local regulatory requirements using accredited external laboratories. Measurements are concentration-based and represent compliance-oriented monitoring rather than total emission or pollutant load quantification.

Soil pollution is not quantitatively monitored, as monitoring is not required under applicable permits and no material soil pollution risks have been identified for own operations.

Primary data sources include laboratory reports, environmental permits and site environmental documentation, which are reviewed internally prior to consolidation at Group level.

SUBSTANCES OF CONCERN AND SUBSTANCES OF VERY HIGH CONCERN (E2-5)

SVHC are identified and assessed at homogeneous material level in accordance with REACH requirements and the "once an article, always an article" principle. Data is sourced from Full Material Declarations provided by suppliers and Original Design Manufacturers, supported by risk-based third-party chemical testing.

Compliance with SVHC reporting obligations is ensured for headphones and speakers through reporting to the European Chemicals Agency SCIP database, where applicable. Amplification products are not yet covered.

Other substances of concern are managed through Marshall Group's internal Restricted Substances List and product compliance processes. Quantitative disclosure beyond SVHC is currently limited by the absence of harmonised definitions and reporting methodologies.

TARGETS RELATED TO POLLUTION (E2-3)

Accounting for pollution-related targets focuses on scope definition, applicability and verification approach, rather than performance outcomes.

The ESRS E2 target relates to the phase-out of PFAS from products placed on the market. Progress toward the target is assessed based on product-level compliance against defined chemical requirements, supplier documentation and verification activities. Quantitative methodologies for aggregating and tracking progress at Group level are under development and are not yet applied.

Assumptions, estimates and limitations

Air and water pollution metrics reflect concentration-based measurements taken at specific sampling points and do not represent total emissions to air or total pollutant loads to water. Continuous monitoring systems and activity-based emission calculation methodologies are not currently in place.

Wastewater discharge volumes at the Vietnam site are estimated based on measured water consumption, as direct discharge flow meters are not installed.
SVHC disclosures rely on supplier-provided data and risk-based testing. While full coverage is achieved for newly launched products, historical products and components subject to regulatory exemptions may limit comparability.

Target-related disclosures are subject to limitations due to evolving industry standards, certification schemes and internal tracking systems for chemical substitution progress.

Review and continuous improvement

Pollution-related accounting principles are reviewed annually by Group Sustainability in coordination with product compliance and environmental management functions.

Planned improvements include expansion of pollution data coverage, assessment of emissions monitoring where relevant, strengthening of chemical data systems and increased consistency in product-level tracking of hazardous substance substitution, including PFAS. Any methodological changes aim to be disclosed transparently to maintain comparability over time.

E5 RESOURCE USE & CIRCULAR ECONOMY

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By making products durable, repairable and upgradeable, we aim to create things people value and keep for years, even generations. In 2025, we made this easier to apply across the organisation by refreshing our guiding documents, strengthening circular design tools, improving material transparency and expanding our circular solutions. It was a year of building stronger foundations for responsible design

LINDA SVERKER
Senior Manager,
Product Sustainability

PACKAGING REDUCED AND SIMPLIFIED

Printed materials were digitalised, replacing full paper manuals with Quick Start Guides, lowering material use across headphone and speaker packaging.

2015

REDUCED PLASTIC IN PACKAGING

Moulded paper pulp inserts replaced plastic foam across headphones and speaker packaging.

2018

RECYCLED PLASTIC INTRODUCED

Post consumer recycled plastic was introduced in commercially scaled headphone product (Major IV*), pioneering circular materials in the audio industry.

2020

RECYCLED MATERIALS EXPANDED

Recycled plastics were expanded across products and colours, while recycled textiles were introduced in headphones.

2021

CIRCULAR AND LOW-IMPACT MATERIALS INTRODUCED

Recycled PVB leather was introduced in Homeline speakers. Removed plastic shrink wrap from amplifier cartons in UK Amplifier production.

2022

RECYCLED RARE EARTH MINERALS INTRODUCED

Recycled rare earth elements (neodymium) were introduced in specific headphones and speaker audio drivers. Water-based PU replaced recycled PVB in Homeline III. Plastic foam replaced with corrugated cardboard in UK Amplifier packaging.

2024

COBALT-FREE BATTERIES INTRODUCED

Introduced Cobalt-free batteries in Party speakers and recycled aluminium in several new headphones and speaker products.

2025

* At launch, recycled content was deliberately not used as a marketing claim. The focus stayed on sound, performance, and build quality. With no increase in complaints or performance issues, the decision proved sound, giving us the confidence to scale recycled materials and speak about them on our own terms.

RESOURCE USE & CIRCULAR ECONOMY

IMPACTS RISKS AND OPPORTUNITIES

Unsustainable production and consumption patterns are accelerating the use of finite resources and contributing to both the climate crisis and a global increase in electronic waste. In the electronics industry, short replacement cycles and limited product lifetimes intensify these pressures, making responsible material use, product durability and effective end-of-life management essential for long-term resilience.

The 2025 double materiality assessment confirms that Marshall Group's most material impacts, risks and opportunities under ESRS E5 primarily arise from the materials sourced across the value chain, the design choices made during product development, the efficiency of manufacturing processes at own operations and partner sites, and how products and packaging are handled at end-of-life. As a producer of amplifiers and consumer electronics, Marshall Group's footprint is closely linked to raw material extraction, resource use in manufacturing and waste generation across the value chain.

These findings inform how resource use and circularity are integrated into Marshall Group's Make It Last strategy. Building on more than 60 years of designing products intended to stand the test of time, and supporting the ambition to be the world's most iconic, played and loved brand for musicians and music lovers, the Built to Last Products and Lasting Planet commitments guide how durability, material efficiency and circular pathways are considered in product design and downstream activities.

			VALUE CHAIN LOCATION			TIME HORIZON			
			UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
E5 - RESOURCE USE & CIRCULAR ECONOMY									
RESOURCE INFLOWS, INCLUDING RESOURCE USE	**Resource use** Products and packaging rely on virgin, fossil-based and finite materials, including critical raw materials, plastics, wood and metals contributing to the depletion of natural resources.	Actual Negative impact	M	M		M			
	Exposure to raw material price volatility Volatility in raw material prices may increase production costs and negatively affect margins and financial performance.	Risk	M					M	M
	Value creation through circular product design Designing products with longer lifetimes, repairability, and modularity enables reuse, reduces waste, and supports circular business models.	Opportunity		M	M				M
RESOURCE OUTFLOWS RELATED TO PRODUCTS AND SERVICES	**Revenue opportunities from circular business models** Piloting and scaling circular business models, such as repair, refurbishment and resale, can generate new revenue streams and strengthen customer loyalty.	Opportunity		M	M				M
WASTE	**Right to Repair laws** Regulations require manufacturers to provide repair options, raising compliance costs. While supporting product longevity, poor implementation could lead to excess spare part stock and inefficiencies.	Risk		M	M		M	M	M
	E-waste Disposal Electronics are inherently complex to recycle due to multiple materials and layers, and product design can make disassembly even harder. This leads to high levels of unrecyclable e-waste and improper disposal.	Actual Negative impact			M	M			

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Marshall Group’s approach to resource use and circularity is grounded in our commitment to design durable, repairable and upgradable products made from more responsible materials, as defined in our Make It Last strategy. This guides how the Group manages the material impacts, risks and opportunities identified under ESRS E5 across our operations and value chain.

POLICIES

Two Group-wide policies govern how Marshall Group manages impacts, risks and opportunities related to resource use and circularity. Together, these policies guide how the Group addresses resource inflows, circular product design, waste management, electronic waste handling and the development of circular business models across own operations and the value chain.

Environmental Policy

Marshall Group’s Environmental Policy addresses material impacts, risks and opportunities related to resource use and the circular economy across own operations and the value chain. The policy sets the Group’s commitment to responsible resource use, including reducing dependency on virgin and fossil-based materials, increasing the use of recycled and responsibly sourced materials, and improving overall resource efficiency.

Circularity is integrated into product design and business practices to extend product lifetimes and improve repairability, reusability and recyclability. The policy prioritises waste prevention across the product lifecycle, including preventing waste at source, enabling reuse and material recovery, and reducing waste sent to disposal through take-back, refurbishment and recycling solutions. It also addresses upstream and downstream risks linked to raw material extraction, resource scarcity and waste generation.

Supplier Code of Conduct

The Supplier Code of Conduct sets mandatory environmental requirements for suppliers related to material use, waste management and circular design considerations. These requirements support Marshall Group’s efforts to manage impacts arising from resource inflows, resource outflows and waste in the upstream value chain, including expectations related to environmental management systems, responsible material handling and compliance with chemical and waste-related standards.

+ Read more about the Supplier Code of Conduct (p.79)

+ Read more about our policy overview (p.25)

Note: Social impacts connected to resource extraction and end-of-life activities, including human rights-related impacts in mining regions and waste handling, are addressed under ESRS S2 Workers in the Value Chain and ESRS S3 Affected Communities through Marshall Group’s Human Rights Policy.

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Marshall Group structures its resource use and circular economy actions across four focus areas:

- Responsible materials
- Product circularity and longevity
- Circular business
- Production waste management

These actions address the material impacts, risks and opportunities identified through the double materiality assessment and support progress towards the Group's 2030 targets.

Responsible Materials

Marshall Group continues to strengthen material-related governance and decision-making through the cross-functional Responsible Materials Impact Team, active since 2025. The team conducts research and reviews material impacts, evaluates material substitution pathways, and uses these insights to update the Focus Materials strategies and the Responsible Materials Guideline. The guideline is applied during the design phase to assess material alternatives following a life-cycle approach and to implement the Group's A–D material classification system.

The Product Sustainability team integrates these priorities into product development for headphones and speakers, ensuring that responsible material requirements are applied in early-stage design decisions, supplier requirements and project documentation. The Product Compliance team ensures that selected materials meet applicable regulatory and chemical requirements.

Responsible Materials actions currently focus on headphones and speakers, with the amplification portfolio progressively included as processes and capabilities develop.

ACTIONS TAKEN IN THE YEAR:

- Marshall Group defined and implemented the Responsible Materials classification system and updated the Responsible Materials Guideline and Bill of Materials template to support structured data collection and future reporting. Newly developed headphones and speakers were assessed against the Group's 2030 responsible materials targets for the first time.
- The Group continued the transition to lower impact materials by expanding the use of certified recycled content in plastics, faux leather backings, aluminium, rare earth elements and thermoplastic polyurethane. Progress is reported under ESRS E5-4 Resource Inflows.
- Bromley 750 became Marshall Group's first product to use a cobalt-free battery, based on lithium iron phosphate chemistry, eliminating cobalt and nickel and improving cycle life and thermal stability.

Product circularity and longevity

The Product Circularity Impact Team develops the methods and insights needed to establish measurable targets for durability, repairability and long-term product support. This work includes defining product lifetime approaches, clarifying product support expectations and exploring repairability assessment methodologies to support future quantifiable targets as frameworks mature.

The Product Sustainability Team applies product circularity and longevity priorities throughout product development for headphones and speakers, from early-stage design decisions and supplier requirements to project reviews. The team owns and updates the Circular Design Guidelines, Design for Repair and Recycling Guidelines and the Sustainability Checklist evaluation tool, ensuring consistent application across projects. The team also supports and trains product development teams globally and maintains circular design documentation.

The Product Compliance Team monitors emerging repair-related regulatory requirements, including right-to-repair legislation, to ensure that product design, serviceability features and documentation remain compliant.

Note: Amplification products are not a primary focus within this area at this stage. Work to develop methodologies for assessing durability, repairability and long-term product support will enable consideration of amplification products as frameworks and processes mature.

Circular Business

Marshall Group continues to build the capabilities needed to keep products in use for longer and to support consumers through repair, refurbishment, e-commerce and emerging service-based models. This work is coordinated by the Circular Business Impact Team, led by the Circular Business Lead. The team uses research, operational data and insights to strengthen circular offerings and prepare the organisation for future product-as-a-service models.

Key activities include improving repair and service pathways, enabling second-life potential for returned products, and ensuring that circularity considerations are integrated into service operations, e-commerce, and partner channels.

ACTIONS TAKEN IN THE YEAR:

- Marshall Group expanded its refurbished offering across Europe and launched a pilot for refurbished products in the United States. New packaging solutions enabled additional product categories to enter refurbishment flows, and strengthened partnerships increased refurbishment capacity for headphones in Europe.
- To support higher repair and take-back volumes, the Group deployed a Return Management System enabling out-of-warranty repairs, trade-ins and improved routing transparency. Repair services continued for most speaker models, spare part availability increased through e-commerce channels, and refurbished product sales grew across both Group-owned and partner channels.

Production waste management

Marshall Group works to reduce waste and improve resource efficiency across own manufacturing sites and final assembly sites in the value chain. At Group-owned manufacturing sites in the UK and Vietnam, waste management activities are led by the Climate Impact Team, together with the Environmental Manager, the Senior Facility and Maintenance Manager in the UK, and the Sustainability Coordinator in Vietnam. Ongoing actions focus on strengthening waste segregation, improving traceability and preparing for third-party waste audits, which aims to commence in 2026 to guide site-specific improvements.

Across final manufacturing sites for headphones and speakers, the Responsible Sourcing Impact Team leads environmental, social and governance impact work, including waste management. This includes collaboration with Original Design Manufacturers to align waste management practices, improve segregation and

treatment quality, and strengthen supplier assessments covering waste handling, traceability and certification alignment. Together, these actions support Marshall Group's long-term ambition to achieve zero waste to landfill across all final assembly sites.

+ Read more about our Supplier due diligence programme (p.81)

ACTIONS TAKEN IN THE YEAR:

- Waste sorting and storage areas at the Vietnam manufacturing site were upgraded, with improved weighing, tracking, and waste segregation infrastructure to strengthen waste stream data quality, support internal sorting by waste stream.
- Strengthened waste stream mapping, including e-waste tracking, to improve data quality and traceability. Documentation was prepared and pre-assessed for the UK and Vietnam sites to support the Group's first waste-to-landfill diversion rate calculation in 2026.
- Mapped ODMs' waste diversion targets, environmental management systems and zero-waste-to-landfill certifications, strengthening alignment across the Group's final manufacturing network and supporting progressively higher waste diversion rates.

TARGETS

The selected targets focus on areas where Marshall Group has identified the most material impacts, risks and opportunities under ESRS E5 and where the Group has sufficient control, data availability and implementation capability to set credible, measurable targets. These areas include responsible material use, circular business models and waste management across final manufacturing sites.

Product durability and longevity targets are under development. At present, there is a lack of established and comparable industry standards and methodologies for measuring durability and expected product lifetimes across Marshall Group's product categories. The Group is therefore developing internal frameworks and assessing emerging regulatory and industry approaches before finalising durability-related targets.

TARGET AREA	2030 KEY TARGET	SCOPE	VALUE CHAIN STAGE	2025 PERFORMANCE
Responsible materials	70% certified responsible materials in products and packaging	Headphones, speakers and amplification products (guitar amplifiers and pedals)	Upstream	While improvements in material use have been achieved, measurement against the target remains under development due to evolving data and methodologies.
Circular business	EUR 50 million in annual revenue from circular business models	Refurbishment, second-hand sales, repair, rental and subscription services	Downstream	EUR 3.4 million circular revenue in 2025 (up from EUR 2.5 million in 2024).
Zero waste to landfill	100% zero waste to landfill at final manufacturing sites	In-house amplification manufacturing sites and ODM final assembly sites for headphones and speakers	Upstream and own operations	Two ODM final manufacturing sites assessed have a zero waste to landfill certification, no own final manufacturing sites do.

RESOURCE INFLOWS

Material resource inflows are a significant part of Marshall Group's environmental footprint, reflecting the materials used in products across headphones, speakers and amplifiers. Key inputs include plastics, metals, electronic components and packaging materials that are incorporated into finished products manufactured by suppliers.

Resource inflows are calculated using product-level Bills of Materials combined with production volumes. This allows the Group to estimate material composition and distinguish between virgin, recycled and renewable materials in line with ESRS E5-4 requirements.

To support data reliability, Marshall Group uses material-level certification schemes to verify recycled and responsibly sourced materials. Where documentation is not available, materials are classified conservatively as virgin or non-certified. The Group applies a cascading approach by prioritising recycled and renewable materials over virgin materials, where feasible.

Quantitative information on resource inflows is presented in the following tables.

RESOURCE INFLOWS	2025
Total weight of product/technical/biological material (tonnes)	13,163
Percentage of Biological Materials (and Biofuels) Sustainably Sourced (%)	9
Total weight of secondary reused or recycled components (tonnes)	2,447
Percentage of secondary reused or recycled components (%)	19
Total weight of secondary intermediary products (tonnes)	0
Percentage of secondary intermediary products (%)	0
Total weight of secondary materials (tonnes)	0
Percentage of secondary materials (%)	0

RESOURCE USE & CIRCULAR ECONOMY

MATERIAL BREAKDOWN

MATERIAL GROUPS	Product/ technical/ biological materials (tonnes)	Sustainably sourced biological materials (%)	Secondary reused or recycled components (%)
Duromers and foams	32.43	0	0
Elastomers	259.78	0	0.24
Electronic components	2,963.47	0	0.13
Glues and tapes	114.71	0	0.31
Metals	1,082.79	0	1.50
Paper	3,867.35	24.07	32.03
Plastics	1,473.45	0	74.65
Textiles and leathers	336.13	0	25.91
Wood	3,032.91	7.91	0
TOTAL	**13,163**	**8.90**	**18.59**

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RESOURCE OUTFLOWS

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Marshall Group does not currently apply standardised or externally recognised durability and reparability rating systems across its product portfolio. Harmonised methodologies for assessing durability and reparability in consumer electronics are still evolving at EU and industry level.

In the absence of formal metrics, the Group supports product durability and reparability through internal design principles, operational practices and service models aimed at extending product lifetimes, reducing resource outflows and contributing to circular economy objectives. These include integration of circular design principles, availability of spare parts, access to repair services, and ongoing software support.

Marshall Group is developing internal frameworks to enable future structured and quantitative assessments and aims to align with emerging regulatory and industry methodologies, including EU Ecodesign and right-to-repair requirements.

Product durability

AMPLIFICATION BUSINESS (GUITAR AMPLIFIERS AND PEDALS)

Marshall Group has not yet established a formal durability assessment framework for the amplification business. Work to assess and document product durability for this product group is planned for future phases. Durability for amplification products is currently supported through long-term availability of spare parts and access to repair services.

HEADPHONES

Harmonised Marshall Group's products are designed and supported to enable extended use over time.

- For amplification products, durability is reflected in long product lifetimes supported by repair services and continued maintenance, with many products remaining in use for extended periods.
- For headphones and speakers, durability is supported through product design, material selection and ongoing software support, contributing to sustained functionality over time.

Marshall Group does not currently design products for hardware upgradeability beyond component replacement but supports functional longevity through software updates where applicable.

SPEAKERS

Marshall Group does not currently apply a standardised or externally recognised durability rating system for speakers. As with headphones, harmonised durability assessment methodologies are still evolving at EU and industry level.

In the absence of a formal durability metric, expected product durability for speakers is supported through:

- Integration of durable and circular design principles during product development, including robustness, modularity, and ease of disassembly where feasible.
- Long-term availability of spare parts such as batteries, grills and sleeves, and provision of repair services.
- Ongoing software and security updates to maintain functionality and compatibility.

Work is ongoing to establish a structured durability assessment framework and to align with emerging regulatory and industry methodologies.

PRODUCT REPARABILITY

Marshall Group does not currently apply an externally established or standardised reparability rating system across its product portfolio. Harmonised reparability methodologies and rating systems for consumer electronics are still evolving at EU and industry level.

In the absence of a formal rating system, product reparability is addressed through internal design principles, processes and operational practices, including:

- Integration of design-for-repair principles in product development, guided by the Circular Design Guideline and supporting Repair Guidelines.
- Consideration of ease of disassembly, component accessibility and modularity during product development, where technically and commercially feasible.
- Availability of spare parts for key headphone and speaker components, such as batteries, ear cushions, earbuds, grills, sleeves and cables, through internal and external service centres and Group e-commerce channels.
- Provision of repair services through warranty and paid repair options, supported by internal and external service partners.
- Ongoing software support, including security updates, to support continued product functionality and extend product lifetimes.

Marshall Group actively monitors emerging regulatory requirements and industry initiatives, including EU right-to-repair and Ecodesign developments. The Group aims to align with recognised reparability rating systems once credible, comparable and auditable methodologies become available and is developing an internal framework to support future quantitative assessments and disclosures.

WASTE GENERATED IN OWN OPERATIONS

Material resource outflows primarily relate to waste generated in Marshall Group's own operations. Waste data covers Group-owned final manufacturing sites and the headquarters in Stockholm and is reported by material type and treatment method in line with ESRS E5-5. Hazardous and non-hazardous waste streams are classified as recycled, recovered or disposed based on verified data from waste management contractors and internal validation. From 2026, manufacturing sites aim to undergo annual third-party waste audits as part of the Zero Waste to Landfill certification process.

Waste generation and treatment data are presented in the tables on the next page.

RESOURCE OUTFLOWS	2025
Total amount of waste generated (tonnes)	683.64
Total Amount of Waste Diverted from Disposal (tonnes)	240.75
- Preparation for reuse (tonnes)	0.00
- Recycling (tonnes)	240.75
- Other recovery (tonnes)	0.00
Hazardous waste (tonnes)	0.05
Non-hazardous waste (tonnes)	240.70
Total Amount of Waste Directed to Disposal (tonnes)	442.89
- Incineration (tonnes)	261.82
- Landfill (tonnes)	178.51
- Other disposal (tonnes)	2.56
Hazardous waste (tonnes)	0.00
Non-hazardous waste (tonnes)	442.89
Percentage of non-recycled waste (%)	65

Waste generated in the company's own operations

CIRCULAR BUSINESS

Circular business revenue includes revenue generated from refurbishment, second-hand sales, repair services and other circular business models operated by Marshall Group during the reporting period. Revenue is recognised in line with the Group's financial accounting principles and reflects realised sales only.

The number of repaired products includes both in-warranty and out-of-warranty repairs completed through internal and external service centres. Refurbished products sold include products sold through Marshall Group's own channels. Metrics are compiled using internal sales, service and operations systems and are applied consistently across reporting periods.

CIRCULAR BUSINESS	2025
Total circular business revenue (EUR)	3,392,442
Number of repaired products (within and out of warranty)	19,756
Number of refurbished products sold through own channels	478

ACCOUNTING PRINCIPLES

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Standards and frameworks applied

The Accounting Principles for ESRS E5, Resource Use and Circular Economy are prepared in accordance with ESRS 1 General Requirements and ESRS E5 Resource Use and Circular Economy. Disclosures are informed by recognised circular economy principles, the waste hierarchy, and relevant EU regulatory frameworks related to waste, materials and product stewardship.

Where applicable, material-related data aligns with internal material classification guidelines and applicable product and packaging regulations.

Definitions related to circularity, responsible materials, reparability and product longevity are applied in accordance with the Definitions and Abbreviations section.

Scope and organisational boundary

E5 disclosures cover Marshall Group's own operations, products and packaging within the consolidated reporting boundary.

Resource use and circularity metrics focus primarily on products placed on the market and related packaging, reflecting where Marshall Group has the greatest influence through product design, material selection and supplier requirements. Operational waste metrics cover final manufacturing sites under operational control.

Upstream and downstream value-chain activities are included where required by ESRS E5 or where data is available, particularly for material composition of products and packaging. Other lifecycle stages are addressed qualitatively, reflecting current data availability.

Methodology and data sources

RESOURCE INFLOWS AND MATERIAL COMPOSITION (E5-4)

Material-related disclosures are based on internal product specifications, bills of materials, supplier documentation and certifications. Responsible and recycled material content is assessed at product and packaging level using available component-level data.

Where complete material data is not available, representative assumptions based on similar products or material categories are applied.

WASTE AND RESOURCE OUTFLOWS (E5-5)

Operational waste data is collected from waste contractors and site environmental records for manufacturing sites under operational control. Waste is classified by treatment method in line with applicable waste regulations and internal reporting categories, including hazardous and non-hazardous waste. Product end-of-life treatment and recovery rates are not quantitatively measured at Group level and are therefore addressed qualitatively.

CIRCULAR DESIGN AND RESOURCE EFFICIENCY (E5-2)

Disclosures related to circularity and resource efficiency are based on product design processes, internal guidelines and documented design requirements. No quantitative circularity performance index is applied, as harmonised methodologies for assessing product-level circularity are not yet fully developed.

Assumptions, estimates and limitations

Material composition data is subject to limitations related to data completeness, supplier transparency and the level of detail available in bills of materials. Estimates are applied where necessary, using best available information.

Waste data reflects operational waste streams under direct control and does not represent total lifecycle waste associated with products placed on the market.

Comparability across products and categories is affected by varying data maturity, evolving material formulations and regulatory definitions.

Review and continuous improvement

E5 Accounting Principles are reviewed annually by Group Sustainability in coordination with Product Sustainability, Product Compliance and Operations functions.

Planned improvements include expanded material traceability, increased coverage and accuracy of bills of materials, strengthened supplier data collection and ongoing assessment of suitable methodologies for measuring circularity and resource efficiency. Any material methodological changes aim to be disclosed to ensure transparency and comparability over time.

CIRCULAR BUSINESS, ENTITY-SPECIFIC MDR-M

Circular business revenue includes revenue generated from refurbishment, second-hand sales, repair services and other circular business models operated by Marshall Group during the reporting period. Revenue is recognised in line with the Group's financial accounting principles and reflects realised sales only.

The number of products repaired includes both in-warranty and out-of-warranty repairs completed through internal and external service centres. Refurbished products sold include products sold through Marshall Group's own channels. Metrics are compiled using internal sales, service and operations systems and are applied consistently across reporting periods.

SOCIAL

- S1 OWN WORKFORCE
- S2 WORKERS IN THE VALUE CHAIN
- S3 AFFECTED COMMUNITIES

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RESPECTING PEOPLE ACROSS OUR OPERATIONS AND VALUE CHAIN

At Marshall Group, respect for people is fundamental to how we operate. We recognise our responsibility to uphold internationally recognised human rights and to support safe, fair and inclusive working conditions, both within our own workforce and across our value chain. As a participant in the United Nations Global Compact (UN Global Compact), Marshall Group is committed to upholding the Ten Principles, including respect for internationally recognised human rights.

This section explains how Marshall Group identifies and manages social impacts, risks and opportunities, based on the outcomes of our double materiality assessment. It covers matters related to our own workforce, workers in the value chain and affected communities, including working conditions, equal opportunities, health and safety, and human-rights risks in upstream supply chains.

Our approach is grounded in due diligence, clear expectations and continuous improvement. Through Group-wide policies, engagement processes and targeted actions, we seek to prevent adverse impacts, address risks where they arise, and contribute positively to the people connected to our business.

S1 OWN WORKFORCE

Our approach to health and safety goes beyond compliance, it’s about creating an environment where our people can thrive, both physically and mentally. By prioritising continuous learning and shared knowledge, we can build a stronger, safer workplace

Jenny Blackwell
Health and Safety Manager, UK

AT MARSHALL GROUP, OUR PEOPLE ARE THE DRIVING FORCE BEHIND OUR CONTINUED GROWTH AND SUCCESS, AND WE STRIVE TO CREATE A WORKPLACE WHERE OUR PEOPLE CAN THRIVE

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OWN WORKFORCE

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

As part of our Lasting People commitment, we prioritise good working conditions, equal treatment and opportunities for all.

Marshall Group is a global organisation with over 800 employees spanning across office environments and manufacturing operations, thus the nature of work and associated risks varies across our workforce, as described in our IRO table below. Identified IROs guide where we focus efforts to reduce negative impacts, promote fairness and wellbeing and strengthen the long-term resilience and performance of Marshall Group.

For office-based teams, we have identified risks related to working conditions, including work-life balance; our policies, such as the Employee Code of Conduct, are designed to address such topics with the aim of mitigating negative effects. In contrast, our manufacturing environments present additional occupational health and safety hazards from operating machinery or exposure to hazardous substances. Variations in health and safety practices across different facilities can, despite proactive measures and protocols, create gaps in oversight and alignment, therefore heightening the risk of incidents. Our assessment also highlights impacts related to equal opportunities including gender role distribution in production, leadership diversity gaps, and wage adequacy considerations in certain geographies.

Although our findings reflect common sector conditions, they reinforce the importance of consistent and high-quality safety standards and initiatives that promote fairness and inclusive growth.

See SBM-1 (p.13) where we describe more about Marshall Group's sustainability governance, strategy and business model.

			VALUE CHAIN LOCATION			TIME HORIZON			
			UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
S1 - OWN WORKFORCE									
WORKING CONDITIONS	**Employee wellbeing** Cases of ill-health and stress levels reported amongst some team members result in negative consequences for employee well-being, including both short and long-term health impacts.	Actual Negative impact		M		M			
	Production safety risks Production generally involves higher risks of occupational hazards and injuries compared to other functions.	Potential Negative impact		M		M			
	Positive professional development Upskilling employees enhances internal mobility, job satisfaction, and talent retention.	Actual Positive impact		M		M			
	Adequate wages Initial assessment indicates some workers receive wages below adequate benchmarks despite legal compliance.	Actual Negative impact		M		M			
EQUAL TREATMENT AND OPPORTUNITIES	**Structural gender pay gap** In the manufacturing sector, structural gender pay inequality persists due to occupational segregation, with men predominantly in higher-paid roles.	Actual Negative impact		M		M			
	Leadership diversity Limited diversity in leadership may reduce inclusiveness in decision-making and can negatively affect talent attraction and retention.	Actual Negative impact		M		M			
	LGBT+ and minorities discrimination The company operates in regions where systemic discrimination against minorities, women, and LGBT+ individuals is prevalent, and where cultural norms may discourage reporting of unfair treatment.	Potential Negative impact		M			M	M	M

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Marshall Group's approach to workforce matters is grounded in our Lasting People commitment to wellbeing, safety and equal opportunities. This commitment frames how we identify, assess and manage material impacts, risks and opportunities related to our own workforce, based on the outcomes of the double materiality assessment under ESRS S1.

POLICIES

Two Group-wide policies govern how Marshall Group manages impacts, risks and opportunities related to resource use and circularity. Together, these policies guide how the Group addresses resource inflows, circular product design, waste management, electronic waste handling and the development of circular business models across own operations and the value chain.

Environmental Policy

Policies govern how Marshall Group manages material impacts, risks and opportunities related to its own workforce. Together, these policies establish common expectations for working conditions, health and safety, equal treatment, wellbeing, development and access to remedy across all employees.

These Group-wide policies are implemented through locally applicable employee handbooks and internal labour regulations, which translate policy commitments into detailed rights, obligations and procedures in line with national labour laws and operational contexts. In countries with higher workforce risk exposure, including manufacturing operations, locally applicable labour regulations establish legally binding requirements on working hours, overtime, health and safety, disciplinary procedures, grievance handling and worker representation.

Human Rights Policy

The Human Rights Policy sets the Group's commitment to respecting the rights and wellbeing of employees and integrates human-rights due diligence principles into the Group's people-related processes. It addresses material impacts related to fair treatment, non-discrimination, humane treatment, access to remedy and broader labour-rights expectations across Marshall Group's operations.

Employee Code of Conduct

The Employee Code of Conduct establishes expectations for ethical and responsible behaviour and applies to all employees. It supports the governance of S1 impacts by prohibiting discrimination, harassment and misconduct, promoting respectful conduct, and outlining escalation and reporting routes for potential violations.

HR Policy

The HR Policy sets the Group's approach to working conditions, equality, health and safety, recruitment, development, performance processes and compensation. It guides how people-related practices are managed across the organisation and informs expectations related to safety, wellbeing, leadership, development and equal opportunities. The policy is currently undergoing a revision to strengthen governance and ensure coverage of material IROs.

Whistleblowing Policy

The Whistleblowing Policy provides secure and confidential channels for employees to raise concerns. It includes protections against retaliation and supports Marshall Group's approach to remedying negative impacts when they occur.

+ Read more in our policy overview (p.25)

Note: While the policies listed above address the key workforce-related impacts, risks and opportunities identified under ESRS S1, certain material areas including wage adequacy, structural pay-gap governance and selected aspects of wellbeing are not yet fully addressed through explicit Group-level policy commitments. These topics are partly managed through operational practices and local frameworks. The ongoing revision of the HR policy is intended to strengthen governance in these areas and further align policy coverage with the identified material impacts, risks and opportunities.

OWN WORKFORCE

PROCESSES FOR ENGAGING WITH OWN WORKFORCE AND WORKERS' REPRESENTATIVES ABOUT IMPACTS

We believe that enabling and maintaining a safe and continuous dialogue between Marshall Group and our employees is essential for building and maintaining trust, supporting decision-making and setting activities to manage actual and potential impacts. We primarily invite employees to express their views and insights through direct engagement channels, including surveys and workplace representative meetings.

Employee Surveys

Our employee engagement survey is conducted twice per year (in Spring and Autumn) and enables employees to share thoughts about their roles, teams and the company. This provides valuable insights into how our employees are feeling in terms of commitment, motivation, sense of purpose, alignment with our goals and their thoughts about leadership. The results are actively reviewed and followed up with actions at both management and team levels. The 2025 engagement survey coverage did not include manufacturing employees in Vietnam. Expansion of survey coverage is planned as part of ongoing people-process integration.

Survey results are tracked over time and used as an input for workforce-related risk identification, including psychosocial risks and organisational challenges.

Workplace Committee

The Marshall Group Workplace Committee (WPC) facilitates dialogue on topics such as working conditions and wellbeing. Comprised of representatives selected to bring a broad range of perspectives, the WPC provides an anonymous channel for employees in Sweden and the UK to raise work-related concerns. These insights directly inform the Group's continuous workplace improvement initiatives.

Performance reviews

We encourage frequent dialogue between leaders and team members regarding performance and individual growth. Mandatory annual reviews are documented in our HR system and form part of group-wide people governance, ensuring structured two-way dialogue between employees and line managers. We promote "360 reviews" to collect feedback from peers and invite employees to review their leaders. The process is transparent to all employees; results inform talent mobility requests and serve as one of several criteria in the yearly salary review.

- All-Aboard updates are digital sessions which facilitate internal communication and office-specific updates.
- SoundCheck collaboration weeks strengthen innovation and connection through local and global activations which are shared through both in-person sessions and digital content.

- Leadership Meetups are quarterly forums for People leaders and managers to connect and ensure strategic alignment.

In Vietnam, where collective bargaining agreements are in place, employee representation and structured dialogue are conducted through recognised worker representatives in accordance with local arrangements. Where collective bargaining agreements are not in place, Marshall Group ensures effective and mandatory social dialogue through the alternative mechanisms described above. Further information on collective bargaining coverage is provided in S1-8.

Together, these processes ensure open communication, encourage engagement, and support a respectful, transparent approach to employee-related matters. Participation practices vary across locations and employee groups.

PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR OWN WORKFORCE TO RAISE CONCERNS

RAISING CONCERNS

We provide channels for employees to raise concerns and seek remediation for negative impacts. We consider it essential to promptly and responsibly address any matters where the company has caused or contributed to a negative impact on our employees. When an issue is identified, we assess the situation thoroughly, engage relevant stakeholders, and take appropriate corrective actions to remedy the impact and prevent recurrence.

Employees can raise concerns with their line manager, to the HR team, or via our Workplace Committee Forum. To alert us about serious risks of wrongdoing affecting people, our organisation, the society or the environment, Marshall Group's independent third-party whistleblowing platform can be used.

All channels are communicated during onboarding, mandatory Code of Conduct training and via regular policy updates. All employees (permanent, temporary, part-time and agency) may use these channels in every country of operation. The whistleblowing process, safeguards and governance are described in G1-Business Conduct.

ACTIONS

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Marshall Group structures own workforce actions across three priority areas:

- Wellbeing
- Equal treatment and opportunities
- Training and skills development

Since Marshall Amplification and Zound Industries integrated in 2023 to become Marshall Group, we have been working to create an integrated culture with aligned values and leadership principles. 2024 was the first year we created an Own Workforce Impact Team with representatives from Sweden, UK, China and Vietnam, and in 2025 they set targets, KPIs and an action plan centered on sustainability priority areas.

A unified Management System for Health and Safety has not yet been implemented, therefore presenting a risk of inconsistent practices across countries. The Group's approach is to align processes and ways of working across geographies over time, as defined in our 2030 Targets.

The following actions address the material impacts, risks and opportunities identified in the double materiality assessment and support progress toward **the Group's 2030 targets**.

Wellbeing

The wellbeing of employees is fundamental to Marshall Group's long-term performance, and we are committed to fostering a culture that supports physical and mental wellbeing, safe working conditions, and a healthy work-life balance across all locations.

Health and Safety

Marshall Group recognises that employees working in production environments are exposed to higher occupational health and safety risks, including work-related injuries and occupational illness. These risks are managed through site-level health and safety procedures, including mandatory training, provision of personal protective equipment and adherence to legally required inspections.

At site level, health and safety risks are systematically identified and managed through risk assessments, preventive and corrective actions, regular equipment inspections, and periodic health checks. Employees are required to report unsafe conditions and have the right to refuse unsafe work in accordance with applicable local regulations. Dedicated health and safety managers are appointed at both the United Kingdom and Vietnam manufacturing sites, ensuring local oversight, implementation of procedures and ongoing monitoring of health and safety performance.

While these controls are well established at site level, Group-wide standardisation of health and safety management practices is currently under development.

ACTIONS TAKEN IN 2025

- Additional Health and Safety resources were appointed in Vietnam to strengthen local capacity and oversight.
- Preparatory work was undertaken to define the scope and requirements for a Group-wide Health and Safety Management System to be implemented across all locations

Equal treatment and opportunities

We are committed to creating a diverse and equitable workplace where all employees feel included and have equal access to opportunities.

Gender Equality

When recruitment and promotion processes aren't transparent then we increase the risk of unfairness and limiting diversity. This can lead to lower morale, higher staff turnover, and can make it more difficult to attract top talent.

ACTIONS TAKEN IN 2025

- Introduced structured measurement and reporting process of gender representation across all organisational levels.

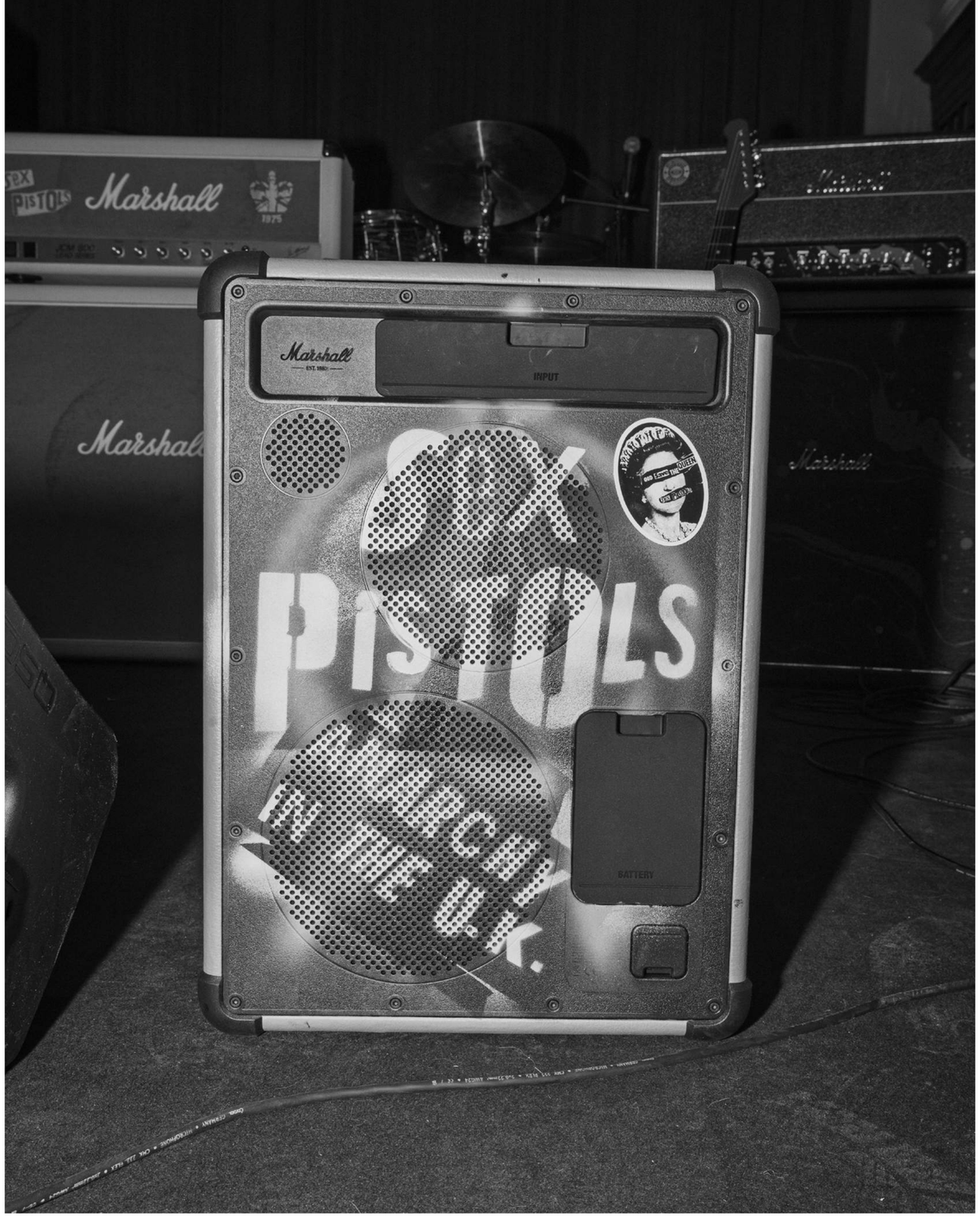
Training and development

Developing employee skills and reinforcing shared standards of conduct are key to managing workforce-related risks and supporting a common culture across Marshall Group.

- Employee Code of Conduct training: Our Employee Code of Conduct sets clear expectations for ethical behaviours, fair treatment, and integrity within our workplace.
- Leadership training: A strong leadership team is fundamental for reaching our ambitions whilst adhering to our values. We have defined our Leadership Principles which guide what good leadership looks like for Marshall Group.
- Talent Mobility: To enable clarity, consistency and prevent discrimination of promotions, we have a talent mobility approval framework and process, where leaders can request promotions for employees in their team, and so that decisions are based on the same criteria for everyone.

ACTIONS TAKEN IN 2025

- Implemented mandatory Employee Code of Conduct training for all employees (see ESRS G1 for related KPIs).
- Continued development and rollout of leadership training programme aligned with company values and leadership principles, with training offered to all people leaders across all levels of the organisation.
- Conducted two talent mobility rounds in the year. Updated talent mobility request template which is the basis for promotion approval decisions; showcasing performance review results for overall performance, goals completion and living our values, building on the previous requirement which only asked for overall performance.



TARGETS

Marshall Group's own-workforce targets focus on workforce-related impacts, risks and opportunities identified as material through the double materiality assessment and where the Group has direct operational control and sufficiently mature data systems to define and monitor progress.

The selected targets primarily address leadership representation and employee wellbeing, reflecting current reporting maturity. Other material own-workforce topics, including wage adequacy, structural pay-gap governance and occupational ill health, are under further development and will be considered for future target-setting as governance structures, definitions and data availability are strengthened. In the interim, minimum standards for these topics are ensured through statutory requirements and locally applicable employment frameworks across all operating countries.

The employee wellbeing and Health & Safety target is measured using the average score from the "Individual" section of the employee engagement survey.

An average score of 7.5 out of 10 or higher is defined as 100% fulfilment of the target, meaning that, at an aggregate level, employees report feeling they have a safe and healthy working environment. Scores below this threshold are recalculated proportionally on a 0–100% fulfilment scale.

Survey-based indicators reflect employee perceptions at a point in time and are used alongside qualitative actions, site-level health and safety management practices and other workforce metrics.

TARGET AREA	2030 KEY TARGET	SCOPE	VALUE CHAIN STAGE	2025 PERFORMANCE
Gender balance in leadership	40% minimum gender representation across all leadership levels	Leadership roles	Own operations	Three out of six leadership levels met the target of a minimum 40% gender representation at each leadership level.
Employee wellbeing	100% employees feeling that they have a healthy and safe working environment	Employees	Own operations	Average wellbeing score 7.85 (based on individual questions). NB: Survey coverage excludes Vietnam manufacturing employees.

OWN WORKFORCE

EMPLOYEE HEADCOUNT BY GENDER

Employee headcount is reported as a point-in-time snapshot as of 31 December 2025.

GENDER	Number of employees (headcount)
Male	425
Female	400
Other	0
Not disclosed	0
Total	**825**

EMPLOYEE HEADCOUNT BY COUNTRY

Employee headcount by country reflects employees' country of employment and includes employees on leave.

* The ESRS requires that the employee count by country shall be reported for each country where the company has at least 50 employees by headcount representing at least 10% of the company's total employees.

COUNTRY	Number of employees (headcount)
Sweden	265
Vietnam	227
United Kingdom	228
China	59
Total	**779***

EMPLOYEE TURNOVER

Employee turnover includes voluntary and involuntary exits during the reporting period and excludes internal transfers. Turnover data is based on information from the Group's human resources information system. Due to limitations in system coverage, employee turnover data does not include employees in Vietnam.

	2025	2024
Employee turnover rate (%)	6.18	8.8
Employees who left the company during the reporting period	51	44

OWN WORKFORCE

COLLECTIVE BARGAINING AND SOCIAL DIALOGUE

Collective bargaining coverage is calculated as the proportion of employees employed in countries where collective bargaining agreements are in force. The reported coverage reflects employees in Vietnam and France.

The decline in collective bargaining coverage reflects changes in the geographical distribution of employees rather than changes in labour practices. As the share of employees in countries where collective bargaining agreements are in place (Vietnam and France) has decreased, the overall coverage rate has declined accordingly.

	2025	2024	2023
Rate of total employees covered by collective bargaining agreements (%)	28.36	33.75	36.77

S1 9

OWN WORKFORCE

DISTRIBUTION OF TOP MANAGEMENT BY GENDER

While ESRS S1-9 requires disclosure of gender distribution at top management level, Marshall Group has chosen to expand the scope of reporting beyond the standard table format. The 2025 disclosure therefore provides a more granular view of gender representation across multiple leadership layers, offering deeper insight into the organisation's leadership pipeline and overall workforce composition.

Leadership positions are defined as roles with formal people-management responsibility ("People leaders"). This definition is applied consistently across leadership metrics in this report.
Leadership metrics are based on Marshall Group's internal role structure and include roles with formal people-management responsibility, such as Chiefs, Vice Presidents, Directors, Senior Managers, Managers and Production Managers. Representation figures should therefore be interpreted in the context of organisational structure, role composition and regional labour markets.

Top management is defined in accordance with Marshall Group's internal governance structure and comprises members of the Executive Management Team, representing the most senior executive roles with strategic decision-making authority within the organisation. In 2025, the Executive Management Team consisted of a mix of Chiefs and Vice Presidents, with a total of 10 members, including seven male and three female executives.

As of 31 December 2025, leadership representation across Marshall Group is as follows:

GENDER DISTRIBUTION % (headcount)	**2025**		**2024**		**2023**	
Leadership level	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Chiefs	25 (2)	75 (6)	25 (2)	75 (6)	25 (2)	75 (6)
VPs	27 (3)	73 (8)	20 (2)	80 (8)	27 (3)	73 (8)
Directors	41 (18)	59 (26)	38 (14)	62 (23)	42 (16)	58 (22)
Senior Managers	52 (32)	48 (30)	–	–	–	–
Managers	53 (46)	47 (41)	–	–	–	–
Production Managers	28 (12)	72 (31)	–	–	–	–
Total	**44 (113)**	**56 (142)**	**–**	**–**	**–**	**–**

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OWN WORKFORCE

HEALTH AND SAFETY METRICS

Marshall Group's health and safety management practices vary by site and geography, reflecting differences in operational risk profiles and local regulatory requirements. While incident reporting and injury data are collected across employee groups, the Group has not yet implemented a Group-wide health and safety management system.

During 2025, preparatory work was initiated to define the scope and requirements for a unified health and safety management system. This work aims to improve consistency, data quality and oversight across all locations in future reporting periods.

Health and safety metrics cover employees only and exclude agency workers and contractors.

	2025	**2024**	**2023**
Fatalities as a result of work-related injuries	0	0	0
Recordable work-related accidents	22	23*	26
Rate of recordable work-related accidents**	13.78	–	–
Days lost to work-related injuries and fatalities from work-related accidents	6	–	–

* The 2024 accident figure has been amended from three. The discrepancy is due to a manual reporting error.
** The respective number of cases divided by the number of total hours worked by people in its own workforce and multiplied by 1,000,000.

OWN WORKFORCE

WORK-LIFE BALANCE METRICS

Reported work-life balance indicators reflect employees' legal or collectively agreed entitlement to family-related leave and do not represent actual uptake or accessibility in practice. Entitlements apply to permanent, temporary and part-time employees in accordance with local legislation and collective bargaining agreements.

	2025	2024
Percentage of employees entitled to take family-related leave (%)	100	100

OWN WORKFORCE

EMPLOYEE SURVEY

Employee wellbeing and engagement indicators are derived from Marshall Group's employee engagement survey. Participation is voluntary and responses are anonymous. Survey-based indicators reflect employee perceptions at a point in time and should be interpreted alongside qualitative insights and local context. Scores are calculated as simple averages on a 1–10 scale and are not weighted by role, location or seniority. The employee survey does not yet cover all employee groups and geographies.

	2025	2024	2023*
Wellbeing score (Average score on individual questions in employee survey)	7.61	—	—
Average employee survey score	7.85	7.74	3.26
Employee Net Promoter Score (eNPS)**	25.5	18	—

* From 2024, the employee engagement survey methodology was updated, including a change in scoring scale from 1–4 to 1–10.
** eNPS was introduced in H2 2024. In 2025, the score improved from 23 in H1 to 28 in H2.

ACCOUNTING PRINCIPLES

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Standards and frameworks applied

The Accounting Principles for ESRS S1 Own Workforce are prepared in accordance with ESRS 1 General Requirements and ESRS S1 Own Workforce. Disclosures are aligned with applicable labour, employment and occupational health and safety legislation in the countries where Marshall Group operates.

Employee-related data is prepared using internal systems and processes designed to support transparent, consistent and auditable workforce reporting. Unless otherwise stated, all S1 workforce data is reported using headcount (number of individuals) rather than full-time equivalents.

Scope and organisational boundary

OWN WORKFORCE DEFINITION

Own Workforce disclosures cover employees with permanent or temporary employment contracts directly with Marshall Group or its subsidiaries. This includes full-time, part-time and non-guaranteed-hours employees. Temporary employees, such as parental leave covers, are included.

Unless otherwise stated, disclosures under ESRS S1 Own Workforce cover all employees of Marshall Group across all countries of operation.

EXCLUSION OF NON-EMPLOYEES

Agency workers, consultants and other non-employee workers are excluded from Own Workforce quantitative disclosures for the 2025 reporting period. While non-employees are covered by relevant governance processes, including grievance handling and whistleblowing mechanisms, quantitative reporting on non-employee workers is not yet sufficiently mature for consistent Group-wide disclosures.

Marshall Group is working to strengthen system coverage and data availability for non-employee workers, with the aim of progressively expanding quantitative disclosures in future reporting cycles.

GEOGRAPHIC SCOPE

Certain disclosures are subject to temporary exclusions due to data availability or system maturity. In the 2025 reporting period, Vietnam employees are excluded from selected metrics where underlying data is not yet available through the Group's HR information systems or where processes are still under development. This includes employee turnover and employee engagement survey metrics. Where such exclusions apply, they are disclosed transparently alongside the relevant metrics.

METHODOLOGY AND DATA SOURCES

Workforce data is primarily sourced from the Group's human resources information system, supplemented by local HR reporting where required. Health and safety data is collected at site level in accordance with local legal requirements and internal reporting procedures and consolidated at Group level. Employee engagement data is sourced from the employee engagement survey.

Employee headcount data under ESRS S1 is reported as point-in-time data and is based on headcount rather than full-time equivalent measures. Where gender data is disclosed, it is based on legal gender as recorded in the Group's human resources information system.

WORKFORCE CHARACTERISTICS AND TURNOVER (S1-6)

Employee headcount data is sourced from the Group's human resources information system and local HR reporting. Headcount is reported as number of individuals rather than full-time equivalents and includes employees on leave.

Employee turnover is calculated based on recorded employee exits during the reporting period and year-end headcount data. Turnover includes voluntary and involuntary exits and excludes internal transfers.

DIVERSITY, COLLECTIVE BARGAINING AND REPRESENTATION (S1-7, S1-8, S1-9)

Gender data is sourced from the Group's human resources information system and reported based on legal gender as recorded in official documentation. Data is aggregated by organisational level and geography where applicable.

Collective bargaining coverage is determined based on employee populations in countries where collective bargaining agreements are in force, using locally reported HR data.

HEALTH AND SAFETY (S1-14)

Health and safety data covers employees only and excludes agency workers and contractors. Data is collected at site level in accordance with local legal requirements and internal reporting procedures and consolidated at Group level.

Reported incidents include work-related injuries. Lost working days are reported for injuries only. Occupational ill-health data is not systematically collected at Group level.

WORK-LIFE BALANCE (S1-15)

Work-life balance disclosures reflect employees' legal or collectively agreed entitlements to family-related leave, including maternity, paternity, parental and carers' leave. Entitlements are assessed based on applicable local laws and collective bargaining agreements.

Assumptions, estimates and limitations

Headcount and workforce metrics are based on system-recorded employee data and may be affected by timing differences, local reporting practices and system coverage.

Certain metrics exclude specific geographies where data is not yet available or processes are not fully implemented, including employee turnover and employee survey results for Vietnam.

Training data reflects only activities captured in existing systems and does not represent the full scope of training delivered. Survey-based metrics are subject to response rates and participation bias.

Health and safety data does not include occupational ill-health due to the absence of a Group-wide data collection process.

In 2024, the employee engagement survey methodology was updated, including a change in scoring scale from 1–4 to 1–10. Due to the lack of direct equivalence between the two scales, prior-year data has not been recalculated or restated. As a result, survey-based indicators for 2025 are not directly comparable with those reported for 2023 and 2024. Differences in comparability are explained in the relevant metric disclosures.

Review and continuous improvement

S1 Accounting Principles are reviewed annually by Group Sustainability in coordination with HR and Health and Safety functions.

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OWN WORKFORCE

Planned improvements include expanded system coverage for workforce data, improved tracking of training activities, increased geographic consistency in survey deployment and further harmonisation of health and safety reporting practices. Any material changes to methodologies or scope aim to be disclosed to ensure comparability over time.

S2 WORKERS IN THE VALUE CHAIN

We believe that a successful company has a responsibility to leave a positive mark on the lives of its workers. Human rights are vital because they give people a voice and ensure that no one is left behind as we grow. Protecting these rights is our way of making sure that our progress benefits everyone, from the factory floor to the local neighbourhood, every day

Julia Lundmark
Social Impact Manager

2019

SUPPLIER DUE DILIGENCE INTRODUCED

Supplier Due Diligence programme was introduced, covering the headphones and speaker supplier base, establishing clear expectations, standards, and processes to drive responsible business practices and risk management across the value chain.

2022

SUPPLIER DUE DILIGENCE EXPANDED

Marshall Amplification introduced a Supplier Due Diligence program to manage risks in the supply chain.

2023

UN GLOBAL COMPACT COMMITMENT

Marshall Group became a participant in the United Nations Global Compact, committing to internationally recognised principles on human rights, labour, environment, and anti-corruption.

2024

RBA AND RMI MEMBERSHIP

Marshall Group joined the Responsible Business Alliance (RBA) and the Responsible Minerals Initiative (RMI), committing to industry-recognised standards and collaborative initiatives that promote responsible supply chain practices and the responsible sourcing of minerals.

2025

GROUP-WIDE SUPPLIER DUE DILIGENCE IMPLEMENTED

A common Supplier Code of Conduct Supplier Code of Conduct and Supplier Due Diligence (SDD) programme were implemented across Marshall Group, incorporating high-risk minerals due diligence. Establishing a consistent, group-wide framework for responsible sourcing.

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WORKERS IN THE VALUE CHAIN

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

Marshall Group works with a global network of suppliers and manufacturing partners across diverse geographies and industries. As with most companies operating in international electronics supply chains, our material impacts, risks and opportunities under ESRS S2 reflect sector-wide challenges rather than company-specific issues. While risks related to working conditions and human rights may occur throughout the value chain, their severity and likelihood increase the further activities are removed from Marshall Group's direct control, visibility and ability to influence. This is especially the case beyond Tier 1 suppliers, where electronics supply chains become increasingly complex and fragmented, and where buyer leverage and transparency are more limited.

The 2025 double materiality assessment confirms that these IROs relate to working conditions, labour rights and health and safety in upstream manufacturing, as well as human rights risks such as forced labour, child labour and the risk of supporting armed conflict linked to minerals extraction and manufacturing in high-risk regions. These include risks of excessive working hours, limited worker representation, discrimination, unsafe or inconsistent safety practices, and broader systemic issues associated with raw-material supply chains.

These findings shape how value chain matters are integrated into our Make It Last strategy. Through our Lasting People commitment, and our longstanding support for internationally recognised human rights, as a participant in the United Nations Global Compact (UN Global Compact) and a member of the Responsible Business Alliance (RBA) and Responsible Minerals Initiative (RMI), we work to promote fair, safe, and responsible working conditions throughout our supply chain. Our focus is on fostering collaborative supplier relationships, strengthening oversight in diverse production contexts, and supporting continuous improvements in labour practices. The IROs identified through the DMA therefore guide where we prioritise efforts to reduce negative impacts on workers in the value chain, enhance responsible-sourcing practices, and support long-term value chain resilience.

WORKERS IN THE VALUE CHAIN

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

IMPACTS, RISKS AND OPPORTUNITIES (IROS) PART 1/2			VALUE CHAIN LOCATION			TIME HORIZON			
			UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
WORKING CONDITIONS	**Adequate wages** Some upstream workers may earn below local living wage benchmarks despite legal compliance, creating hardship and reputational risk.	Potential Negative impact	M				M	M	M
	Freedom of association Unionisation and collective bargaining are restricted or suppressed in certain supplier countries, limiting labour rights.	Actual Negative impact	M			M			
	Poor working conditions Upstream operations, especially mining, often involve long hours, low wages, and physically demanding tasks with limited protections.	Actual Negative impact	M			M			
	Health and Safety risks Mining and processing activities pose high risks to worker well-being, including hazardous conditions and elevated fatality rates.	Actual Negative impact	M			M			
	Temporary workers risks Seasonal demand drives reliance on temporary contracts, reducing job security and increasing health and safety risks due to high turnover and limited training.	Potential Negative impact	M				M	M	M
	End-of-life disposal risks E-waste handling outsourced to developing countries often involves unsafe practices, exposing workers and communities to hazardous substances.	Potential Negative impact			M		M		

WORKERS IN THE VALUE CHAIN

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

			VALUE CHAIN LOCATION			TIME HORIZON			
			UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
IMPACTS, RISKS AND OPPORTUNITIES (IROS) PART 2/2									
EQUAL TREATMENT AND OPPORTUNITIES	**LGBT+ and minorities discrimination** Suppliers operate in regions where systemic discrimination against minorities, women, and LGBT+ individuals is prevalent, and where cultural norms may discourage reporting of unfair treatment.	Potential Negative impact	M				M	M	M
	Unequal pay Industry hiring patterns place men in better-paid roles and women in lower-paid positions, limiting access to managerial opportunities.	Actual Negative impact	M			M			
	Gender discrimination Gender discrimination in the industry, such as practices that disadvantage pregnant workers, poses risks to workforce equality.	Actual Negative impact	M			M			
OTHER WORK-RELATED RIGHTS	**Worker Dignity Harassment** Harassment in supply chain workplaces remains a risk, influenced by cultural norms and limited reporting mechanisms.	Potential Negative impact	M				M	M	M
	Human Rights Abuses The global consumer electronics supply chain is known to have prevalent human rights issues, such as related to working hours, forced/bonded or under-age labour, freedom of association, health and safety and conflict. This is especially related to mineral and metals extraction and processing.	Potential Negative impact	M				M	M	M

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Marshall Group's approach to workers in the value chain is grounded in our Lasting People commitment to responsible sourcing and decent work, and our Group-wide commitment to respect internationally recognised human rights. These commitments guide how we manage the material impacts, risks and opportunities identified under ESRS S2.

POLICIES

Group-wide policies govern how Marshall Group manages material impacts, risks, and opportunities related to workers in the value chain. Together, these policies set expectations for working conditions, human rights, labour practices, chemical safety, and responsible sourcing across suppliers and business partners.

Supplier Code of Conduct

The Supplier Code of Conduct (the Code) sets mandatory requirements for suppliers regarding labour rights, working conditions, health and safety, working hours, wages, non-discrimination, humane treatment, and freedom of association. It is the Group's primary governance mechanism for managing S2-related impacts, risks and opportunities, and applies to all suppliers and manufacturing partners involved in providing goods and services to Marshall Group.

The Code outlines expectations for due diligence processes, corrective actions, and continuous improvement, and forms the basis for audits, assessments, and supplier engagement activities. It addresses key S2 IROs by defining baseline requirements and compliance expectations across the value chain.

High-Risk Minerals Policy

The High-Risk Minerals Policy governs material risks and impacts associated with minerals sourcing in conflict-affected and high-risk areas. It aligns with Organisation for Economic Co-operation and Development (OECD)-based due diligence expectations, and addresses IROs connected to upstream extraction, including risks of child labour, forced labour, unsafe working conditions and other severe human-rights impacts.

The policy requires suppliers to conduct due diligence, provide traceability information and take corrective actions where risks are identified. It forms the governance basis for responsible mineral sourcing and upstream labour rights expectations.

Human Rights Policy

The Human Rights Policy outlines the Group's commitment to respecting human rights throughout the value chain. It covers potential adverse labour impacts on workers employed by suppliers, manufacturing partners, and service providers and guides the identification, prevention, and mitigation of S2-related risks. The policy also recognises that environmental and climate-related factors can affect human rights, including impacts on health, and livelihoods, furthermore it supports the Group's approach to preventing and mitigating such impacts across its operations and value chain.

Whistleblowing Policy

The Whistleblowing Policy provides secure and confidential channels for workers in the value chain, or their representatives, to raise concerns. It includes non-retaliation protections and supports the Group's ability to identify and respond to negative impacts linked to suppliers or business partners.

+ Read more in our policy overview (p.25)

WORKERS IN THE VALUE CHAIN

PROCESSES FOR ENGAGEMENT AND REMEDIATION

Marshall Group has several channels for directly or indirectly engaging with workers in our value chain. This ensures that workers can raise concerns and grievances related to any human rights and labour risks, including our material risks and impacts. Marshall Group communicates to the workers in the value chain mainly through proxies and is reviewing how to increase direct contract. In addition to this, we do desktop analysis of our supply chain from a human rights perspective and monitor relevant current events, NGO reports, our memberships in RBA, RMI, and other networks and through the labour and human rights indices in our risk platform. Business partners are required to immediately rectify high-risk issues and implement corrective measures.

Freedom of association

Communication between workers and management is crucial for a healthy and successful business relationship and workers in our value chain must have efficient channels of communication regarding their rights and obligations. Marshall Group is committed to freedom of association and the right for workers to form and join trade unions of their own choice, and to bargain collectively. Where such activities are restricted by law, employees shall be allowed to elect and be represented by alternate forms of worker representatives.

Audits and worker interviews

Worker interviews are part of the procedure in all audits, whether performed by our in-house auditors or by third party auditors. Through our RBA membership we receive insights from audits, of which worker interviews are a component. Through our own audits and supplier visits, we have direct contact with workers via group and individual interviews, for which a representative group is selected to give an accurate reflection of the workforce.

Whistleblowing channel

Value chain workers may report sensitive concerns or suspected misconduct through Marshall Group's independent third-party whistleblowing platform which allows anonymous reporting and ensures protection against retaliation, in accordance with applicable legislation. Where the investigation process identifies the need, Marshall Group will take corrective action. Examples of corrective actions can be internal controls, policy and process improvements, training, feedback or coaching, organisational change, various forms of disciplinary actions, or legal proceedings.

Remediation

Where Marshall Group has caused or contributed to adverse human rights impacts, it aims to provide for or cooperate in remediation. Where impacts are directly linked to Marshall Group through business relationships, Marshall Group seeks to use its leverage to contribute to appropriate remediation, in line with internationally recognised standards. Examples of remediation actions may include apologies, restitution, rehabilitation, financial or non-financial compensation, and the prevention of future harm through guarantees of non-repetition. The whistleblowing process, safeguards and governance structure are described in detail in G1 Business Conduct and Whistleblowing. To date, Marshall Group has not identified situations where it has caused or contributed to adverse impacts that required remediation. As a result, no formal assessment of remediation effectiveness has yet been carried out.

ACTIONS

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Marshall Group manufacture products including guitar amplifiers, speakers and headphones, for which we rely on a diverse and complex supply chain. Amplifiers are built in our own factories, whilst headphones and speakers are designed and developed between teams in Stockholm and Shenzhen and manufactured by selected Original Design Manufacturers (ODM).

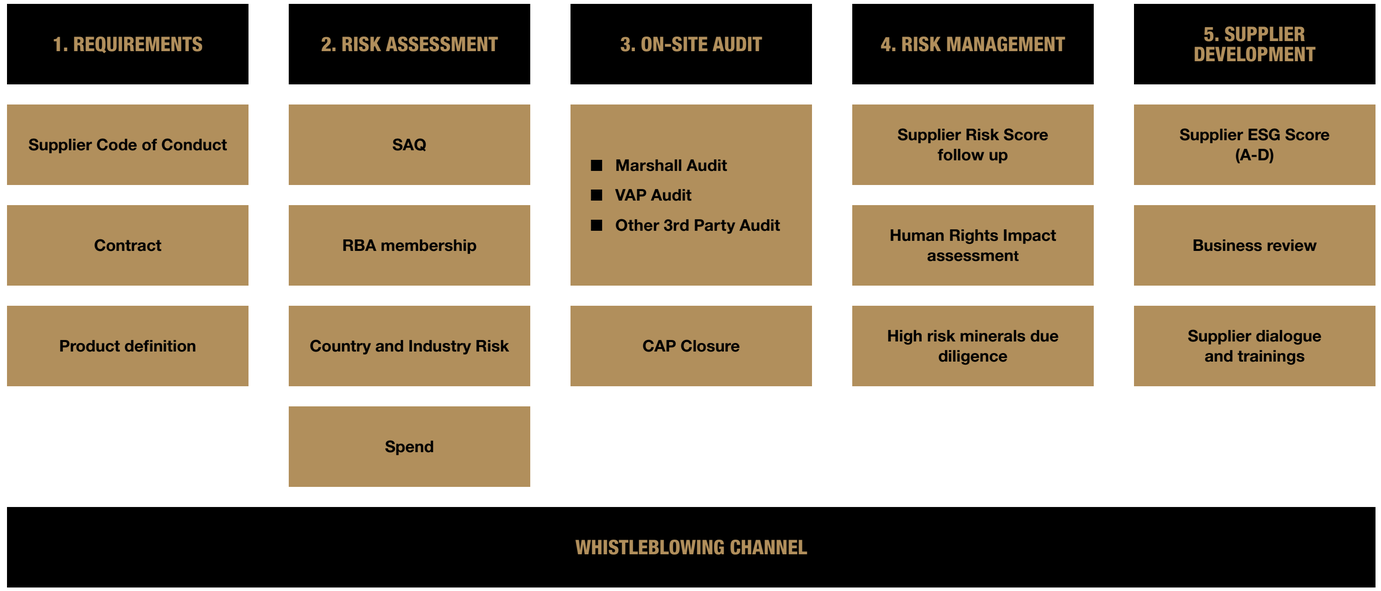
Since 2019, Marshall Group has operated a supplier development programme for headphone and speaker ODM. Through the programme, we engage with active ODM with the help of local, trained, and certified personnel to ensure a minimum standard of responsible practices and understanding. In the programme, we assess and audit active and potential ODM, maintain quarterly dialogues, and provide training on our Supplier Code of Conduct.

For amplification products, a supply chain due diligence process which uses document-based assessments has been in place since 2022 to identify, assess, monitor, manage and mitigate potential risks. Risks associated with suppliers could be, for example, country-specific Environmental Social and Governance risks, unethical practices, labour violations, environmental non-compliance, or geopolitical instability.

Since joining the Responsible Business Alliance (RBA) in 2024, Marshall Group has taken steps to align our separate responsible sourcing practices into a common approach, guided by our commitments to RBA and the UN Global Compact. In 2025, Marshall Group finalised its updated, holistic due diligence programme, which is planned to be implemented from 2026 onwards.

Supplier Due Diligence programme

During 2025 Marshall Group has implemented and updated several policies and processes to mitigate the negative impacts on workers in our value chain.



WORKERS IN THE VALUE CHAIN

Requirements

When onboarding a new supplier, Marshall Group starts by clearly communicating our requirements to ensure alignment of values, business ethics, and responsible practices. This helps to establish sustainable partnerships built on shared expectations.

Compliance with the Supplier Code of Conduct is supported through supplier onboarding, periodic self-assessments and follow-up actions where potential risks or gaps are identified. Findings are reviewed internally and inform supplier engagement, prioritisation and improvement activities. This approach includes the following elements:

- **Supplier Code of Conduct**
  Our Supplier Code of Conduct defines minimum expectations related to labour rights, human rights, environmental responsibility, and business ethics. It provides Marshall Group with the right to request mitigation measures and, where appropriate, to conduct inspections or assessments within our supply chain, including upstream tiers where relevant.
- **Contractual requirements**
  Supplier contracts include requirements covering multiple business areas, such as compliance with the Supplier Code of Conduct, applicable laws and regulations, and global sanctions regimes. These requirements form part of our contractual framework with suppliers.
- **Product definition**
  Product-level sustainability requirements are embedded in product definitions and form part of the supplier onboarding and quotation process, with compliance demonstrated through declarations, documentation and relevant third-party certifications.

ACTIONS TAKEN IN 2025

We have developed a new Supplier Code of Conduct aligned with our commitment to the RBA Code of Conduct, as well as international standards and any risks or impacts we have identified through the DMA process. This is the first Supplier Code of Conduct to cover the whole of Marshall Group. The sustainability product definition has also been reviewed during 2025 and includes requirements to communicate on sub-suppliers and relevant sustainability certifications, both at facility and material levels.

Risk assessment

When onboarding new suppliers and as part of our annual supply chain review, we perform a risk assessment where each supplier site is given a rating of Low, Medium or High risk based on the following parameters:

- Marshall Group's Self-Assessment Questionnaire (SAQ) is used to assess topics at company, facility and product levels. It covers sanctions, high risk minerals reporting, legal compliance, compliance of the Supplier Code of Conduct, all relevant material IRO's, and other due diligence topics.
- RBA membership status is controlled, and for new suppliers who are RBA members, they added to the platform where we can access SAQs and audit results to get a deeper understanding of the supplier's maturity.
- Country and Industry risk is evaluated through the EiQ Analyse platform where we compare indices based on environment, human rights, forced or child labour, and other risk factors.
- The final parameter of our risk assessment is projected spend and supply chain criticality, where higher values are prioritised.

ACTIONS TAKEN IN 2025

2025 was the first year where our entire tier 1, and parts of our tiers 2 and 3 supply chain were uploaded into a risk database to provide a holistic and objective risk-based overview of our supply chain. This practice aims to be monitored yearly, and new suppliers added on an ad hoc basis.

We created the first group-wide Marshall Group SAQ, and by doing this created a tool to be used by all procurement, sustainability, and compliance teams. This is the first time that we have a unified way of comparing and monitoring our upstream suppliers for the whole group and aims to be rolled out during 2026.

On-site audits

Auditing across the supply chain is a way of ensuring that suppliers act in accordance with the requirements set out in our Supplier Code of Conduct. The audits allow us to gain insight into our suppliers' practices and track progress, increase transparency, and help to hold us accountable for the conditions in our supply chain.

Supplier audits conducted through Marshall Group's responsible sourcing programme, including assessments aligned with the Responsible Business Alliance (RBA) Code of Conduct, provide insights into working conditions in the upstream value chain.

The most common areas for improvement identified through these assessments relate to working hours management, documentation and transparency of labour practices, health and safety procedures, and management system implementation. These findings are addressed through corrective action plans, supplier engagement and ongoing monitoring, supporting continuous improvement in line with Marshall Group's due diligence approach.

Since the start of the supplier development programme in 2019, the audit scores have been considered in our sourcing processes, and we have prioritised manufacturers with high scores and shared values. We aim to follow up on identified risks for medium and high-risk suppliers, and all ODM.

ACTIONS TAKEN IN 2025

In 2025 almost 40% of our ODM received "Silver" scores from RBA audits. We aim for more of our supply chain to be tracked using the RBA tool, and to receive strong scores in upcoming years.

In addition to the updated Supplier Code of Conduct and SAQs, we also updated the Marshall Group audit template, to enable follow-up on our requirements in the code, and thus our IROs. In 2026, we plan to certify more in-house auditors to cover additional product groups and geographies, and to perform audits in the amplification supply chain.

WORKERS IN THE VALUE CHAIN

Risk management

Risk management and supplier due diligence is an ongoing process. In addition to our responsible sourcing due diligence work, we also do a yearly human rights risk assessment as part of our DMA process. This informs our due diligence work and allows us to focus our work on the topics that have the greatest impact. One of our most critical risks and impacts is in the extraction and processing of minerals. The nature of our products means that today we can't completely exclude high risk minerals, but while the product development teams focus on finding suitable alternatives, we also monitor conflict minerals and other high-risk minerals in our due diligence work.

ACTIONS TAKEN IN 2025

During 2025 Marshall Group implemented a new High Risk Minerals policy and process to address one of our most salient human rights risks.

While we do not yet have full visibility into our supply chain, this aims to further our knowledge into the supply chain of conflict minerals and other high-risk minerals such as mica, copper, cobalt, graphite (natural), lithium or nickel. We utilise the Responsible Minerals Initiative tools to follow up on risk minerals at a smelter level and collaborate with our ODM and battery suppliers to close our knowledge gap in the following levels.

Our Human Rights assessment work in 2025 focused on two of our largest geographies; China and Vietnam, with a focus on the electronics supply chain. We performed a desktop investigation human rights deep dive to identify any risks and impacts on our own workforce and supply chain that we might be unaware of which helped us sharpen our sustainability priorities. All findings aim to be included in the 2026 DMA process.

Our whistleblowing channel has also been expanded during 2025 to cover external stakeholders.

Supplier development

In an environment with rapidly changing requirements and a supply chain with varying degrees of maturity, when it comes to due diligence, it is important to continuously work together, collaborate and educate our suppliers.

This includes access to training through RBA, as well as ongoing work we do with our Supplier ESG score that is being used in procurement decisions and regular business reviews. Our supplier dialogues also include audit Corrective Action Plan including remediation and any updates to our policies or sustainability strategy.

ACTIONS TAKEN IN 2025

Our new Supplier Code of Conduct, High Risk Minerals Policy, and SAQs are currently being rolled out in tier one of our supply chain. During 2026, we aim to introduce training on the Supplier Code of Conduct for all tier one suppliers and anyone in Marshall Group working in relevant roles. 2026 aims to also see an update on the Supplier ESG score.

Working groups

Implementing a proper due diligence process demands participation from many different functions throughout Marshall Group. To align and support this work, we have two working groups:

RESPONSIBLE SOURCING DUE DILIGENCE TEAM

Owned by the Group Sustainability Social Impact Manager with members from Procurement departments in Stockholm, Milton Keynes and Hong Kong, and Sustainability and Compliance departments in Milton Keynes and Shenzhen, its purpose is to align ways of working on due diligence across the Group, share information on strategy, policy and process updates, and plan and follow up on the due diligence implementation programme, with a focus on audits.

RESPONSIBLE SOURCING IMPACT TEAM

Owned by the Group Sustainability Social Impact Manager with members from Procurement departments in Stockholm, Milton Keynes, Dong Nai and Hong Kong, and Sustainability and Compliance departments in Milton Keynes and Shenzhen, its purpose is to align on and implement actions related to our sustainability strategy. In 2025, the impact teams have been focused on setting targets, actions and KPIs supporting the Lasting People chapter of our Make It Last sustainability strategy.

TARGETS

Targets

The selected target under ESRS S2 focuses on the area where Marshall Group has identified the most material impacts and risks related to workers in the value chain, and where the Group has a clear ability to influence outcomes through increased transparency, risk prioritisation, and supplier engagement.

The primary focus is to systematically strengthen knowledge and oversight of the supply chain, as this is a necessary precondition for effective human rights risk management, meaningful remediation activities and compliance with the Group's Supplier Code of Conduct and commitments under the RBA and the UN Global Compact. Enhanced supply chain transparency also prepares the Group for future regulatory requirements, including the EU Corporate Sustainability Due Diligence Directive (CSDDD), although Marshall Group is not currently in scope.

The target was established following the Group's double materiality assessment and developed with input from relevant functions across the organisation, including sustainability, sourcing, legal and operations.

At present, Marshall Group has full visibility of tier 1 suppliers, and partial knowledge of tier 2 and tier 3 suppliers in high-risk areas. The Group is prioritising a risk-based approach for deeper tier mapping, focusing on high-risk industries and geographies such as conflict minerals and battery mineral supply chains.

Supply chain data is reviewed on a rolling basis, with updates at least annually, and upon onboarding of new suppliers. Progress against the target is formally reviewed every six months.

TARGET AREA	2030 KEY TARGET	SCOPE	VALUE CHAIN STAGE	2025 PERFORMANCE
Supply chain transparency	Knowledge of company name and location for 100% of tier 1–3 direct high-risk suppliers	Tier 1 suppliers and risk-prioritised tier 2–3 suppliers	Upstream	100% awareness of tier 1 suppliers company name and location. Partial mapping of critical tier 2–3 suppliers

TRANSPARENCY AND SUPPLIER ENGAGEMENT

The following metrics reflect the status of Marshall Group's due diligence, transparency and audit coverage in the upstream value chain. Metrics represent point-in-time information as of 31 December 2025 and are derived from the Manufacturing and Supplier Due Diligence Programme and related supplier systems. Data has not been externally assured.

TRANSPARENCY AND SUPPLIER ENGAGEMENT

These metrics are used to track progress against targets on supplier onboarding, audit performance and expanded upstream due diligence.

The metrics show full tier 1 transparency (100%), providing a strong foundation for due diligence, while supplier engagement remains at an early stage. This is reflected in the low Supplier Code of Conduct signature rate (3.31%) following the rollout of the unified Supplier Code of Conduct, in late 2025. The reported 3.31% reflects adoption of Marshall Group's unified Supplier Code of Conduct, introduced in late 2025. Prior commitments under earlier category-specific codes are not included. The low coverage therefore reflects the recent rollout and is expected to increase as onboarding progresses.

Audit and certification coverage are improving (37.5% RBA Silver; 87.5% H&S coverage) but remain incomplete, with further progress expected as supplier onboarding and engagement continue.

	2025	2024
Number of active headphones and speaker suppliers (ODMs)	7	5
Number of active headphones and speaker sites (ODMs)	8	7
Number of active amplification tier 1 direct suppliers	143	—
Transparency of active tier 1 direct product suppliers (%)	100	—
Share of active tier 1 direct product suppliers having signed the Supplier Code of Conduct (%)	3.31	—
Share of active ODM sites with minimum RBA VAP Silver Audit score (%)	37.5	28.5
Number of material and component suppliers in the Supplier Due Diligence Programme	12	12

WORKERS IN THE VALUE CHAIN

HEALTH AND SAFETY

Ensuring the wellbeing of the workers building our products is a priority for Marshall Group, both in our own facilities and at our ODM. One of the ways we try to ensure a safe workplace is through our requirement for ODM to have a Health and Safety management system (ISO45001 or equivalent) at their facilities. While this cannot prevent accidents or incidents for occurring, having a risk-based and structured way of dealing with hazards is important. We continuously monitor ODM and aim for all to be covered by a H&S management system.

	2025
Share of active headphones and speaker suppliers sites (ODMs) with certified H&S management system in place (%)	87.5

ACCOUNTING PRINCIPLES

Marshall

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Standards and frameworks applied

The Accounting Principles for ESRS S2 Workers in the Value Chain are prepared in accordance with ESRS 1 General Requirements and ESRS S2 Workers in the Value Chain. Disclosures are informed by the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct, and the Responsible Business Alliance Code of Conduct.

Scope and organisational boundary

WORKERS IN THE VALUE CHAIN

S2 disclosures cover workers employed by business partners in Marshall Group's upstream value chain where material impacts, risks and opportunities have been identified through the double materiality assessment. The scope focuses on manufacturing-related activities where the Group has leverage and visibility.

PRODUCT AND SUPPLIER SCOPE

The scope primarily includes workers at final assembly sites for headphones and speakers operated by Original Design Manufacturers, as well as workers at selected tier 1, tier 2 and tier 3 suppliers participating in the Supplier Due Diligence Programme. Manufacturing activities related to amplification products are included only where explicitly stated. Other upstream activities and worker groups are addressed qualitatively where quantitative data availability is limited.

Methodology and data sources

SUPPLIER DUE DILIGENCE AND TRANSPARENCY

Supplier due diligence and transparency data is sourced from internal supplier mapping, onboarding documentation, contractual records, supplier self-disclosures and due diligence assessments conducted under the Manufacturing and Supplier Due Diligence Programme. Active Original Design Manufacturers (ODM) are defined as legal manufacturing partner entities that produced at least one Marshall Group branded headphone or speaker during the reporting year. ODM producing only components or sub-assemblies are excluded. Active ODM sites are defined as physical manufacturing facilities performing final assembly operations, with each site counted separately by address.

Tier 1 suppliers are defined as direct suppliers to Marshall Group. Tier 2 and tier 3 suppliers are defined as suppliers further upstream that actively contributed components or materials to Marshall Group products during the reporting period. Inclusion of tier 2 and tier 3 suppliers in quantitative disclosures is based on participation in the Supplier Due Diligence Programme and a risk-based prioritisation approach.

Supplier transparency is assessed based on verification of legal entity name and full factory address through onboarding documentation and internal sourcing systems. Alignment with the Supplier Code of Conduct is assessed based on valid, electronically verified signatures at legal entity level.

HEALTH AND SAFETY MANAGEMENT SYSTEMS AND AUDITS

Information on health and safety management systems and audit outcomes is sourced from internal supplier mapping, onboarding documentation, and third-party audit results conducted under recognised frameworks. These include externally certified management systems, such as ISO-aligned standards, and audit results obtained through the Responsible Business Alliance Validated Assessment Program. Audit and certification data is assessed at site level and must be valid as of the reporting date. Self-assessed or internally declared systems are not accepted as a substitute for recognised external certification or audits.

DUE DILIGENCE AND SUPPLIER DATA

Data related to workers in the value chain is primarily sourced from internal supplier mapping, onboarding documentation, contractual records, and due diligence assessments conducted under the Manufacturing and Supplier Due Diligence Programme.

AUDITS AND THIRD-PARTY VERIFICATION

Where applicable, data is supplemented by third-party audit results conducted under recognised audit frameworks, including the RBA Validated Assessment Program. Audit data is used to assess supplier practices, site-level conditions and management system maturity.

Unless otherwise stated, S2 metrics are reported as point-in-time figures as of 31 December 2025.

Assumptions, estimates and limitations

S2 disclosures reflect current visibility into Marshall Group's upstream value chain and are subject to limitations related to supplier transparency, audit coverage, and system maturity. Quantitative data coverage is strongest for final assembly sites and tier 1 suppliers, while visibility beyond tier 1 is partial and dependent on supplier participation in due diligence and audit programmes.

Where third-party audits are not in place, reliance is placed on documented supplier information and internal verification processes. Data reported under ESRS S2 has not been externally assured.

REVIEW AND CONTINUOUS IMPROVEMENT

S2 Accounting Principles are reviewed annually by Group Sustainability in coordination with sourcing, product compliance and supplier management functions. Ongoing improvements focus on expanding supplier coverage, strengthening transparency beyond tier 1, increasing audit coverage and refining methodologies as due diligence processes and data systems mature. Any material changes to scope or methodology aim to be disclosed to ensure comparability over time.

S3 AFFECTED COMMUNITIES

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Grassroots venues are the first stop for musicians to share their music with the world, and for local communities to find their next favourite band. The importance and value of venues cannot be described in words - it’s a way for musicians and music lovers to connect in a safe space through the power of music. Our commitment to supporting these spaces is part of our DNA. Our products have been on these stages since the first Marshall amp was made. We must continue to preserve these platforms for local communities and keep live music alive

Megan Devereux
Artist Development Manager

AFFECTED COMMUNITIES

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

The 2025 double materiality assessment (DMA) confirms that the most material impacts under ESRS S3 relate primarily to communities connected to the upstream value chain. These include potential negative impacts linked to mineral extraction, high-risk geographies, weak governance and impacts on Indigenous communities.

These risks are indirect and occur in parts of the value chain where influence is limited, requiring strengthened due diligence and responsible sourcing practices. They are addressed through supplier-related risk management processes and are primarily covered under ESRS S2 Workers in the Value Chain and relevant environmental standards.

In addition, the DMA identifies a positive impact linked to engagement with cultural and creative communities, including support for access to music, artistic expression and inclusive participation in culture.

While the Group does not currently implement direct actions targeting upstream community impacts under ESRS S3, strengthening due diligence and improving value chain visibility remain key areas of focus. Opportunities to better understand downstream community impacts, including those related to e-waste and end-of-life handling, are also being assessed as part of ongoing development.

			VALUE CHAIN LOCATION			TIME HORIZON			
			UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
IMPACTS, RISKS AND OPPORTUNITIES (IROS)									
COMMUNITIES' CIVIL AND POLITICAL RIGHTS	**Freedom of Expression** In high-risk countries where the company or its value chain operates, surrounding communities may face restrictions on civil and political rights.	Potential Negative impact	M				M	M	M
COMMUNITIES' ECONOMIC, SOCIAL AND CULTURAL RIGHTS	**Community Engagement** Marshall supports underground music communities and emerging musicians, fostering cultural expression and creativity as part of its commitment to inclusive community development.	Actual Negative impact			M	M			
	Mining Community Risks Mining operations in the supply chain often occur in conflict zones or areas with weak governance, exposing communities to human rights violations.	Actual Negative impact	M			M			
PARTICULAR RIGHTS OF INDIGENOUS COMMUNITIES	**Indigenous Rights** Indigenous communities near mining operations face heightened risks of rights violations due to weak governance and lack of protections.	Potential Negative impact	M				M	M	M

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Marshall Group's approach to affected communities is grounded in our commitment to respect human rights and in our purpose. We aim to support music communities connected to our heritage; from local venues and grassroots spaces to emerging artists and creative networks.

Marshall Group does not have direct operational impacts on communities that have been assessed as material under ESRS S3. Any actual or potential negative impacts connected to our upstream value chain, such as those related to extraction, high-risk geographies or raw-material processing, are governed through ESRS S2 Workers in the Value Chain and relevant environmental standards, including ESRS E2 Pollution and ESRS E5 Resource Use and Circular Economy.

Under ESRS S3, our primary focus is therefore on our positive contributions to cultural, social and creative communities, where Marshall Group engages through partnerships, music community initiatives and programmes that support artistic expression and access to culture.

S3 1

AFFECTED COMMUNITIES

POLICIES

Marshall Group does not maintain a standalone community policy. Community related impacts identified under ESRS S3 are limited, and the Group does not have direct operational impacts on communities that have been assessed as material. Governance of community-level risks connected to upstream extraction and high-risk geographies is shared within ESRS S2 Workers in the Value Chain and aims to be continually strengthened as part of Marshall Group's human-rights due diligence development.

Relevant policies

- Human rights policy
- High-risk minerals policy
- Supplier Code of Conduct
- Whistleblowing policy

+ Read more in our policy overview (p.25)

S3 2 S3 3

AFFECTED COMMUNITIES

PROCESSES FOR ENGAGEMENT AND REMEDIATION

Marshall Group engages with affected communities primarily through our partnerships with music community organisations, cultural spaces, and creative networks. Engagement takes place through ongoing dialogue, collaborative planning and regular follow-ups with each partner organisation. These interactions help ensure that our support reflects community needs, strengthens local cultural ecosystems, and promotes access to music and creative expression.

Since Marshall Group does not have direct operational community impacts under ESRS S3, engagement processes related to potential negative impacts in upstream contexts are handled through supplier-related due diligence processes described under ESRS S2.

REMEDIATION

Marshall Group does not maintain dedicated remediation processes for community impacts under ESRS S3. All stakeholders, including community representatives or partner organisations, can raise concerns through Marshall Group's whistleblowing channel which provides a secure confidential and anonymous reporting option.

AFFECTED COMMUNITIES

ACTIONS

Marshall Group's actions under ESRS S3 focus on its positive contribution to cultural and creative communities connected to its heritage. These actions are not designed to mitigate the upstream risks identified in the DMA, which are addressed through other parts of the sustainability framework.

Instead, community engagement centres on supporting access to music, strengthening cultural ecosystems and promoting inclusion through partnerships with grassroots organisations, venues, and creative networks.

In 2025, activities included financial support, product donations and collaborative events with organisations working to increase access to music and support underrepresented communities. These initiatives aim to amplify creative expression and contribute positively to local communities.

In addition, Marshall Group provided humanitarian support in response to ongoing global conflicts and crises. The largest charitable donations in 2025 were made to the United Nations Children's Fund (UNICEF), the United Nations High Commissioner for Refugees (UNHCR), and SOS Children's Villages. Total charitable donations to these organisations during the reporting period amounted to SEK 3 million.

Supporting music community

Marshall Group prioritises community engagement. We want our community engagement efforts to reflect our values and what our employees care about. Inclusion, equality, and passion for music guide us in the initiatives we choose to support. We also want to make sure to contribute in a timely way as events unfold and where we could be a positive force, financially or through collective action. By strengthening local communities through activities and collaboration with organisations, authorities, and other stakeholders, Marshall Group aims to promote access to culture and increase diversity and inclusion in the music industry. For instance, Marshall Group supports the music community through independent venues and NGOs, and via donations and voluntary work.

ACTIONS TAKEN IN THE YEAR

In 2025, community engagement focused on strengthening existing partnerships and increasing impact across key markets. Support was provided through funding, product donations, events and advocacy activities.

Key initiatives included:

- Financial support to MusiCares and a benefit event in response to the Los Angeles wildfires
- Partnership with Youth Music's "Rescue the Roots" programme, supporting young people's access to music opportunities
- Ongoing collaboration with Music Venues Trust, including funding, events and equipment donations
- Support to ROOTS Berlin, enabling continued education programmes for underrepresented communities
- Contributions to Fryshuset in Stockholm to improve access to music facilities and equipment
- Expanded support to Wille Mae Rock Camp in the US
- Partnership with Red River Cultural District to support grassroots musicians and venues in Austin

AFFECTED COMMUNITIES

TARGETS

Marshall Group does not disclose quantitative metrics or targets related to affected communities for the 2025 reporting period. This reflects the Group's assessment that impacts on affected communities are primarily indirect and occur mainly through upstream value-chain activities, where data availability and leverage are still developing.

Affected community considerations are currently addressed through qualitative risk identification, supplier due diligence processes, audit findings and grievance mechanisms. As visibility and data maturity across the value chain improve, the Group aims to assess the appropriateness of introducing metrics or targets related to affected communities in future reporting periods.

As no quantitative metrics or targets are disclosed under ESRS S3 for the reporting period, separate accounting principles are not applicable.

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G1 BUSINESS CONDUCT

At Marshall Group, we take pride in doing things the right way, loudly, transparently, and with intention. Acting with integrity is non-negotiable. It is how we honour our legacy, safeguard our people, and earn the trust from our audience.

Complying with applicable laws, living by our internal policies, and ensuring ethical conduct across our operations are fundamental to who we are.

This section guides readers through how Marshall Group engages responsibly in the public arena and manages the governance topics identified in our double materiality assessment. The assessment highlights potential impacts linked to business integration, exposure to corruption and bribery, and the need to protect individuals who raise concerns. Through clear governance structures and a commitment to ethical conduct, we work to ensure our actions contribute positively wherever we operate.

G1 BUSINESS CONDUCT

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A strong ethical culture does not happen by chance. It requires clear standards, consistent governance and people who feel confident to speak up. In 2025, we strengthened our foundations by aligning policies, rolling out our Code of Conduct and reinforcing accountability across the Group, so that integrity is further embedded in everyday decisions, everywhere we operate

Emelie James
Senior Sustainability Manager

BUSINESS CONDUCT

IMPACTS RISKS AND OPPORTUNITIES

Acting with integrity is essential to Marshall Group's strategy, brand and long-term value creation. During the ongoing integration following the 2023 merger, consistent expectations for ethical conduct and robust governance are critical to maintaining trust and accountability across the organisation.

The double materiality assessment identified governance-related risks and impacts linked to non-aligned business practices during integration, exposure to corruption and bribery risks in certain markets, and the effectiveness of whistleblower protection within own operations. These risks primarily relate to how conduct expectations, controls and escalation mechanisms are implemented and embedded across the Group.

At the same time, clear policies, effective training and trusted speak-up mechanisms represent opportunities to strengthen a unified culture, reduce compliance and reputational risks, and support responsible growth. A detailed table of G1 impacts, risks and opportunities is not included in this version of the report.

The management of relationships with suppliers in the context of business conduct (ESRS G1-2) was assessed as part of the double materiality assessment and was not identified as material for the reporting period. Accordingly, no detailed disclosure is provided under G1-2.

		VALUE CHAIN LOCATION			TIME HORIZON			
		UPSTREAM	OWN OPERATIONS	DOWNSTREAM	ACTUAL TODAY	SHORT-TERM	MEDIUM-TERM	LONG-TERM
TIME HORIZON								
Business conduct Following the 2023/2024 merger, the company is still under integration and does not yet operate under unified policies and management systems, creating risks of inconsistency and misalignment.	Potential Negative impact		M			M	M	
Corruption and bribery Sourcing, sales and production segments face heightened corruption and bribery risks due to operations in regions with low corruption perception and non-aligned business practices post-merger.	Potential Negative impact		M			M	M	
Whistleblower protection If Marshall Group fails to protect workers who file whistleblower reports, this could have negative consequences on these individuals.	Potential Negative impact		M	M		M	M	

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Marshall Group's approach to business conduct is grounded in our commitment to build a strong ethical culture and our zero-tolerance stance on corruption and bribery. This commitment guides how we manage the material impacts, risks, and opportunities identified under ESRS G1.

BUSINESS CONDUCT

BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE

Acting with integrity is central to how we work at Marshall Group. As the integration of the 2023 merger continues, it is essential that expectations for ethical conduct are clear, consistently applied, and supported by a culture that empowers colleagues to do the right thing. The double materiality assessment identifies potential negative impacts linked to non-aligned business practices, exposure to corruption and bribery risks, and the need for strong whistleblower protection within our own operation.

Business ethics and culture

CORPORATE CULTURE

Marshall Group's values are part of the Marshall Foundation, which underpins how we behave, lead and make decisions across the organisation. The Foundation reflects our identity, heritage and long-term ambition and provides a common reference point for our daily behaviours, leadership approach and business decisions.

The Marshall Group Values – Walk the Talk, Break New Ground, Give It Your All, Band Together and Make It Loud – are integrated into core people processes, including employee performance reviews, leadership development and 360-degree leadership feedback. They are also embedded in employee dialogue and engagement activities, supporting a shared understanding of expected behaviours while allowing for local context across different regions and teams.

A dedicated People Experience team works to support and strengthen the connection between the Group's values, culture, strategy and day-to-day operations. The team collaborates closely with the Executive Management Team and People leaders across the organisation to ensure that the Marshall Foundation, strategy and vision are reflected in everyday work through an action-based approach, including tangible communication initiatives and value-driven activations across regions.

Amplify what makes you, you. Being genuine is all that matters. Keep it real, be sincere, and stand behind your actions. Respect others and do what's right, whether the spotlight's on or off.

Our ingenuity sets us apart. To stay on track, we go off track. Failure leads to masterpieces, so wear your grit on your sleeve. Seek the unconventional, push boundaries, and always keep riffing.

Pour your heart and soul into everything you do. Doing something half-heartedly won't cut it if you want to standout and make the moment count. It's only when we're all in that we can light up the stage.

We would be nothing without community, so everything you do should strengthen our unity. Embrace diversity, be inclusive, and invite collaboration. We rise by lifting others- together is how we play.

Whatever you do, do it with intent. Be loud at the right times, for the right reasons. When your craft speaks volumes, the world will take note. We make a difference, loud and clear.

BUSINESS CONDUCT

Business conduct policies

Marshall Group maintains a defined set of Group-wide policies that establish expectations for ethical conduct, compliance and accountability across its own operations and, where relevant, the value chain. These policies form the foundation for managing governance-related impacts, risks and opportunities identified through the double materiality assessment.

During 2025, Marshall Group focused on strengthening and aligning its business conduct policy framework as part of the ongoing organisational integration following the 2023 merger. This work included aligning policy scope and ownership, clarifying responsibilities and ensuring alignment with internationally recognised principles, standards and applicable regulatory requirements.

Key policies include the Employee Code of Conduct, Human Rights Policy, Environmental Policy, Supplier Code of Conduct, High-Risk Minerals Policy, Whistleblowing Policy and HR Policy.

Each policy defines its scope of application, ownership and alignment with internationally recognised principles, standards or regulatory frameworks, as summarised in the Policy Overview table in this report. Policies apply to all employees and, where relevant, to suppliers, contractors and other business partners, and are reviewed periodically to reflect regulatory developments, organisational changes and evolving risk profiles.

+ Read more in our policy overview (p.25)

Employee Code of Conduct

The Marshall Group Employee Code of Conduct is at the heart of how we work responsibly and with integrity. It explains what we expect when it comes to ethical behaviour, following laws, respecting human and labour rights, fair working conditions, diversity and inclusion, environmental responsibility, community engagement, and open and honest communication.

All employees are expected to follow the Code, take part in risk management processes, declare any conflicts of interest, and speak up about suspected misconduct, including bribery or corruption.

TRAINING ON BUSINESS CONDUCT AND THE CODE

To help put the Employee Code of Conduct into practice, Marshall Group introduced a global online training programme in late 2025. The training is currently available to English-speaking employees and explains our ethical expectations, anti-bribery and anti-corruption rules, conflicts of interest, diversity and inclusion, environmental responsibility, and data ethics.

Completion of the training and acknowledgement of the Employee Code of Conduct are mandatory for all employees within scope. The training is part of our onboarding process for new joiners, and managers play an important role in setting an ethical example and supporting their teams in everyday situations.

During 2026, the Code of Conduct training will be rolled out in Chinese and Vietnamese to ensure it is accessible across our global operations. Training participation and coverage are reviewed twice a year by the Sustainability Committee.

The Marshall Group Employee Code of Conduct applies to all employees and other representatives of the Group. The effectiveness of the Code of Conduct is monitored through mandatory training completion, established reporting and whistleblowing mechanisms, and periodic reviews of the Code and related policies. Training content and coverage are reviewed periodically to reflect risk exposure, regulatory changes and business activities.

Whistleblowing and grievance mechanisms

Marshall Group provides secure and confidential channels for reporting suspected misconduct, breaches of law or violations of internal policies in a work-related context. Where legally permitted, reports may be submitted anonymously. The whistleblowing mechanism is designed to support early detection, prevention and remediation of misconduct and to foster a strong ethical culture across the Group.

The mechanism is available to employees, consultants, contractors, interns, former employees, suppliers and other relevant stakeholders across the value chain.

Reports may relate to issues such as corruption, bribery, fraud, conflicts of interest, human rights concerns, health and safety incidents, environmental breaches, or serious violations of the Employee Code of Conduct or Supplier Code of Conduct. General workplace matters are handled through other appropriate internal channels.

All reports are assessed impartially by designated individuals with appropriate authority and independence. Access to information is restricted to authorised persons on a strict need-to-know basis. Investigations are conducted by individuals who are not implicated in the reported matter, and external expertise may be engaged where enhanced independence or specialised competence is required. Reporting persons receive acknowledgement and feedback within timeframes defined by applicable legislation. Where issues are identified, corrective actions are defined and followed up to prevent recurrence.

Marshall Group strictly prohibits retaliation against individuals who raise concerns in good faith. Where misconduct is substantiated, appropriate corrective actions are implemented. Where the Group has caused or contributed to adverse impacts, it seeks to provide or cooperate in remediation. Personal data related to whistleblowing reports is processed in accordance with applicable data-protection legislation.

BUSINESS CONDUCT

PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

Marshall Group recognises corruption and bribery as potential negative impacts within its own operations and applies controls in line with applicable anti-corruption and anti-bribery legislation, including national legislation transposing the EU Whistleblower Protection Directive.

The double materiality assessment identified elevated exposure within procurement, sales and marketing, operations in certain geographies, and activities related to donations and sponsorships. These insights inform the Group's control environment, training priorities and oversight.

Whistleblowing reports are handled under the oversight of the Chief Legal Officer, with support from the Chief Human Resources Officer and the Vice President of Communications and Sustainability. Independent external legal counsel may be engaged where required to ensure impartiality.

Corrective actions, disciplinary measures or process improvements are implemented where misconduct is substantiated.

Business conduct policies

Marshall Group maintains a defined set of Group-wide policies that establish expectations for ethical conduct, compliance and accountability across its own operations and, where relevant, the value chain. These policies form the foundation for managing governance-related impacts, risks and opportunities identified through the double materiality assessment.

G1 3

BUSINESS CONDUCT

ANTI-CORRUPTION TARGETS

Marshall Group monitors progress on business conduct and ethical culture through defined indicators and Group-wide targets. These targets reflect the importance of a trusted organisational culture, consistent policy implementation and high standards of integrity across own operations.

In 2025, 52.9% of employees reported that they were aware of the anonymous whistleblowing channel and felt confident using it without fear of retaliation. This represents the initial baseline, as the question was introduced for the first time in the second half of 2025. The result reflects the current maturity of Marshall Group's speak-up culture during a year characterised by post-merger integration and the late-year rollout of updated governance measures. Further efforts are required to strengthen awareness, trust and consistent understanding across regions and employee groups. Awareness is monitored semi-annually through the employee survey, with results reviewed by the Sustainability Committee.

In 2025, 19.4% of employees completed the Group-wide Employee Code of Conduct training. This level of participation reflects the phased rollout of the training programme, which was launched late in the reporting year, as well as the initial focus on English-speaking employee populations (excluding our factory in Vietnam and office in China). Training coverage during the year was further influenced by the ongoing organisational integration following the 2023 merger and the planned expansion of language availability. Full coverage is expected to increase during 2026 as the training is rolled out in additional languages and made accessible to all employee groups across the organisation.

TARGET AREA	2030 KEY TARGET	SCOPE	VALUE CHAIN STAGE	2025 PERFORMANCE
Speak-up culture	At least 90% of employees feel aware of and confident using anonymous whistleblowing channels without fear of retaliation	Employees	Own operation	52.9% of employees confirm awareness and confidence
Code of Conduct implementation	100% participation in mandatory Code of Conduct training	Employees	Own operation	19.4% completion rate

G1 M

BUSINESS CONDUCT

SPEAK UP CULTURE

	2025
Share of employees who answer “yes” in the employee survey that they are aware they can report concerns anonymously through the whistleblowing service and feel confident doing so without fear of retaliation (%)	52.9

G1 M

BUSINESS CONDUCT

CODE OF CONDUCT TRAINING

	2025
Share of employees who have participated in Code of Conduct training (updated every 2 years) (%)	19.39
Number of current employees who participated in the latest Code of Conduct training	160

G1 4

BUSINESS CONDUCT

INCIDENTS OF CORRUPTION AND BRIBERY

Marshall Group recorded no confirmed incidents of corruption or bribery during the 2025 reporting year. No legal proceedings, fines, sanctions or corrective enforcement actions were brought against the Group or its employees in relation to anti-corruption or anti-bribery legislation. There were no cases in which Marshall Group was directly linked to confirmed corruption or bribery through a business relationship in the value chain.

	2025
Number of convictions of violation of anti-corruption and anti-bribery laws	0
Amount of fines for violation of anti-corruption and anti-bribery laws (EUR)	0

G1 M

BUSINESS CONDUCT

WHISTLEBLOWING REPORTS

During 2025, five reports were submitted through the whistleblowing channel. These included two cases related to conflicts of interest, one case concerning other business-integrity matters and two cases related to human resources topics. Three reports met the criteria for formal whistleblowing under applicable legislation and were referred for investigation. One report was closed during intake without further review. No cases resulted in substantiated findings or corrective or disciplinary actions during the year. One case related to a potential anti-corruption concern remained under investigation at year-end; outcomes aim to be disclosed in the 2026 reporting cycle.

	2025
Number of reported cases	**5**
By category: *Conflict of interest* *Other business integrity* *Other Human resources*	 2 1 2
Classified as formal Whistleblowing cases	**3**
Not referred to investigation	**1**
Referred to investigation	**3**
Corrective and disciplinary actions taken	**0**
Status at year end:	
Substantiated	**0**
Under investigation	**1**

G1

BUSINESS CONDUCT

ACCOUNTING PRINCIPLES

Reporting scope and boundary

The disclosures under ESRS G1 cover Marshall Group's consolidated operations, in line with the reporting boundary defined in BP-1. Workforce-related indicators, including Code of Conduct training participation and speak-up culture metrics, apply to the Group's own operations only.

Disclosures relating to incidents of corruption and bribery (ESRS G1-4) cover incidents occurring in the Group's own operations as well as cases in which Marshall Group is directly linked to confirmed or alleged misconduct through upstream or downstream business relationships, identified through supplier due diligence activities.

All data reflects the situation as of 31 December 2025. Reports received after this date are included in the subsequent reporting period.

Employee definition

Workforce-related indicators, including Code of Conduct training participation and speak-up culture metrics, follow the employee definition set out in ESRS S1 Own workforce.

Data sources and methodologies

Whistleblowing data is sourced from an independent external whistleblowing system. All submitted reports are logged, including those not classified as formal whistleblowing cases. Case classification follows the criteria set out in the EU Whistleblower Protection Directive and internal procedures.
Code of Conduct training data is sourced from the Group Learning Management System (LMS). Training completion is recorded through digital certification.
Speak-up culture data is based on the H2 2025 employee survey conducted via the Group's HR system. The survey follows the ESRS S1 employee definition and excludes Vietnam in 2025. Methodological details and response rates are disclosed under ESRS S1.

Limitations and assumptions

Reported figures may be affected by under-reporting due to lack of awareness or reluctance to report concerns. Cultural norms and local legal environments may influence reporting behaviour. Survey-based metrics are dependent on response rates and geographic coverage. Training participation rates are influenced by onboarding timing and language availability.

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Unless otherwise stated, definitions in this Sustainability Statement are aligned with the European Sustainability Reporting Standards (ESRS) and relevant international frameworks, including the Greenhouse Gas Protocol, REACH Regulation, OECD Guidelines and United Nations frameworks.

The ESRS include a defined glossary of terms in Annex II. This section incorporates those terms where relevant, together with commonly used sustainability terminology and Marshall Group-specific definitions. Where Marshall Group applies a specific interpretation or operational scope, this is explicitly indicated.

APPENDIX 1

MARSHALL SPECIFIC DEFINITIONS

Active Supplier

A supplier manufacturing, or contracted to manufacture, products for Marshall Group within the reporting period. An active site is a physical manufacturing or processing facility operated by, or on behalf of, an active supplier, at which production of goods destined for Marshall Group takes place during the reporting period. One supplier may have one or more active sites.

BOM (Bill of Materials)

A comprehensive, structured list of all raw materials, components, assemblies, sub-assemblies, and quantities required to manufacture a finished product.

Circular business

Revenue-generating activities that extend product life or recover product value, including repair, refurbishment, second-hand (pre-owned) product sales, take-back and trade-in programmes, rental and subscription models. ‘ Circular revenue 2025, In-warranty repair is excluded. Refurbished product revenue covers sales through Marshall Group’s own channels only.’

Employee

An individual who has a direct employment relationship with Marshall Group or its subsidiaries under national law and practice, including full-time, part-time, fixed-term and non-guaranteed-hours employees. Excludes agency workers, consultants and other non-employee workers unless explicitly stated.

eNPS

Measured through the question “How likely are you to recommend Marshall Group as a place to work?” on a 0–10 scale. eNPS = % Promoters (9–10) minus % Detractors (0–6). Range: –100 to +100. Surveyed bi-annually across all direct employees globally (Vietnam employees not included in 2025).

Final manufacturing sites

Marshall Group-owned amplification manufacturing sites and Original Design Manufacturer (ODM) sites responsible for the final assembly, testing or packaging of Marshall Group products.

Headcount

Number of employees on payroll at year-end, including employees on parental leave. This metric differs from full-time equivalent (FTE) figures used in financial reporting.

Impact Teams

Cross-functional teams responsible for implementing actions, monitoring performance and supporting decision-making within defined sustainability impact areas. Active Impact Teams during 2025 were: Climate, Product Longevity & Circularity, Circular Business, Responsible Materials, Responsible Sourcing, Own Workforce and Governance. Composition is reviewed annually.

Make It Last 2030

Marshall Group’s sustainability strategy, structured around three focus areas: Built to Last Products, Lasting Planet and Lasting People.

Marshall Group

The operational subgroup under Marshall Holdco (UK) Limited, as defined in the reporting boundary of this Sustainability Statement.

Non-audio business/products

Licensing activities, apparel, Natal drums and music platforms. These activities are excluded from environmental metrics and targets unless otherwise stated.

Original Design Manufacturer (ODM)

A manufacturing partner responsible for the final assembly of Marshall Group products based on the Group’s specifications. In this report, ODM refer to entities performing final assembly of Marshall Group headphones and speakers.

People leader

An employee with formal management responsibility for one or more employees. Includes Chiefs, VPs, Directors, Senior Managers, Managers and Production Managers as defined in Marshall Group’s internal role structure.

PFAS-free

“No intentionally added PFAS”, in line with the proposed EU restriction on per- and polyfluoroalkyl substances.

Product longevity

The ability of a product to remain functional, safe and supported over an extended period, enabled through durable design, reparability, spare part availability and software support.

Refurbished product

A returned product restored to a sellable condition and reintroduced to the market.

Repaired product

A product restored to working condition through repair, either under warranty or as a paid service.

Responsible materials

Materials classified as Category A or B under Marshall Group’s Responsible Materials Guideline (classification scale A–D, reviewed annually). Category A = post-consumer recycled (PCR) or certified renewable, fully recyclable and third-party certified. Category B = recycled (including post-industrial recycled, PIR) or partly renewable, certified or verified, and not limiting recyclability.

Supply chain transparency (Tier 1–3)

Knowledge of, at minimum, the company name and physical location of direct suppliers across Tier 1, Tier 2 and Tier 3, based on a risk-prioritised mapping approach. Tier 1 = direct suppliers to Marshall Group. Tier 2 = suppliers to Tier 1 that contribute to Marshall Group products. Tier 3 = suppliers to Tier 2 that contribute to Marshall Group products. Progress is tracked annually and reported as the percentage of active direct product suppliers for which this information is documented and verified.

Training

Initiatives put in place by the undertaking aimed at the maintenance and/or improvement of skills and knowledge of its own workforce or other groups of affected stakeholders. It can include different methodologies, such as on-site training, and online training.

Value added

Value added is calculated as total net revenue minus cost of goods sold, representing the economic value generated by Marshall Group’s operations in a reporting period. The same organisational boundary applied in the GHG inventory is used consistently for this calculation. Base year value added (2023) is stated in the GHG methodology appendix.

APPENDIX 1

DEFINED ESRS TERMS

(ESRS and standard sustainability terminology)

Affected community

People or group(s) living or working in the same area that have been or may be affected by a reporting undertaking's operations or through its upstream and downstream value chain. Affected communities can range from those living adjacent to the undertaking's operations (local communities) to those living at a distance. Affected communities include actually and potentially affected indigenous peoples.

Base year (GHG)

The base year for GHG reduction targets is 2023. Base year emissions have been restated to reflect methodological improvements, including the addition of Scope 3 Category 14 and corrections to Categories 1 and 11. Restatement criteria are aligned with GHG Protocol guidance and applied when changes significantly affect comparability.

Decarbonisation lever

Aggregated types of mitigation actions such as energy efficiency, electrification, fuel switching, use of renewable energy, products change, and supply chain decarbonisation that fit with undertakings' specific actions.

Circular economy

An economic system in which the value of resources in the economy is maintained for as long as possible, enhancing the efficiency in production and consumption, thereby reducing the environmental impact of their use, minimising waste and the release of hazardous substances at all stages of their life cycle, including through the application of the waste hierarchy.

Climate change mitigation

The process of reducing GHG emissions and holding the increase in the global average temperature to 1.5°C above pre-industrial levels, in line with the Paris Agreement.

Collective bargaining

All negotiations which take place between an employer, a group of employers or one or more employers' organisations, on the one hand, and one or more trade unions or, in their absence, the representatives of the workers duly elected and authorised by them in accordance with national laws and regulations, on the other, for: (a) determining working conditions and terms of employment; and/or (b) regulating relations between employers and workers; and/or (c) regulating relations between employers or their organisations and a workers' organisation or workers' organisations.

Double materiality assessment

The structured process used by Marshall Group to identify and assess material impacts, risks and opportunities from both impact and financial perspectives, in accordance with ESRS requirements.

Durability

Expected physical lifespan of a product under normal and reasonably foreseeable conditions of use.

Equal treatment

The principle of equal treatment is a general principle of European law which presupposes that comparable situations or parties in comparable situations are treated in the same way. In the context of ESRS S1 Own Workforce, the term 'equal treatment' also refers to the principle of non-discrimination, according to which there shall be no direct or indirect discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation.

Expected product lifetime

Estimated period during which a product remains functional under normal use conditions.

Greenhouse gas (GHG) emissions

Emissions of gases that contribute to climate change, expressed as carbon dioxide equivalents (CO_2e). Marshall Group's specific boundary: Scope 1 = stationary combustion, mobile combustion (company vehicles), refrigerant leakage. Scope 2 = purchased electricity, heat and cooling at owned sites and offices (location- and market-based). Scope 3 = 12 categories as disclosed in E1-6 (Categories 8, 10, 13, 15 excluded as not applicable).

Hazardous waste

Waste which displays one or more of the hazardous properties listed in Annex III of the Waste Framework Directive (2008/98/EC).

Impacts, risks and opportunities (IROs)

Impacts refer to effects on the environment or people; risks and opportunities refer to potential financial effects on the undertaking.

Non-employee worker

Individuals who work for or on behalf of Marshall Group without an employment contract, including consultants and agency workers

Materiality

A sustainability topic is material if it meets the definition of impact materiality, financial materiality, or both.
Per- and polyfluoroalkyl substances (PFAS)
A group of fluorinated substances defined in accordance with the OECD definition.

Post-consumer recycled (PCR) material

Material recovered from waste generated by end consumers, as opposed to pre-consumer or manufacturing scrap. PCR content in Marshall Group products is verified through material-level recycled content certifications (GRS or RCS) received from suppliers.

Pollution

The direct or indirect introduction, as a result of human activity, of pollutants into air, water or soil which can be harmful to human health or the quality of the environment, result in damage to material property, or impair or interfere with amenities and other legitimate uses of the environment (see Directive (EU) 2024/1785).

RBA VAP Audit Score

RBA Validated Assessment Program (VAP): a standardised third-party social and environmental audit framework operated by the Responsible Business Alliance (RBA), assessing labour, health and safety, environment, ethics and management systems. Scores: Platinum (>200 pts), Gold (160–200), Silver (120–159), Bronze (80–119). Marshall Group tracks the share of ODM sites achieving a minimum Silver score.

Renewable energy

Energy from renewable non-fossil sources, namely wind, solar (solar thermal and solar photovoltaic) and

geothermal energy, ambient energy, tide, wave and other ocean energy, hydropower, biomass, landfill gas, sewage treatment plant gas, and biogas (Article 2(1) Directive (EU) 2018/2001 of the European Parliament and of the Council on the promotion of the use of energy from renewable sources).

Reparability

The degree to which a product can be repaired, including ease of disassembly, availability of spare parts and access to repair services.

Resource inflow

Physical materials (e.g. substances and products) entering an undertaking's operations for production, consumption, maintenance, or service delivery. This includes virgin and non-virgin raw materials (including marine resources, energy carriers used for material purposes), semifinished goods, and components, regardless of whether they are purchased, reused, or internally recovered. The scope of resource inflows also reflects the undertaking's reliance on natural resources, its resource efficiency and circularity.

Resource outflow

Physical materials (e.g. substances and products) that leave an undertaking's operations as a result of its activities, including outputs such as products sold, by-products, waste, emissions, and materials intended for reuse, recycling, or disposal.

Scope 1, 2 and 3 GHG emissions

- Scope 1: Direct emissions from owned or controlled sources
- Scope 2: Indirect emissions from purchased energy
- Scope 3: All other indirect emissions across the value chain

Science Based Targets initiative (SBTi)

A partnership that defines and validates science-based greenhouse gas emission reduction targets in line with climate science.

Substances of Very High Concern (SVHC)

Substances that meet the criteria laid down in Article 57 of Regulation (EC) No 1907/2006 (REACH) and were identified in accordance with Article 59(1) of that Regulation. 'SVHC presence is assessed above the reporting threshold of 0.1% by weight at homogeneous material level, consistent with REACH Article 59(10) requirements. The "once an article, always an article" principle is applied.'

Sustainability statement

The dedicated section of the undertaking's management report where the information about sustainability topics and sub-topics prepared in accordance with Directive (EU) 2022/2464 of the European Parliament and of the Council and ESRS is presented.

Sustainability related impact (or impact)

The effect the undertaking has or could have on the environment and people, including effects on their human rights, connected with its own operations and upstream and downstream value chain, including through its products and services, as well as through its business relationships. The impacts can be actual or potential, negative or positive, intended or unintended, and reversible or irreversible. They can arise over the short, medium, or long term. Impacts indicate the undertaking's contribution, negative or positive, to sustainable development.

Sustainability related opportunity (or opportunity)

Uncertain environmental, social or governance events or conditions that, if they occur, could cause a potential material positive effect on the undertaking's business model, or strategy on its capability to achieve its goals and targets and to create value, and therefore may influence its decisions and those of its business relationship partners with regard to sustainability topics. Like any other opportunity, sustainability-related opportunities are measured as a combination of an impact's magnitude and the probability of occurrence.

Sustainability related risk (or risk)

Uncertain environmental, social or governance events or conditions that, if they occur, could cause a potential material negative effect on the undertaking's business model or strategy and on its capability to achieve its goals and targets and to create value, and therefore may influence its decisions and those of its business relationships with regard to sustainability topics. Like any other risks, sustainability-related risks are the combination of an impact's magnitude and the probability of occurrence.

Upstream / downstream

Upstream refers to activities before own operations; downstream refers to activities after products are placed on the market.

Value chain

The full range of activities, resources and relationships related to the undertaking's business model and the external environment in which it operates. A value chain encompasses the activities, resources and relationships the undertaking uses and relies on to create its products or services from conception to delivery, consumption and end-of-life.

Whistleblowing

The reporting of suspected misconduct in a work-related context, including breaches of law, unethical behaviour or violations of internal policies, through a formal mechanism that ensures confidentiality and protection against retaliation.

Workers in the value chain

Individuals employed by suppliers and partners involved in the production of Marshall Group products.

Zero Waste to Landfill (ZWTL)

A waste-management approach whereby no waste generated by operations is disposed of in landfill. Marshall Group recognises sites as ZWTL when supported by valid third-party certification demonstrating diversion from landfill in line with the waste hierarchy.

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ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816, Annex II		Material	p.17
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		Material	p.17
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				Material	p.23
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) I	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013: Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) II	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) III	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material	

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ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) IV			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	Material	p.34
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		Material	
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		Material	p.34

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ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				Material	p.34
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				Material	p.38
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				Material	p.38
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		Material	p.39
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		Material	p.39
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	Not material	

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ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66		Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II			Not material	
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			Not material	
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book -Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			Not material	
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Not material	
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				Material	p.49
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				Material	Phase-in

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ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1				Material	Phase-in
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1				Material	Phase-in
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				Material	Phase-in
ESRS E3-4 Total water consumption in m^3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1				Material	Phase-in
ESRS 2- SBM-3 - E4 paragraph 16 (a) I	Indicator number 7 Table #1 of Annex 1				Material	p.28
ESRS 2- SBM-3 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				Material	p.28

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ESRS 2- SBM-3 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				Material	p.28
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				Material	Phase-in
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				Material	Phase-in
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				Material	Phase-in
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				Material	p.59
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				Material	p.59

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ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex 1				Not material	
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex 1				Not material	
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				Material	p.65
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21					Material	p.65
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex 1				Material	p.65
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex 1				Material	p.65

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ESRS S1-3 grievance /complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex 1				Material	p.65
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex 2		Material	p.71
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex 1				Material	p.71
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex 2		Material	Phase-in
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex 1				Material	Phase-in
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex 1				Material	Phase-in

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ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator number 14 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		Material	p.65
ESRS 2- SBM-3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and number 13 Table #3 of Annex 1				Material	p.28
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				Material	p.79
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and number 4 Table #3 of Annex 1				Material	p.79
ESRS S2-1 Nonrespect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Material	p.79
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex 2		Material	p.79

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ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				Material	p.81
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				Material	p.89
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Material	p.89
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				Material	p.90
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				Material	Phase-in
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Material	Phase-in

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ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				Material	Phase-in
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				Material	p.94
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				Material	p.94
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex 2)		Material	p.97
ESRS G1-4 Standards of anti-corruption and anti- bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				Material	p.97

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BP-2	Disclosures in relation to specific circumstances	p.12
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GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	p.19
GOV-3	Integration of sustainability-related performance in incentive schemes	p.22
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GOV-5	Risk management and internal controls over sustainability reporting	p.24
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STATEMENT ON DUE DILIGENCE

The following table provides a mapping of how Marshall Group applies the core elements of due diligence for people and the environment and where they are presented in this Sustainability Statement these Sustainability statement:

CORE ELEMENTS OF DUE DILIGENCE		PARAGRAPHS OR PAGES IN THE SUSTAINABILITY STATEMENT
a)	Embedding due diligence in governance, strategy and business model	■ **GOV-1** The role of the administrative, management and supervisory bodies (p. 17) ■ **GOV-2** Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies (p. 19) ■ **MDR-P** Policies adopted to manage material sustainability matters (p. 25) ■ **SBM-1** Strategy, business model and value chain (p. 13)
b)	Engaging with affected stakeholders in all key steps of the due diligence	■ **SBM-2** Interests and views of stakeholders (p. 29) ■ **IRO-1** Description of the processes to identify and assess material impacts, risks and opportunities (p. 27)
c)	Identifying and assessing adverse impacts	■ **IRO-1** Description of the processes to identify and assess material impacts, risks and opportunities (p. 27) ■ **SBM-3** Material impacts, risks and opportunities and their interaction with strategy and business model (p. 28)
d)	Taking actions to address those adverse impacts	■ **E1-3** Actions and resources in relation to climate change (p. 37) ■ **E2-3** Actions and resources related to pollution (p. 49) ■ **E5-3** Actions and resources related to resource use and circular economy (p. 57) ■ **S1-4** Actions related to own workforce (p. 68) ■ **S2-4** Actions related to workers in the value chain (p. 81) ■ **S3-4** Actions related to community (p. 90)
e)	Tracking effectiveness of these efforts and communicating	■ **GOV-5** Risk management and internal controls over sustainability reporting (p. 24) ■ **MDR-M** Metrics and targets across environmental, social and governance topical standards

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APPENDIX GHG INVENTORY METHODOLOGY

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SCOPES AND CATEGORIES		EQUATION
1	**Company facilities and vehicles** Emissions from company-owned and leased vehicles are calculated using two approaches depending on data availability. Where fuel consumption data by fuel type is available, emissions are calculated using fuel-based emission factors. Where fuel data is unavailable, emissions are estimated based on distance travelled by vehicle type and corresponding distance-based emission factors. Emissions from electric vehicles are reported under Scope 2 for electricity consumption and Scope 3 Category 3 for upstream fuel and energy-related activities.	$\sum$ (Fuel consumption per type (liters) × Emission factor $\left(\frac{tCO_2\ eq}{liter}\right)$) $\sum$ (Distance traveled per vehicle type (km) × Emission factor $\left(\frac{tCO_2\ eq}{km}\right)$))
1	**Stationary combustion** Emissions from stationary combustion at facilities, primarily related to heating, are calculated based on annual energy consumption by fuel type and the corresponding emission factors.	$\sum$ (Energy used (kWh) × Emission factor $\left(\frac{tCO_2\ eq}{kWh}\right)$)
1	**Refrigerants use** Refrigerant emissions are calculated based on the quantity of refrigerants purchased for refilling during the reporting year and refrigerant-specific global warming potential (GWP) factors.	$\sum$ (Refrigerant purchased per type (liters) × Emission factor $\left(\frac{tCO_2\ eq}{liter}\right)$)
2	**Purchased electricity, steam, heating and cooling** Emissions from purchased electricity, heating, cooling and steam are calculated using measured energy consumption data from Marshall Group's offices and production sites. Both location-based and market-based emission factors are applied where relevant and available.	$\sum$ (Energy consumption per type (kWh) × Emission factor $\left(\frac{tCO_2\ eq}{kWh}\right)$)
3.1	For offices operating within co-working spaces (London and Hong Kong), where direct energy consumption data is not available, energy use is estimated using proxy factors based on employee numbers and working days. Due to the use of proxy data, these emissions are reported under Scope 3 Category 3. **Category 1. Purchased goods and services** Since purchased goods and services is a very broad category, different methodologies were used to calculate the emissions associated to the category. A mass-based approach was followed for headphones and speakers, using the materials composition per product, registered in the Bill of Materials (BOM), as well as an emission factor associated to each material.	$\sum$ (Units per product (units) × $\left(\sum$ (Material per type (grams) × Emission factor $\left(\frac{tCO_2\ eq}{gram}\right)\right)$)
3.1	A similar approach was followed for calculating the emissions associated to spare parts, service parts, accessories, as well as other extra materials, packaging, printed instructions, labels or stickers. Since there is not a specific BOM for all these products, a general emission factor was used based on high demand or representative products. For example, in the case of electric and electronic component purchased to be sold as spare parts, a PCBA emission factor per gram was used.	$\sum$ (Weight per unit (grams) × Emission factor $\left(\frac{tCO_2\ eq}{gram}\right)$)
3.1	To calculate the emissions associated with the materials used to produce amplifiers, the register of materials purchased was used, and a spend-based emission factor. The emission factor is based on the Marshall amplifier LCA.	$\sum$ (Amount spent in materials (USD) × Emission factor $\left(\frac{tCO_2\ eq}{USD}\right)$)
3.1	In the case of the licenses, fridges were the only valid and relevant licensing product. For the calculation, the number of fridges purchased, and an emission factor (adjusted by weight) based on a general fridge LCA was used.	Units (units) × Emission factor $\left(\frac{tCO_2\ eq}{unit}\right)$)
3.1	Also, additional to the materials, the energy required for product assembly was included, and the corresponding emission factor per unit. In this case, since it was not possible to get the specific value for all the speakers and headphones models, a Marshall Group reference product with an LCA was used.	$\sum$ (Units per product (units) × Energy used for assembly (kWh) × Emission factor $\left(\frac{tCO_2\ eq}{kWh}\right)$)

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APPENDIX GHG INVENTORY METHODOLOGY

2

SCOPES AND CATEGORIES		EQUATION
3.1	Finally, to include the emissions associated with the indirect purchases, including offices supplies, as well as services such as equipment repair, marketing, research and development, among others, a spend-based methodology, including all our offices and production sites was used.	$\sum$ (Amount spent per type (USD) × Emission factor $\left(\frac{tCO_2\ eq}{USD}\right)$)
3.2	**Category 2. Capital goods** Similar to the Category 1, calculating the emissions associated to capital goods followed a spend-based methodology, using the amount spent on machines and equipment required for the production, as well as the corresponding emission factor.	$\sum$ (Amount spent per type (USD) × Emission factor $\left(\frac{tCO_2\ eq}{USD}\right)$)
3.3	**Category 3. Fuel and energy related activities** The category complements the emissions from purchased electricity, heating and cooling, in such a way that it includes the well-to-tank emission factor. This emission factor considers the production, processing and delivery of a fuel or energy vector, as well as the losses generated during the transmission of electricity.	$\sum$ (Energy consumption per type (kWh) × Emission factor $\left(\frac{tCO_2\ eq}{kWh}\right)$)
3.3	Also, as mentioned previously, the energy consumed in the offices in Hong Kong and London is included, based on the energy consumed per employee factor.	$\sum$ (Number of employees (employees) × Energy consumption $\left(\frac{tCO_2\ eq}{kWh}\right)$ × Emission factor $\left(\frac{tCO_2\ eq}{kWh}\right)$)
3.4&9	**Category 4 and 9. Transportation and distribution (upstream and downstream)** Using the registers on product transportation, both relative to weight and the origin-destination, the distance travelled throughout the supply chain of the products was estimated considering different transportation modes (road, sea, air or rail).	$\sum$ (Products (tonnes) × Distance traveled per mode (km) × Emission factor $\left(\frac{tCO_2\ eq}{km \times ton}\right)$)
3.4&9	In the case of distribution from the wholesale distribution centres to the retail stores, an average distance was assumed and multiplied by the weight transported, assuming it was done by road.	$\sum$ (Products (tonnes) × Distance traveled (km) × Emission factor $\left(\frac{tCO_2\ eq}{km \times ton}\right)$)
3.4&9	In addition to the emissions associated with the transport, warehousing was included, based on the stored volume during the year, considering an average weight per volume, as well as a general emission factor. In order to include the emissions generated in the wholesale distribution centres and retailers warehouses, an emission factor per shipment was included.	Warehousing (number of shipments) × Emission factor $\left(\frac{tCO_2\ eq}{shipment}\right)$)
3.5	**Category 5. Waste generated in operations** Since there is a different level of information available, and type of operations per unit along Marshall Group units, two different methodologies were used for the greenhouse gases calculation. For the production sites and the headquarters an emission factor per material and waste treatment was used.	$\sum$ (Material type per waste treatment (tonnes) × Emission factor $\left(\frac{tCO_2\ eq}{ton}\right)$)
3.5	For the other offices, since there was no information available, an average emission factor per employee was used.	$\sum$ (Number of employees (employees) × Emission factor $\left(\frac{tCO_2\ eq}{employee}\right)$)
3.6	**Category 6. Business travel** In this particular category, to consider the emissions generated among the different activities, different methodologies were used. First, in case there was an emissions report pre-calculated by an airline, rail company, etc, then this calculation was considered. In the case of flights, since traveling by air has a high impact in comparison to other modes, an emissions calculator was used. This tool estimates the emissions based on the distance between airports, number of passengers and ticket class.	$\sum$ (Pre – calculated emissions (tCO_2 eq))
3.6	If there is no pre-calculated emissions report provided, then a spend-based emission factor for calculating the emissions associated with flight and train tickets, taxis, rental and private cars on duty, as well as hotels was used.	$\sum$ (Amount spent per type (USD) × Emission factor $\left(\frac{tCO_2\ eq}{USD}\right)$)

APPENDIX GHG INVENTORY METHODOLOGY

SCOPES AND CATEGORIES		EQUATION
3.6	With regards to rental and private cars whilst on duty, a distance and fuel-based methodology for the emissions calculations was used.	$\sum$ (Distance traveled per mode (km) × Emission factor $\left(\frac{tCO_2\ eq}{km}\right)$) $\sum$ (Fuel consumption per type (liters) × Emission factor $\left(\frac{tCO_2\ eq}{liter}\right)$)
3.6	Finally, for the emissions calculations associated with accommodation during business travel, the number of nights and a particular emission factor per country was used.	$\sum$ (Hotel nights per country (nights) × Emission factor $\left(\frac{tCO_2\ eq}{night}\right)$)
3.7	**Category 7. Employee commuting** Based on a survey carried out among the employees during 2022 at Marshall Group offices, and in 2021 for the production sites. Transport habits and the average number of days that the employees work from home per location were estimated. Using the mode of transportation and distance travelled in an average week, as well as the corresponding emission factors, the total emissions were estimated. Although the survey was not answered by all the employees, in the cases where there was no response, it was assumed that the results were representative for each office.	$\sum$ (Number of employees per mode of transport (employees) × Distance traveled $\left(\frac{km}{employee}\right)$ × Emission factor $\left(\frac{tCO_2\ eq}{km}\right)$)
3.11	**Category 11. Use of sold products** Unlike the purchased goods and services category, where the estimate is based on what is produced in the year, in this category it is based on the sales registered during the year, also considering the country where they were sold since this determines the electricity emission factor. For the estimation, the entire lifespan of the product is taken into account, in addition to an estimate of the use of the product and the power consumption. The speakers power consumption is divided into three operational modes: 'on', 'off', and 'stand-by', for amplifiers two operational modes were considered: 'on' and 'off', and only 'on' was considered in the case of fridges. For amplifiers, fridges, as well as home and movable speakers the same methodology was used, based on power consumption measurements, to calculate the total power consumption for the whole product lifespan.	$\sum$ (Power measurement per mode (kWh) × Usage per mode (hours)× Lifespan (years))
3.11	In the case of the portable speakers and headphones, the power consumption was calculated based on the number of times that the product must be charged per year. For this calculation, it was necessary to consider the product playtime which is the number of hours that a product can be used after being charged.	$\sum$ ($\frac{\text{Days per year (days)}}{\text{Playtime (hours)}}$ × Usage $\left(\frac{hours}{day}\right)$)
3.11	Once the number of times to be charged during the year is calculated, the power consumption can be calculated based on battery capacity (considering loses) and the product lifespan.	$\sum$ (Number of times to be charged by product $\left(\frac{times}{year}\right)$ × Battery capacity (kWh) × Lifespan (years))
3.11	With the power consumption calculated, then using as input the emission factor and sales per country, the emissions associated to the use of sold products was calculated.	$\sum$ (Units per product (units) × Power consumption per product (kWh) × Emission factor $\left(\frac{tCO_2\ eq}{kWh}\right)$)
3.12	**Category 12. End-of-life** As in the case of Category 1: Purchased goods and services, the estimate is based on the product material composition, but in this case the emission factor is associated with the waste treatment for each material and the sales registered, resulting in an emission factor per unit. This methodology was followed for headphones and speakers.	$\sum$ (Units per product (units) × $\left(\sum$ (Material per type (grams) × Emission factor $\left(\frac{tCO_2\ eq}{gram}\right)\right)$)
3.12	In the case of spare parts, service parts, accessories and other materials, as in Category 1, a mass-based approach and an emission factor per gram with a general material composition was followed, given the lack of a specific BOM.	$\sum$ (Weight per unit (grams) × Emission factor $\left(\frac{tCO_2\ eq}{gram}\right)$)
3.12	The emissions associated to the end-of-life treatment of amplifier materials were based on the registered number of units sold per model, as well as the weight per unit, to calculate the total sales weight. The emission factor per weight was calculated based on the Marshall Group amplifier LCA.	$\sum$ (Weight per unit (grams) × Emission factor $\left(\frac{tCO_2\ eq}{gram}\right)$)

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APPENDIX GHG INVENTORY METHODOLOGY

SCOPES AND CATEGORIES		EQUATION
3.12	For the fridges end-of-life emissions calculation the number of fridges sold were used, and an emission factor (adjusted by weight) based on a general fridge LCA.	$\text{Units (units)} \times \text{Emission factor} \left(\frac{\text{tCO}_2\text{ eq}}{\text{unit}}\right)$)
3.14	**Category 14. Franchises** To calculate the GHG emissions, the Scope 1 and 2 GHG emissions per unit and the total units produced during the year per licensing product were used.	$\sum (\text{Units (units)} \times \text{Emission factor} \left(\frac{\text{tCO}_2\text{ eq}}{\text{unit}}\right))$

Not included:
The Scope 3 categories that Marshall Group has not included are upstream (Cat 8) and downstream (Cat 13) leased assets, processing of sold products (Cat 10) and investments (Cat 15). These categories are either not relevant or applicable for our GHG accounting.


Marshall
SEX PISTOLS
Marshall
JCM 800
LEAD SERIES
Marshall
Presence
Bass
Middle
Treble
Master
Pre Amp

Marshall