

THE CHANGE REPORT

TCHAI



2025

Year of the Snake.

A symbol of wisdom, intuition, and quiet intelligence. It moves with intention. And in the way it sheds its skin, we see change for what it can be, not a reaction, but a natural step in its growth.

Shedding is not a disruption. It is a process. A necessary one.

CHANGE

In an ESG context, change
is the process of turning
awareness into action, taking
concrete steps, and setting
things in motion.

VSME Sustainability Report

Last year, we became conscious. We learned to see clearly, through conversations, data, and reflection. We built a baseline, a starting point. Because before you move, you need to know where you are.

2025 is different. If awareness is about understanding, change is about acting on it. Not later. Now. In balance. This year, we moved from insight into action. Not only in what we do externally, but also internally: how we think, how we work, and how we collaborate. One of the biggest lessons we learned is that both change and sustainability are not single actions, but a mindset. It is something we are building into our way of working, across all pillars of Tchai, focusing on what is possible, step by step, team by team.

Teams worked closely on specific topics while building new initiatives together. We brought in external experts, organized workshops, and partnered with specialists to deepen our knowledge and accelerate progress. At the same time, we worked more directly with partners and suppliers on concrete projects, turning collaboration into tangible improvements in our value chain. This report is fully aligned with VSME guidelines. At the same time, we chose to go beyond them: to show Tchai.

Alongside this, we started our EcoVadis journey, allowing us to benchmark ourselves against industry-specific standards and expectations, and bringing additional structure, external perspective, and accountability to how we measure and improve.

In December 2025, Tchai received the EcoVadis Silver Medal with a score of 74 out of 100. This placed Tchai in the 90th percentile, among the top 15% of companies assessed worldwide and within the top 10% benchmark of our sector.

Change is not a single moment. It is built through small, concrete steps. Through decisions that are repeated. Through systems that support them. This report reflects that shift. From understanding to doing. From intention to execution. Not a finished transformation, but real change, already underway.

“Because change doesn’t wait. It builds. It compounds. It moves forward, just like the shedding of a snake, a process of renewal that happens step by step.”

What we’ve started here doesn’t stop with this report. It continues to grow, to take shape, and to become more visible in how we move, decide, and act every day.

This will be reflected in our next report: The In Motion Report 2026.



Generations of Change

Tchai was founded in 1961 in the Netherlands by Jan Tchai. It began as Tchai Plastics, producing shop-window materials and display fixtures. The work was practical and hands-on: counter displays, floor displays, and retail presentation tools.

It was a company built by doing. But the family story began before Tchai itself. AK Kin Chai, Jan Tchai's father, arrived in the Netherlands from China by boat, stepping ashore in Rotterdam's Katendrecht district — at the time a true gateway for newcomers. Among ships, stories, and uncertainty, a new life began.

The resilience and adaptability behind that journey became part of the foundation on which Jan later built Tchai. Those qualities continued through the generations. Under Jan's sons, Ed and Ken Tchai, the company built its expertise in counter displays and floor displays, combining design and engineering with mass production.

Key moments marked this evolution. In 1989, the company became Tchai Displays. By 2000, it was rebranded as Tchai International. By then, Tchai had become an established specialist in display production, supporting brands with scalable retail presentation solutions.

In 2017, a new phase began. Kim Tchai, representing the third generation, took the lead, becoming the first woman to guide the company. With her, the company evolved again. Not by changing direction completely, but by building further on what was already there. This was when Tchai began developing into the full-service partner it is today, expanding into retail design, brand experience, and hospitality. Today, Tchai works at the intersection of concept, design, engineering, production, installation, and maintenance, helping brands translate their identity into physical experiences.

With Kim, the way the company works also evolved. Traditional hierarchies made space for self-managing teams. Responsibility moved closer to the work. Ownership, trust, and collaboration became central; not as a system imposed from above, but as a way to stay close to the work and to each other. The organization became more flexible, more human, and more connected.

At the same time, Tchai embraced its identity more consciously. The family name connects back to the concept of "Chi": energy, flow, life force. Within Tchai, this became "Tchi", not something defined, but something that moves through the company, shaping how people collaborate, create, and move forward together.

Across generations, one thing has remained constant: Tchai evolves.

From plastics to experiences. From manufacturing to meaning. From structure to collaboration. Not as a reaction, but as a natural part of how the company grows. Each generation reshaped Tchai, not by starting over, but by building forward.



A Full Circle

In 2025, Tchai gathered at the Fenix Museum of Migration: a place dedicated to stories of movement, identity, and new beginnings. Just a short distance from where AK Kin Chai first arrived.

For Tchai, it was more than an event. It was a full-circle moment: a return to the place where the family journey began, long before the company existed. From arrival to belonging. From one generation to the next.

Sustainability, like migration, asks you to let go of what is familiar and move toward something better. Not because it is easy, but because it is necessary. That spirit is in the company's DNA. It always has been.

Where Sustainability Took Root

This is the context in which Tchai operates today. A company shaped by movement. By generations of change. By working closely with people, inside and outside the organization. It is from this foundation that sustainability takes shape, not as something that appeared overnight, but as something that grew over time. In 2018, the first seeds were planted. Sustainability was not yet structured.

No frameworks, no reporting, just a direction and an intrinsic motivation. We started with what was possible. Between 2018 and 2023, we focused on the basics. We picked the low-hanging fruit. LED lighting across our facilities. A transition towards an electric car fleet. Solar panels on our roofs. Long-term partnerships aligned with our values. Practical steps. Visible change. But this next step did not come from growth alone. It came from within, from a shared ambition, strongly driven by our strategic team, to go further, to do better, and to make sustainability a more intentional part of how we work.

That shift was not just practical. It was cultural. Moving from intuition-led sustainability, doing what felt right, to structured, data-driven work meant building new habits, new systems, and a new kind of honesty about where we actually stand. That takes time. It takes discipline. And it sometimes means sitting with numbers that are less comfortable than the story you thought you were telling. We chose to do it anyway.

In 2024, that ambition took shape. We chose to work with an ESG framework, not because we had to, but because it gave us a way to structure what we were already building. At the same time, European regulations were evolving. With the changes around CSRD, we made a conscious decision to align our reporting with the VSME framework, not as a simplification, but as a practical and focused way forward.

Together with internal and external stakeholders, we identified what matters most to Tchai through a Double Materiality Assessment. From that, eight material themes emerged:

For the Planet

Climate Change and Circular Economy

For the People

Work-Life Balance, Health and Safety, Training and Skills Development, and Working Conditions in the value chain

For Integrity

Company Culture and Supplier Relations

These eight themes now form the foundation for what we report on, what we work on, and how we will continue to develop our sustainability approach in the years ahead. With that foundation in place, the next step followed naturally. From defining... to doing. Setting goals. Tracking progress. Adjusting where needed.

“Creating impact across all three pillars. For the planet, and beyond.”



For the People

Everything we do comes down to people. The work at Tchai is diverse and dynamic, and life does not pause for projects. That is why we aim to create a place where meaningful work and real life can exist side by side, not perfectly, but consciously. We support growth, well-being, and development through daily collaboration, open conversations, and initiatives that strengthen both individuals and teams. The T-Track framework continues to give each person a clear path for development, a way to set goals, reflect on progress, and grow in their own direction. This also extends beyond Tchai. Through our partnership with KLABU, we contribute to building spaces where refugees can find connection, energy, and a sense of belonging through sport. Using our expertise to design and realize these club spaces, we support something larger than ourselves and remind ourselves why the work matters.

For Integrity

Integrity is where everything starts. It shapes how we organize, how we make decisions, and how we collaborate — internally and externally. This year, we made our governance more visible and more structured, while keeping it connected to how we actually work in practice. With dedicated ESG software we have consistency in how we collect data, track progress, monitor targets, and report on our commitments, not as a control system, but as a tool for clarity, transparency, and continuous improvement. Supplier relationships deepened too. We moved from monitoring at a distance to more genuine dialogue, visiting partners, understanding their practices, and building shared paths toward improvement. Because integrity in the value chain is not enforced. It is cultivated. Sustainability at Tchai is no longer a series of separate actions. It is becoming part of how we work, in decisions, in projects, and across our value chain. This is not a finished story. We don't aim for perfect. We aim to Build Different. and to keep change in motion.

For the Planet

Our work for the Planet is practical, intentional, and evolving. At Tchai, the biggest environmental impact sits in what we design and bring to life. That is why we focus on materials, construction, and the full lifecycle of what we create; always looking for better, more responsible solutions. To support this, we developed tools that make impact visible and actionable. The Tchai Product Passport gives a clear view of the environmental impact of a product, including CO₂e, water use, recycled content, renewability, and recyclability. It provides transparency on what has been created, helping clients understand not just what they are receiving, but what it means for the planet. Alongside this, LCA-based thinking is now applied earlier in the design process. Rather than measuring impact after the fact, we use it to compare materials, adjust designs, and make more informed choices before something is built. Sustainability enters the conversation at the moment it can still make a difference.

And with The Woods, a reforestation initiative we have created and that clients and manufacturing partners can join. With the Woods we connect our work directly to ecological restoration. Every project that carries a Product Passport can be linked to the planting of trees in the place most of our sourced wood comes from, turning the impact of what we build into something that gives back. It makes the environmental story of a project visible and shared, between Tchai, our clients, and the land itself.



Their leadership is built on connection, long-term vision, and the belief that real change grows from the inside out. What follows is their reflection on 2025: a year that tested that belief and confirmed it.

Some of the biggest changes this year did not come from new plans. They came from changing our minds. Sustainability is often described as making the right choices. In practice, it is about making better choices, again and again, in real situations. Not in isolation, but within projects, with people, across teams, and within timelines, budgets, and expectations.

With our 2024 Conscious Report, we made the shift from CSRD to VSME. But that shift did not end with reporting. In 2025, it continued to shape how priorities were set, how actions were planned, and how progress was approached. At the same time, a broader context made itself felt. Political shifts. Clients ask different questions. Markets move in unexpected directions. These forces influence how decisions are made, whether initiated internally or not.

Change, therefore, is not a straight line. It moves through people, through organizations, through relationships, and not always at the same pace.

Kim and Vera guide Tchai's direction as an all-female strategic team, shaping not just what the company does, but how it thinks, decides, and evolves. Their leadership is built on connection, long-term vision, and the belief that real change grows from the inside out. What follows is their reflection on 2025: a year that tested that belief and confirmed it.

Vera: I've always loved change. Not change for the sake of change, but the belief that things can always become better. Better for people, better for the organization, better for the work we do, and better for the world around us. For me, change is inseparable from development. I love learning, I love seeing people grow, and I love seeing ideas turn into something real. That's what drives me.

Kim: I feel the same, although what excites me most is seeing results become visible. You can have all the plans and ambitions in the world, but at some point you want to see them actually take shape. That's probably what stands out to me most when I look back at 2025.

Vera: Which is funny, because if there was one word that defined 2025 for Tchai, it was probably change. Not because change happened to us. Because we deliberately chose it.

“Change moves through people, through organizations, through relationships, and not always at the same pace.”

A message from our strategic team

At the end of 2024, we asked ourselves a simple question. If we genuinely believed we could create better experiences for clients, build a stronger organization and contribute more meaningfully to our industry, why wouldn't we do that on a larger scale? That question became the starting point for everything that followed.

Kim: Growth has a way of revealing what needs to come next. As we looked ahead, we started seeing where the organization needed to evolve. New roles. New teams. New ways of working. We realized that if we wanted to reach our ambitions for 2030, we couldn't keep doing everything the same way.

Vera: That's how Tchai Change started. In January 2025, we launched a company-wide programme across sustainability, digital transformation, supply chain, new business development, people development, collaboration and the way we organize ourselves. The idea was simple: if you keep doing what you've always done, you'll keep getting what you've always got. If we wanted a different future, we had to start working differently.

Kim: What surprised me most is that it worked. 2025 became the best year in Tchai's history. I don't think that's a coincidence. The decision itself created energy. Once we committed to a direction, people started moving.



Vera: One of the decisions I'm most proud of wasn't a sustainability initiative or a commercial one. It was the decision to invest more deeply in people.

We've always cared about development, but in 2025 we started looking at it differently. We realized that if we wanted the organization to grow, people needed room to grow with it. If you keep asking people to develop, but the organization itself stays the same, at some point they hit a ceiling.

The new People Vision, the conversations around ownership and development, the new teams, the opportunities that opened up for both existing and new colleagues; all of that created space. Space for people to discover where they contribute most. Space to develop new skills. Space to help shape what Tchai becomes. Looking back, that's the change I'm most proud of.

Kim: And for me, that pride is very much connected to EuroShop. We made a conscious choice to build a stand that wasn't just beautiful but had real content and substance behind it. That decision was made in 2025, the work was done in 2025, and when it all came together in 2026 you could actually see and touch what we'd been working towards. For me, that's when change becomes real.

Vera: At the same time, we also learned that change is much harder than it looks from the outside. One thing we genuinely underestimated was how much energy it requires. You can create a vision. You can launch a programme. You can explain why it matters. But that doesn't automatically mean people change.



Kim: That was probably the most honest lesson of 2025. Personal development and ownership don't happen on their own. We hoped some of our initiatives would create more momentum by themselves. What we discovered is that people need support, guidance, encouragement and sometimes a push. The T-Track is a good example. We had hoped it would spark more intrinsic motivation and people would step forward with their ambitions. That happened with some. But the larger group needed more. That's why Accelerate became important this year, not because things were going badly, but because we wanted to make sure people could grow at the same pace as the organization.

Vera: There was another tension too. 2025 was such a successful year operationally that it sometimes made change harder, not easier. When everyone is fully engaged in delivering great work, there is less space to step back and ask the bigger questions. How can we do this differently? How can we prepare for what's coming? Success creates momentum, but it can also reduce the space for reflection. The train was moving fast, and that was both the best thing about 2025 and one of its real challenges.

Kim: We saw that in sustainability too. Inside Tchai, momentum was genuinely building. We organized training sessions, explored new materials, developed ideas, had more conversations than ever before. But outside the organization, things often moved more slowly.

Vera: That frustration was real. Internally, we saw people becoming more engaged, ideas being developed, genuine opportunities emerging. But clients often had other priorities. Not because they didn't care, but because they were dealing with their own realities; economic uncertainty, changing priorities, political developments, market pressures. All of those things influence how organizations make decisions.

We also had moments where we developed something we were genuinely excited about, only to find the market wasn't ready. You plant the seeds, but you can't always make it rain.

Kim: And that's the reality of being a service organization. We can advise, inspire, explore alternatives and develop better solutions. But ultimately, we don't make every decision ourselves. Real change only happens when others decide to move with you. Sometimes that's frustrating. But it's also just true.

Vera: What helped us was becoming more practical. In the beginning, sustainability was often about possibilities and ambitions. In 2025, it became more connected to everyday decisions. The trainings we ran were increasingly inside the organization, not just about it. And even though client momentum was slower than we'd hoped, we were laying groundwork, changing mindsets, building habits, making sustainability a normal part of the conversation rather than something added at the end.

Kim: And that's the shift that now feels permanent to me. Sustainability is no longer something we bring up. It's part of how we introduce ourselves. It's part of new business conversations, design decisions, supplier discussions. That change in how we show up, that's not going away.

Vera: For us, ESG has never been just an environmental story. The environmental side matters enormously, but it doesn't happen in isolation. It grows from people. From ownership. From collaboration. From leadership. From governance. Without those foundations, environmental ambitions remain ideas instead of actions.

That's why the Social and Governance side of ESG stays so central to us. We've always cared deeply about people. But 2025 reinforced that commitment. People, culture and collaboration are always the foundations on which everything else is built.

Kim: The same is true for our supplier relationships. Strong partnerships have always been part of how we work. What changed is that we continued taking those relationships further. More transparency. More long-term thinking. More conversations about impact, not just what we buy, but how we work together.

Vera: Some of those developments started in 2025. Others only became fully visible in early 2026. Looking back now, we can clearly see how they connect.

When we think about what now feels irreversible, it isn't necessarily the loudest things. Reporting transparently has become part of who we are. Sustainability is a standard topic in every client conversation. Our approach to supplier partnerships continues to evolve. And our commitment to people and development is more deeply embedded than ever. Those things no longer feel like initiatives. They feel like Tchai.

Kim: Looking back, 2025 wasn't the year we completed change. It was the year we chose it. Many of the decisions we made then only became visible later. First comes the decision. Then comes the movement. Only afterwards do you see the result.

Vera: And maybe that's the most honest definition of change. Not one breakthrough. Not one perfect plan. But a continuous process of learning, adapting and moving forward together.

Kim: And looking back now, we can see that 2025 was never really about change alone.

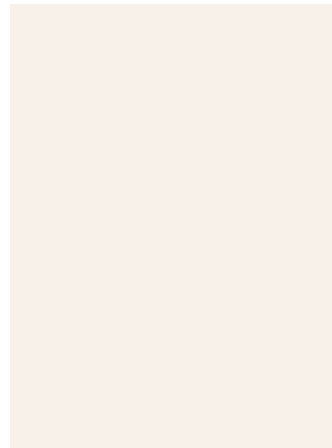
Kim & Vera: It was about getting things in motion. The movement continues.

Kim & Vera

Introduction The Change Report	VSME Tchai and Change Strategic team	
Chapter one General information	B1 Basis for preparation About Tchai General information	
Chapter two Strategy & Transition	C1 Strategy: Business Model and Sustainability-Related Initiatives (Comprehensive Module) Business Model Fenghuang	B2 Practices, Policies & Future Initiatives for Transitioning Toward a More Sustainable Economy. (Basic Module)
	C2 General transition approach (Comprehensive Module) Sustainability Strategy	
Chapter three Integrity	C2 Transition Work for the Integrity Pillar (Comprehensive Module)	C9 Gender Diversity Ratio in the Governance Body (Comprehensive Module) Our Tchi and Fenghuang
Chapter four Planet	C2 Transition Work for the Planet Pillar (Comprehensive Module)	B7 Resource Use, Circular Economy & Waste Management (Basic Module)
	B3 Energy and Greenhouse Gas Emissions (Basic Module)	C3 GHG Reduction & Climate Transition (Comprehensive Module)
	B6 Water (Basic Module)	C4 Climate Risks (Comprehensive Module) Tchai Product Passport and The Woods

Chapter five People	C2 Transition Work for the People Pillar (Comprehensive Module)	B10 Own Workforce - Remuneration, Collective Bargaining & Training (Basic Module)
	B8 Own Workforce - General Characteristics (Basic Module)	C5 Additional Workforce Characteristics (Comprehensive Module)
	B9 Own Workforce - Health and Safety (Basic Module)	C6 Additional Own Workforce Information – Human Rights Policies and Processes (Comprehensive Module)
		C7 Severe Negative Human Rights Incidents (Comprehensive Module)
Chapter six Ecovadis	Silver Milestone, not an endpoint	
Chapter seven Conclusion	Conclusion Closing Message from our Sustainability Integrator	
Final Appendix	EcoVadis Silver Medal Link to The Conscious Report DMA Report Scope 2 (Market-based) Certificate	All references policies: Code of Conduct Supply Chain Code of Conduct Health and Safety Policy Human Rights Policy Environmental Policy Material Standard Policy Collaborators Guide

Chapter one.



General information

B1 Basis for preparation

About Tchai
General information

“Based in Ridderkerk, The Netherlands, Tchai creates brand concepts, designs retail and hospitality environments, and delivers projects from concept to realization with energy and genuine connection.”

B1

Basis for Preparation

The Change Report has been prepared by Tchai International B.V. in accordance with the Basic Module of the VSME framework, complemented by selected elements from the Comprehensive Module. This combination gives a balanced and relevant picture of our sustainability impact, where we stand today and where we are going.

The VSME framework is voluntary, which means external assurance is optional. For this edition, we chose not to seek external verification. Our dedicated ESG reporting software ensures full alignment with VSME requirements and safeguards data accuracy throughout the year. The VSME framework draws on the structure of the European CSRD but is designed for SMEs and does not carry mandatory audit obligations.

All disclosures are complete and transparent. No information was omitted for reasons of sensitivity or classification. The report has been prepared on an individual company basis.

Tchai operates one site in Ridderkerk, The Netherlands. This site is not located in or near a biodiversity-sensitive area as defined in the VSME; Disclosure B5 – Biodiversity is therefore excluded from the scope of this report.

Tchai incurred no convictions and no fines for violations of anti-corruption or anti-bribery laws in 2025. There are no amounts to report under B1: Convictions and fines for corruption and bribery.

About Tchai

Based in Ridderkerk, The Netherlands, Tchai develops creative concepts for brands, designs retail and hospitality environments, and manages projects from concept to realization, bringing ideas to life with positive energy and a spirit of genuine connection. As a third-generation family company, we combine creativity and innovation with a conscious mindset.

We work with a network of specialized production partners and collaborate closely with them on quality, innovation, and alignment with our sustainability principles. Within our own facilities, we support projects through assembly, prototyping, and quality control activities that strengthen our design and project management work.

Our projects often sit at the intersection of imagination and responsibility, creating environments that are temporary by nature but lasting in impact.

Registered site

TCHAI International B.V.
Kolenbranderstraat 24, 2984 AT
Ridderkerk, The Netherlands

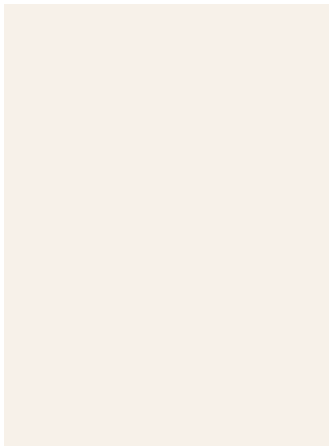
General information

Legal form: Private limited liability undertaking
NACE sector: 74.13 – Interior design activities
Balance sheet total (EUR): € 4.983.557
Turnover (EUR): € 21.101.279
Country of primary operation:
The Netherlands



“We bring brand stories to life through spaces that connect people, purpose, and experience, guiding projects from idea to impact in retail and hospitality.”

Chapter two.



Strategy & Transition

- C1 Strategy: Business Model and Sustainability-Related Initiatives (Comprehensive Module)
Business Model
Fenghuang
- B2 Practices, Policies & Future Initiatives for Transitioning Toward a More Sustainable Economy. (Basic Module)
- C2 General transition approach (Comprehensive Module)
Sustainability Strategy

C1

Strategy

Business Model and Sustainability–Related Initiatives
(Comprehensive Module)



Strategy and Transition

Our Business Model

What we do

At Tchai, we help brands bring their stories to life through spaces that connect people, purpose, and experience. We work at the intersection of the retail and hospitality sectors, bridging strategy, design, and realization, moving projects from idea to impact.

Every stage, from first concept to final installation, is handled with care, creativity, and a sense of responsibility for what we leave behind.

Our Key Services

Strategy & Concepting

This is where strategy and imagination begin their conversation. We work with brands to understand who they are, what they stand for, and the kind of experience they want to create. Our creative strategists translate that understanding into direction, the foundation for spaces that are both meaningful and effective. Our work includes brand positioning and narrative development, customer and audience research, competitive and sector analysis, and format and experience strategy.

(Technical) Design

We turn concepts into designs that can be visualized, refined, and built. Our teams combine aesthetics and technical precision, integrating sustainable material choices and digital tools to preview and test ideas before anything is produced. This includes 2D and 3D visualizations, VR and AR previewing of spaces, and advice on materials, technical feasibility, and sustainable design.

Prototype & Value Engineering

Before production begins, we build and test. Mock-ups and prototypes let us optimize for creativity, functionality, cost, and sustainability in parallel, so that what works beautifully on screen works just as well in the real world. This phase covers building mock-ups and prototypes, and optimizing cost, function, and materials to maximize value.

Project Management

Strong ideas need solid structures to arrive. Our project managers guide every step, keeping timelines, budgets, and stakeholders aligned so that creativity has room to breathe. This includes managing all phases from initial planning through to execution and handover.

Outsourced Mass Production

When projects scale, precision scales with them. Through our trusted network of specialized suppliers, we translate designs into high-volume production without losing detail or intention, covering large-scale manufacturing of fixtures, displays, and store fittings for multi-site rollouts.

Installation & Maintenance

Delivery is not a conclusion, it is the beginning of the experience. We oversee installation and provide ongoing support to ensure everything functions well, feels right, and holds up over time. This includes deployment of products and store elements, proactive maintenance, and logistics coordination.

Our Key Offerings & Tools

We create environments and experiences that bring creativity and technology together, using tools that make design, installation, and communication more effective and more transparent.

Our work includes:

- Brand activations and experiential retail spaces: immersive environments in stores, pop-ups, and flagships
- Phygital experiences: merging physical and digital elements through interactive displays, digital signage, and connected tools
- Custom digital tools: built internally and externally for installation, maintenance, and project tracking





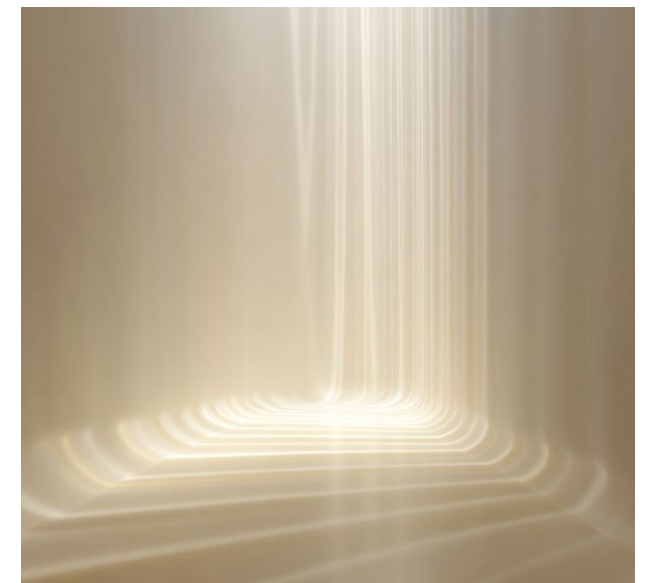
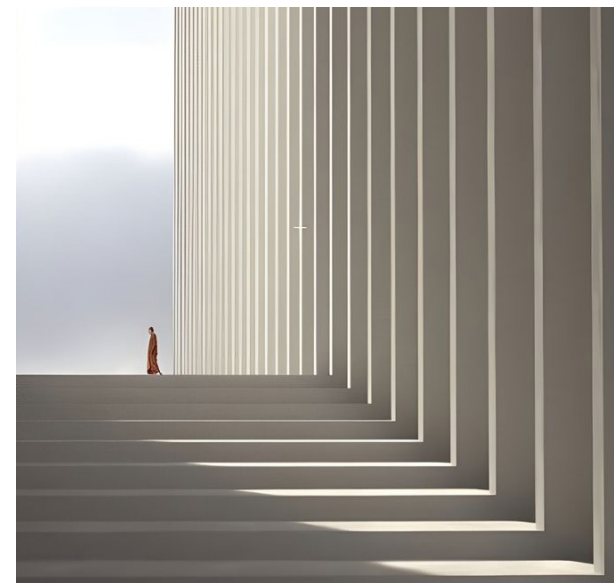
“That is how we see ourselves, an interconnected organization where every team is a vital part of something

Our Industry

Tchai serves global brands in the retail and hospitality markets, clients who seek meaningful, memorable customer experiences. We work with a broad network of suppliers and partners across design, manufacturing, and logistics. Our supply chain draws on responsibly sourced raw materials including wood, metals, plastics, and packaging. Through collaboration with sub-suppliers and production partners, we deliver installations and environments worldwide.

How we work - The Fenghuang in a Self-Managing System

At Tchai, responsibility grows when it is shared. That is why we work with self-managing teams, each with its own role, rhythm, and accountability. Inspired by our Chinese roots, the Fenghuang helps us describe this way of working: many colours, many strengths, one shared movement. We explain the Fenghuang and the full team model in more detail later in the Integrity chapter, where governance, responsibility, and collaboration come together.





B2

Practices, Policies & Future Initiatives for Transitioning Toward a More Sustainable Economy.

(Basic Module)

Sustainability at Tchai is not a position statement. It is a structure, one that shapes how we work, how we choose, and how we collaborate. What begins as creative intention in our projects is supported by clear internal frameworks and responsible practices across every part of the business.

These policies translate awareness into action. They define how we manage our impact, how we work with partners, and how we track progress toward a more sustainable economy.

Some are already backed by measurable targets. Others continue to develop as we deepen our understanding and build more complete data.

Together, these policies ensure that sustainability is embedded not just in what we create, but in how we create, through conscious decisions, transparent processes, and collaboration at every level.

TOPIC	POLICY / PRACTICE	FOCUS	PUBLICLY AVAILABLE	TARGETS IN PLACE
Climate Change	Environmental policy	Reduction of carbon footprint, promotion of renewable energy, and life-cycle integration in design.	Yes	Yes
Water and Marine Resources	Supply Chain Code of Conduct	Suppliers apply water-efficient processes in production and facility management.	No	No
Circular Economy	Enviromental & Material standard Policies	Focus on renewable and recycled inputs, waste minimization, and circular design.	Yes	Yes
Own Workforce	Humand Rights Policy, Code of Conduct, T-Track and Health& Safety Policy	Promotes fair treatment, personal growth, wellbeing, and a strong safety culture through training and prevention.	Yes	Yes
Workes in the Value Chain	Supply Chain Code of Conduct	Defines human rights and labour standards, supporting supplier compliance and improvement.	Yes	No
Consumers and end-users	Design & Communication principles	Encourages responsible design and transparent communication aligned with brand values.	Yes	No
Business conduct	Code of Conduct Whistleblower Policy	Defines ethical standards and offers safe, confidential reporting channels.	Yes	Yes



C2

General transition approach (Comprehensive Module)

Our Sustainability Strategy
Where we want to go

Sustainability is at the heart of Tchai’s strategy. It shapes how we design, source, collaborate, and innovate. Our approach is built around three interconnected focus areas, People, Planet, and Integrity, and these guide every decision we make.

People

We foster an inclusive, safe, and inspiring workplace through our Human Rights Policy, Code of Conduct, Health & Safety Policy, and T-Track framework. We support professional development, open dialogue, and genuine well-being.

Planet

We design for circularity more and more, prioritizing renewable and recycled materials, engaging suppliers in reducing Scope 1–2 emissions, and minimizing waste, water use, and packaging across our value chain.

Integrity

We create long-term value through ethical conduct, transparent partnerships, and conscious innovation that benefits our clients, our teams, and the communities around us.

Oversight of our sustainability strategy lies with Team Purple, the strategic team responsible for aligning vision and progress. From 2025 onward, Tchai publishes annual environmental performance data, reinforcing transparency and accountability in our transition toward a more sustainable economy.



Our metrics

How we measure what matters

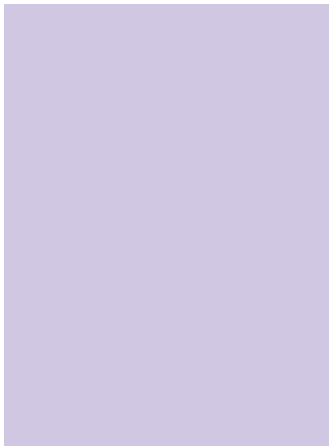
In 2024, we implemented Master Sustainability’s ESG-reporting software as our central system for collecting, validating, and tracking sustainability data across Tchai. The platform supports our teams in registering key KPIs (energy use, emissions, social indicators, supplier data) and ensures consistent documentation throughout the year.

During 2024, we also conducted our Double Materiality Assessment (DMA), following the core principles of the CSRD guidelines. The software helped us structure the process, analyze stakeholder input, and consolidate results into a clear materiality landscape. Alongside the tool, the Master Sustainability team keeps providing transparent external consultancy, helping us interpret results and challenge assumptions where needed.

This combination of internal ownership and external expertise gives us a data-driven foundation for the decisions ahead. In 2025, that foundation is doing what it was built to do: informing action, not just recording activity.

“Integrity is not what you say when things are going well. It is what you do when they are not.”

Chapter three.



Integrity

C2 Transition Work for the Integrity Pillar (Comprehensive Module)

C9 Gender Diversity Ratio in the Governance Body (Comprehensive Module)



The snake moves in one direction at a time. It does not waver. Its movement is deliberate, grounded, connected from head to tail. That coherence, between what you believe, what you decide, and what you do, is integrity.

In an ESG context, Integrity means that governance is not a layer placed on top of the business. It is woven through it. It lives in how decisions are made, how partners are chosen, how concerns are heard, and how accountability is shared.

Last year we made our governance visible. This year we put it to work.

G1

Catalyzing Culture & Fostering Partnerships

Company Culture (G1) and
Supplier Relations (G1)

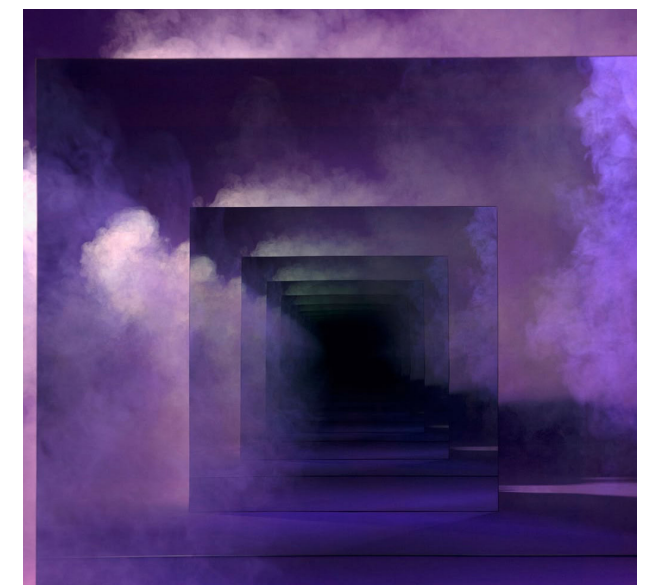
For Integrity

The two G1 themes identified through our Double Materiality Assessment for Integrity are Company Culture and Supplier Relations. We renamed them Catalyzing Culture and Fostering Partnerships; names that reflect how we actually work, not just how we report.

In our Conscious Report, we explained why governance is the starting point of everything we do. We believe this is worth repeating, because it is not just a principle, it is part of our identity.

Our self-managed, transparent, and connected way of working continues to shape every decision we make. It is the result of deliberate choices about how we want to organize ourselves and collaborate.

When governance is human and honest, it does not feel like governance at all. It feels like trust. And trust is what gives change the freedom to flow across the organisation—from one team to another, from ideas into action, and from intention into lasting progress.





C2

Transition Work for the Integrity Pillar

(Comprehensive Module)

Our non-compliance rating system, Zero Tolerance, Act Now, Continuous Improvement, remains active. It is rarely triggered. All our strategic suppliers operate under local regulation, and the relationships we have built over years make formal escalation uncommon. When action is required, structured steps and clear timelines are in place.

Existing Practices and Policies

Our governance foundations are built on documents that are actively used, not archived:

- The Tchai Code of Conduct, which sets out the ethical expectations and professional standards that apply to everyone
- The Tchai Guide for Collaborators, which frames how we communicate, take responsibility, and work well together
- The Supply Chain Code of Conduct, aligned with internationally recognized human rights principles and including anti-corruption and anti-bribery expectations
- Confidential external whistleblower channels with a strict zero-tolerance policy for retaliation
- An open communication culture, supported by self-managing teams and regular sessions facilitated by Team Purple
- Long-standing partnerships with strategic suppliers, built on trust and transparency, which is why formal non-compliance cases remain extremely rare
- We actively collaborate with clients and suppliers on sustainability initiatives, exchanging knowledge, experience, and ideas to create greater impact together
- Whistleblowing reports and any follow-up actions are recorded and handled confidentially by HR and Team Purple and an external channel

Future initiatives and Targets

Under For Integrity, we are strengthening ethical governance, deepening collaboration, and making our standards more visible and more verifiable:

- Continue to engage clients and suppliers in joint sustainability initiatives, learning from their experience and ideas as much as sharing our own
- Publishing The Change Report in 2026, reporting over 2025, and building transparently on the baselines established through the Conscious Report
- Registering whistleblowing reports and follow-up actions from 2025 onward, handled confidentially by HR and Team Purple
- Introducing a KPI to track the number of reports received and the resolution process
- Continuing team sessions, including facilitated sessions with external professionals, to strengthen ethical behavior, communication, and collaboration
- From 2026/2027, providing routine updates to suppliers on sustainability practices, expectations, and business developments
- Establishing a baseline for supplier satisfaction in 2027 to support long-term engagement
- Increasing supplier satisfaction by 2027 through closer cooperation and shared sustainability goals
- Continuously strengthening long-standing strategic partnerships to jointly explore efficiency gains and accelerate shared sustainability ambitions

Senior-Level Accountability

Senior-Level Accountability: Team Purple oversees ethical governance topics in close collaboration with HR and the Sustainability Team.

Sources: Tchai Code of Conduct, Supply Chain Code of Conduct, TCHAI Guide for Collaborators

C9

Gender diversity ratio in the governance body

(Comprehensive Module)

Reflects the way our responsibilities are organized.

Tchai does not have a statutory board or supervisory board. Strategic direction and governance rest with Team Purple, a team of two, both women, who jointly carry responsibility for vision, culture, ethics, and long-term direction. Leadership at Tchai grows from collaboration, not hierarchy.

Tchai is a female-owned and female-led company. This is not a statistic we mention in passing. It reflects a genuine belief that connection, clarity, and shared responsibility build stronger foundations than hierarchical authority ever could.

Team purple

2025 Composition of the Strategic Team

Total members:	2
Female:	2
Male:	0
Gender diversity ratio (female: male):	2:0

As reflected throughout this report, leadership at Tchai is grounded in connection, shared responsibility, and conscious choice. Those qualities show up in the composition of Team Purple, and in how they guide Tchai forward.



Governance Nobody Makes You Have

Anyone can write a code of conduct. Far fewer get tested on it. The numbers below are less about what companies say they stand for, and more about what tends to happen when nobody’s required to check — and what Tchai does instead.

World · Europe · the Netherlands · Tchai

I. Leadership and Ownership

01 WORLD — Women hold 23.3% of the world’s board seats — and just 6% of global CEOs are women.

Progress has been slow and uneven: at the current pace, global parity in the CEO role wouldn’t arrive until roughly 2111.

AT TCHAI 100%. Tchai’s strategic leadership team, Team Purple, is two people, both women. Tchai is female-owned and female-led — not as a statistic, but as how it was actually built. Deloitte Global, 2024

II. Ethics and Trust

02 WORLD — Corruption costs the global economy an estimated \$2.6 trillion a year.

That’s roughly 5% of global GDP — on top of more than \$1 trillion paid in bribes annually, according to the World Bank. United Nations; World Economic Forum; World Bank

03 WORLD — Nearly 1 in 3 employees who witness misconduct at work say nothing.

Most who stay silent say it’s because they don’t think anything will change, or they’re afraid of what happens if they speak up.

AT TCHAI This is exactly why, from 2026, Tchai starts tracking not just whether reports come in, but how they get resolved. Not a target — a way to check whether people actually feel safe enough to speak up. Institute of Business Ethics, 2024

04 WORLD — More than 1 in 5 employees who do report misconduct say they faced retaliation afterward.

Fear of retaliation is consistently the single biggest reason people who witness wrongdoing choose not to report it. Ethics Resource Center

III. Scale and Standards

05 EUROPE — After the EU narrowed its supply-chain law in 2026, mandatory human-rights due diligence now applies to about 2,900 companies in total.

Only companies with 5,000+ employees and €1.5 billion+ turnover are legally required to check their supply chains for human-rights and environmental risk — down from roughly 16,000 companies under the original rules.

AT TCHAI Tchai falls nowhere near that threshold — and applies its Supply Chain Code of Conduct to every strategic supplier anyway. European Commission; SOMO, 2026

IV. Structure

06 WORLD — The average company has about 10 layers of management between the CEO and the frontline.

That’s the finding across more than 3,100 large firms studied by economists at NBER — a structure that tends to slow decisions down and add administrative cost the bigger it gets.

AT TCHAI Zero. There’s no management layer between any colleague and Team Purple. Every team at Tchai is self-managing by design — not a downsizing measure, but the structure it was built on. National Bureau of Economic Research, 2025

07 NETHERLANDS — The world’s best-known flat, self-managing organization is Dutch.

Buurtzorg grew from four nurses to over 10,000 across 900+ self-managing teams with no middle-management layer at all — and became one of the country’s most satisfied workforces in the process. Buurtzorg; KPMG, 2015

Sources: Deloitte Global, United Nations, World Economic Forum, World Bank, Institute of Business Ethics, Ethics Resource Center, European Commission, SOMO, National Bureau of Economic Research, Buurtzorg / KPMG. Tchai figures from the 2025 Change Report, Chapter 3 — Integrity.

Fenghuang

Our Living Organisation Model.

Sprouted from our Chinese roots, the Fenghuang has become more than a symbol for Tchai. She is a mirror for how we see ourselves, how we work, and how we move together.

In Chinese mythology, the Fenghuang is a mythical bird associated with harmony, grace, virtue, peace, and prosperity. Often connected with the South, the sun, fire, and summer, she appears as a symbol of balance, renewal, and the beginning of a new era.

For Tchai, that meaning feels close to home.

As a family company, Tchai has always carried movement in its story. From one generation to the next, the company has changed shape without losing its life force. In the transition from the second to the third generation, Kim Tchai also transformed, much like the Fenghuang: not through rupture, but through renewal, balance, and the beginning of a new phase for Tchai. Looking ahead, perhaps even toward a fourth generation, the question is not only how we continue to grow, but how we keep moving as one organization.

The Fenghuang also reflects how we move. Not as a rigid hierarchy, but as one connected flock: alert, flexible, and responsive. When the world shifts, we shift with it. When a client's needs change, we adapt. When change arrives, we do not wait for it to pass. We move together, without losing sight of the bigger picture, our values, or what we believe.

This is also how responsibility is organized at Tchai. Every team carries responsibility for its own measurable goals, risk assessments, safety practices, and sustainability progress. Important decisions are made collectively, close to the people and teams they affect. Responsibility is not held in one place; it moves through the organization.

In this way, the Fenghuang brings together our heritage, our family story, and our self-managing way of working. She represents the life force we call our Tchi: the energy that moves through our people, our teams, our relationships, and our work .

Together, we are many colors.
Together, we are one Tchai.

The Teams of Tchai

With this new phase came a different vision of how Tchai could work: not with responsibility held in one pair of hands, but with responsibility shared across the people who shape the company every day. Every colleague brings their own color, skill, responsibility, and energy. Together, they form one organization.



We do not use the Fenghuang as a literal myth, but as a mirror. Her many colors and many parts help us explain how Tchai works: different teams, different strengths, one shared movement. Every part of the bird matters. No team stands above the other. Each team has its own role, its own rhythm, and its own responsibility, but together they allow Tchai to fly.

Purple

Team Purple guides strategy, culture, vision, and sustainability direction

— the head of Tchai.

Magenta

Team Magenta leads design, concepting, visual communication, prototyping, and new business

— the mouth that expresses Tchai’s creative voice

Red

Team Red work closely with clients, listening, advising, and shaping solutions

— one of the feet that keeps Tchai grounded in relationships.

Blue

Team Blue also works closely with clients, turning needs into clear direction and practical solutions

— the other foot that keeps us close to the people we work for.

Orange

Team Orange looks after wellbeing, development, and connection

— the heart that keeps our organization energized.

Green

Team Green manages finance, facilities, and HR

— the supporting wing that provides stability.

Yellow

Team Yellow oversees logistics, warehouse operations, preparation, and coordination

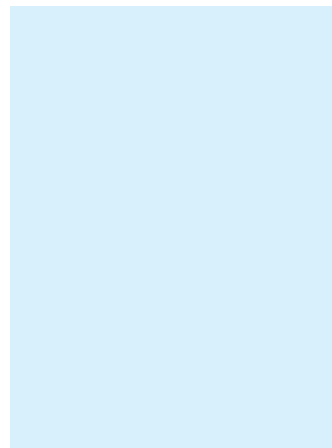
— the moving wing that keeps everything in motion.

Brown

Team Brown takes care of installation and maintenance

— the tail that brings our work to life and ensures lasting quality.

Chapter four.



Planet

C2 Transition Work for the Planet Pillar
(Comprehensive Module)

B3 Energy and Greenhouse Gas
Emissions (Basic Module)

B6 Water (Basic Module)

B7 Resource Use, Circular Economy &
Waste Management (Basic Module)

C3 GHG Reduction & Climate Transition
(Comprehensive Module)

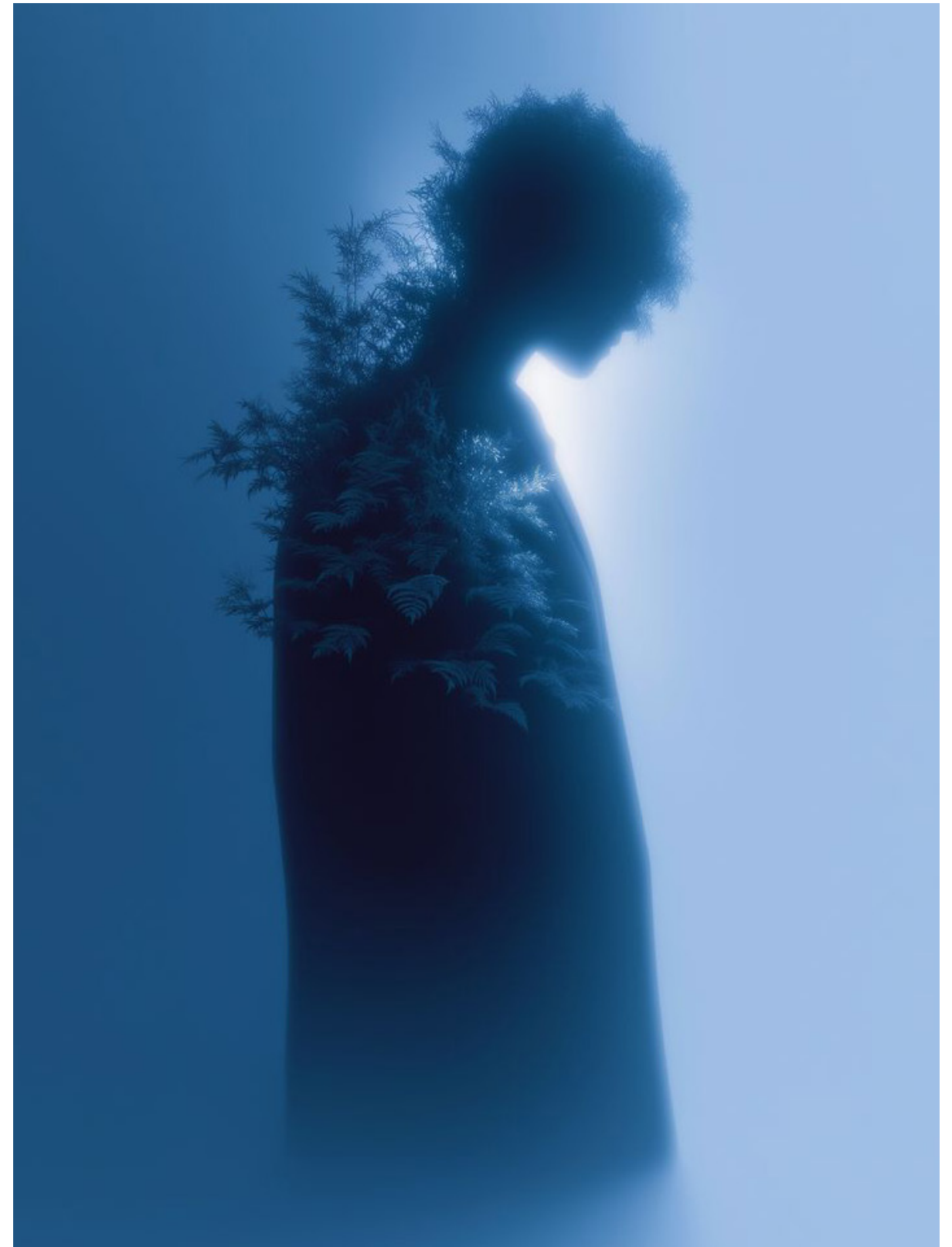
C4 Climate Risks
(Comprehensive Module)

“The planet does not wait for permission to change. It moves in cycles, seasons, tides, the slow shift of continents. It sheds and renews. It absorbs and responds.”

What we have learned is that the planet is not a backdrop to our work. It is part of it. Every material we choose, every kilometer a truck travels, every product that reaches the end of its life, these are not separate from the planet. They are conversations with it.

In an ESG context, Planet asks us to understand those conversations. To make them more conscious. To change them where we can. Last year we measured.

This year we move, reducing, rethinking, and redesigning with more intention than before.



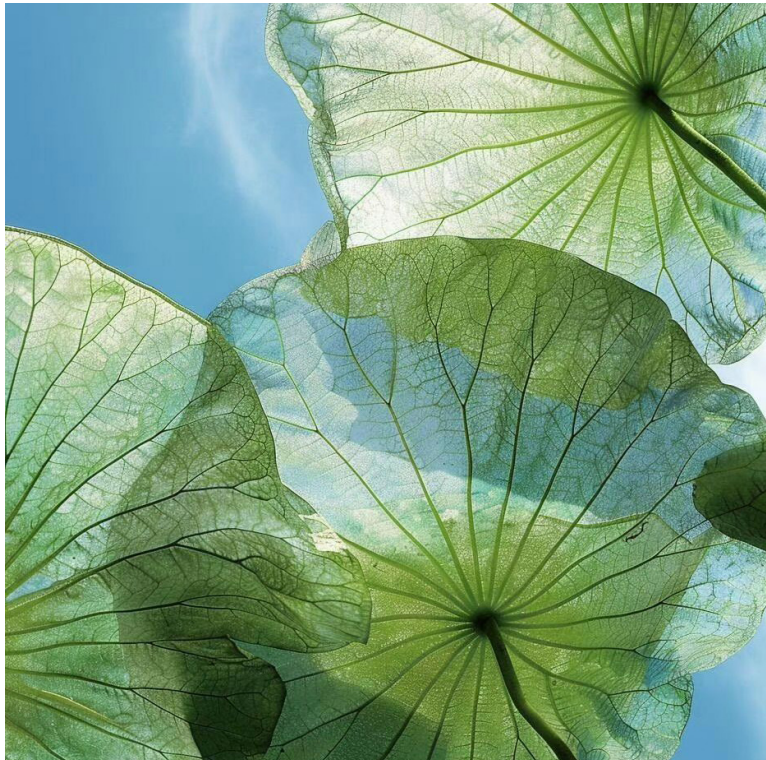
E1

Crushing Carbon and going Full Circle.

Climate Change

One of the material themes identified through our Double Materiality Assessment for Planet is Climate Change (E1). We renamed it Crushing Carbon, a name that is direct, that sounds like us, and that captures the intent behind the work.

Our Environmental Policy forms the foundation of climate action across our operations and value chain. The focus is on reducing our footprint and embedding sustainability into how we design, source, and collaborate, not as a layer on top of the work, but woven into it.



C2

Transition Work for the Planet Pillar.

(Comprehensive Module)

To keep our climate work clear and easy to follow, we organize all actions under the three emission scopes defined by the Greenhouse Gas Protocol.

Each scope tells part of the story:

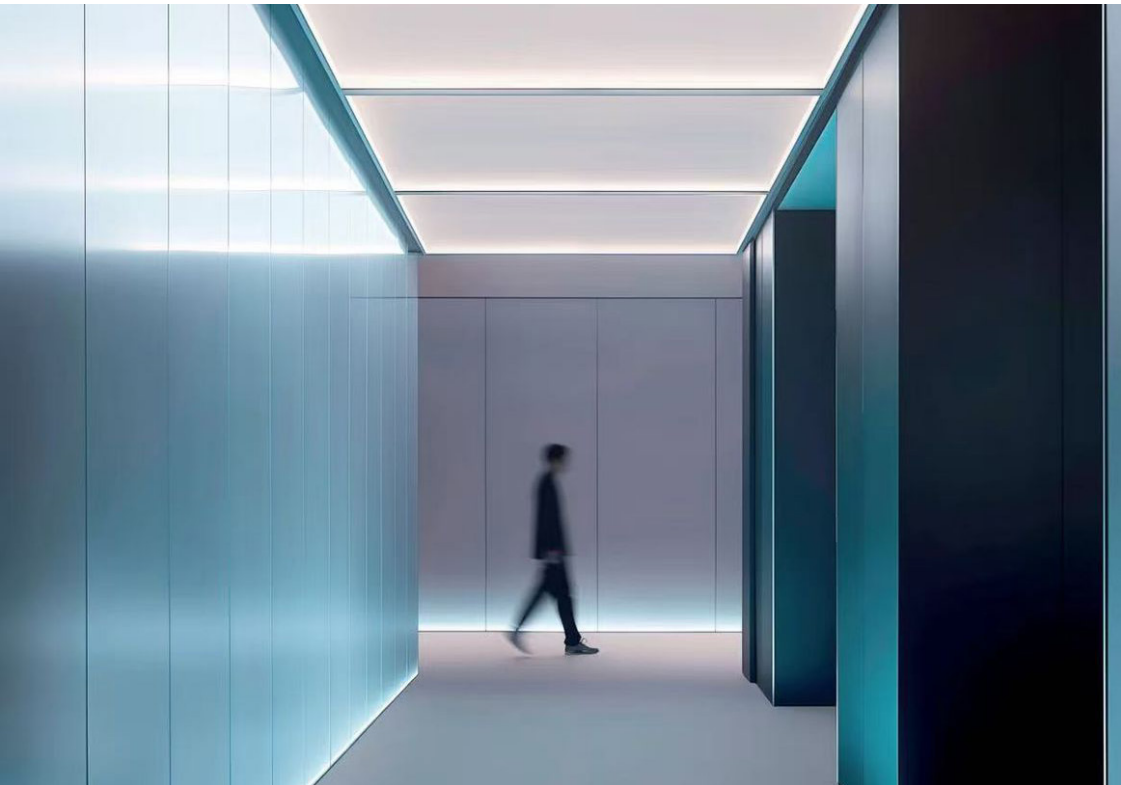
Scope 1 — Covers direct emissions from fuel combustion, including fuel consumed by Tchai’s remaining combustion-engine vehicles

Scope 2 — Covers purchased electricity for our facilities and electric-vehicle charging. Electricity purchased for charging electric vehicles is reported under location-based

Scope 3 — Covers the wider value chain, procurement, logistics, and operational waste

Scope 3 remains the area with the greatest complexity, especially for a project-based company like ours. We already track the most relevant categories, transport, packaging, purchased goods, and waste, but data quality and completeness vary across suppliers and markets. Refining this is ongoing work, and each year the picture improves.

Below is a structured overview of how “Crushing Carbon” comes to life across our scopes, and where initiatives like Transport & Logistics and WasteWise sit within Scope 3



E1

‘Crushing Carbon’ Diagram Scope 1, 2 and 3

Climate Change

Scope 1

Fuel combustion

Fuel consumed by Tchai’s remaining combustion-engine vehicles is reported under Scope 1

2025–2026:
Complete the transition to a fully electric own fleet by Q2 2026.

Ongoing:
Track fuel consumption and electric-vehicle energy consistently. Electricity used for EV charging is reported under location-based Scope 2, not Scope 1.

2025:
Purchased renewable electricity amounted to 155 MWh. In addition, 43 MWh of self-generated solar electricity was consumed on-site. This represented 21.7% of reported electricity consumption.

Scope 2

Purchased energy

Ongoing:
Maintain 100% renewable purchased electricity and continue improving energy efficiency across our facilities.

2030: Increase the share of on-site solar consumption towards the proposed target of 25%.

Reporting:
Maintain separate reporting of market-based and location-based Scope 2 emissions.

Scope 3

Value chain

Procurement & Supplier Engagement

Current coverage: Approximately 70% of the targeted supplier group is currently covered.

2026: Complete a quality-controlled Scope 3 baseline and expand supplier coverage.

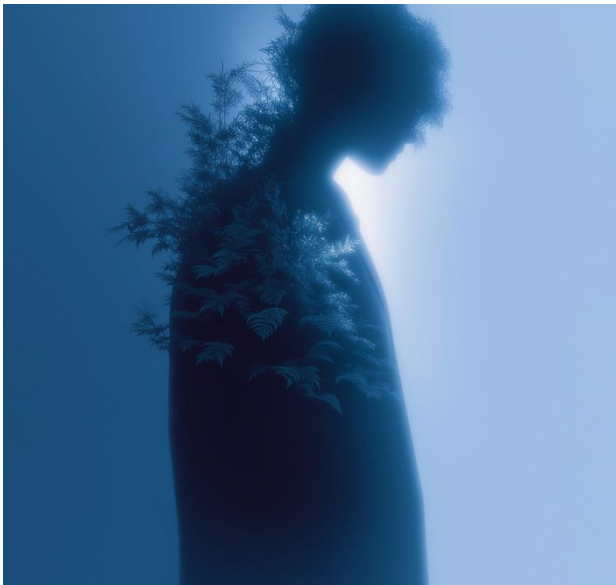
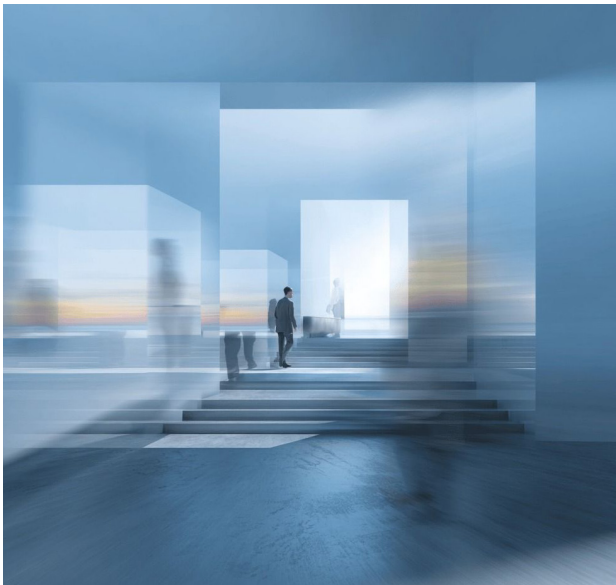
2026: Establish a validated emissions baseline before confirming the reduction pathway.

Transport & Logistics

Since September 2025: Construction and demolition waste has been excluded from the operational-waste boundary.

Waste Management (“WasteWise”)

2026: Use 2026 as the first consistent full-year baseline for operational waste, while increasing reuse



Our WasteWise and EcoPack programmes are internal Tchai initiatives designed to strengthen our sustainability practices, reduce environmental impact, and support our long-term transition goals. WasteWise reinforces two sides of our sustainability work: it helps reduce Scope 3 emissions under Crushing Carbon and advances our circularity ambitions under going Full Circle. Both programmes are designed to help teams translate sustainability principles into practical, everyday choices — from material selection to packaging and waste handling during projects.

Existing Practices and Policies

- Reducing environmental impact across operations and supply chain
- Prioritizing renewable energy in our facilities and encouraging suppliers to do the same
- Integrating life-cycle assessment (LCA) principles into design and material decisions — results that are now translated into our Product Passport, giving clients transparent environmental data on a project level

Senior-Level Accountability

The Sustainability Department leads climate-related initiatives, under the strategic oversight of Team Purple.

Future Initiatives and Targets

- Use 2023 as the single base year for the internal Scope 1 and location-based Scope 2 target and track annual progress toward a 50% absolute reduction by 2030
- Develop a carbon footprint dashboard covering Scope 1, Scope 2, and the material Scope 3 categories, with consistent boundaries, emission factors, source documentation, and annual target tracking
- Commit to external reporting of environmental performance starting with this report
- From Q4 2025–Q1 2026, expand data collection for Scope 3, with a long-term goal of integrating full supply chain data
- Continue reducing packaging and logistics impacts through EcoPack and WasteWise, supported by a validated Scope 3 baseline and measurable reduction indicators



E5

Going Full Circle

Circular Economy (E5)



The second material theme for Planet is Circular Economy (E5). We renamed it Going Full Circle — because that is where we are headed, and WasteWise is the programme that gets us there in practice.

Circularity is no longer something we aspire to. It is something we build into how we think, design, and make decisions every day. Our Environmental Policy and Material Policy embed circular principles across every phase, from material selection through to packaging, production, and logistics. We increasingly prioritize renewable, recycled, and responsibly sourced materials, and we work with suppliers who share that direction.

“Circularity is no longer something we aspire to. It is something we build into how we think, design, and make decisions every day.”



Existing Practices and Policies

Circular design principles are being applied more widely across our products and packaging
Renewable and recycled materials are increasingly prioritized where technically and financially feasible

Waste and packaging are being reduced throughout the value chain

Material traceability and transparency are continuously improving through direct supplier collaboration

Product Passports, based on Life Cycle Assessment (LCA) principles, document material origin, composition, and end-of-life options

Our Supply Chain Code of Conduct requires suppliers to minimize waste, reduce packaging, and ensure traceability of raw materials

Future Initiatives and Targets

Through Going Full Circle and WasteWise, circularity is becoming everyday practice, not a project. Key focus areas:

Sustainable Materials and Practices

- In 2026/2027, transition to using mainly water-based paints across projects
- In 2026/2027, increase the use of steel with at least 26% recycled content, depending on availability
- By 2035, achieve 100% sustainable materials across all projects (Full Circle by 2035)

Product Innovation

- In 2026, set up the EcoTag digital product tag system, giving clients access to Product Passports, end-of-life instructions, certifications, and the wider Tchai sustainability story. Roll-out is planned for 2027
- In 2026, reduce overall material usage by lightening the weight of our designs (Eco Infusion)
- In 2026, make design-for-disassembly a leading principle, including smarter adhesive choices and modular structures that support circular recovery

Packaging

- In 2026, increase the use of recyclable packaging for shipping
- In 2026, collaborate with main suppliers to scale reusable transport packaging and reduce waste
By 2026, achieve 100% recyclable packaging in all shipments

Training and Development

- From 2025 onward, provide specialized training for designers on waste reduction and circular design practices
- In 2026, establish clear internal waste-separation communication to support consistent daily practices.

Senior-Level Accountability

The Sustainability Department is responsible for implementation, under the strategic oversight of Team Purple.

Sources:
Material Policy; Supply Chain Code of Conduct



With the transition framework in place, the Planet metrics follow the same VSME disclosures used in The Conscious Report: The Basic Module disclosures B3, B6 and B7, followed by the Comprehensive Module disclosures C3 and C4. This continuity makes year-on-year comparison possible while allowing the story to move from first measurement to visible change.

B3

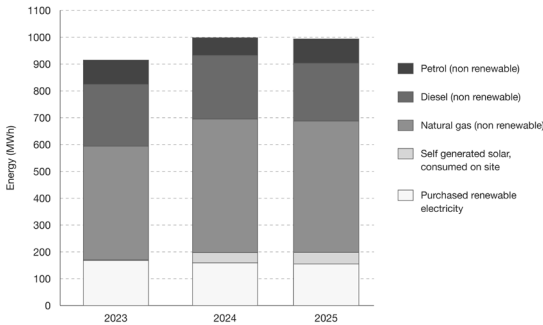
Energy and emissions: from baseline to reduction.

Energy and Greenhouse Gas Emissions
(Basic Module)

This section summarizes Tchai’s energy consumption and greenhouse gas emissions for 2023, 2024 and 2025. Energy consumption now includes purchased electricity, on-site solar electricity used directly, natural gas for heating, and diesel and petrol used by the vehicle fleet. The table also separates renewable and non-renewable energy. Emissions cover gross Scope 1 and location-based Scope 2, including electric mobility. Together, these figures provide the complete VSME B3 energy and emissions indicators.

With three comparable years now available, the fuller energy picture is clear. Total energy consumption was 993.62 MWh in 2025: 0.4% lower than in 2024, but 8.6% higher than in 2023. The renewable share increased to 19.92%, its highest level in the three-year period. The mix is moving in the right direction, but roughly four fifths of energy consumption still comes from natural gas and vehicle fuels.

Energy Consumption (MWh)



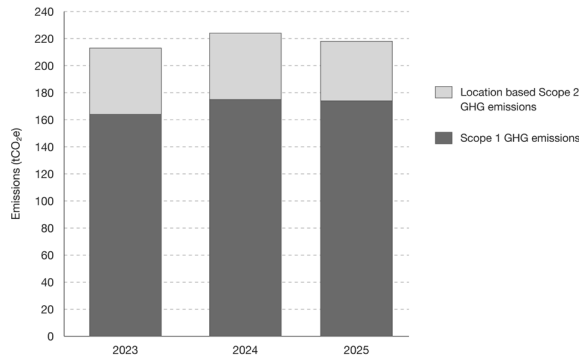
Total energy consumption decreased slightly from 997.82 MWh in 2024 to 993.62 MWh in 2025 (-0.4%). Compared with 2023, total energy consumption was 8.6% higher.

Renewable energy consumption increased from 197 MWh in 2024 to 198 MWh in 2025 (+0.5%), and was 16.5% higher than in 2023. Purchased renewable electricity decreased from 159 to 155 MWh, while solar generation rose from 46 to 51 MWh and solar electricity used directly on-site increased from 38 to 43 MWh. Own solar therefore supplied 21.7% of reported electricity consumption and 4.3% of total energy consumption in 2025.

Non-renewable energy consumption decreased from 800.82 MWh in 2024 to 795.62 MWh in 2025 (-0.6%). Natural gas remained the largest energy source at 489.62 MWh, followed by diesel at 216 MWh and petrol at 90 MWh. Together, these fuels represented 80.08% of total energy consumption.

What changed
The renewable share rose from 18.58% in 2023 and 19.74% in 2024 to 19.92% in 2025. This is a modest improvement in the mix, while the three-year increase in total energy use shows that the next step must combine cleaner energy with lower absolute consumption.

Greenhouse Gas Emissions



Operational emissions — Scope 1
Scope 1 emissions decreased slightly from 175 tCO₂e in 2024 to 174 tCO₂e in 2025 (-0.6%). Stationary emissions fell from 95 to 93 tCO₂e, while mobile fuel emissions increased from 80 to 81 tCO₂e.

Scope 2 and electric mobility
Location-based Scope 2 emissions fell more clearly, from 49 to 44 tCO₂e (-10.2%). Purchased-electricity emissions decreased from 43 to 34 tCO₂e, partly offset by electric-mobility emissions rising from 6 to 10 tCO₂e. The increase in electricity used for mobility is not automatically a setback; it partly reflects the shift away from fuel. The real test is whether total fleet emissions fall as that transition progresses.

Combined result
Combined Scope 1 and location-based Scope 2 emissions decreased from 224 to 218 tCO₂e (-2.7%). That is 6 tCO₂e less than in 2024, but still 5 tCO₂e above the 2023 base year. Market-based Scope 2 emissions remain zero based on the applicable renewable-electricity contractual instruments and supporting evidence covering purchased electricity, rather than on the renewable label alone.

GHG Intensity

Carbon intensity
Using Tchai’s 2025 turnover of EUR 21,101,279, the VSME B3 GHG intensity indicator is 0.00001033 tCO₂e per euro of turnover, equivalent to 10.33 tCO₂e per EUR 1 million of turnover. This is calculated as gross Scope 1 plus location-based Scope 2 emissions (218 tCO₂e) divided by 2025 turnover.

Growth and efficiency
The 2025 results tell two different but connected stories. In absolute terms, combined Scope 1 and location-based Scope 2 emissions decreased by 2.7% compared with 2024 but remained above the 2023 base year.

At the same time, Tchai’s turnover grew significantly.

Using the corrected 2024 data, GHG intensity improved by approximately 29.0%, from 14.54 to 10.33 tCO₂e per EUR 1 million of turnover. Put simply, Tchai created considerably more economic value for each tonne of operational emissions. Emissions did not rise at the same pace as the business, which is a meaningful efficiency improvement.

The comparison assumes the same inventory boundary in both years; if that boundary changed, the trend should be treated as indicative rather than fully like-for-like.

Are we on track?
This improved efficiency does not remove the need for absolute reductions. A straight-line pathway from 213 tCO₂e in 2023 to the internal 2030 ambition of 106.5 tCO₂e would place 2025 at approximately 182.6 tCO₂e. The actual result of 218 tCO₂e is about 35.4 tCO₂e above that indicative pathway.

Tchai is therefore becoming more carbon-efficient as it grows, but total emissions are not yet falling fast enough.

Reaching the target now requires a further 51.1% reduction in five years, equivalent to roughly 22.3 tCO₂e per year on a straight-line basis. The next phase is to translate improved efficiency into a clear decline in total emissions, allowing business growth and climate progress to move forward together.

B6

Water use within our own operations and across the value chain.

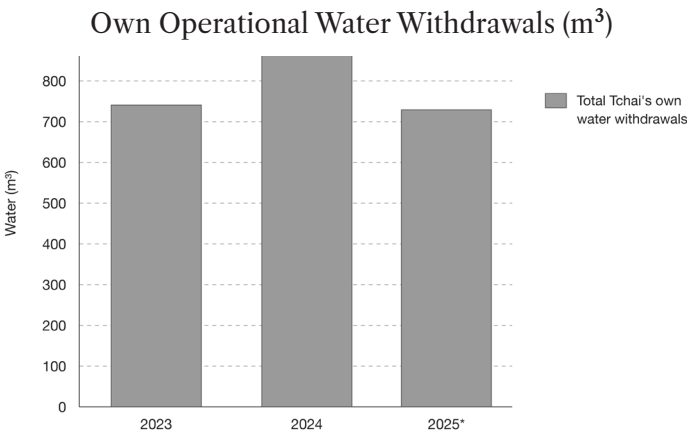
Water (Basic Module)
Water and Marine Resources – Non-Material Topic

Tchai’s activities are not water-intensive and do not create significant impacts on water or marine ecosystems. While this topic is therefore considered non-material, it is monitored indirectly through our Supply Chain Code of Conduct, which requires suppliers to manage water use responsibly and efficiently in their own operations.

Water context
Our operations are not located in areas identified as high water stress, and we do not run water-intensive production processes. Water withdrawal in high-water-stress areas is therefore reported as 0 m3, based on the current location assessment.



Operational water use is mainly normal facility use. Based on two consecutive Oasen annual invoices, calendar-year 2025 water withdrawal is estimated at approximately 729 m3, or about 2,000 litres per day across the site.



*Calendar-year 2025 water withdrawal is reported at 729 m3, calculated using time-weighted daily averages from two consecutive metered Oasen invoice periods: (63/364 x 536 m3) + (302/364 x 767 m3) = 729.1 m3.

This consistent calendar-year estimate is approximately 21.4% lower than the 928 m3 reported for 2024 and 1.6% below the 741 m3 reported for 2023.



Water remains non-material to Tchai’s own operations, so no separate quantitative reduction target is set at this stage.

Senior-Level Accountability
The Sustainability Department, with strategic oversight by Team Purple.

Sources: Supply Chain Code of Conduct; Oasen annual drinking-water statement, 6 March 2024 to 5 March 2025; Oasen annual drinking-water statement, 5 March 2025 to 4 March 2026.



B7

Embedding circularity in a design-driven environment.

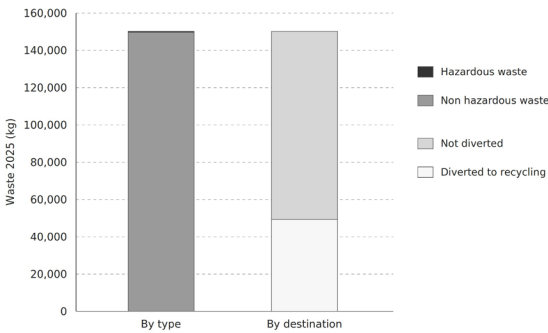
Resource use, circular economy and waste management (Basic Module)

Tchai applies circular economy principles step by step, embedding smarter design, responsible sourcing, and waste-conscious decision-making across the value chain. As a design and project-driven organization (ISIC 741: Specialized design activities), we do not operate a large-scale manufacturing facility. Production, fabrication, and specialized processes are handled by our extended supplier network. Most material flows and waste streams occur at supplier level, not on our own premises.

Within our own operations, we focus on the waste streams we directly influence assembly, prototyping, on-site work, and logistics. Through Going Full Circle and WasteWise, we prioritize renewable and recycled materials where possible, support reuse and recyclability, and work closely with suppliers to reduce packaging, optimize transport, and strengthen material traceability.

Waste Generation – 2025 (kg)

Operational waste generated directly at Tchai facilities.

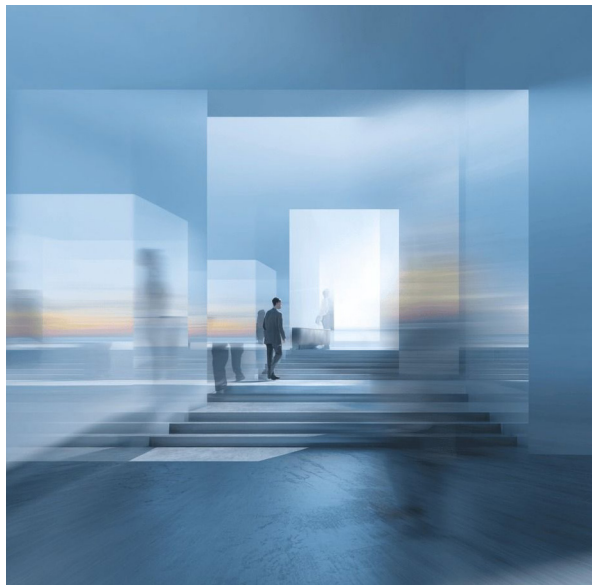


The 2025 Renewi transaction export records 150,201 kg of waste: 517 kg hazardous and 149,684 kg non-hazardous. Renewi attributes 49,313.65 kg to recycling and 0 kg to reuse, giving a combined recycling-or-reuse rate of 32.8%.

A further 99,582.79 kg is classified as another form of useful application, mainly energy recovery; this is not counted as recycling or reuse under VSME B7.

Compared with the figures published for 2024 in The Conscious Report, total waste decreased by 8.0% (from 163,204.30 kg), recycling decreased by 37.9% (from 79,428 kg) and hazardous waste increased from 173 to 517 kg.

The comparison shows a clear change in treatment mix as well as volume: less waste was generated overall, but a smaller share reached recycling or reuse, making waste separation and higher-value recovery a concrete priority.



Reporting boundary

From September 2025 onward, construction and demolition waste was excluded because it falls outside Tchai’s defined own-operational waste scope.

This boundary change is disclosed transparently and should be taken into account when reading the annual comparison.

Monthly monitoring under the revised boundary will make 2026 the first full year measured entirely on this basis and will show whether WasteWise is changing daily practice as well as the way waste is counted.

What is changing

This is also where change is most necessary. Tchai is working to replace retrospective, year-end data requests with a structured system that collects and monitors material information closer to the moment materials enter a project.

The aim is a more continuous and eventually near-real-time view across internal and external production, supported by clearer supplier requirements, consistent material categories and traceable source data.

Why better data matters

Building this system is a priority because better material data will allow Tchai to identify the categories with the greatest impact, work with suppliers on recycled content and lower-carbon alternatives, and measure whether design choices actually reduce material use.

Relevant material flows

Why the figures are not published
Tchai’s material footprint sits across both our own workshop activities and an extended network of production partners. That makes material-flow data one of the most difficult parts of our environmental footprint to capture consistently: materials can be purchased, combined and processed by different parties at different stages of a project.

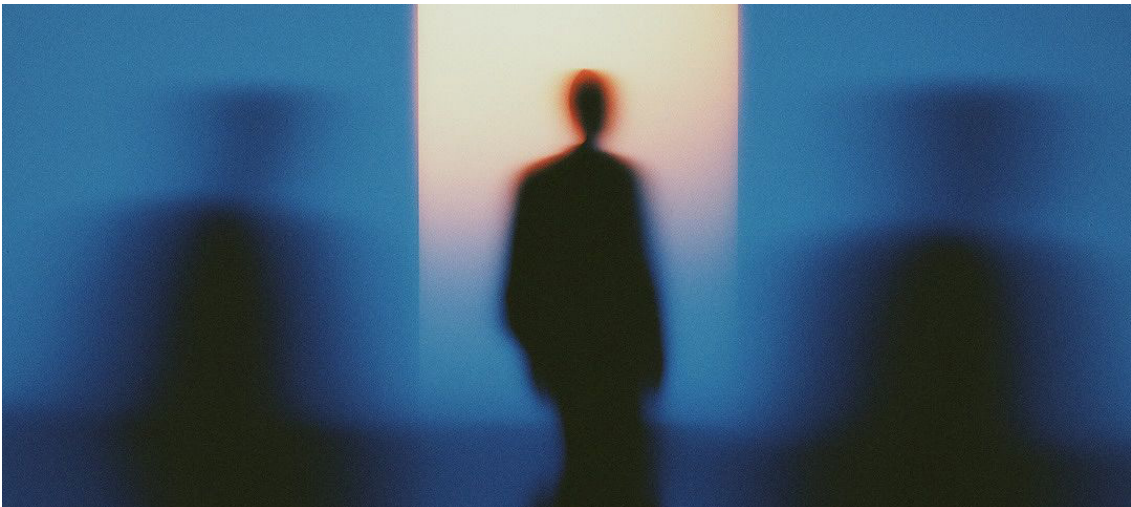
For 2025, usable supplier coverage remained below 50%, while Tchai requires at least 70% coverage before publishing figures or drawing conclusions.

We have therefore removed the material-inflow totals and category analysis from this report rather than presenting an incomplete picture as fact.

Until coverage reaches the 70% reporting threshold and the information is sufficiently consistent, Tchai will not publish a 2025 material baseline or make quantitative year-on-year reduction claims.

The change behind the data

For now, the most important result is not a number but a change in how the number will be created: from fragmented information collected afterwards to reliable data that can guide decisions while projects are still being designed and produced.



C3

Turning baselines into long term climate action.

GHG reduction and climate transition
(Comprehensive Module)

Three-year position
Tchai now has comparable Scope 1 and location-based Scope 2 data for 2023, 2024 and 2025. The proposed base year is 2023, with combined emissions of 213 tCO₂e. Emissions increased to 224 tCO₂e in 2024 and then decreased to 218 tCO₂e in 2025. The latest movement is in the right direction, but the three-year picture still shows emissions 2.3% above the proposed base year.

Market-based Scope 2 emissions have remained zero since 2023 because purchased electricity is covered by applicable renewable-electricity contractual instruments and supporting evidence. Location-based Scope 2 emissions are reported separately and decreased to 44 tCO₂e in 2025, from 49 tCO₂e in both 2023 and 2024.

2030 ambition
The internal 2030 ambition is to reduce absolute Scope 1 plus location-based Scope 2 emissions by 50% from the 2023 base year, from 213 to no more than 106.5 tCO₂e.

The ambition is more demanding than the minimum 4.2% linear annual reduction commonly used by SBTi for a cross-sector 1.5C near-term pathway. However, ambition and performance are not the same: Tchai's target has not been validated by SBTi, and the 2025 result is not on the indicative pathway to 2030.



GHG emission reduction targets

Scope	Main actions	Target Year	Target Value	Base Year	Base Value	Notes
Scope 1 + Scope 2 (combined)	Fleet electrification; energy efficiency; renewable electricity; operational reduction program	2030	50% absolute; ≤106.5 tCO ₂ e	2023	213 tCO ₂ e	Coverage: 100% of the reported Scope 1 and location based Scope 2 inventory. Internal, 1.5°C informed ambition; not SBTi validated. The 2025 result is off the indicative pathway.
Scope 2 (market based)	Maintain 100% renewable electricity	2023 onwards	0 tCO ₂ e market based	2023	0 tCO ₂ e	Zero supported by renewable electricity contractual evidence.
Scope 2 (self-generation)	Increase on-site solar use	2030	Proposed 25% of reported electricity	2025	21.7% of reported electricity; 4.3% of total energy	Internal operational target; confirm technical feasibility.
Scope 3 Materials	Lower carbon materials; recycled content	2030	Provisional 30% intensity reduction	TBD	Baseline pending	Approx. 70% supplier coverage; not SBTi validated.
Scope 3 Logistics	Logistics optimization	2030	Provisional 10% reduction	TBD	Baseline pending	Confirm after validated logistics baseline.
Scope 3 Full value chain	Expand supplier GHG data	2026 to 2027	TBD after baseline	2026	TBD	Long term target follows validated Scope 3 baseline.

Understanding market-based vs location based emissions

For Scope 2, Tchai reports both market-based and location-based emissions. These are two different lenses on the same question, and both matter.

Market-based emissions reflect the electricity contracts and contractual instruments we actively choose. Because Tchai’s purchased electricity is covered by applicable renewable-electricity contractual instruments and supporting evidence, market-based Scope 2 emissions are zero. Location-based emissions use the average Dutch grid mix regardless of those purchasing choices. These remain above zero because the national grid still includes fossil-based sources.

Reporting both figures is intentional. It allows us to demonstrate the direct effect of our purchasing decisions while honestly acknowledging the broader energy system we operate within. As the Dutch grid continues its transition toward clean energy, the gap between these two numbers will narrow over



Climate Change Targets

Our climate ambition is science-informed and designed to become measurable across all scopes. The strongest commitments are those with a defined base year, boundary and target value. Where Scope 3 baselines are not yet complete, targets remain provisional and are presented as direction rather than achieved alignment. Specific targets are:

Reduce absolute Scope 1 plus location-based Scope 2 emissions by 50% by 2030 from the proposed 2023 base year, from 213 tCO2e to no more than 106.5 tCO2e. The 2025 result of 218 tCO2e is not on track and means a further 51.1% reduction is required over the remaining five years.

Maintain 100% renewable purchased electricity annually, keeping market-based Scope 2 emissions at zero while continuing to report location-based Scope 2 emissions transparently

Increase the share of reported electricity consumption supplied by on-site solar from 21.7% in 2025 toward a proposed 25% by 2030, subject to technical feasibility and consistent annual measurement

Retain the provisional ambition to reduce raw-material carbon intensity by 30% by 2030, but confirm the base year and methodology after supplier coverage and material emission factors are sufficiently complete.

Retain the provisional ambition to reduce logistics emissions by 10% by 2030, subject to a validated activity-data and emissions baseline.

Target status

These are internal climate targets informed by SBTi principles; they are not SBTi-approved or validated.

The Scope 1 and Scope 2 ambition now has one proposed base year and an explicit absolute target value.

The Scope 3 materials and logistics targets remain provisional until their baselines, boundaries and emission factors are complete. Progress should be reported annually on a like-for-like basis, including an explicit statement of whether performance is on or off the target pathway.

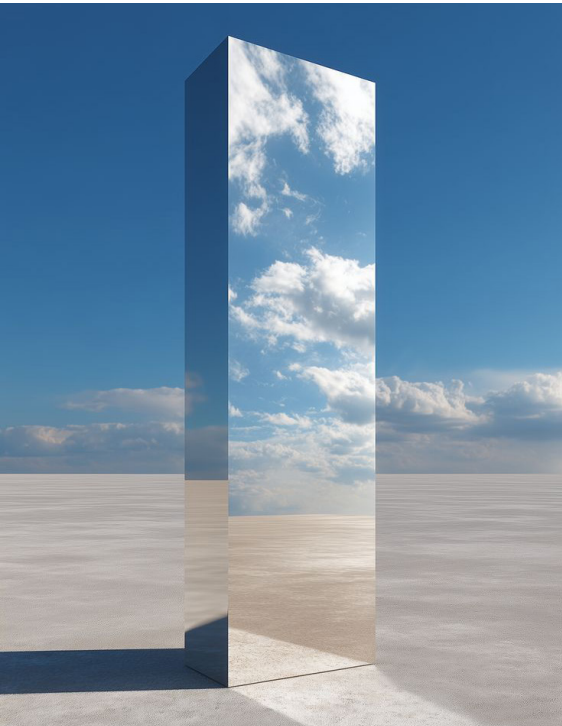
SBTi Alignment

Tchai uses SBTi principles as a reference for target design but has not submitted a target for validation and must not describe the current target as SBTi-approved.

The 50% ambition is strong on paper; validation would also require a quality-controlled GHG inventory, defined organisational and operational boundaries, consistent base-year and recalculation methods, sufficient forward-looking ambition, and credible implementation measures.

What happens next
The distinction is important: a target can be science-informed without yet being a validated science-based target.

Tchai’s immediate priorities are to accelerate absolute Scope 1 reductions, maintain 100% renewable purchased electricity, complete the material Scope 3 baselines and translate the 2030 ambition into annual milestones. Once that evidence base is complete, Tchai can assess the appropriate SBTi validation route.



Transition-plan status
Tchai has not yet adopted a formal climate transition plan. The building blocks are present, but the 2025 trajectory shows why they now need to become one operational roadmap. The plan should connect each target to measures, timing, ownership, investment and an annual emissions budget, and will include:

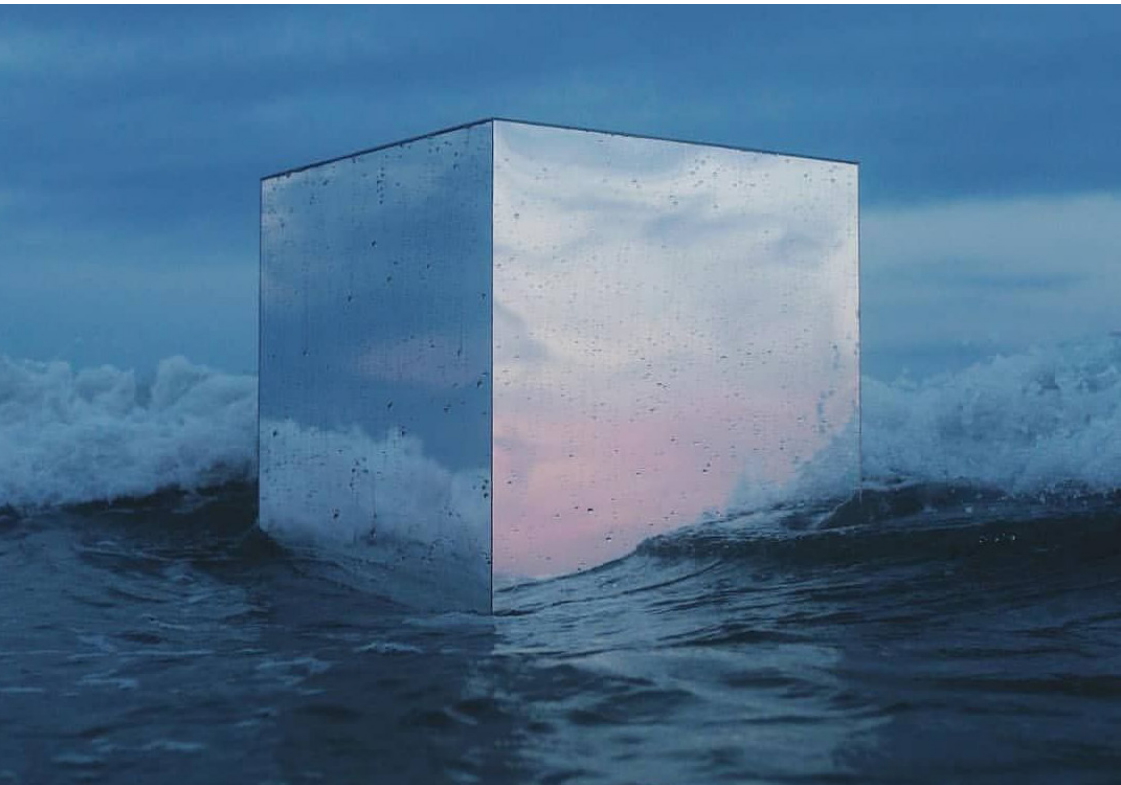
Defined reduction pathways for Scope 1, Scope 2, and Scope 3

Expected investments to meet our 2030 goals

Milestones and responsibilities across teams

Supplier ESG data integration, including circularity, material, and logistics improvements

From target to action
A complete and credible transition plan requires a fuller Scope 3 baseline, but action on Scope 1 and Scope 2 does not need to wait. The plan should be formally adopted in 2026, with annual milestones that show whether fleet electrification, energy efficiency and supplier engagement are closing the current gap to 2030.



C4

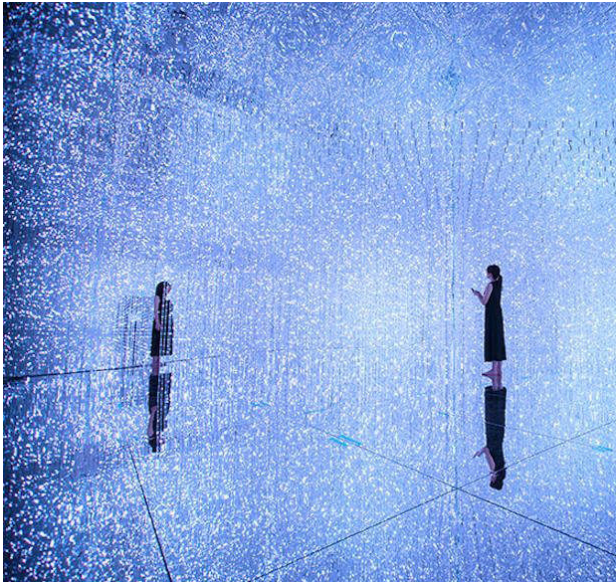
Understanding where Climate Change intersects with our work.

Climate Risks (Comprehensive Module))

Climate awareness at Tchai starts with clarity. During our 2024 Double Materiality Assessment, we examined how climate change could influence our work today, in the near term, and further into the future. Because we design and deliver tailored, project-based solutions, we rely on resilient supplier relationships and stable operations.

Understanding how environmental and regulatory shifts could affect material availability, energy costs, delivery timelines, and ultimately our financial stability is essential.

Using CSRD-aligned methodology and our ESG reporting platform, we assessed climate-related risks and opportunities across our value chain. Each risk was evaluated on two dimensions:



Likelihood
How probable is it that this risk will occur?

Magnitude/Severity
What financial impact could it have?

These two factors produce a combined score from 1.0 to 5.0, where higher scores indicate risks requiring closer attention. Each risk is also assessed across time horizon (short, medium, long term), trend direction (increasing, stable, decreasing), and financial dimensions (impact on performance, cash flow, cost of capital, and access to finance).

For a full overview of IROs, scoring methodology, and the narrative behind each assessment, please refer to our Double Materiality Assessment Report (2024).



How to read this table

Each risk below combines a short description with a combined score reflecting probability and financial impact. Physical risks stem from climate change itself; transitional risks relate to regulation, market shifts, and stakeholder expectations.

Identified climate related risks:

Risk Name	Risk Description	Type	Score	Time Horizon	Trend	Financial Aspect
Resource Scarcity	Availability of key raw materials may fluctuate due to environmental and geopolitical pressures, increasing material costs.	Physical	3.6 (Significant) Severity: 4 (High, 5–8% of total revenue) Likelihood: 4 (Likely, 61–80%)	Medium term (1–5 years)	Increasing	Cost of capital, financial position
Energy Price Volatility	Market instability and climate policy shifts may lead to unpredictable energy price fluctuations.	Transitional	1.8 (Minimal) Severity: 2 (Low) Likelihood: 4 (Likely)	Medium term (1–5 years)	Increasing	Cost of capital
Carbon Pricing	Carbon pricing and regulatory updates across the supply chain could increase operational costs.	Transitional	2.1 (Important) Severity: 3 (Moderate) Likelihood: 2 (Unlikely)	Short term (<1 year)	Increasing	Financial performance
Supply Chain Disruptions	Extreme weather events could affect supplier operations, lead times, and material availability.	Physical	1.4 (Minimal) Severity: 2 (Low) Likelihood: 2 (Unlikely)	Medium term (1–5 years)	Increasing	Cost of capital, financial performance
Increased Cooling Costs	Rising temperatures may require additional cooling measures, affecting comfort and productivity during peak periods.	Transitional	1.8 (Minimal) Severity: 2 (Low) Likelihood: 4 (Likely)	Short term (<1 year)	Increasing	Cost of capital, financial performance
Reputational Risk	Falling behind client expectations or sustainability norms could affect trust and attractiveness.	Transitional	1.4 (Minimal) Severity: 2 (Low) Likelihood: 2 (Unlikely)	Short term (<1 year)	Increasing	Financial position, financial performance
Increased Regulatory Costs	Emerging environmental regulations may require new investments or changes in operations.	Transitional	1.8 (Minimal) Severity: 2 (Low) Likelihood: 4 (Likely)	Short term (<1 year)	Increasing	Financial position, financial performance

Climate Risks

Summary Snapshot

The table below complements the detailed assessment above and shows where each risk currently sits across our business.

The overall picture remains one of low to medium exposure, but the direction matters: all seven risks are assessed as increasing.

For Tchai, climate risk is rarely abstract. It can arrive as a supplier unable to deliver after extreme weather, a material that suddenly costs more, a warmer warehouse that affects comfort and productivity, or a client asking for evidence that is not yet available.

Resource scarcity has the highest detailed score and deserves particular attention because material availability and price directly affect design choices, project margins and delivery reliability.

Tchai is strengthening the organizational ownership of these risks. A Supply Chain Manager has been appointed to start in early 2026 and will work closely with the Sustainability Integrator on supplier resilience, material availability, traceability and environmental data. This creates a clearer connection between sustainability priorities and day-to-day purchasing and project decisions.

Tchai has undertaken practical measures that reduce its exposure to the identified climate risks. Renewable electricity purchasing and on-site solar generation reduce exposure to the electricity mix and support energy resilience. Supplier engagement, material traceability, lower-carbon material choices and lighter design address resource scarcity and upstream carbon-cost pressure. EcoVadis, the ESG reporting platform, Scope 3 baseline development and Product Passport work strengthen the evidence available for client and regulatory questions. These measures demonstrate that climate responses are already embedded in purchasing, design, energy and reporting decisions.

The 2026 transition plan will bring these measures together per material risk, with a responsible function, next action, deadline and review indicator, including a specific response for cooling and heat-related productivity.

Change in practice

The snake does not shed its skin all at once. Neither do we. Planet is one of Tchai’s hardest areas of change, and much of the work reaches beyond our walls. We will not get every step right, but we will keep moving.

Risk Area	Assessment Summary	Status
Resource scarcity	Rising material prices linked to environmental stress and supply constraints.	Significant (score 3.6)
Energy price volatility	Policy driven fluctuations impacting energy related operational costs.	Minimal (score 1.8)
Carbon pricing across supply chain	Potential cost increases as regulations evolve, especially upstream.	Important (score 2.1)
Supply chain disruptions (physical risk)	Climate related events affecting supplier operations and logistics.	Minimal (score 1.4)
Cooling costs & productivity impacts	Higher temperatures increasing facility cooling needs and affecting colleague wellbeing.	Minimal (score 1.8)
Reputational risk	Stakeholder expectations around climate action and transparency.	Minimal (score 1.4)
Regulatory pressure	Anticipated compliance requirements and higher reporting expectations.	Minimal (score 1.8)

A Footprint You Can Picture

Numbers such as MWh, cubic metres and tonnes are hard to picture. So here they are in everyday terms: a van, a socket, a rooftop, a row of water bottles, a bin and a forest.

From abstract numbers to things you can picture

I. Scopes without the Jargon

01 IN PLAIN ENGLISH — Scopes separate what a company owns, the energy it buys and the value chain it relies on.

Burning fuel in company-owned equipment creates Scope 1. Generating the energy a company buys creates Scope 2. Everything else in its value chain is Scope 3.

AT TCHAI Fuel burned in owned vans: Scope 1. Electricity for the building and EV charging: Scope 2. Materials, supplier transport, business travel and waste treatment: Scope 3.
GHG Protocol; Tchai Change Report, 2025

II. Tchai in Everyday Scale

02 AT TCHAI — 198 MWh is about 81 Dutch households' annual electricity use.

Of that electricity, 43 MWh came straight from Tchai's solar panels — enough for the annual electricity use of about 18 Dutch households.
Milieu Centraal, 2026; Tchai Change Report, 2025

03 AT TCHAI — 729 m³ is roughly a year of water for seven Dutch households.

This is total site water: shared across a busy office, workshop and production environment for toilets, taps, cleaning and day-to-day activities.

PICTURE IT — About 2,000 one-litre bottles a day across the whole site — not one tap left running.
Statistics Netherlands (CBS), 2023; Tchai Change Report, 2025

04 AT TCHAI — 150,201 kg of waste weighs as much as a year of household waste from about 335 people. About 49,000 kg went to recycling or reuse: one kilogram out of every three. The household comparison is about weight only — production waste is very different.
Statistics Netherlands (CBS), 2026; Renewi; Tchai Change Report, 2025

III. A Household Footprint

05 NETHERLANDS — The average Dutch household leaves a 16,500 kg CO₂ footprint each year.

It would take about 825 trees growing for a full year to store that amount — roughly 3.3 hectares of forest.

PICTURE IT — One household. One year. A small forest growing for that same year.
Milieu Centraal, 2026

IV. Where Daily Life Adds Up

06 HOUSEHOLD — Most of that footprint hides in four ordinary parts of life.

Transport is 20%, home energy 17%, food and drink 16%, and flying 15%. Together, they create 68 out of every 100 kg.

THE SURPRISE Food and flying together account for almost one third of the average household footprint.
Milieu Centraal, 2026

07 FOOD & TRAVEL — A cow is not a chicken — and a plane is not a train.

Per kilogram, beef steak creates 31.3 kg CO₂e, chicken fillet 10.9 kg and cooked chickpeas 3.7 kg. For two people travelling to Berlin, flying creates about 450 kg CO₂; train or bus about 50 kg.
Voedingscentrum / RIVM StatLine, 2019; Milieu Centraal, 2026

Sources: GHG Protocol; Milieu Centraal; Statistics Netherlands (CBS); Voedingscentrum / RIVM; Renewi; Tchai 2025 Change Report, Chapter 4 — Planet. Comparisons are illustrative.

For our Planet pillar, we created tools that reveal our impact, and an initiative that takes those insights a step further by giving back where it matters, together with clients and partners



The Woods

A forest with roots in our work, and in our future. With our updated Product Passport, clients can still see the full environmental impact of each solution, from build to beyond. What’s new is how we show it: in trees, a clear, relatable way to visualize a footprint.

But we want to go one step further. Not just show the number but give back.

Together with our clients and our manufacturing partners, we plant trees, a collective effort to restore nature. We reforest where much of our wood is crafted, a place we know by heart. Planting is done with care, guided by local rangers.

We call it The Woods, a nod to wood, and to our own family’s fourth generation, one rooted in the earth, the other in our future. It’s not just an idea, but a real forest. Something you can walk through, touch, and watch grow. The trees we plant won’t stand still forever; some may one day become wood again. It’s not permanence we plant, but purpose.



The Product Passport

The Tchai Product Passport gives a clear view of a product’s environmental performance, including CO₂e, water, recycled content, renewability, and recyclability.

We base the Passport on independent Life Cycle Assessment (LCA) principles, following standards such as ISO 14067 and the GHG Protocol. These analyses shape the final result you see in the Passport, but they also guide us much earlier.

During the design phase, we use LCAs to see impact before a product exists, allowing us to adjust materials, weight, and construction where it makes sense. This makes sustainability a practical part of development, not an afterthought.

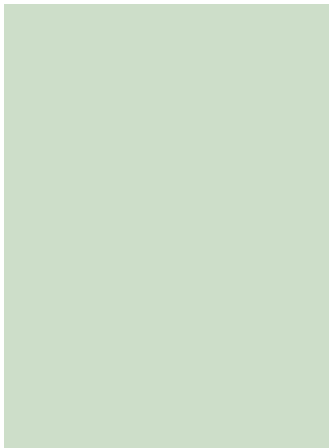
The Product Passport brings these insights together in a transparent and accessible way. When shared with clients and suppliers, it supports informed decisions and strengthens sustainability as a shared effort, aligned, collaborative, and grounded in real data.

PEOPLE

People in Change is about
how change is experienced
— by the people we work
with, and how we support
them to feel safe, valued,
and able to grow.

“People are not resources. They are the reason.”

Chapter five.



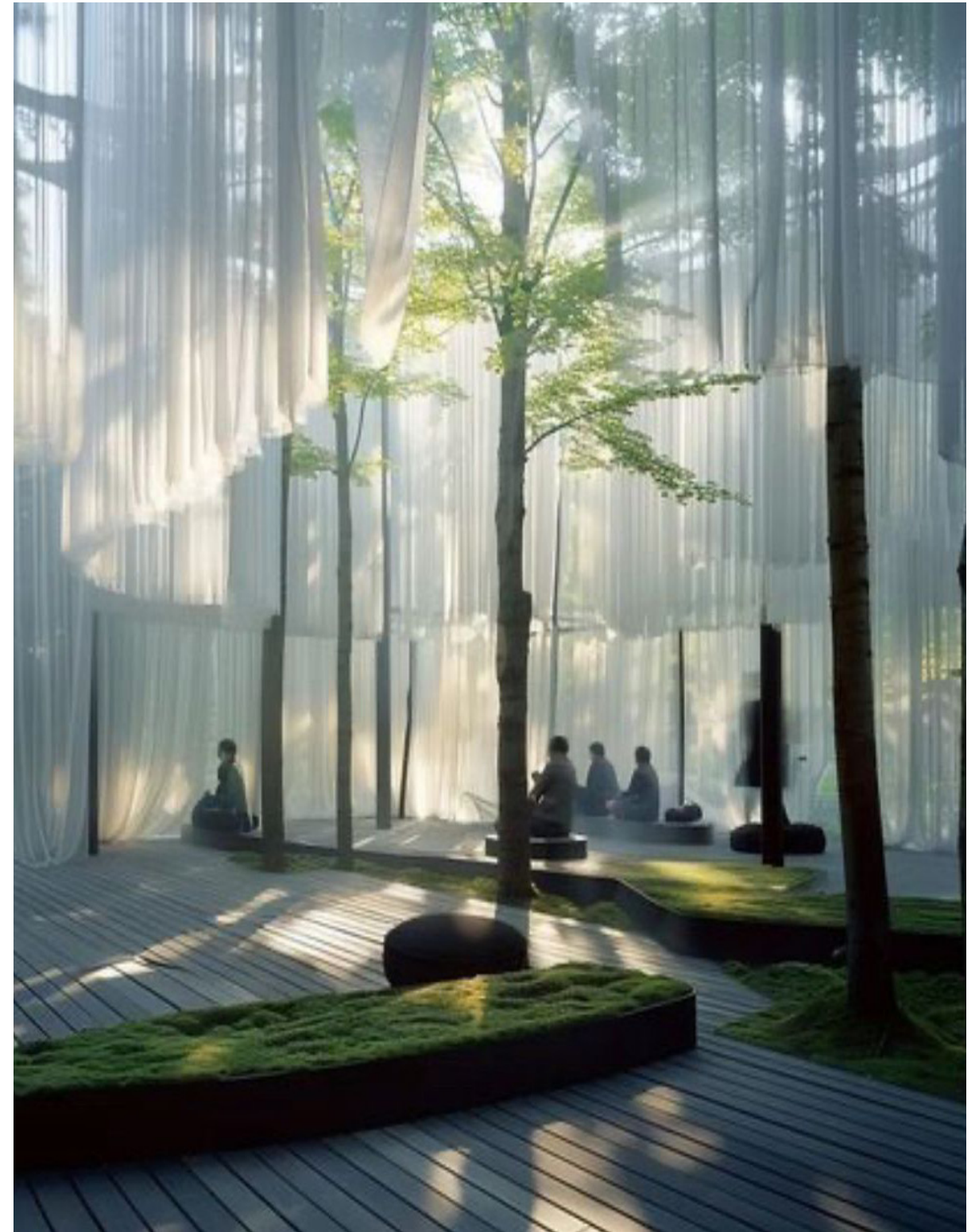
People

C2	Transition Work for the People Pillar (Comprehensive Module)	C5	Additional Workforce Characteristics (Comprehensive Module)
B8	Own Workforce - General Characteristics (Basic Module)	C6	Additional Own Workforce Information – Human Rights Policies and Processes (Comprehensive Module)
B9	Own Workforce - Health and Safety (Basic Module)		
B10	Own Workforce - Remuneration, Collective Bargaining & Training (Basic Module)	C7	Severe Negative Human Rights Incidents (Comprehensive Module)

Change does not happen in systems or strategies. It happens in people, in the moment someone decides to do something differently, in a conversation that shifts a perspective, in a team that chooses to take ownership rather than wait for direction.

In an ESG context, People means everyone touched by what we do, our colleagues, our partners, our suppliers, the communities around us. It means asking not just whether people are safe and fairly treated, but whether they are growing. Whether they feel the work is worth doing.

Last year we described who our people are. This year we look at how they are moving, and what we are doing to support that.





S1

Juggling Commitments, Walking the T-Track and Ensuring Wellness.

Work-Life Balance (S1), Training & Skills Development (S1) and Health and Safety (S1)

The three S1 themes identified through our Double Materiality Assessment for People are Work-Life Balance, Training and Skills Development, and Health and Safety. We renamed them Juggling Commitments, Walking the T-Track, and Ensuring Wellness, because names should reflect how things actually feel, not just what they measure.

At Tchai, people shape the way we work, not the other way around. Our Human Rights Policy, Code of Conduct, and Guide for Collaborators form a foundation built on dignity, fairness, and mutual respect. We work in self-managing teams where collaboration, autonomy, and honest communication are not nice-to-haves; they are how things get done. Every person has a voice, and every voice contributes to how we learn, grow, and move forward together. This approach supports well-being and long-term development at the same time. A culture that is open and supportive does not happen by accident. It is built, day by day, through the choices we make about how we treat each other.

C2

Transition Work for the People Pillar

(Comprehensive Module)

Existing Practices and Policies

We ensure a safe, supportive, and empowering workplace through practices that are embedded in daily life, not written only in policy documents:

A respectful and inclusive working environment for everyone

Full compliance with Dutch national labor laws and EU workplace standards

Zero tolerance for discrimination, harassment, or unfair treatment of any kind

Self-managing teams guided by the principles of the Guide for Collaborators, which fosters open dialogue and shared accountability

Confidential grievance and whistleblowing channels so that concerns can be raised safely

Health and Safety onboarding for all colleagues, covering emergency procedures and ergonomic awareness

Periodic updates and awareness sessions on relevant Health and Safety topics as needed

Ergonomic workplace design and flexible working arrangements that support both physical and mental well-being

T-Track, our internal development framework, through which each colleague sets goals, reflects on progress, and identifies learning needs. It enables regular one-on-one feedback moments, access to coaching when relevant, and records growth milestones, training participation, and well-being indicators over time

Developed public numerical KPIs, such as diversity ratios or minimum training hours, as our reporting matures

A baseline survey on physical and mental safety within our own workforce, conducted in 2025 to understand where support is most needed

Targeted improvements introduced in 2025 based on the survey results, reinforcing well-being and safety in practice



Future Initiatives and Targets

- Under For the People, we are continuing to strengthen well-being, balance, and development through:
- Enhancing work-life balance through structured team sessions and honest conversation
- Expanding access to role-specific training, coaching, workshops, and well-being support
- Continuing to use the T-Track system to monitor development and refine qualitative indicators over time
- Beginning to develop public numerical KPIs, such as diversity ratios or minimum training hours, as our reporting matures
- 2026: Targeted improvements introduced in 2025 based on the survey results, reinforcing well-being and safety in practice and evaluating the results of those improvements and adjusting our approach based on what we learn

Senior-Level Accountability

- HR and Sustainability oversees this topic, with strategic direction and oversight from Team Purple.
- Sources:
- Human Rights Policy, Tchai Code of Conduct, T-Track Guide, Guide for Collaborators, Health and Safety Policy



S2
Harmonizing the Chain.

Workers in the Value Chain (S2)

For People, our Double Materiality Assessment identified one S2 theme: Workers in the Value Chain. In Tchai terms, we call it Harmonizing the Chain, a name that says something about how we actually approach this work.

Tchai works closely with a trusted network of suppliers, most of whom operate within the European Union. This means they are already working under EU labor legislation and national laws that protect workers from high-risk practices. Over the years, these relationships have grown into long-term partnerships built on trust, integrity, and shared values.

Our approach in the value chain reflects the spirit of this report: awareness, transparency, and collaboration. We do not monitor from a distance. We engage, listen, and work together. Many of our partners have been with Tchai for years and genuinely feel like part of an extended team.



Existing Practices and Policies

We support ethical and responsible supply chain practices through:

The Supply Chain Code of Conduct (SCCoC), which sets out expectations on legal compliance, safe working conditions, non-discrimination, and ethical behavior across supplier operations.

When a supplier does not meet these expectations, Tchai applies a clear action-and-timeline framework: issues are classified, improvement steps are defined together, and follow-up deadlines are agreed. Depending on severity, this ranges from immediate corrective action to a structured improvement plan. Persistent non-compliance triggers escalation, including potential reconsideration of the partnership, though such cases are extremely rare given the depth of relationships we maintain

Alignment with international frameworks, including ILO conventions and the Universal Declaration of Human Rights, as reference standards for the SCCoC

Supplier self-assessments and inspections, including both announced and unannounced visits where relevant

Transparency on working conditions: suppliers are asked whether they have policies and procedures in place for wages, working hours, grievance processes, and worker safety

Direct, relationship-based collaboration, supported by the fact that most of our main suppliers operate under EU laborstandards

Deeper sustainability dialogues initiated in 2024, with the Sustainability Team visiting key suppliers to understand current practices, uncover strengths, and explore opportunities for joint improvement



A commitment to support improvement rather than enforce compliance in isolation, reflecting our belief in conscious partnership

The visual Supplier Checklist, rolled out in 2025 for Tchai colleagues,including project managers and engineers, to use during supplier visits, supporting consistent observations and deeper conversations

Future Initiatives and Targets

Under Harmonizing the Chain, we are advancing responsibility and transparency in the value chain through:

Introducing the sustainability-focused supplier rating system in 2026, mapping the maturity level of each strategic supplier and identifying shared development paths

Introducing the 360° Audit process, carried out by the Sustainability Team and supported by Team Purple, as an annual review including supplier self-assessments across environmental, social, and ethical topics, building on the onboarding sustainability assessments already in place, with the full process being finalized and tested in 2026

Using dialogue-based assessments to open deeper conversations on sustainability ambitions, material choices, and long-term collaboration opportunities

Strengthening traceability and transparency on materials, sourcing, and environmental practices, as anchored in the SCCoC, work that began in 2025 and continues through 2026

Senior-Level Accountability

The Sustainability Team leads this topic, supported by Procurement and relevant project teams. Strategic direction is provided by Team Purple.

Sources:
Tchai Supply Chain Code of Conduct, Tchai Code of Conduct, Human Rights Policy, Material Standard Policy





B8

Working together
in a straightforward,
human way.

Own Workforce – General Characteristics (Basic
Module) including C5 – Additional Workforce
Characteristics (Comprehensive Module)

This section combines the disclosures for B8 and C5. Tchai does not have additional workforce characteristics beyond those already required under B8, and so both disclosures are presented together in one integrated overview of our workforce structure, composition, and developments across 2023, 2024, and 2025.

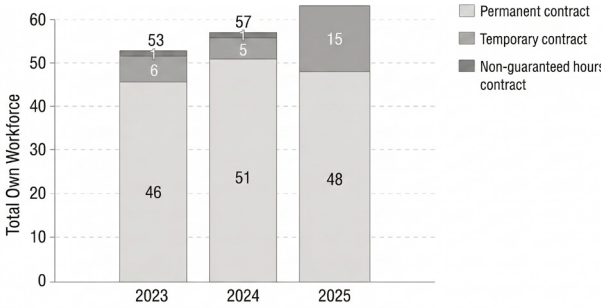
People are central to how Tchai operates. Our workforce structure is built around clarity, shared responsibility, and short communication lines. Contract types have remained consistent, and the stability of our team reflects the kind of environment we have built, one where people stay, grow, and contribute over time.



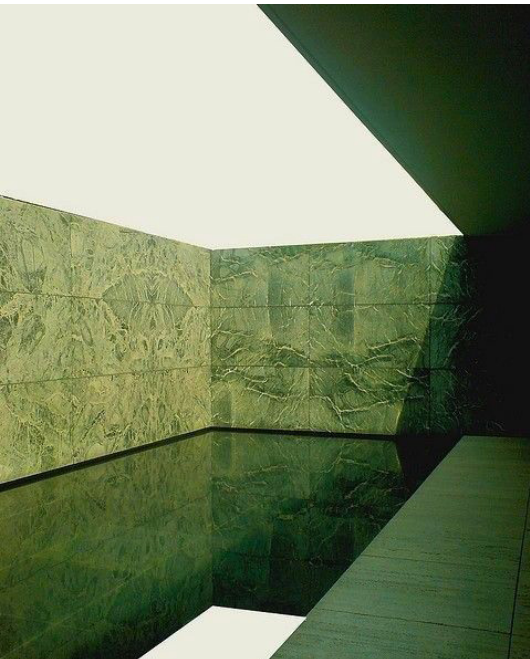
Own Workforce – General Characteristics (2023–2025)

The section below outlines the composition of Tchai’s workforce over 2023, 2024, and 2025, followed by tables that present the key indicators in a structured and comparable way.

Employees by Contract Type



To support clarity within the VSME framework: a permanent contract is an open-ended employment agreement without time limitation. A temporary contract is a fixed-term agreement linked to a specific period or project. A non-guaranteed hours contract is one where working hours vary depending on availability and operational needs.



Between 2023 and 2025, our workforce grew from 53 to 63 people. Permanent contracts rose from 46 to 51 in 2024, reflecting a deliberate preference for stability, before settling at 48 in 2025. As a share of the total workforce, permanent contracts moved from 87% in 2023, to 89% in 2024, to 76% in 2025, as temporary contracts increased from 5 to 15 to support a busier project pipeline. Permanent employment remains our default relationship with our people, and we will keep an eye on this ratio as we move into 2026.

Turnover Rate 2023, 2024

Metric	2023	2024	2025
Employees at the beginning of the year	54	53	58
Employees who left during the year	7	4	8
Employees at the end of the year	53	57	63
Turnover rate (%)	13.0%	7.6%	13.8%

Turnover moved in two directions across the three years: from 13.0% in 2023, down to 7.6% in 2024, then back up to 13.8% in 2025. In 2023, seven colleagues left a team of 54; in 2024, only four left even as the team grew by four net new members, pointing to a settling, more stable team. In 2025, eight colleagues left a team that had grown to 58 at the start of the year, bringing turnover back to roughly where it stood in 2023. Growth years bring more movement, new colleagues finding their footing and roles evolving, and that shows up in the numbers. We are looking closely at what sits behind this year’s departures, so that our growth stays sustainable rather than costly in continuity and knowledge.

Gender Distribution 2023, 2024

Gender	2023	2024	2025
Male	35	39	45
Female	18	18	18
Other	0	0	0
Not reported	0	0	0
Total own workforce	53	57	63

Female representation has held steady at 18 colleagues across all three years, even as the overall workforce grew from 53 to 63. That means the proportion of women has continued to shift, from 34% in 2023, to 32% in 2024, to 29% in 2025, as the male workforce expanded from 35 to 45. Our workforce remains predominantly male, a pattern common in our sector, and one we are conscious of as we grow. Every role at Tchai is shaped by equal opportunity, transparent pay, and an inclusive way of working. That does not change with the numbers, but the numbers do tell us where to pay closer attention as we plan our hiring for 2026.



Joiners and Leavers by Gender

In 2024, six male colleagues joined and two left, a net growth of four, while female joiners and leavers were balanced at two each, keeping female headcount stable. In 2025, nine male colleagues joined against four leavers, and four female colleagues joined against four leavers, again holding female headcount steady at 18. Across all three years the pattern repeats: growth has come almost entirely through male hires, while the size of the female team has not moved. It is a picture of overall growth with stability at the edges, more people joining than leaving, and one part of the

Metric	2023	2024	2025
Male joiners	3	6	9
Male leavers	4	2	4
Female joiners	3	2	4
Female leavers	3	2	4



B9

Safety is part of how we look after each other every day.

B9 – Own Workforce – Health and Safety (Basic Module)

Tchai operates primarily in office, showroom, warehouse, and project-coordination environments. Our activities carry low inherent health and safety risk. Preventive measures are maintained through regular safety briefings, ergonomic support, and on-site checks at supplier facilities and installation locations.

In 2025, we conducted a dedicated baseline survey on physical and mental safety across our own workforce. The findings shaped a set of targeted improvements, introduced later in the year, giving us a clearer, more honest picture of where support is needed. This was not a box-ticking exercise; it was the start of a more structured and responsive approach to keeping our people well, one we will keep evaluating and building on in 2026.

Health and Safety Indicators

Indicator	2024	2025
Number of recordable work-related accidents in the reporting period	1	0
Number of hours worked by one full-time employee in the reporting period	40 hours	40 hours
Total number of hours worked in the reporting period	120,640 hours	120,667 hours
Rate of recordable work-related accidents	8.28 per 1,000,000 hours worked	0 per 1,000,000 hours worked
Number of recordable work-related ill health	1	0
Number of recordable work-related ill health cases	1	0

In 2024, one recordable work-related accident and one case of work-related ill health were recorded, giving an accident rate of 8.28 per 1,000,000 hours worked, low by industry standards and reflective of the nature of our primary activities. Both cases were handled with appropriate care and follow-up. In 2025, we recorded zero recordable accidents and zero cases of work-related ill health. This is the outcome we have been working toward, not because zero is a reporting ambition, but because every person who works here deserves to go home well. We take it as encouragement to keep our preventive measures in place, not as a reason to relax them.



B10

Fairness and clarity guide how we grow and work together.

Own Workforce – Remuneration, Collective Bargaining & Training (Basic Module)

Remuneration

At Tchai, fairness in pay is non-negotiable. Every colleague receives compensation that meets or exceeds national minimum wage requirements. Our pay practices are consistent: colleagues in comparable roles are paid equally, regardless of gender.

We keep our approach transparent. Through the T-Track, each colleague can clearly view their own role profile, development path, and compensation progression. Personal pay data of others stays private, but the structure and expectations are open, consistent, and easy to understand. This creates the kind of clarity that builds trust over time.

Remuneration Indicators

Indicator	2024	2025
Average gross hourly pay – Male (EUR)	€ 23.88	€ 24.96
Average gross hourly pay – Female (EUR)	€ 24.41	€ 25.32
Employees paid minimum wage	Yes	Yes
Gender pay gap	2.2%	1.4%



In 2024, average gross hourly pay was €23.88 for male colleagues and €24.41 for female colleagues, meaning female colleagues earned slightly more on average. In 2025, pay grew for both groups, to €24.96 for male colleagues and €25.32 for female colleagues, and the gap between them narrowed further, from 2.2% to 1.4%. This reflects minor role-mix differences rather than structural inequality, and the continued narrowing is a good sign as our workforce evolves. These figures confirm a pay structure that is transparent, equitable, and consistent with the way Tchai works.

Collective Bargaining

We respect the legal right to freedom of association and the right of team members to join or engage with trade unions or representative organizations, without restriction or retaliation.

Given Tchai’s size and self-managing structure, there is no formal collective bargaining agreement (CAO) in place, nor is a works council legally required. Our internal frameworks, the Human Rights Policy, Code of Conduct, and Guide for Collaborators, ensure that concerns can be raised openly and safely, with privacy and data protection fully

While no formal CAO applies, the foundations for safe, fair, and transparent dialogue are firmly embedded in how we work. The absence of a formal structure does not mean the absence of care.

Collective Bargaining Indicators

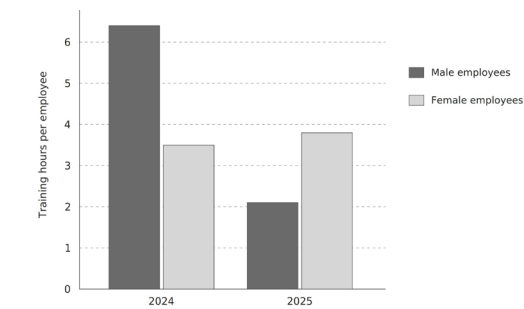
Indicator	2024	2025
Number of employees covered by collective bargaining agreements	0	0
Percentage of employees covered by collective bargaining agreements	0%	0%

Training

Tchai invests in skills development in a way that fits how we actually work: practical, tailored, and connected to real responsibilities. Training follows project needs, sustainability ambitions, and the growth path each person is shaping through their T-Track.

This includes on-the-job learning with senior colleagues, external training in design, safety, and sustainability, and role-specific coaching as responsibilities expand. Because teams manage themselves, learning is not scheduled once a year; it happens continuously, driven by curiosity, ownership, and shared accountability.

Traning hours by Gender



In 2024, male colleagues averaged 6.4 training hours and female colleagues 3.5, a difference that partly reflected the type of training undertaken and the project roles involved.

In 2025, the picture shifted: male colleagues averaged 2.1 training hours while female colleagues averaged 3.8, meaning female colleagues received more training time on average than their male colleagues that year.

With more structured tracking now in place through the T-Track, we have a clearer, more comparable picture across the organization, and we will use this data to keep access to development equitable for everyone as the numbers continue to move year on year.

More than 70% of colleagues took part in a development conversation in 2025. This figure reflects conversations held according to each colleague’s own needs and pace, rather than a fixed annual review cycle.

Team Purple and Team Orange (HR) speak with every colleague, but at Tchai these conversations are deliberately less formal and are not treated as standard annual evaluations. Through the T-Track, colleagues can indicate when they are ready for a conversation and what support they need.

This trust-based approach gives people room to shape their own development and has already contributed to initiatives such as the Accelerate programme and the creation of new internal roles.



C6

Working together with clarity and consistency.

Additional Own Workforce Information – Human Rights Policies and Processes (Comprehensive Module)

Respect for people is not a policy position at Tchai. It is a way of working. Our Human Rights Policy, Code of Conduct, and Guide for Collaborators apply to every team member and set clear expectations for behavior, safety, communication, and integrity. These documents translate our values into everyday actions.

This section covers areas required by VSME/ESRS standards and highlights the human rights topics most relevant to our organization. Even though the inherent risk in our industry and geographic context is low, we include these topics because transparency and responsible governance matter, and because our standards must apply consistently, regardless of risk level.

Our policies cover the following essential areas:

Child Labor

Strictly prohibited. The minimum age of employment at Tchai is aligned with ILO standards and Dutch labor law. Our operations are in the Netherlands and Europe, where child labour risks are extremely low. We still formalize this in policy because external standards require it, and because clarity matters for all collaborators and partners.

Forced Labor and Modern Slavery

Not tolerated under any circumstance. Tchai does not operate in high-risk regions or sectors, but we maintain this commitment as part of responsible practice at every level of our supply chain.

Discrimination and Harassment

Zero tolerance. We are committed to inclusion, equal opportunity, and a respectful working environment for every person at Tchai, without exception.

Freedom, Dignity, and Personal Rights

We respect the legal right to freedom of association and the possibility for colleagues to join or engage with trade unions or representative organizations, without restriction or retaliation. Given our size, there is no formal CAO in place, nor is a works council legally required. Our internal frameworks ensure that concerns, questions, and suggestions can be raised

Grievance and Concern-Raising Mechanisms

Clear and confidential channels exist for raising concerns: HR, Team Purple, or a dedicated external and internal whistleblowing channel. Team members may report concerns anonymously. Reports are handled confidentially by HR and Team Purple, with Sustainability involved when relevant. A strict zero-retaliation principle applies: no one will face negative consequences for raising a concern in good faith.

Human Trafficking

Explicitly prohibited. Intrinsic risk is low given our business model and supply chain, but the expectation is clear for all partners, and it is required under ESRS standards.

Health and Safety

We maintain safe and healthy working conditions through preventive measures, onboarding training, ergonomic support, regular warehouse walk-throughs, and early reporting of risks. Safety is embedded in how we look after each other.

C7

A steady approach
should a concern ever
surface.

Severe Negative Human Rights Incidents
(Comprehensive Module)

As required under the VSME reporting standards, Tchai discloses any incidents of severe human rights violations and explains the procedures in place should such a case arise. Transparency here is part of staying accountable, even in a low-risk context.

During the 2025 reporting period, no severe human rights incidents were identified within Tchai’s own workforce. Our Human Rights Policy, Code of Conduct, and Whistleblower Policy provide a clear and structured response framework should an incident ever occur. Concerns can be raised confidentially via HR, Team Purple, or the anonymous whistleblowing channel.

All reports are handled with strict confidentiality, a zero-retaliation commitment, and a genuine obligation to investigate and remediate.

Across our value chain, including suppliers and partners, no confirmed incidents of severe human rights violations were reported to Tchai in the period. Our industry and geographical sourcing present low inherent risk, but our Supply Chain Code of Conduct sets clear expectations and defines a structured escalation pathway. If a credible case were to arise, suppliers would be required to engage in immediate corrective action. Depending on severity, this may escalate through our “Act Now” response or result in “Zero Tolerance” and potential termination of the relationship.

In all cases, Tchai commits to transparent handling, cooperation with relevant stakeholders, and remediation where appropriate. These are not contingency measures. They are part of how we take responsibility seriously.

Together, these disclosures reflect how human rights, safety, and equality are woven into the way Tchai works. While our risk profile is low, our standards remain high. As our reporting continues to mature, we will keep strengthening transparency, monitoring, and dialogue , so that our way of working stays fair, safe, and aligned with the people who shape Tchai every day.



Normal Isn't the Same as Fair

A lot of what shows up in our own People data — no gender pay gap, a stable team, zero accidents — looks unremarkable on the page. It isn't. Around the world, and often closer to home than we'd like, the things we treat as a baseline are still the exception. These are some of the numbers behind that.

World · Europe · the Netherlands · Tchai

I. Pay and Reward

01 WORLD — Women earn 78 cents for every euro men earn.

Looking at total annual labour income worldwide, not just hourly wages, women collectively take home only about 78% of what men do. Fewer women in paid work, and fewer paid hours once they're in it, explain most of the gap.
ILO, 2025

02 EUROPE — Women in the EU are paid 11.1% less per hour than men.

That's the official, EU-wide unadjusted gender pay gap — and it's been falling only slowly, down from 16.2% in 2011.

AT TCHAI No gap, the other way around. In 2025, women at Tchai earned €25.32 per hour on average, €0.36 more than men's €24.96. This reflects differences in the mix of roles, not unequal pay for comparable work. Our T-Track role framework keeps role profiles and pay structures transparent and helps us identify and prevent unjustified pay differences.
Eurostat, 2024

03 NETHERLANDS — Dutch women's average annual pay is 32% lower than men's.

That number looks alarming, but almost all of it comes down to hours, not rates: correct for full-time versus part-time work and the hourly pay gap drops to 10.5%. Still real, just a different story.
CBS (Statistics Netherlands), 2024

II. Time and Balance

04 NETHERLANDS — Nearly 6 in 10 working Dutch women work part-time.

No country among the world's wealthiest economies comes close. Dutch women work part-time at roughly three times the average rate seen across those economies, and the gap between Dutch men's and women's working hours has barely moved in thirty years.
OECD, 2024

05 NETHERLANDS — Almost 4 in 10 workers in the Netherlands work part-time — full stop.

Not just women: the Dutch part-time rate for all workers is the highest in Europe, ahead of Switzerland, Austria and Germany.
Eurostat, 2025

06 WORLD — Women work 6.5 fewer paid hours per week than men, worldwide.

That gap has stayed almost exactly the same since 2005. It's one of the quiet, structural reasons the overall income gap between men and women is so much wider than the hourly pay gap alone.
ILO, 2025

07 ICELAND (FUN FACT) — Iceland trialed a 4-day workweek. It worked so well, 9 in 10 workers now have it.

Between 2015 and 2019, 2,500 Icelandic workers moved to 35–36 hour weeks with no pay cut. Productivity held steady or improved. By 2019, unions had negotiated the same deal for close to 90% of the country's entire workforce.
Autonomy Institute; Iceland Association for Sustainability and Democracy

08 NETHERLANDS (FUN FACT) — The Dutch have an official word for Friday-afternoon office drinks: vrijmibo.

Short for 'vrijdagmiddagborrel'. It's practically a workplace institution — informal, unscheduled, and often where the best ideas of the week actually get discussed.
Dutch workplace tradition

III. Care and Ageing

09 WORLD — Women do at least 2.5 times more unpaid care work than men.

Household tasks, childcare, elder care — everywhere in the world, this imbalance holds, regardless of how many hours women also spend in paid work.
United Nations, 2025

10 WORLD — Nearly 65% of pensionless retirees, globally, are women.

A lifetime of lower pay, fewer hours and career breaks for care work adds up — and shows up hardest at the very end of working life.
United Nations, 2025

11 WORLD — Almost 3 million people die every year from work-related accidents and disease.

That's roughly 8,000 people, every single day, worldwide — most from work-related illness rather than accidents.
ILO

12 EUROPE — The EU recorded 3,347 fatal workplace accidents in a single year.

Even in a region with some of the world's strongest workplace-safety regulation, this is not a solved problem.

AT TCHAI Zero. In 2025, Tchai recorded zero recordable accidents and zero cases of work-related ill health, down from one of each in 2024.
Eurostat, 2021

V. Rights and Protection

13 WORLD — 2 billion people — 58% of the world's workforce — work informally.

No contract, no social protection, no safety net if they get sick, get injured, or lose the work entirely. It's the single largest form of labour insecurity on the planet, and it's more common than having a formal job.
ILO, 2024

14 WORLD — 138 million children are still in child labour.

54 million of them are in hazardous work that directly endangers their health, safety or development. The number has fallen by more than 20 million since 2020 — real progress, still far from done.
ILO & UNICEF, 2024

15 WORLD — 27.6 million people are trapped in forced labour alone.

That's more people than live in the entire Netherlands.
ILO, 2021

16 EUROPE / US — Two-thirds of EU employees are covered by a collective agreement. In the US, it's fewer than 1 in 5.

How much say workers have over their own pay and conditions still depends enormously on where in the world they happen to work.
OECD, 2024

17 WORLD — The US is the only major developed economy with no national paid maternity leave law.

Most of the world's wealthiest economies guarantee close to four months of paid leave for new mothers. The US guarantees zero, by federal law.
OECD; Pew Research Center

VI. Growth and Development

18 WORLD — Employees used 64 hours of formal training last year, on average.

But by most estimates, around 70% of what people actually learn for their jobs happens on the job, not in a classroom or a course. Formal training matters — but it's only ever part of the picture.

AT TCHAI Not just hours logged. Our T-Track framework treats every 1:1, coaching moment and feedback conversation as real development, not only time spent in formal courses.
Statista; workplace learning research

Sources: International Labour Organization (ILO), UNICEF, United Nations, OECD, Eurostat, Statistics Netherlands (CBS), Statista, Autonomy Institute, Pew Research Center. Tchai figures from the 2025 Change Report, Chapter 5 — People.

V0

Voices from Tchai

Company Culture (G1)

We asked colleagues across Tchai two questions. No rehearsed answers — simply what happens when you ask people directly. These are some of the responses that stood out.

Integrity

“What I mainly see is that sustainability has gained a much more prominent place within Tchai in recent years. It now comes up much more often in both internal and external discussions, and perhaps, in the future, it will become the number one requirement.”

(Casper)

“We analyse the actual footprint of every project. There are two areas of attention: the internal and the external things we do. In my view, we are on the right track.”

(Ed)

“Clients find it very interesting when I present sustainability, or when I challenge them with the idea that what they are proposing may not actually be sustainable. You notice that they appreciate us guiding them; it gives clients a sense of confidence.”

(Bas Jan)

“Especially in the beginning, I sometimes felt that sustainability was mainly something we wanted to communicate externally. Now I feel that the communication is better balanced; it feels less like marketing and more like something based on concrete results and facts.”

(Nikki)

“I can see that the power of repetition and awareness is beginning to work. The topic is gaining more traction, and a fertile foundation is slowly being created on which to develop it further. At the same time, I sometimes find myself wondering: what exactly are our real sustainability pillars?”

(Niels)



People

“I also consider access to a therapist a sustainable choice; it has personally given me a great deal. Together with the yoga and bootcamp sessions, it contributes to a different kind of sustainability.”

(Michel)

“If I understand it correctly, People is also part of ESG, and that is something I have seen for longer than just the past two years: Tchai offers support and creates space for people who need it, whether mentally or physically. We also developed a display for De Bonte Koe that is easy to recycle in its entirety. A good example of sustainable design, construction and production.”

(Dave)

“When I look at assembly over the past two years, very little has actually changed. We have been separating waste and reusing materials for years. What I do see is that more structure and better planning have an impact on quality, and on people’s motivation to work together to create something great. Enjoying your work is extremely important.”

(Annemieke)

Planet

“For our client Looplab, expanded PVC was chosen, approximately the least sustainable form you can use. My alternative proposal, five cents more expensive and less than €200 in total for the entire order, was still rejected. What I miss there is the ability to introduce this as a condition rather than as a proposal.”

(Thijs)

“By stacking products more efficiently, using sustainable packaging materials and choosing standard dimensions, you can directly reduce material use, loading metres and CO₂ emissions.”

(Harold)

“You notice that sustainability is a must in every project, from consolidated transport movements to displays that we are still updating after four or five years instead of replacing.”

(Silvano)

“Greater awareness among many people, especially around packaging materials and handling in production and the warehouse. At the same time, I have not yet seen much use of alternative materials in projects; from the client side, the costs are often too high in relation to the product. For me, it is therefore still more of a ‘tool’ than a reality and part of everyday practice.”

(Fred)

“Team Yellow is actively working to separate and correctly dispose of waste materials from projects, and reusing furniture is a good way to keep materials in use for longer. When it comes to transport, I personally notice little impact on my own work so far, although I do believe this will become more of a norm in the coming years, with alternative fuels and electric vehicles.”

(Rene)

“It pains me when I see the amount of material that is repeatedly thrown away and destroyed: dummies, mats, modules. This is how we earn our living, and precisely for that reason we have a responsibility to handle it properly.”

(Miguel)

“Changes I have seen include the transition from fuel-powered cars to electric vehicles, and from gas heating to electric heating through heat pumps. Sustainability is also increasingly becoming a permanent part of business operations rather than a separate project.”

(Annette)



Under our People pillar, we back an initiative that strengthens community and opens doors for others, which is why we proudly support KLABU.



Supporting refugees through the power of sport. Klabu builds clubhouses where refugees can find relief, pride, happiness, and connection through sport; no matter their circumstances. We don't just believe in Klabu's mission; we share their unbeatable spirit.

That is why we collaborate with them in the way we know best: by designing and building spaces that bring their vision to life.

Klabu

The sports club
changing the playing
field for refugees.

<https://klabu.org>



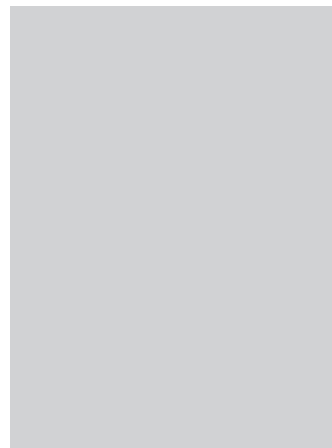
From creating their Amsterdam clubhouse and retail store to transforming shipping containers into mobile clubhouses, our partnership grows step by step.

The third Klabu container left our warehouse in December 2025 and is expected to travel to Mexico soon. During 2026, we will continue converting additional containers.

STUDENTS GO FORWARD

“Not because we
had to. Because we
felt ready.”

Chapter six.



Ecovadis

A Mirror and a Milestone

In the last quarter of 2025, we made a decision. For years, sustainability at Tchai had been driven from the inside. By values. By instinct. By a genuine belief that how you work matters as much as what you produce. We had been building, quietly, intentionally, without external validation as the goal.

But there comes a point where building from the inside is not enough on its own. You need someone to hold up a mirror. Not to tell you that you look good. But to show you what is actually there. We had been doing the work. We believed in it.

But believing in your own work and having it verified by something that does not know your story, does not feel your culture, and does not give points for good intentions, that is a different thing entirely. We felt ready for that. Not perfect. Ready. And so we chose EcoVadis.

Two Frameworks, One Honest Picture

This report is structured around the VSME framework. EcoVadis is something different, and it is worth explaining why both matter and what makes them distinct.





VSME

VSME is a reporting framework. It asks: what are you doing, and can you be transparent about it? It defines which topics to report on, environment, social, governance, and which data points to disclose. There are no scores. No level. No pass or fail. The value of VSME is transparency. You report what is true. You show where you are. You make that visible to anyone who wants to understand your sustainability position. It is a structured way of telling your story honestly, without judgment.

EcoVadis

EcoVadis is a rating platform. It asks a harder question: how well are you actually doing, compared to others in your industry? It scores companies across four categories, Environment, Labor and Human Rights, Ethics, and Sustainable Procurement, based entirely on documented evidence. Policies, measures, certifications, and quantitative reporting. And crucially, it is sector and industry specific. Your score is not measured against every company in the world. It is measured against companies in your industry, your geography, and your size. That specificity is what makes it valuable. And what makes it confronting.

For Tchai, seeing our score within the context of our own sector was one of the most significant moments of 2025. It answered a question we had been quietly carrying for a while: are we actually on the right track, or are we just doing what feels right and calling it progress? The answer, with all its nuances, is that we are further along than many. And we know exactly where we need to go next.

EcoVadis is also increasingly recognized across our industry. For certain brands and retail partners, a minimum EcoVadis level is becoming a requirement, a threshold for entering or maintaining a supplier relationship.

That commercial reality is part of why the rating matters to us. Not the reason we pursue sustainability. But as confirmation that the work we are doing is recognized in the language our clients and partners actually use.

December 2025: The Result

Tchai received the EcoVadis Silver Medal. Overall score: 74 out of 100. Percentile: 90th. Top 15% of companies assessed by EcoVadis worldwide. Top 10% benchmark within our sector. We are proud of this. Genuinely, deeply proud. And we are not done.



Environment — 83/100

This is our strongest area. And it reflects years of intentional work that did not start with a framework or a score. It started with a conviction.

Our Environmental Policy scored a perfect 100. Recognized for exceptional policy coverage, quantitative targets on energy and GHGs, and policy on waste. Our measures scored 75, renewable energy purchasing, employee training on climate action, lighting efficiency improvements, waste reduction through material reuse and process optimization. All recognized.

The gaps are also real. No formal endorsement of external environmental initiatives. No environmental certification. Scope 3 reporting still incomplete at the time of assessment. On Scope 3 specifically, we want to be clear about where we are. Last year, in the Conscious Report, we published our first materials and procurement overview. This year we expanded that coverage. Next year we will expand further. Each year, we add categories, improve data quality, and work more closely with suppliers to build a fuller picture of our value chain emissions. This is not a gap we are sitting with. It is a gap we are closing, deliberately and year by year, until our Scope 3 story is as complete and honest as the rest of our reporting.

Sustainable Procurement — 74/100

Measures: Perfect 100. Again. On-site supplier audits. Social and environmental clauses in contracts. Supplier assessments and risk assessments. Our Supply Chain Code of Conduct: comprehensive, active, and used. This is an area where Tchai has invested real energy over recent years, and EcoVadis reflects that. The gaps come from reporting. Scope 3 upstream emissions not yet fully covered. External assurance is not yet in place. Both connected to the same multi-year work already underway.

Labor and Human Rights — 76/100

Our measures here scored a perfect 100. Every action EcoVadis looks for, grievance mechanisms, flexible working, health and safety risk assessments, emergency action plans, skills development, performance reviews, career conversations, psychological wellbeing support, family friendly programmes, Tchai has them. All of them. This is not a coincidence. It is the result of years of choosing to build a workplace where people actually want to be.

What scored lower was our policy layer, 50 out of 100, primarily because we have not yet set quantitative targets on labor and human rights issues.

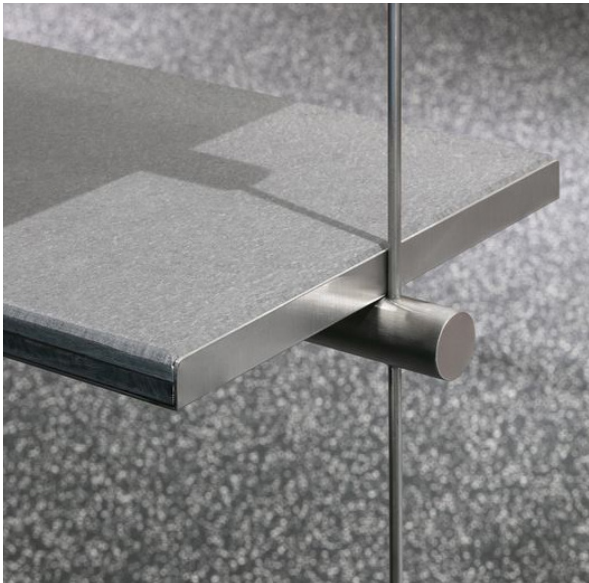
The work is already there, and many of these targets exist in practice, but they are not yet formally documented or structured in line with EcoVadis requirements. Translating this into clear, measurable indicators is the next step, and one we are actively building.

Ethics — 58/100

This is our lowest score. And we are not going to explain it away. Two high priority improvement areas: no documented corruption risk assessments, and no documented information security risk assessments. Let us be honest. Corruption is not something that keeps us up at night at Tchai. We are a design and retail experience company based in the Netherlands, working with European partners, run by people who genuinely care about doing things right. The risk is low. We know that.

But EcoVadis does not work on risk perception. It works on evidence. And if you cannot show the document; the assessment, the record, the dated proof that something was reviewed and addressed, it does not count. That is where we fell short. Not in value. In paper.

And that distinction matters, because it points to something deeper.



What the Scorecard Actually Shows

EcoVadis assesses four categories. Here is what each one tells us: the good, the real, and the honest.

The Self Management Gap

When Tchai moved to self-managing teams, something important happened. Responsibility moved closer to the work. Ownership increased. Trust replaced hierarchy. The organization became faster, more human, more connected. People stopped waiting for permission and started making decisions. It was, and still is, one of the best things about working here. But something else happened at the same time. Documentation decreased.

Not because things stopped being done. But because in a self-managing culture, the unspoken assumption is often: if it happened, we all know it happened. You trust people. You trust the process. You stop writing it down. For a while, that felt like freedom. And in many ways, it was.



But external frameworks do not run on trust. They run on evidence. And when you cannot point to a file, a record, a dated document that proves something occurred, as far as the assessment is concerned, it did not occur.

This is one of the rawest tensions we encountered in 2025. The very culture that makes Tchai a good place to work, the autonomy, the trust, the shared responsibility, created gaps in the evidence trail that frameworks like EcoVadis require. Health and safety briefings that happen but are not recorded. Anti-corruption standards that are lived but not documented. Information security practices that exist in how people work, but not in a policy file anyone can point to.

We used to document more. Before the self-managing structure, there was more formal reporting, more benchmarking, and more paper. When we let go of the old structure, we let go of some of that too. It felt right at the time. It was the right move for where we were going.

But now we are growing. And as we grow, we see where the absence of documentation creates friction, not just for external assessments, but internally too. For new team members, trying to understand how things work. For partners trying to understand what we stand for. For ourselves, trying to track whether things are actually improving. So, we are rebuilding. Not going back to what was. Building something new that fits who we are now.

That process is already underway.

We are formalizing our anti-corruption and anti-bribery framework with documented risk assessments, making our standards explicit, visible, and verifiable. We are building information security documentation that reflects what we already do in practice and makes it provable. We are strengthening health and safety documentation at team level, ensuring that what happens is consistently recorded.

Some of this happened during 2025. Some are still taking shape. We are not going to put precise dates on all of it, because rebuilding documentation culture in a self-managing organization is not a project. It is a shift in habit. And habits take time. What we can say with certainty is that the direction is clear. The work is real. And we are not waiting for the next assessment to make it happen.

Silver Is Not the Destination

Reaching the 90th percentile in our first full EcoVadis assessment means a lot to us. It means the work was real. That the choices we made, on materials, on people, on suppliers, on transparency, were not just felt internally but recognized externally by a methodology that did not know our story and did not give us credit for trying. That matters. But the score is a moment. A photograph of where you were, what you could prove, on a specific day. And photographs do not move. We do.

The goal for 2026 is Gold. Not for the badge. For what reaching Gold would require us to do, close the Ethics gaps, expand Scope 3 coverage, build documented targets across all four pillars, match the trust we place in our people with the evidence that shows it to the world. Gold would mean that the mirror shows what we already know is there.



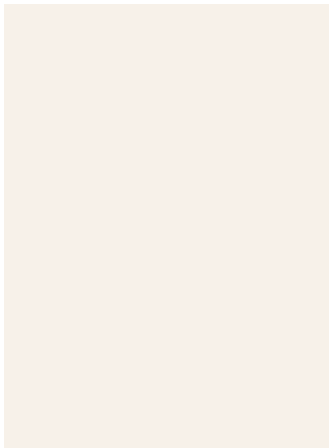
We are working on it. Step by step. Team by team.

Just like everything else at Tchai. Because this is what the Change Report is about. Not where we arrived. Where we are going. And the EcoVadis scorecard, honest, external, industry-specific, sometimes uncomfortable, is exactly the kind of mirror a company that wants to keep growing needs to look into.

We looked. We are still looking. And we will keep looking until what we see matches what we know we can become.

CONCLUSION

Chapter seven.



Conclusion

Conclusion

Closing Message from our
Sustainability Integrator

Appendix:

DMA Report
Scope 2 (Market-based)
Certificate

All references policies:

Code of Conduct
Supply Chain Code of Conduct
Health and Safety Policy
Human Rights Policy
Environmental Policy
Material Standard Policy

“Perhaps that is the quiet beauty of change. It rarely asks us to become someone else. Instead, it invites us to become a little more of who we already aspire to be.”

Change has a curious way of unfolding.

A Message from our Sustainability Integrator

When you're in the middle of it, it often feels slow. Sometimes even invisible. You wonder whether all the conversations, the questions, and the extra effort are really making a difference. Then, almost without noticing, you look around and realize the landscape has quietly shifted.

2025 feels like exactly that kind of year.

Not because everything suddenly changed overnight, but because our groundwork began to bear fruit in everyday decisions. We embraced sustainability not only to strengthen our impact, but also as a way to shape how we think, collaborate, and create together.

At the same time, change never comes from within alone.

The world around us changed rapidly throughout 2025. Priorities shifted. In many places, environmental ambitions were questioned, while social challenges became increasingly visible. Around the world, people and nature often seemed to pay the highest price. Climate change was no longer something we only read about. We could increasingly see and feel its effects in everyday life.

It would have been easy to become discouraged.

Instead, this year reminded us why our own course matters.

At Tchai, we cannot influence the direction of the world. We can, however, choose how we respond to it. Sometimes that means adapting. Sometimes it means moving faster. Sometimes it means waiting. But it should never mean letting go of the values that define who we are.

That is where good governance truly proves its value.

Not by telling people exactly what to do, but by creating enough clarity that everyone understands the direction. And enough trust that every team can find its own way of getting there. That balance between freedom and shared purpose is what allows change to keep moving, even when the world around us doesn't.

Perhaps that is what makes 2025 even more remarkable. It was Tchai's strongest year yet.

A year of exceptional growth, inspiring collaborations and ambitious projects. A year that showed what is possible when talented people move in the same direction.

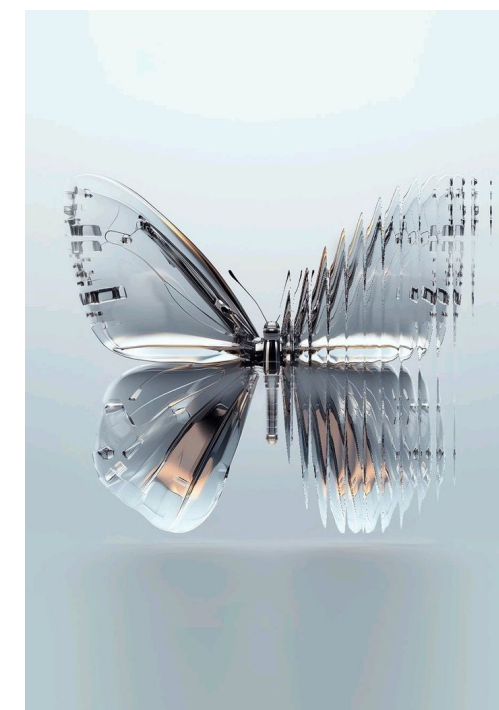
Yet success brings its own paradox.

When business is thriving, there is little urgency to rethink what already seems to be working. There is little time to pause, reflect, or improve. Today's opportunities naturally ask for today's attention.

Even in a year like this, Tchai's strategic team continued to make space for long-term thinking. Not because change was urgent, but because it mattered. Meaningful change rarely begins with pressure. More often, it begins with the quiet decision to keep moving in the direction that reflects your values.

2025 was the year many of the seeds we planted together over the past years truly began to sprout.

Some are even beginning to bloom.



None of those flowers bloom because of one person. They are nurtured by many hands, many perspectives, and countless everyday choices made by people across Tchai.

Publishing Tchai's first ESG Report. Achieving our EcoVadis Silver rating. Seeing sustainability become part of everyday conversations instead of a separate topic. Watching colleagues ask different questions. Seeing designers place sustainability alongside creativity from the beginning of a project.

Those moments meant more than individual achievements. They showed that sustainability is gradually becoming part of Tchai's culture rather than its agenda.

Perhaps that is the quiet beauty of change. It rarely asks us to become someone else. Instead, it invites us to become a little more of who we already aspire to be. The snake teaches us that growth often requires shedding what no longer fits. Not to become someone different, but to make space for what comes next.

Perhaps change was never meant to be the destination.

Perhaps it was always the bridge between becoming conscious of what matters and putting those values into motion.

As we step into the Year of the Fire Horse, the invitation changes once again.

The Year of the Fire Horse reminds us that change is never meant to stand still.

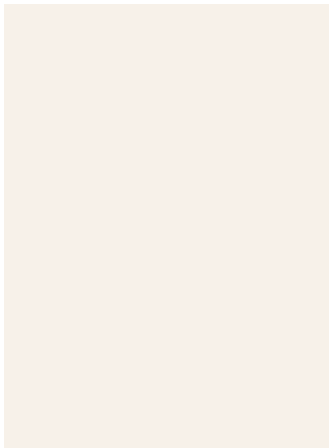
It is meant to keep moving.

In Motion.

Jill

Sustainability Integrator

Chapter seven.



Final

EcoVadis

DMA Report

Scope 2 (Market-based)
Certificate

All references policies:

- Code of Conduct
- Supply Chain Code of Conduct
- Health and Safety Policy
- Human Rights Policy
- Environmental Policy
- Material Standard Policy

Appendix

Previous sustainability report

The Conscious Report, covering 2024, is available at:
www.tchai.nl/sustainability

DMA Report

Download our DMA Report and most up-to-date company policies from our website:
www.tchai.nl/sustainability

Scope 2 (Market-based) Certificate:

The 2025 renewable-electricity certificate supporting Tchai’s market-based Scope 2 reporting is included in the following slide.

All references policies:

- Tchai Code of Conduct
- Tchai Supply Chain Code of Conduct
- Tchai Health and Safety policy
- Tchai Human Rights policy
- Tchai Environmental policy
- Tchai Material Standard policy

Tchai international
www.tchai.nl
+31 180 484 444

Ecovadis

EcoVadis Silver: Milestone

In November 2023, we made a conscious decision to embed sustainability into the way we work, not as a claim, but as a commitment to learn, measure, and improve. In December 2025, Tchai received the EcoVadis Silver Medal with a score of 74 out of 100. This placed Tchai in the 90th percentile, among the top 15% of companies assessed worldwide and within the top 10% benchmark of our sector.

EcoVadis is a globally recognized sustainability rating platform that assesses companies on environmental impact, labor and human rights, ethics, and sustainable procurement.





Vattenfall verklaart dat de elektriciteit die Tchai International BV afneemt door duurzame bronnen is opgewekt. De Garanties van Oorsprong worden namens de eindgebruiker afgeboekt op de VertiCer accounts van Vattenfall Energy Trading NL.

Frank Meens
Directeur Zakelijke Markt

Tchai International BV



Contractkenmerk:	U23.124288-E
Volume:	155.217 kWh
Startdatum:	1 januari 2025
Einddatum:	31 december 2025
Bron:	Wind
Herkomst:	Nederland

