

DOUGLAS AG, DÜSSELDORF

BALANCE SHEET AS AT 30 SEPTEMBER 2025

Assets

		30.09.2025	30.09.2024
		TEUR	TEUR
A	Non-current assets		
	I. Property, plant and equipment		
	Other equipment, operating and office equipment	14.5	10.5
	II. Financial assets		
	1 Shares in affiliated companies	2,319,057.8	2,319,057.8
	2 Loans to affiliated companies	1,000,000.0	1,250,000.0
		3,319,057.8	3,569,057.8
		3,319,072.3	3,569,068.3
B.	Current assets		
	I. Receivables and other assets		
	Other assets	6,449.2	46,843.8
	– with a remaining term of more than one year €0 thousand (previous year: €0 thousand)		
	II. Cash in banks		
	Bank balances	28.3	0
		6,477.4	46,843.8
C.	Prepaid expenses	8,673.0	13,925.8
		3,334,222.8	3,629,837.9

DOUGLAS AG, DÜSSELDORF

BALANCE SHEET AS AT 30 SEPTEMBER 2025

Equity and Liabilities

		30.09.2025	30.09.2024
		TEUR	TEUR
A.	Equity		
I.	Subscribed capital	107,692.3	107,692.3
II.	Capital reserve	2,202,311.5	2,214,084.4
III	Retained earnings/accumulated losses	0.0	0.0
		2,310,003.8	2,321,776.7
B.	Provisions		
1.	Tax provisions	1,985.6	1,545.6
2.	Other provisions	3,509.9	6,061.8
		5,495.5	7,607.4
C.	Liabilities		
1.	Liabilities to banks	1,010,107.3	1,288,240.6
	– with a remaining term of up to one year €10,107.3 thousand (previous year: €38,240.6 thousand)		
	– with a remaining term of 1 to 5 years €988,000.0 thousand (previous year: €1,250,000.0 thousand)		
	– with a remaining term of more than 5 years €12,000.0 thousand (previous year: €0.0 thousand)		
2.	Liabilities to affiliated companies	8,104.4	11,890.5
	– with a remaining term of up to one year €8,104.4 thousand (previous year: €11,890.5 thousand)		
3.	Trade payables	342.5	182.0
	– with a remaining term of up to one year €342.5 thousand (previous year: €182.0 thousand)		
4.	Other liabilities	169.2	140.7
	– with a remaining term of up to one year €169.2 thousand (previous year: €140.7 thousand)		
	of which from taxes €169.2 thousand (previous year: €140.5 thousand)		
		1,018,723.4	1,300,453.8
		3,334,222.8	3,629,837.9

DOUGLAS AG, DÜSSELDORF

PROFIT AND LOSS STATEMENT FOR THE PERIOD FROM 1 OCTOBER 2024
TO 30 SEPTEMBER 2025

		1 October 2024 – 30 September 2025	1 October 2023 – 30 September 2024
		TEUR	TEUR
1.	Revenue	3,380.9	3,509.0
2.	Other operating income	1,294.7	2,973.7
3.	Personnel expenses:		
a)	Wages and salaries	-6,619.3	-6,803.3
b)	Social security contributions and pension expenses		
	and support	-557.4	-323.0
	of which for pensions €0.8 thousand (previous year: €0.6 thousand)		
4.	Depreciation of intangible assets		
	fixed assets and property, plant and equipment	-7.9	-7.5
5.	Other operating expenses	-4,636.4	-40,871.1
6.	Income from loans from financial assets	60,389.0	38,978.3
	of which from affiliated companies €60,389.0 thousand (previous year: €38,978.3 thousand)		
7.	Other interest and similar income	331.9	1,614.1
	of which from affiliated companies €320.8 thousand (previous year: €253.7 thousand)		
8.	Expenses from loss absorption	-178.3	0.0
9.	Interest and similar expenses	-64,729.7	-48,612.2
	of which to affiliated companies €265.1 thousand (previous year: €6,453.6 thousand)		
10.	Income Taxes	-440.0	0.0
11.	Profit after tax	-11,772.5	-49,542.0
12.	Other taxes	-0.4	0.0
13.	Net loss for the year	-11,772.9	-49,542.0
14.	Loss carried forward from previous year	0.0	-25,623.3
15.	Withdrawals from capital the reserve	11,772.9	75,165.3
16.	Retained earnings / accumulated losses	0.0	0.0

Douglas AG, Düsseldorf

Notes for the financial year 2024/2025

I. GENERAL INFORMATION ON THE ANNUAL FINANCIAL STATEMENTS AND ACCOUNTING AND VALUATION METHODS

1. General

Douglas AG (the "Company") has its registered office in Düsseldorf and is registered in the commercial register at Düsseldorf Local Court under HRB 103560.

The Company's annual financial statements were prepared in accordance with the provisions of the German Commercial Code (HGB) and the German Stock Corporation Act (AktG) applicable to large corporations.

The Company is a large corporation within the meaning of Section 267 (3) sentence 2 HGB.

The financial year of Douglas AG begins on 1 October of each calendar year and ends on 30 September of the following calendar year.

The figures in the balance sheet and profit and loss account are uniformly stated in thousands of euros (TEUR). The amounts in the annual financial statements are rounded in accordance with commercial practice. Rounding may therefore result in minor differences, and it is also possible that individual figures may not add up exactly to the stated total.

2. Accounting and valuation methods

The annual financial statements include all assets, liabilities, prepaid expenses and deferred income, special items, expenses and income, unless otherwise required by law.

Items on the asset side have not been offset against liabilities, nor have expenses been offset against income, unless this is expressly required by the provisions of Section 246 of the German Commercial Code (HGB).

The values stated in the opening balance sheet for the financial year correspond to those in the closing balance sheet for the previous financial year. Assets and liabilities were valued individually. The valuation was based on the assumption that the company would continue as a going concern.

The valuation has been carried out prudently, namely all foreseeable risks and losses that arose up to the balance sheet date have been taken into account, even if these only became known between the balance sheet date and the preparation of the annual financial statements. Unless expressly required by law, profits have only been taken into account if they were realized by the balance sheet date. Expenses and income for the financial year have been taken into account regardless of the date of payment.

Property plant and equipment

Property plant and equipment are recognized at cost of acquisition or production less scheduled straight-line depreciation. Movable assets are generally depreciated over 1 to 3 years. Low-value assets with acquisition costs of up to TEUR 0.8 are fully depreciated in the year of acquisition, with disposal also assumed in the year of acquisition.

Financial assets

Financial assets are recognized at cost. Lower values are recognized if permanent impairments require unscheduled depreciation. If the reasons for the impairment cease to apply, reversals of impairment losses are recognized up to the cost of acquisition.

Receivables and other assets

Receivables and other assets are recognized at cost or the lower fair value.

Prepaid expenses

Prepaid expenses include certain payments that relate to expenses in the next financial year. The discounts reported under prepaid expenses are reversed in line with the term of the loans reported under liabilities to banks.

Equity

Equity is reported at nominal value.

Provisions and liabilities

The carrying amount of tax and other provisions takes into account all risks, uncertain liabilities and impending losses from pending transactions recognized at the time of reporting. In accordance with Section 253 (1) sentence 2 HGB, they are recognized at the settlement amount necessary according to reasonable commercial judgement, taking into account expected future price and cost increases. Provisions with a remaining term of more than one year are discounted at the average market interest rate corresponding to their remaining term.

Liabilities are recognized at their settlement amount.

Receivables and liabilities in foreign currencies

These are measured at the exchange rate on the date of the transaction as part of the initial measurement. Losses from exchange rate fluctuations up to the balance sheet date are always taken into account, while gains from exchange rate changes are only taken into account if the remaining term is one year or less.

3. Change in accounting and valuation methods

The accounting and valuation policies did not change compared with the previous year.

II. INFORMATION ON THE BALANCE SHEET AND PROFIT AND LOSS ACCOUNT

1. Balance sheet

1.1 Property, plant and equipment

TEUR	Other equipment, factory equipment and furnishings and fixtures	Total
Carrying amount 30 September 2024	10.5	10.5
Acquisition costs		
Balance as at 1 October 2024	18.0	18.0
Additions	12.0	12.0
Disposals	0.0	0.0
Balance as at 30 September 2025	30.0	30.0
Accumulated depreciation		
Balance as at 1 October 2024	7.5	7.5
Additions	7.9	7.9
Disposals	0.0	0.0
As at 30 September 2025	15.5	15.5
Carrying amount 30 September 2025	14.5	14.5

1.2 Financial assets

TEUR	Shares in affiliated companies	Loans to affiliated companies	Total
Carrying amount 30 September 2024	2,319,057.7	1,250,000.0	3,569,057.7
Acquisition costs			
Balance as at 1 October 2024	2,320,612.6	1,250,000.0	3,570,612.6
Additions	0.0	200,000.0	200,000.0
Disposals	0.0	450,000.0	450,000.0
Balance as at 30 September 2025	2,320,612.6	1,000,000.0	3,320,612.6
Accumulated depreciation			
Balance as at 1 October 2024	1,554.9	0.0	1,554.9
Additions	0.0	0.0	0.0
Disposals	0.0	0.0	0.0
As at 30 September 2025	1,554.9	0.0	1,554.9
Carrying amount 30 September 2025	2,319,057.7	1,000,000.0	3,319,057.7

As in the previous year, the shares in affiliated companies relate to the shares in the subsidiary Kirk Beauty SUN GmbH, which in turn holds an interest in Douglas Service GmbH, an intermediate holding company within the DOUGLAS Group.

The addition to loans to affiliated companies (TEUR 200,000.0) relates to a loan to the subsidiary Douglas Service GmbH. The disposal of TEUR 450,000.0 relates to the scheduled repayment of the loan, which had a contractual term

until 15 April 2025. The carrying amount as of the balance sheet date still includes a loan of TEUR 800,000.0, which has a contractual term until 15 April 2029. The loans are used for long-term intra-group financing within the DOUGLAS Group and are therefore reported under loans to affiliated companies.

Shareholdings

The shareholdings provide an overview of the direct and indirect subsidiaries as of 30 September 2025:

Country	Company code	Name and registered office	Shareholding in %	Equity in TEUR	Result in TEUR	
DE	0002	Parfümerie Douglas Deutschland GmbH, Düsseldorf	100.0	186,500	46,773	1)
DE	0003	Parfümerie Douglas GmbH & Co. KG, Düsseldorf	100.0	687,254	85,977	1)
DE	0011	Douglas Group Technology GmbH & Co. KG, Düsseldorf	100.0	-34,300	-34,334	
DE	0113	Perfumeries Douglas International GmbH, Düsseldorf	100.0	544,409	20,453	1)
DE	0127	Douglas GmbH & Co. Objekt Zeil KG, Pullach im Isartal	88.0	-1,936	689	
DE	0137	DOUGLAS Grundbesitz GmbH, Düsseldorf	100.0	-442	-41	
DE	0149	Douglas Cosmetics GmbH, Düsseldorf	100.0	2,140	1,452	1)
DE	0189	Douglas International Purchasing GmbH, Düsseldorf	100.0	146,460	-1,691	1)
DE	0197	Douglas Marken und Lizenzen GmbH & Co. KG, Düsseldorf	100.0	518	40,250	1)
DE	0212	Ultimate Skin Aesthetics GmbH, Düsseldorf	100.0	-12,400	-4,281	1)
DE	0213	Parfümerie Akzente GmbH, Heilbronn	100.0	6,985	-2,645	1)
DE	0216	NICHE-BEAUTY.COM GmbH, Hamburg	100.0	745	-1,261	1)
DE	0217	Douglas Marketing Solutions GmbH, Düsseldorf	100.0	25	-736	1)
DE	0222	Parfümerie Douglas Beteiligungsgesellschaft mbH, Düsseldorf	100.0	25	-7	1)
DE	0310	Douglas Service GmbH, Düsseldorf	100.0	942,641	-30,626	
DE	0323	Kirk Beauty SUN GmbH, Düsseldorf	100.0	2,320,084	-178	1)
AT	0021	Parfümerie Douglas Ges.m.b.H., Vienna/Austria	100.0	7,543	4,361	
CH	0181	Perfumeries Douglas AG, Baar/Switzerland	100.0	10,141	-228	
NL	0023	Parfumerie Douglas Nederland B.V., Nijmegen/Netherlands	100.0	133,827	39,485	
NL	0204	Douglas Franchise B.V., Nijmegen/Netherlands	100.0	2,584	64	
NL	0210	Douglas Vastgoed B.V. I, Nijmegen/Netherlands	100.0	3,543	169	
NL	0211	Douglas Vastgoed B.V. II, Nijmegen/Netherlands	100.0	4,247	512	
NL	0262	Kirk Beauty Netherlands Holding B.V., Nijmegen/Netherlands	100.0	330,573	14,547	
BE	0225	Douglas Cosmetics Belgium B.V., Antwerp/Belgium	100.0	3,169	-1,424	
FR	0250	Groupe Nocibé SAS, Lille/France	100.0	336,938	49,635	
FR	0264	Groupe Douglas France SAS, Lille, France	100.0	207,747	34,518	
MC	0116	Parfumerie Douglas Monaco S.A.M., Monaco/Monaco	96.7	1,503	72	
PT	0180	Perfumeria Douglas Portugal Lda., Lisbon/Portugal	100.0	13,821	459	
SI	0224	Douglas Parfumerije, trgovina na drobno d.o.o., Ljubljana/Slovenia	100.0	667	-390	
ES	0268	Douglas Spain SA, Madrid/Spain	100.0	-4,306	-9,158	

Country	Company code	Name and registered office	Shareholding in %	Equity in TEUR	Result in TEUR
IT	0270	Douglas Italia S.p.A., Milan/Italy	100.0	152,445	30,693
AD	0273	Passera Distribució S.L., Andorra	100.0	2,900	657
HR	0763	Douglas Parfumerije d.o.o., Zagreb/Croatia	100.0	10,869	2,416
HU	0111	Douglas Hungary Kft., Budapest/Hungary	100.0	17,029	2,822
PL	0114	Douglas Polska SP.z.o.o., Warsaw/Poland	100.0	129,075	32,765
PL	0227	Douglas Supply Chain and Services CEE SP. Z O O, Warsaw/Poland	100.0	-1,284	-1,289
CZ	0147	Parfumerie Douglas s.r.o., Prague/Czechia	100.0	9,416	1,415
TR	0151	Douglas Parfümeri Limited Sirketi, Istanbul/Turkey	100.0	-1,607	-399
RO	0161	Parf. Douglas S.R.L., Bucharest/Romania	100.0	26,458	6,505
BG	0177	Parfumerie Douglas Bulgaria ood, Sofia/Bulgaria	100.0	12,065	9,375
LT	0184	UAB "Douglas LT", Vilnius/Lithuania	100.0	13,047	5,380
LV	0185	SIA "Douglas Latvia", Riga/Latvia	100.0	13,935	5,511
EST	0214	Ltd. Douglas Estonia (in formation), Tallinn/Estonia	100.0	-546	-766
SK	0265	Perfumeries Douglas Slowenska s.r.o., Bratislava/Slovakia	100.0	2,145	831

1) Earnings before profit transfer/loss absorption

The equity of subsidiaries reporting in foreign currencies is translated at the mid-market rate on the balance sheet date and the result at the average rate for the financial year. Equity and earnings are presented here in accordance with the annual financial statements prepared for consolidation purposes (1 October 2024 to 30 September 2025), provided that there are no significant deviations from the financial statements prepared in accordance with local law.

1.3. Receivables and other assets

Other assets amounting to TEUR 6,449.2 (previous year: TEUR 46,843.8) consist mainly of VAT refund claims against the tax office amounting to TEUR 6,087.4.

1.4 Prepaid expenses

Prepaid expenses reported on the assets side include differences in accordance with Section 250 (3) of the German Commercial Code (HGB) amounting to TEUR 8,673.0 (previous year: TEUR 13,883.7).

1.5 Equity

Subscribed capital

The subscribed capital (share capital) of Douglas AG amounted to EUR 107,692,308.00 as of the balance sheet date (unchanged from the previous year).

On 19 February 2025, the Annual General Meeting of Douglas AG resolved to convert the no-par value bearer shares into registered no-par value shares at a ratio of 1:1 and to make the necessary amendments to the

Articles of Association. These amendments to the Articles of Association were entered in the commercial register HRB 103560 at the Düsseldorf Local Court on 14 March 2025 and thus became effective.

The share capital is divided into 107,692,308 registered no-par value shares with equal rights and a proportional amount of the share capital of EUR 1.00 each. The shareholders' share of profits is determined by the ratio of their shares in the share capital.

The shares of Douglas AG (ISIN: DE000BEAU1Y4 (formerly: ISIN DE000BEAU7Y1), WKN: BEAU1Y (formerly: BEAU7Y), stock exchange symbol: DOU) are traded on the regulated market in the Prime Standard segment of the Frankfurt Stock Exchange.

Authorized capital

The Management Board is authorized, with the approval of the Supervisory Board, to increase the company's share capital by up to EUR 32,307,692.00 by 18 March 2029 by issuing up to 32,307,692 registered no-par value shares in exchange for cash and/or non-cash contributions (Authorized Capital 2024). The authorization may be exercised in whole or in part, once or several times. Shareholders are generally entitled to subscription rights. In the case of capital increases against cash contributions, the shares may also be acquired by credit institutions or companies within the meaning of Section 186 (5) sentence 1 AktG (German Stock Corporation Act) designated by the Management

Board with the obligation to offer them to shareholders for subscription.

However, the Management Board is authorized, with the approval of the Supervisory Board, to exclude shareholders' subscription rights in the following cases:

- to offset fractional amounts;
- to increase the share capital against contributions in kind, in particular for the purpose of mergers or the acquisition of companies, company interests, parts of companies, industrial property rights (such as patents, utility models, trademarks or licences relating thereto) or other product rights;
- to the extent necessary to grant holders or creditors of option and/or conversion rights or corresponding option and/or conversion obligations from bonds issued or to be issued by the company and/or by a subordinate group company to grant a subscription right to the extent to which they would be entitled after exercising their option and/or conversion right or after fulfilment of the option and/or conversion obligation;
- to issue shares to service employee participation programs to members of the Management Board, persons who are or were employed by the Company or an affiliated company, and/or members of the management of an affiliated company;
- in the case of capital increases against cash contributions, if the total pro rata amount attributable to the new shares for which subscription rights are excluded does not exceed 20% of the share capital either at the time this authorization takes effect or at the time this authorization is exercised, and the issue price does not exceed the current market price of the shares by more than 20%; exceeds 20% of the share capital either at the time this authorization takes effect or at the time this authorization is exercised, and the issue price of the new shares is not significantly lower than the stock market price of the already listed shares with the same features at the time the issue price is finally determined.

The authorized capital has not been utilized to date.

Conditional capital

The share capital is conditionally increased by up to EUR 21,538,461.00 through the issuance of up to 21,538,461 new registered shares (Conditional Capital 2024). The conditional capital increase will be carried out only to the extent that holders or creditors of convertible and/or warrant bonds and/or comparable instruments with conversion and/or option obligations or tender rights of the Company issued pursuant to the authorization resolution of the Annual General Meeting of 19 March

2024 up to 18 March 2029 by the Company or by a subordinated Group company and guaranteed by the Company exercise their option or conversion rights or fulfill their obligation to exercise options or convert, or insofar as the Company exercises its right to grant shares of the Company in whole or in part in place of payment of the due amount and to the extent that a cash settlement is not granted or own shares or shares of another listed company are used for settlement. The new shares will be issued at the option or conversion price determined in accordance with the authorization resolution. The new shares participate in profits from the beginning of the fiscal year in which they arise; to the extent legally permissible, the Management Board may determine that the profit participation of new shares deviates from this and from Section 60 (2) AktG, including for a fiscal year that has already expired. The Management Board is authorized, with the approval of the Supervisory Board, to determine further details of the implementation of the conditional capital increase.

The conditional capital has not yet been utilized.

Capital reserve

TEUR	Capital reserve
30 September 2024	2,214,084.4
Additions	0.0
Withdrawals	11,772.9
30 September 2025	2,202,311.5

During the fiscal year there were no changes in the capital reserve other than the withdrawal to offset the net loss.

1.6 Provisions and liabilities

Other provisions primarily consist of the following items: short-term variable remuneration of TEUR 844.7 (previous year: TEUR 2,521.0), outstanding cost invoices of TEUR 126.6 (previous year: TEUR 1,314.8), expected losses from interest rate swaps of TEUR 489.6 (previous year: TEUR 489.6), supervisory Board remuneration of TEUR 962.5 (previous year: TEUR 580.0), audit fees of TEUR 258.4 (previous year: TEUR 443.0), provisions for the share-based remuneration program (LTI) of TEUR 394.1 (previous year: TEUR 415.0) and vacation entitlements of TEUR 425.7 (previous year: TEUR 288.9).

Liabilities to banks relate to external financing in the form of bank loans amounting to TEUR 800,000.0 (previous year: TEUR 1,250,000.0), promissory note loans amounting to EUR 200,000.0 thousand (previous year: EUR 0.0 thousand), and the related interest liabilities.

2. Profit and loss statement

2.1. Sales

Sales consist of charges passed on to Group companies.

2.2 Other operating income

Other operating income includes income of TEUR 1,294.7 (previous year TEUR 2,161.5) from the reversal of provisions relating to prior periods.

2.3 Other operating expenses

Other operating expenses decreased during the fiscal year to TEUR 4,636.4 (previous year TEUR 40,871.1). They consist mainly of project-related consultancy costs of TEUR 1,333.6, particularly for CSRD or ESG projects (previous year: transaction costs related to the IPO amounting to TEUR 35,717.0), of audit fees of TEUR 634.7 (previous year TEUR 665.5) and of supervisory board remuneration of TEUR 962.5 (previous year TEUR 580.0).

2.4. Income from loans classified as financial assets

Income from loans classified as financial assets amounting to TEUR 60,389.0 (previous year TEUR 38,978.3) relates entirely to interest on intra-group loans to Douglas Service GmbH.

2.5 Interest and similar expenses

Interest and similar expenses increased to TEUR 64,729.7 (previous year TEUR 48,612.2). They consist mainly of TEUR 55,276.8 (previous year TEUR 37,785.8) of interest on bank loans and TEUR 8,344.5 (previous year TEUR 3,820.7) of transaction costs and commitment fees related to Group financing.

III. OTHER DISCLOSURES

Group affiliation

Douglas AG prepares the consolidated financial statements for the Douglas Group. These financial statements represent both the largest and the smallest group of consolidated companies and are filed in the company register.

The immediate parent company of Douglas AG is Kirk Beauty International S.A., Luxembourg, which is indirectly controlled by Kirk Beauty Jersey Finco Limited, Jersey (ultimate parent company, ultimate controlling company). The shareholders of Kirk Beauty Jersey Finco Limited are various investment funds in which CVC Capital Partners plc, Jersey, among others, holds an interest.

Intercompany agreements

A profit transfer agreement exists with Kirk Beauty SUN GmbH, Düsseldorf, a subsidiary of Douglas AG.

Disclosures pursuant to Section 160 (1) No. 8 AktG

During the 2024/25 financial year up to the date of preparation of the financial statements, Douglas AG received the notifications listed in the appendix to the notes to the financial statements within the meaning of Section 160 (1) No. 8 AktG. The voting rights notifications received by Douglas AG are available online at the following address:

<https://www.eqs-news.com/de/company/douglas-ag/news/5c23d8c3-ea7c-11e8-902f-2c44fd856d8c?newsType=pvr>

Declaration on the German Corporate Governance Code

On 8 October 2025, the Management Board and Supervisory Board of Douglas AG issued a joint declaration of conformity with the recommendations of the German Corporate Governance Code in accordance with Section 161 of the German Stock Corporation Act (AktG). This is permanently available on the company's website (www.douglas.de).

Number of employees

In the past financial year, Douglas AG employed an average of 31 (previous year: 27) employees and 4 (previous year: 4) executives.

Auditor's fees

The fees paid to the auditor KPMG AG Wirtschaftsprüfungsgesellschaft for the financial year are presented below:

	30 September 2025 TEUR
Audit services	334.7
Other assurance services	275.7
Other services	303.5
Total	913.9

The fee for audit services relates entirely to the audit of the annual and consolidated financial statements of Douglas AG.

Other assurance services relate to the review of the half-year financial report in the amount of TEUR 230.2. In addition, other assurance services include fees for the audit of the remuneration report in the amount of TEUR 22.2, the EMIR audit in accordance with Section 32 of the German Securities Trading Act (WpHG) in the amount of TEUR 14.0, and the engagement for the compliance certificate in the amount of TEUR 9.2.

Other services comprise support for a regulatory audit in the amount of TEUR 43.5 and audit-related project support for the introduction of CSRD with the amount of TEUR 260.0.

Board members

Management Board:

- Alexander van der Laan (Chairman of the Management Board), Chief Executive Officer (CEO)
- Marco Giorgetta, Chief Financial Officer (CFO, since 1 May 2025)
- Mark Langer, Chief Financial Officer (CFO, until 30 April 2025)
- Dr Philipp Andrée, Chief Commercial Officer (Group CCO)

Supervisory Board:

Shareholder representatives

- Dr Henning Kreke (Chairman of the Supervisory Board), entrepreneur
- Dr Alexander Dibelius, Managing Partner, CVC Capital Partners
- Dr Daniel Pindur, Managing Partner, CVC Capital Partners

- Can Toygar, Senior Managing Director, CVC Capital Partners
- Employee representatives
- Ulrike Grabe (Deputy Chairwoman of the Supervisory Board), Division Manager, Douglas
- Ulrike Gaal, commercial employee, Douglas
- Stefanie Hübner, Head of E-Commerce DACH, Douglas
- Peter König, trade union secretary, ver.di
- Vesna Mandalenakes, commercial employee, Douglas
- Petra Ringer, trade union secretary, ver.di
- Independent members
- Pamela Knapp, entrepreneur
- Georgia Garinois-Melenikiotou, entrepreneur

Memberships of other supervisory boards or comparable control bodies:

- Dr Henning Kreke:
 - Supervisory Board Thalia Bücher GmbH
 - Supervisory Board Deutschen Euroshop AG
 - Advisory Board noventic GmbH
 - Advisory Board Perma-Tec GmbH & Co. KG
 - Advisory board AXSUM Holding GmbH
 - Advisory board SLYRS Distillery GmbH & Co. KG
- Dr Alexander Dibelius:
 - Supervisory Board KION GROUP AG
 - Supervisory Board Tipico Group Ltd.
 - Supervisory Board Syntegon Technology GmbH
- Dr Daniel Pindur:
 - Supervisory Board Breitling S.A.
 - Supervisory Board Tipico Group Ltd.
 - Supervisory Board Asterix Holdings S.à r.l.
 - Supervisory Board Asterix Holdings S.à r.l.
 - Supervisory Board Sunday Natural Products GmbH
 - Board of Directors CompuGroup Medical SE & Co. KGaA
- Can Toygar:
 - Administrative Board Tackle Holdings Jersey Limited
 - Administrative Board Trius Co-Investment G.P. Limited

- Supervisory Board Asterix Holdings S.à r.l.
- Supervisory Board Syntegon Technology GmbH
- Ulrike Gaal:
 - Supervisory Board Member Parfümerie Douglas Deutschland GmbH
- Petra Ringer:
 - Supervisory Board Member Parfümerie Douglas Deutschland GmbH
- Vesna Mandalenakes:
 - Supervisory Board Member Parfümerie Douglas Deutschland GmbH
- Pamela Knapp:
 - Supervisory Board Member Lanxess AG
 - Supervisory Board Member Signify N.V.
- Georgia Garinois-Melenikiotou:
 - Administrative Board Pulmonx Corporation
 - Administrative Board Inspire Medical Systems Inc.
 - Administrative Board MIT Sloan School of Management

Board remuneration

The Management Board received total remuneration of TEUR 6,591.1 in the past fiscal year (previous year TEUR 5,955.8). The total remuneration in the current fiscal year includes long-term share-based remuneration measured at fair value at the grant date amounting to TEUR 3,708.3 (previous year TEUR 2,250.0). The number of virtual shares used to determine potential future payment amounts totals 184,859 units (previous year 174,004 units). The total remuneration for former members of the Management Board amounted to TEUR 284.0 in the fiscal year. As of 30 September 2025 there were no loans or advances to members of the Management Board or Supervisory Board. No contingent liabilities have been assumed for this group of persons.

The total remuneration of all members of the Supervisory Board amounted to TEUR 962.5 in the fiscal year (previous year TEUR 580.0).

Contingent liabilities

Contingent liabilities for third-party liabilities consist of:

	30 September 2025	30 September 2025	30 September 2024	30 September 2024
	TEUR	of which to affiliated companies	TEUR	of which to affiliated companies
Guarantees	14,481.5	14,481.5	5,969.6	5,969.6
Warranty contracts	5,618.6	5,618.6	4,524.0	4,524.0

The guarantees mainly relate to rent guarantees. Liabilities from warranty contracts relate essentially to insurance guarantees. The risk of being called upon

under the above-mentioned contingent liabilities is considered unlikely. To date, Douglas AG has not been held liable under any of the aforementioned categories.

Furthermore, the Company is not aware of any indications that suggest probable utilization. According to our knowledge, the obligations underlying each category of contingent liabilities can be fulfilled by the relevant companies in all cases.

Derivative financial instruments

In accordance with Section 254 HGB there are four micro cash-flow hedge accounting relationships.

Douglas AG hedges a substantial portion of its bank financing of TEUR 800,000.0 with four interest rate swaps to minimize cash flow risks due to changes in interest rates. For this purpose, a portion of TEUR 800,000.0 is designated as a separate underlying transaction for each swap, with an interest rate swap as the hedging instrument. The underlying transactions require quarterly interest payments at the three-month EURIBOR rate on the nominal amount of TEUR 800,000.0, beginning on 15 April 2024 and ending on 8 March 2029, and contain a floor for the EURIBOR component of 0%. In the case of a negative interest rate, the interest is not hedged. The four interest rate swaps with a nominal total of TEUR 800,000.0 generate identical interest income and fixed interest payments at a fixed rate of 2.297% p.a. The receipt of the EURIBOR-based interest rate is not hedged. As a result, the rates are netted and the issuer is obliged to make net fixed-rate payments as long as the interest rate is above the floor of 0%. The swaps have a term from 8 October 2024 to 8 March 2029, covering almost the entire term of the defined underlying transactions.

Douglas applies the hypothetical derivative method to assess the ineffectiveness of the hedging relationship. Under this approach, a hypothetical derivative is used to simulate changes in the fair value of the underlying transaction, enabling measurement of the actual effectiveness of the hedging relationship. The negative fair value of the ineffective portion of the interest rate hedge as of the balance sheet date, amounting to TEUR -489.6 (previous year TEUR -489.6), is recognized as a provision for expected losses under other provisions.

The fair value of the derivatives as of the reporting date is TEUR -4 560.1 (previous year TEUR 6,411.2). The "freezing method" is applied for accounting for the effective portions of the hedging relationship.

In the context of two additional hedging relationships, there are micro cash-flow hedges because Douglas AG hedges its entire variable-rate tranche of the promissory note loans taken out in fiscal year 2024/2025 with a term of three years amounting to TEUR 141,500.0 with two interest rate swaps to minimize cash flow risks due to interest rate changes. In each case, half of TEUR 141,500.0 is designated as the underlying transaction with an interest rate swap as the hedging instrument.

The underlying transactions require semi-annual interest payments at the six-month EURIBOR rate on the nominal amount of TEUR 141,500.0, beginning on 17 September 2025 and ending on 7 March 2028, and include a floor of 0% for the EURIBOR component. If the interest rate is negative, interest is not hedged. The two interest rate swaps with a nominal total of TEUR 141,500.0 generate identical interest income and fixed interest payments at a fixed rate of 2.135% p.a. The receipt of the EURIBOR-based interest rate is not hedged. Consequently, the rates are netted and the issuer is obliged to make net fixed-rate payments as long as the rate is above the floor of 0%. The swaps have a term from 17 September 2025 to 7 March 2028, covering almost the entire term of the defined underlying transactions.

Douglas uses the hypothetical derivative method to assess the ineffectiveness of the hedging transaction. This approach uses a hypothetical derivative to simulate changes in the fair value of the underlying transaction, which allows the actual effectiveness of the hedging transaction to be measured. The positive market value of the ineffective portion of the interest rate hedge as at the balance sheet date amounts to TEUR 0.0. The total fair value of the derivatives as at the balance sheet date amounts to TEUR 78.2. The freeze method is used to recognize the effective portions of the valuation unit in the balance sheet.

Events of particular significance after the balance sheet date

There were no events of particular significance between the balance sheet date and the date on which this report was prepared.

Düsseldorf, 15 December 2025

Douglas AG, Düsseldorf

Alexander van der Laan (Chairman of the Management Board)

Marco Giorgetta (Management Board)

Dr Philipp Andree (Management Board)

Appendix: Notifications Pursuant to Section 160 (1) No. 8 AktG – Voting Rights Notifications

