



ANNUAL REPORT

2025





FOREWORD

2025: GRAND OVERNIGHT STAYS WITHIN THE PARK BOUNDARIES

The opening of Efteling Grand Hotel was central to the year 2025. After a long construction period, the first hotel within Efteling's park boundaries opened on 1 August. With two restaurants, two shops, and a pool & spa, Efteling Grand Hotel - refined and elegant - is a wonderful addition to the World of Efteling. In the new fairytale The Princess and the Pea, visible from the Efteling Grand Hotel, a princess tries to fall asleep on an enormous pile of mattresses. The renovated Efteling Wonder Hotel, now even more centered around a stay in a floating castle of wondrous tales, also opened this spring.

In September, the Efteling Grand Spectacle took place: an exclusive and spectacular show for all employees and valued relations of Efteling. After the COVID years and a period of construction work for Danse Macabre and Efteling Grand Hotel, we celebrated that the park now shines as never before.

Due to the continued strong appeal of the attraction Danse Macabre, which opened at the end of 2024, and the opening of Efteling Grand Hotel, we saw a slight increase in visits and visitor numbers compared to 2024. Within the limits of our nature permit, we are therefore getting closer to the set maximum number of visitors. The coming years call for a careful balance between revenue growth, healthy profitability and preparations for the time when growth in visitor numbers will be possible. In the meantime, we are committed to improving and enriching our natural living environment. In doing so, we hope to be granted a new permit in the near future.

ON THE WAY TO 9+

In 2025, guests rated Efteling with an overall score of 8.78. This is an increase from 8.65 in 2024. This shows that we are on the right track towards the 9+ target set out in

Vision 2030. The Board of Directors is particularly proud of the guest satisfaction achieved. Behind the scenes, hard work was done to maintain the quality of existing attractions. Baron 1898 underwent major maintenance and a renewed scene was created in De Vliegende Hollander. Souvenir shop Eftelingen was also completely renovated, and we improved navigation and signage throughout the park.



BEYOND THE WORLD OF EFTELING

In addition to investments within the World of Efteling, we worked together with the Municipality of Loon op Zand to create a greener welcome along the Europalaan. As a result, the Efteling experience now begins on the access road for car traffic. We also collaborated with external partners Studio 100 and Toppers Kids on the first edition of the Gi-Ga Gantische Christmas Show. In addition, our own theatre productions 'Een Nacht in de Efteling' and the musical 'Efteling vertelt... Joris en de Draak' were well attended throughout the country.

INNOVATION AND TECHNOLOGY

Our industry is also influenced by digitalisation and technological developments. We see that innovation is becoming increasingly important and forms the bridge between today and tomorrow. At Efteling, we move with the times, guided by our creative philosophy. Just as our technicians pioneered movement techniques in the Fairytale Forest in the 1950s, we continue to explore ways to make our guest experience more dynamic, personal and future-proof. At the same time, we recognise the growing need among consumers for meaningful and shared experiences. It is precisely through personal contact and attention to every guest that our staff can make the difference. In this way, Efteling remains a place for an authentic guest experience. →



RESPONDING TO THE LABOUR MARKET

In 2025, we welcomed many new colleagues. We are particularly proud that a large proportion of them joined Efteling through a colleague who already works here. We also see that the labour market and the needs of new colleagues are changing. We respond to this as an employer by giving considerable attention to themes such as vitality and by making it easier to manage HR matters through the new system *Mijn Werk*. The physical, social, mental and financial well-being of our colleagues are well embedded in our leadership programmes.

OUR SUSTAINABLE DNA

Sustainability plays an important role in our Vision 2030. In 2025, we further developed our ESG strategy. Within this, concrete objectives and guiding principles were formulated for the themes of Environment (reducing our footprint), Social (everyone feels welcome) and Governance (responsible governance). In addition, a number of sustainable projects were realised.

ENVIRONMENT

Guests can take a seat on our first electric steam train and work has started on making the Reizenrijk park area gas-free. In the meantime, 80% of our own vehicle fleet is already electric. On the way to 100% recycled waste, we made significant progress in 2025 with the Year of Waste. The total amount of residual waste decreased by 15.9% compared to the reference year 2019.

SOCIAL

December 2025, the Efteling Post Office opened. Here guests could send an enchanting card with matching December stamps to a loved one or a stranger. More than 5,000 cards were sent in the first month alone. The Efteling Post Office seamlessly aligned with our purpose: connecting through the power of stories. In addition, the Vermolen Carrousel on the Anton Pieckplein was made accessible for guests using a wheelchair, so that a transfer is no longer required.

GOVERNANCE

Over the past year, as a good neighbour, we once again sought to strengthen our connection with our immediate neighbours: the Municipality of Loon op Zand and other local parties. We collaborated on multiple fronts, for example by providing support through sponsorship to local sports clubs and events. A dedicated neighbor's panel was established to stay connected.

Our efforts in the field of sustainability were recognised in 2025 with a first-place ranking in the Dutch MT/Sprout SD400 in the Restaurants, Entertainment & Leisure category. We achieved the maximum score of four stars across all themes. We are proud to be among the leading organisations in our sector in the Netherlands when it comes to sustainability. Within the international industry association IAAPA, we also aim to take on a leading role. We emphasise the importance of collaborating, inspiring and innovating.

COLLABORATION WITH THE SUPERVISORY BOARD AND THE SHAREHOLDER

The collaboration with the Supervisory Board and shareholder Efteling Nature Park Foundation was once again positive and constructive in 2025. Both parties are critical when necessary and involved where needed. In 2025, we said goodbye to Chief Financial Officer Daan van Baarsen. The Board of Directors thanks Daan for his many years of dedication to Efteling. The position of Chief Financial Officer has been temporarily filled by Jop Peek as of October 2025.

Throughout the year, constructive discussions were held on current topics in the Netherlands that affect Efteling. The Board of Directors is satisfied with the positive atmosphere and hopes to continue this in 2026. Together, we preserve Efteling for future generations.

Fons Jurgens, CEO Efteling B.V.





TABLE OF CONTENTS

✦ FOREWORD	2
✦ PURPOSE EFTELING	5
✦ EFTELING NATURE PARK FOUNDATION	6
✦ VISION 2030	8
✦ PILLAR SUSTAINABLE DNA	9
✦ ENVIRONMENT	10
✦ SOCIAL	12
✦ GOVERNMENT	15
✦ PILLAR EXPERIENCE	16
✦ PILLAR EFTELINGER	18
✦ FINANCIAL FIGURES	21
✦ LOOKING AHEAD	26



PURPOSE EFTELING

EFTELING CONNECTS THROUGH THE POWER OF STORIES

In 1952, The Efteling Nature Park Foundation opened a wonderful place full of fairytales, sagas and legends. Familiar, but also new stories that invite to discover and experience. Stories that provide comfort and - perhaps more importantly - also connection.

Connecting always remains relevant in a society where contradictions exist and we sometimes don't seem to understand each other. Be it the differences between man and nature, young and old, alone and together, rich and poor, we all have different backgrounds. Stories are the most important connecting force in people's lives. They enrich our perspective and bring us closer together.

True connection starts with respectful interaction, being able to understand one another and wanting to comprehend. What better way to do this than by experiencing stories in which we recognise ourselves and with which we can inspire each other? This is exactly what has been happening for over seventy years in the World of Efteling. Here, fairytales are heard and stories are shared.

To provide a place of connection, it is important that everyone feels welcome, regardless of physical, financial or social constraints. We take our social responsibility seriously and are visibly and actively committed to this.





EFTELING NATURE PARK FOUNDATION

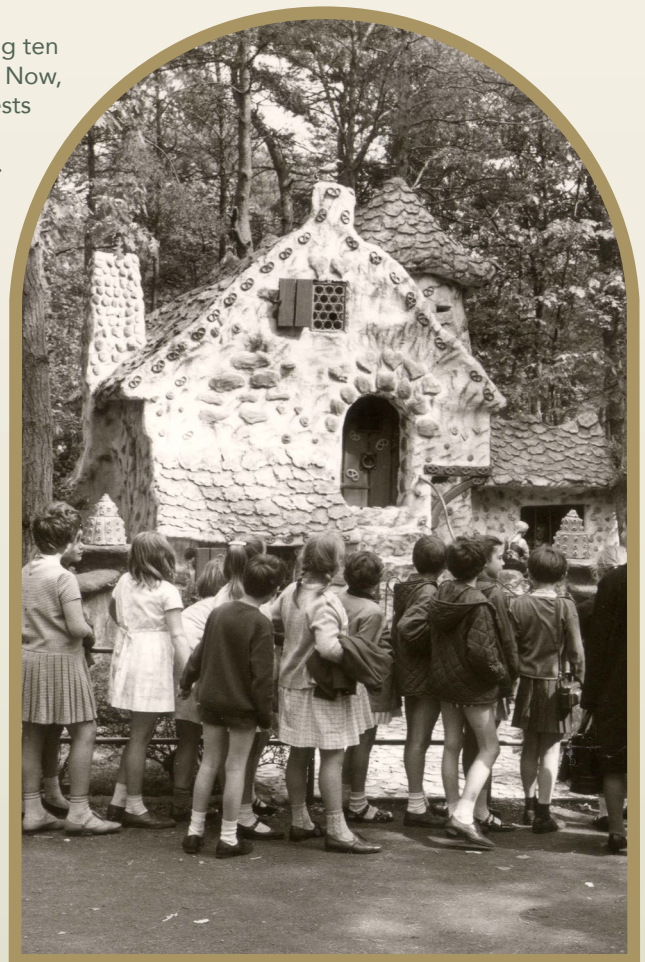
IN THE 1930S, THE CATHOLIC CHURCH IN KAATSHEUVEL DEVELOPED A SPORTS PARK WITH A PLAYGROUND, AIMED AT EASING THE LIVES OF LARGE FAMILIES. TWO DECADES LATER, THE MAYOR OF THE MUNICIPALITY OF LOON OP ZAND SAW OPPORTUNITIES TO EXPAND THIS SPORTS PARK INTO 'A LARGE RECREATIONAL PARK WITH HILLS AND TEN HECTARES OF WATER.' TO REACH THIS AMBITION, THE STICHTING NATUURPARK DE EFTELING (EFTELING NATURE PARK FOUNDATION) WAS ESTABLISHED IN 1950. ITS PURPOSE WAS 'TO PROMOTE THE PHYSICAL DEVELOPMENT AND RECREATION OF THE MUNICIPALITY'S RESIDENTS, AND TO STIMULATE TOURISM TO AND WITHIN THE MUNICIPALITY.'

FAIRYTALE FOREST

In 1952, the Foundation opened the Fairytale Forest, featuring ten enchanting tales that continue to captivate countless visitors. Now, nearly 75 years later, the theme park enchants millions of guests from all over the world each year. The Foundation still exists and, since 1985, has been the sole shareholder of Efteling bv. The majority of the profits generated are reinvested into the World of Efteling, ensuring its continued independence and long-term continuity.

PRESERVATION AND PROTECTION OF HERITAGE

Efteling Nature Park Foundation safeguards Efteling's heritage and is actively committed to its preservation and protection. Building on its original mission, the foundation encourages the creation and maintenance of facilities for recreation and leisure. As guardian of the fairytale, it aims to keep the stories and enchantment of Efteling accessible to all. At the same time, it supports developments that ensure Efteling's long-term relevance and continuity, so that future generations can continue to enjoy its unique world.



ENABLING A MORE ACCESSIBLE EXPERIENCE THROUGH RESEARCH

Hans Janssen, current Chair of Efteling Nature Park Foundation, explains how the foundation fulfils this role in practice: "Take, for example, the subtitling of spoken storytelling in the park. We believe it is important that all visitors can understand the stories as much as possible. People with hearing or visual impairments need support in this regard. →"



That is why the foundation made resources available in 2025 to carry out the preparatory work needed to properly develop the subtitling project." In early 2026, this feature was launched in the Efteling app, allowing the voices heard on location to appear synchronously on guests' screens. The response has been overwhelmingly positive. Deaf and hard-of-hearing visitors report that they can follow the stories more easily and that their experience is enriched. "With initiatives like this, we remove barriers and make Efteling more accessible to everyone," Janssen adds. In doing so, he underlines that for nearly 75 years, the foundation has played a valuable role in both safeguarding and renewing Efteling.



VISION 2030

9+

Efteling aspires to be the only theme park resort in Europe scoring 9+ from visitors who are experiencing Efteling's natural and enchanting surroundings*



* By 2030, at least 50% of the days should reach a score of 9 or higher, with no scores below 8

Success Factors

- External Collaboration**
Drawing inspiration from the world around us and bringing in external expertise
- Innovation**
Experimenting with and innovating through the application of technology

Experience

The entire World of Efteling stimulates your senses and creates total immersion

Why
To connect through the power of stories

Colleagues

Efteling employees take pride and excel in hospitality – Driven by good employment practices and inspiring leadership, we ensure sustainable employability and engagement

How
We allow our guests to escape the hustle and bustle of everyday life in a fairytale-like and nature-rich environment

Sustainable DNA

Efteling is mindful of its (living) environment – We will become climate neutral and take our social and governance responsibilities

What
We ensure every group has a 9+ experience





SUSTAINABLE DNA PILLAR

EFTELING HAS DEFINED CLEAR SUSTAINABILITY PRINCIPLES ACROSS ITS NATURAL ENVIRONMENT (ENVIRONMENT), SOCIAL POLICIES (SOCIAL), AND RESPONSIBLE GOVERNANCE (GOVERNANCE). THIS DEMONSTRATES HOW SUSTAINABILITY IS EMBEDDED IN THE WAY THE WORLD OF EFTELING IS ORGANISED AND HOW IT IS REPORTED ON, BOTH INTERNALLY AND EXTERNALLY.

ENVIRONMENT

REDUCING FOOTPRINT

Efteling aims to be climate neutral by 2030 (Scope 1 and 2) and to achieve Net Zero by 2050. It is committed to sustainable business practices in order to reduce its ecological footprint. To achieve this, it focuses on the themes most relevant to its operations. In addition, it places strong emphasis on its nature-rich surroundings, preserving and enhancing their ecological value in the context of climate change.

Environmental themes: Climate, Circularity, Water and Biodiversity

SOCIAL

EVERYONE FEELS WELCOME

Everyone is welcome at Efteling. It strives to ensure that every guest enjoys the best possible Efteling experience and feels a sense of inclusion. This can only be achieved when its employees also feel recognised and valued, have opportunities to grow, and are able to contribute meaningfully within a safe and respectful working environment. That is why Efteling focuses on diversity, equity and inclusion, as well as accessibility (physical, social and financial), for both its guests and its employees. Beyond the World of Efteling, it also aims to make a positive societal impact as a partner to, among others, vulnerable groups.

Social themes: Employees and Guests

GOVERNANCE

RESPONSIBLE GOVERNANCE

Efteling considers it important to operate with integrity and sustainability, ensuring that the interests of people, society and its surroundings are balanced. It therefore strives to foster a positive and safe corporate culture. Efteling takes a proactive and preventive approach to digital, physical and social safety, as well as to other (financial) risks. In collaboration with its suppliers, it works towards a future in which good working conditions and environmental stewardship are the norm. In addition, Efteling acts as a good neighbour by actively engaging in initiatives within the local community.

Governance theme: Responsible governance





ENVIRONMENT

REFLECTING ON THE YEAR OF WASTE

SINCE 1952, EFTELING HAS BEEN A THEME PARK SET IN AN EXCEPTIONALLY GREEN, NATURE-RICH ENVIRONMENT, THAT HAS BEEN GREATLY APPRECIATED BY OUR GUESTS FOR DECADES. NATURALLY, WE TAKE GOOD CARE OF OUR NATURE, GARDENS AND WATER FEATURES. SINCE THE ARRIVAL OF THE PAPER GOBBLER HOLLE BOLLE GIJS IN 1959, WE HAVE BEEN INVITING VISITORS TO HELP KEEP THE PARK CLEAN AND IT WORKS! HOWEVER, MUCH MORE NEEDS TO BE DONE TO REDUCE RESIDUAL WASTE. EFTELING'S SUSTAINABILITY POLICY FOCUSES ON THE E OF ENVIRONMENT, WITH THREE THEMES: ENVIRONMENT, CIRCULARITY, WATER & BIODIVERSITY. TO CREATE MORE AWARENESS, EFTELING ORGANISED AN INTERNAL THEME: YEAR OF WASTE IN 2025. THE GOAL? 100% CLEAN WASTE STREAMS IN 2025.



SEPARATING RESIDUAL WASTE

Coen Boogerd is an advisor for the department Community, Communication & Environment, the chairman of the Waste Project Team and part of the team that is in contact with the neighbours of the theme park. "Both in front of and behind the scenes, we try to keep our waste streams as clean as possible and to separate residual waste even better. So, no plastic mixed in with paper, no coffee grounds with residual waste, but collected deposit bottles and cans for charity," Coen explains. "We know that asking our guests to separate waste in the park can still be a challenge. Where applicable for the experience, we provide the option, but we also know that they are simply enjoying a day out and may pay less attention to it. Fortunately, our colleagues from the environmental service lend a helping hand behind the scenes. They not only keep our park beautifully clean but also separate and dismantle waste at our own recycling yard. There are more than 60 different waste streams there!"

ADDITIONAL PROJECTS

Various projects were implemented during the theme year. For employees, there was an E-learning on Waste, which 30% of employees took part in. A total of 54 teams from across the World of Efteling competed for attractive prizes in the Waste Challenge. The aim was to literally achieve as little residual waste as possible within their departments. Following a smart idea from an employee, 30 collection points for deposit bottles and cans were placed at the entrance to attractions. This allows guests to quickly dispose of their bottle before boarding a roller coaster. The Events and Impuls departments ran two pilots in which guests at an event were asked to separate their waste. This resulted in almost 90% less residual waste at those events. →



Deposit collection machine



Coen: "In 2025, we installed two additional deposit return machines for guests, and the Efteling app-map now shows where they are located. In total, 945,000 bottles, cans and coffee cups were returned, which means much less residual waste, and a nice donation to our charity project Villa Pardoos. We also have many discussions with waste processors and suppliers. We hope this will lead to innovations in the field of product packaging. There are also gains to be made on our construction sites. We aim to separate waste more effectively: wood with wood and stone with stone. We are also focusing on the reuse of raw materials. The bow that was part of the Guinness Book record attempt during the opening of Efteling Grand Hotel has now been fully recycled. Discarded company clothing is also given a second life through a collaboration with a Dutch company i-did, by recycling it into Efteling felt, from which new products are made."





SOCIAL

THE DUTCH DISABLED CHILD FOUNDATION CELEBRATED ITS 75TH ANNIVERSARY AT EFTELING

2025 WAS A SPECIAL YEAR FOR THE DUTCH DISABLED CHILD FOUNDATION: THE YEAR OF ITS 75TH ANNIVERSARY. NATURALLY, THEY DID NOT WANT TO LET THIS MILESTONE PASS UNNOTICED AND THEREFORE PROPOSED CELEBRATING IT WITH TWELVE EXTRA SPECIAL 'PLAY TOGETHER DAYS' AT EFTELING. IN TOTAL, NEARLY 600 CHILDREN WITH DISABILITIES WERE GIVEN THE OPPORTUNITY TO INVITE THEIR FRIENDS FOR A DAY OUT. THEY VISITED EFTELING OVER SEVERAL WEEKENDS IN APRIL, MAY, AND JUNE LAST YEAR. THE CHILDREN RECEIVED A MAGICAL WELCOME WITH A HIGH-FIVE FROM PARDOES AND THE FOUNDATION'S OWN MASCOT MATTIE, AFTER WHICH THEY EXPLORED THE PARK. EFTELING HELPED MAKE THESE SPECIAL ANNIVERSARY PLAY TOGETHER DAYS POSSIBLE BY PROVIDING ACCESS TO THE PARK.

PLAYING TOGETHER FOR EVERYONE

The Play Together Days are an initiative of the Dutch Disabled Child Foundation. Each edition has its own unique format, and for the anniversary year it had to be extra special. Denise van der Schaft, project manager at the Dutch Disabled Child Foundation, explains why the Play Together Days are so important: "Research by our foundation shows that children with disabilities are often excluded, even though playing with peers and children from their neighborhood is essential for every child's development. Playgrounds are often not sufficiently accessible, meaning children with disabilities are unable to join in. As a result, children with and without disabilities do not get to know each other, and it is often the children with disabilities who end up staying at home. We believe it is important for children with disabilities to experience autonomy and be able to make their own choices. That is why, during our anniversary year, we wanted to put these children at the center of the Play Together Days. They were given the lead in inviting children from their neighborhood to join them for a day at Efteling. Ultimately, it is about creating shared memories that last a lifetime, forming a strong foundation for continued contact in their neighborhood. And where better to do that than at Efteling?"

ATTENTION FOR THE WHOLE FAMILY

During the Play Together Days, the entire family greatly enjoyed their time at Efteling. "Not only were the children able to shine and feel equal at Efteling, but so were their parents and siblings," Denise explains. "The lives of families with a child requiring intensive care often revolve around caregiving day and night. Together with Efteling, we were able to create beautiful moments in between those demands, which is incredibly rewarding work—especially for hundreds of families!"

MAKING NEW FRIENDS

During one of the Play Together Days, Pien (11) attended with her friend Bente. Pien has Down syndrome and was able to enjoy a carefree day with her family and friend. Denise explains: "Pien visited Efteling together with Bente. They used to take dance classes together, but lost touch when they ended up at different schools. Thanks to the Play Together Days, their bond has been restored. Because Bente shared stories about her day at Efteling with Pien at school and showed all the wonderful photos, other children now recognize Pien as well. Pien now also enjoys playing on the school playground at Bente's school, because other children there greet her and know who she is. So not only has her friendship with Bente been rekindled, she has also made new friends in the neighborhood!" →



Photographer: Emma Pot



NO CHILD WITHOUT FRIENDS

Efteling regularly collaborates with experts and people with lived experience on a variety of topics. This was also the case in 2021, when the foundation deployed its "Speeltuinbende" (Playground Gang) to test Nest!, the inclusive play forest. This group of children with and without disabilities, all with firsthand experience, gave a positive recommendation. Denise explains: "The mission of the Dutch Disabled Child Foundation is for children with and without disabilities to grow up together as a matter of course. A disability does not limit a child for life, but being excluded does. As a society, we often unintentionally exclude children with disabilities, for example through physical and social barriers. The projects we work on are aimed at helping children get to know each other in places where they naturally go and meet: at school, at sports clubs, and in playgrounds—but also in places like Efteling."





VILLA PARDOES 25 YEARS! EFTELING STRENGTHENS COLLABORATION

IN OCTOBER 2025, VILLA PARDOES CELEBRATED ITS 25TH ANNIVERSARY. THIS SPECIAL HOLIDAY VILLA FOR FAMILIES WITH CHILDREN FACING A SERIOUS, LIFE-ALTERING ILLNESS OR CONDITION WAS ESTABLISHED IN 2000 ON THE INITIATIVE OF THE EFTELING NATURE PARK FOUNDATION. VILLA PARDOES AND EFTELING HAVE THEREFORE BEEN CLOSELY CONNECTED FOR 25 YEARS. THANKS TO THIS COLLABORATION, MORE THAN 10,000 FAMILIES HAVE ENJOYED AN UNFORGETTABLE HOLIDAY WEEK FREE OF CHARGE, WITH THE FAMILY AT ITS HEART. EFTELING AND VILLA PARDOES ARE NOW STRENGTHENING THEIR PARTNERSHIP, ENABLING VILLA PARDOES TO INCREASE ITS IMPACT ON FAMILIES AND TO CONTINUE GROWING AND DEVELOPING. WITH 25 YEARS OF EXPERIENCE AND EXPERTISE, BOTH ORGANISATIONS BELIEVE IN THE STRENGTH OF CONNECTED FAMILIES, WHERE EVERYONE MATTERS. TOGETHER, THEY AIM TO REALISE THE AMBITION THAT ALL FAMILIES IN THE NETHERLANDS WITH A CHILD FACING A SERIOUS ILLNESS OR CONDITION CAN EXPERIENCE AN UNFORGETTABLE HOLIDAY TOGETHER.

EFTELING AND VILLA PARDOES BUILDING THE FUTURE TOGETHER

Many Efteling employees have been involved with Villa Pardoos in one way or another for many years. In addition to deposit returns collected in the park and donated, many (former) employees volunteer, for example in the villa's garden. Tip jars are donated, and many colleagues take part each year in the Villa Pardoos Winter Run to support the organisation. Since October 2025, Efteling and Villa Pardoos have been working more closely together in the areas of finance, communications and services. This means that Efteling covers a large part of Villa Pardoos' fixed costs, allowing contributions from sponsors and donors to benefit the families even more and further enhance their experience.

WHAT IS VILLA PARDOES?

Villa Pardoos is a special holiday villa for families with children aged one to 12 who are facing a serious, life-altering illness or condition. The stay is offered to families with no charge.

Each week, 12 of these families experience an unforgettable holiday at Villa Pardoos - a week in which serious illness fades into the background, making way for valuable time together. The Villa Pardoos experience ensures that families return home stronger, filled with renewed energy, fresh insights and lasting memories that continue to resonate long after their stay.





GOVERNANCE

EACH YEAR, AROUND 400,000 KILOS OF FRIES ARE ENJOYED ACROSS THE WORLD OF EFTELING. WITH OVER 49 DIFFERENT VARIATIONS - INCLUDING LOADED FRIES - IT'S A CORE PRODUCT IN THE FOOD & BEVERAGE OFFERING. AT VOLUMES LIKE THESE, THE IMPACT OF MAKING THE CHAIN MORE SUSTAINABLE IS SIGNIFICANT. INAN SAHIN (CULINARY INNOVATION SPECIALIST AT EFTELING) AND ANOUK WENTINK (SUSTAINABILITY MANAGER AT AVIKO) EXPLAIN HOW THEY ARE JOINING FORCES TO FUTURE-PROOF THE ENTIRE CHAIN, FROM FARMER TO FORK.



INAN: "Anouk, making an assortment more sustainable often starts with data. How do you assess the impact of the products we purchase from Aviko?"

ANOUK: "That's right - insight starts with data. To truly make an impact, you need to track the entire journey of a product and map it in detail. We calculate the CO2 footprint for every step in the chain, literally from farmer to fork: from fertilisation in the fields and the type of packaging materials to the use of green energy in our factories. But the final step matters too: what type of oil do you use, and how efficient is the frying process in the park? With all that data, we create a steering tool that allows us to make decisions based on facts rather than assumptions."

INAN: "One of those conscious choices was our switch in 2024 to a thicker-cut 'rustic' skin-on fries. It's a great product from a culinary perspective, but the underlying environmental impact ultimately drove our decision."

ANOUK: "Absolutely. It's a great example of how culinary innovation and sustainability go hand in hand. The thicker the fries, the less waste during processing in the factory and, for instance, less moisture loss during frying. That significantly reduces CO2 emissions per kilo of product. On top of that, you've opted for fresh fries, which saves energy in storage and logistics compared to frozen products."

INAN: "The focus on local applies across the entire chain: the potatoes are primarily sourced and processed in the Netherlands, which reduces transport distances. For the same reason, we now exclusively use European sunflower oil in the park for frying."

INAN: "You've set the ambition to deliver fully emission-free fries by 2030. How does our current assortment compare to that ambitious goal?"

ANOUK: "Through the Value Chain Agreement, we're currently working with partners across the entire chain on fries with the lowest possible CO2 footprint. While the fries currently served in the park don't yet fall within that scope, we do see Efteling as a testing ground and innovation partner. We learn, experiment and evaluate together to realise that emission-free ambition as quickly as possible."

INAN: "What's the next milestone on the horizon for our collaboration?"

ANOUK: "That's our Future Proof Farming programme, which we launched in 2024. Through this programme, we support growers with both knowledge and financial resources to future-proof their crops and make them more resilient to climate change, with a strong focus on soil health and biodiversity. My goal is to be able to supply these 'future-proof' potatoes to Efteling in the near future."





EXPERIENCE PILLAR

IN LINE WITH EFTELING'S AREA VISION, BUILDING THE EFTELING GRAND HOTEL ALSO MARKED THE BEGINNING OF A NEW AREA AT THE MAIN ENTRANCE: THE ISLAND OF THE FIVE SENSES. THIS AREA INCLUDES THE HOUSE OF THE FIVE SENSES, THE EFTELING GRAND HOTEL, THE EFTELING THEATRE, AND AQUANURA ALL THE WAY UP TO THE CAR PARK.

ENTRANCE TO EFTELING

Design & Experience Manager Sander de Bruijn explains: "Since 1995, you walk into Efteling through the House of the five Senses. This new entrance was introduced at the time to meet the growing number of visitors but also to add some extra experience to the World of Wonders. Since then, several important changes have taken place in and around the entrance area, like the construction of the Pardoes Promenade in 2000, the arrival of the Efteling Theatre in 2002, and the opening of water show Aquanura in 2012. With the opening of the Efteling Grand Hotel, the surrounding water features, and the redesign of the entire area around the main entrance, the Island of the five Senses came into being; a place where you can calmly start your Efteling day or just relax together at the end. It's a surprisingly green resting spot for both hotel guests and park visitors."

SEVERAL NEW SQUARES

Ivo Südmeier, the landscape architect at Efteling responsible for this area, says: "In order to make the best use of the available space, we mapped out the walking streams, routes, and walking speeds of the guests. We also looked at earlier plans for this location. The transitions that were already drawn there are also reflected in the new designs.

The goal is to quickly reach a walking boulevard from your car and enter Efteling via the different squares. On squares before the main entrance, you meet each other and arrange practical matters. Once the guest is inside the park, the other squares, water features, and the plants invite you to stroll around. From here, you can easily walk to the show at the Efteling Theatre, have something to eat at Brasserie 7, or browse in the shops. We consciously choose to use the same style throughout the area. This means the planting, ponds, and paving look the same everywhere. So the entrance building no longer has a front or back side, but with the water features, we create an island where the House of the five Senses, the Efteling Grand Hotel, and the Efteling Theatre fit together in a logical way."

SPECIAL MUSIC

Sander: "Special music was composed for the Efteling Grand Hotel. This main theme can also be heard in the new Aquanura show Efteling Symphonica. Beautiful variants of this theme can be heard throughout the entrance area, from the smallest version at the fairytale The Princess and the Pea to the most exuberant version at water show Aquanura. Thanks to the music, all the various locations on the island are connected." →





LUXURIOUS AND SUSTAINABLE PLANTING

"In 2025, a lot of work was done to shape the Island of the five Senses," says Ivo. "We created space for the ponds, laid underground infrastructure for audio and lighting, and planted thousands of new plants and more than eighty new trees. All this ensures the immersive experience we wish to create. The style of the Island of the five Senses is the same throughout the whole area. The sustainable planting supports this and matches the luxurious appearance of the Efteling Grand Hotel. We have mainly chosen evergreen plants as the basis, with some special details. The borders are laid out in the shape of a leaf to emphasise the vision and origin of Efteling as a nature park. In the area, we combine different tree species. Trees that stay green all year round, trees that bloom early in spring like the serviceberry and the sweet cherry, and trees that turn beautiful colours in autumn like the Japanese Zelkova. By adding a few multi-stemmed trees, we create a wonderful viewingpoint to the Efteling Grand Hotel. You really feel that you are in a special place, thanks to the use of hedges and round shapes in the planting beds. In some places, we alternate the plants in summer and winter to create even more highlights at important spots."

MORE WATER AND PONDS

Ivo: "By bringing some of the Fairytale Forest's plants closer to the Efteling Grand Hotel, we give you a taste of what you'll see at water show Aquanura with the water. We do this with a kind of water feature that runs from Aquanura to the car park. From above, you can see that the water features seem to wrap around the House of the five Senses. To the left and right at the end of the Pardoes Promenade, new ponds have also been created. All ponds are interconnected. Rainwater is drained off through the ponds to the Aquanura pond, the *Meer van Fantasie* pond."

Sander concludes: "The Island of the five Senses acts like the cover of a book; all park visits start and finish here. It's the perfect place full of promise, where fantastic experiences are to be found between the moment you wake up and the moment you go to sleep in the World of Efteling. Here, we set off, return, and enjoy all our adventures."





PILLAR EFTELINGER

MOVING WITH THE JOB MARKET
IN 2025, EFTELING WELCOMED 1,515 NEW EMPLOYEES, WHO ARE RESPECTFULLY CALLED 'EFTELINGERS.' A LARGE PART OF THESE COLLEAGUES JOINED EFTELING THANKS TO A COLLEAGUE WHO'S ALREADY WORKING AT EFTELING. EFTELING IS AWARE THAT THE JOB MARKET AND THE NEEDS OF NEW COLLEAGUES ARE CHANGING. IT IS ADAPTING TO THIS BY PAYING A LOT OF ATTENTION TO IMPORTANT THEMES AS AN EMPLOYER. THE ONBOARDING OF NEW EFTELINGERS HAS IMPROVED. EFTELING IS INVESTING IN MANAGERS THROUGH, AMONG OTHER THINGS, AN INTENSIVE LEADERSHIP PROGRAMME. COLLABORATION WITH SCHOOLS HAS BEEN STRENGTHENED. THERE'S A LOT OF ATTENTION FOR WELL-BEING, FOCUSING ON PHYSICAL, SOCIAL, MENTAL, AND FINANCIAL HEALTH. IN ADDITION, COLLEAGUES CAN NOW HANDLE HR MATTERS MORE EASILY VIA THE NEW SYSTEM MIJN WERK, WHICH ARE NOW WELL INTEGRATED INTO THE LEADERSHIP PROGRAMMES.

Inge Heesakkers, HR Development Specialist, explains: "If you're looking for your dream job at Efteling, the renewed website werken-bij.efteling.com gives you an immediate overview of all available vacancies. Each vacancy provides more information about the role, the field, and the department. Sometimes, a colleague shares their experience, giving you a strong first impression of Efteling as an employer. Once you've applied, you can revisit the vacancy or check the status of your application through your personal environment."

IMPROVED ONBOARDING
Inge continues: "After signing the contract, the journey continues towards the first working day. In 2025, we also made significant improvements to how we welcome new colleagues. A digital compass now guides all new Eftelingers through every step of the

onboarding process. This ranges from completing a personal profile to selecting the language flags displayed on the employee badge, from learning 'Eftelingkunde' to accessing a dedicated map with staff entrances and canteens. A guided tour of Efteling and meeting new colleagues are also integral parts of the onboarding programme."

ARRANGE HR MATTERS YOURSELF VIA MIJN WERK

"For some time, colleagues have expressed the wish to manage more HR-related matters themselves, such as updating personal details or reporting sickness and recovery," says Inge. "The new online environment *Mijn Werk* makes this possible. The system is designed to guide users quickly and clearly through all topics and requests, helping them become familiar with the platform. Previously, colleagues had to visit multiple systems; now, almost everything can be arranged more easily and efficiently in one place. Team Leads now also have better understanding into their teams, and requesting new vacancies has become much simpler."

"In addition, the internal job site is easily accessible via *Mijn Werk*. Here, colleagues can explore opportunities within the organisation and apply directly. The recruitment process for managers has also improved: they now have better overview and insight into ongoing applications, can easily request new vacancies, coordinate with Recruitment, invite candidates for interviews, and schedule appointments. In just a few clicks, managers can send employment offers, fully in Efteling style." Inge concludes: "In 2026, we will continue improving the employee journey: from systems and processes to personal interaction with Eftelingers. We will also introduce a fresh and intuitive learning environment that aligns with how we work and learn."





WORKING AT EFTELING GRAND HOTEL

EVERYTHING AT THE EFTELING GRAND HOTEL REVOLVES AROUND REFINEMENT AND DELIVERING THE ULTIMATE GUEST EXPERIENCE. THIS IS REFLECTED NOT ONLY IN THE HOTEL'S APPEARANCE, BUT ESPECIALLY IN THE PASSION, PROFESSIONALISM AND EXPERTISE OF ITS EMPLOYEES. THE TEAM CONSISTS OF APPROXIMATELY 300 COLLEAGUES: A STRONG COMBINATION OF EXTERNAL EXPERTISE AND INTERNAL TALENT PROGRESSING FROM WITHIN EFTELING. THESE EFTELINGERS SHARE A BELIEF THAT PERSONAL SERVICE MAKES ALL THE DIFFERENCE FOR GUESTS.

To ensure a shared starting point, a tailored training programme has been developed. Colleagues at the Efteling Grand Hotel received an extensive tour of the hotel, got to know one another during joint sessions, and explored the hotel's cultural and service vision. Alongside practical training and e-learning modules, the complete guest journey was a central focus, ensuring that every colleague understands how they contribute to creating an unforgettable stay.





FOCUS ON LEADERSHIP DEVELOPMENT

CONFIDENT LEADERSHIP IS KEY TO A HEALTHY AND INSPIRING ORGANISATION. THAT IS WHY EFTELING HAS BEEN INVESTING IN THE DEVELOPMENT OF TEAM LEADS FOR SEVERAL YEARS. SINCE EARLY 2025, NEARLY 150 MANAGERS HAVE BEEN PARTICIPATING IN A RENEWED LEADERSHIP PROGRAMME. THIS PROGRAMME SUPPORTS THEIR PERSONAL AND PROFESSIONAL GROWTH, PROVIDES DIRECTION, AND OFFERS STRUCTURE.

THEMES 2025

Several insights shape the leadership programme, including the organisation's vision and leadership perspective, the development needs of managers, the Employee Engagement Survey, and expectations of leadership within Efteling. The programme began in 2025 with an analysis, providing each leader with insight into their talents and motivations. This was followed by three central themes:

- ✦ Well-being & Work Enjoyment: creating a positive and healthy work environment with attention to employees
- ✦ Team Dynamics: building teams that collaborate effectively and tackle challenges together
- ✦ Goal-oriented Leadership: providing clear direction through vision and objectives, and supporting teams in achieving results

Each theme started with a kick-off session, followed by in-depth focus and development sessions. The renewed leadership programme aligns seamlessly with the Efteling Culture Compass in daily practice, ensuring that colleagues not only see positive change but truly experience it. In 2026, the programme will continue with new themes.



FINANCIAL FIGURES

KEY FIGURES

<i>amounts in €1 million (unless stated otherwise)</i>	2025	2024
General		
Number of individual visitors (x 1 million)	4.98	4.94
Number of visits (x 1 million)	5.78	5.64
Results		
Total revenue	347.0	314.0
Change compared to previous year	10.5%	8.8%
EBITDA	94.6	96.6
EBITDA (%)	27%	31%
Net result after taxes	27.2	36.8
Net result after taxes (%)	7.8%	11.7%
Balance sheet		
Fixed assets	412.4	375.7
Current assets	32.7	26.0
Cash and cash equivalents	0.5	3.6
Total balance sheet	445.6	405.3
Equity	295.7	278.2
Solvency (%)	66.4%	68.6%
Cash flow		
Cash flow from operating activities	84.0	78.8
Cash flow from investing activities	-85.7	-98.1
Cash flow from financing activities	-1.3	-16.9
Net cash flow	-3.0	-36.2



FINANCIAL FIGURES

BALANCE SHEET AS AT 31 DECEMBER 2025

<i>before allocation of profit (amounts x €1,000)</i>	31 December 2025	31 December 2024
ASSETS		
Intangible fixed assets		
Media productions	1,604	1,006
Software	15,441	13,010
Licenses	4,449	4,844
Investments in progress	568	1,930
	22,062	20,790
Tangible fixed assets		
Buildings and land	204,621	129,904
Attractions	107,730	114,699
Other property, plant and equipment	56,669	37,819
Investments in progress	19,667	72,119
	388,687	354,541
Financial fixed assets		
Other securities	5	36
Other receivables	1,612	358
	1,617	394
Inventories	11,814	9,307
Receivables		
Trade debtors	7,493	5,894
Taxes and social security contributions	4,147	1,606
Other receivables and accruals	9,221	9,207
	20,861	16,707
Liquid assets	544	3,576
TOTAL ASSETS	445,585	405,315



FINANCIAL FIGURES

BALANCE SHEET AS AT 31 DECEMBER 2025

<i>before allocation of profit (amounts x €1,000)</i>	31 December 2025	31 December 2024
LIABILITIES		
Equity		
Issued share capital	13,393	13,393
Statutory reserves	17,045	14,016
Other reserves	238,069	214,016
Result for the year	27,189	36,801
	295,696	278,226
Provisions		
Deferred staff benefits	1,024	1,049
Other provisions	795	735
	1,819	1,784
Long-term liabilities		
Credit institutions	52,500	52,500
Long-term debt to shareholder	-	1,500
	52,500	54,000
Short-term liabilities		
Repayment obligation long-term liabilities	1,500	3,000
Advance payments on orders	21,515	16,325
Amounts owed to suppliers	19,864	18,702
Taxes and social security premiums	3,058	3,582
Pension-related debts	1,506	187
Debts to credit institutions	14,066	-
Other debts and accrued liabilities	34,061	29,509
	95,570	71,305
TOTAL LIABILITIES	445,585	405,315



FINANCIAL FIGURES

PROFIT AND LOSS ACCOUNT FOR 2025

<i>amounts x €1,000</i>	2025	2024
Operating revenue		
Net turnover	336,503	302,891
Capitalised production for own company	8,180	8,127
Other operating income	2,300	2,934
	346,983	313,952
Operating expenses		
Cost of raw and auxiliary materials	35,398	30,719
Other external costs	8,894	6,194
Wages and salaries	92,791	77,714
Social charges	16,265	14,043
Pension costs	10,489	8,702
Depreciation of (in)tangible fixed assets	55,530	44,054
Other value adjustments of (in)tangible fixed assets	-	1,826
Other operating expenses	88,483	80,094
	307,850	263,346
Operating result	39,133	50,606
Financial income and expenses		
Other interest income and similar revenue	-383	-1,475
Value adjustment of financial fixed assets being securities	31	31
Interest charges and similar costs	2,627	2,895
	2,275	1,451
Result before tax	36,858	49,155
Corporate income tax	9,670	12,354
Result after tax	27,188	36,801



FINANCIAL FIGURES

CASH FLOW STATEMENT FOR 2025

<i>amounts x €1,000</i>	2025	2024
Operating profit	39,134	50,606
<i>Adjustments for:</i>		
Depreciations (and other impairments)	55,529	44,054
Book results from fixed asset changes	18	1,821
Provision movement	33	-54
Capitalised production for in-house use	-8,180	-8,125
<i>Changes in working capital:</i>		
Change in operating receivables	-1,117	153
Change in inventories	-2,507	-1,592
Change in operating liabilities	14,659	5,329
Cash flow from operating activities	97,569	92,192
Interest received	383	1,475
Income tax paid	-13,961	-14,824
Cash flow from operating activities	83,991	78,843
Investments in intangible fixed assets	-5,573	-7,191
Investments in tangible fixed assets	-80,181	-90,949
Disposals of tangible fixed assets	12	41
Cash flow from investing activities	-85,742	-98,099
Increase in loans from credit institutions	14,066	-
Redemption of long-term debts	-3,000	-3,000
Interest paid	-2,627	-2,894
Dividends paid	-9,720	-11,001
Cash flow from financing activities	-1,281	-16,895
Net cash flow	-3,032	-36,151
Position of cash and cash equivalents at start of year	3,576	39,727
Net cash flow	-3,032	-36,151
Position of cash and cash equivalents at end of year	544	3,576



LOOKING AHEAD

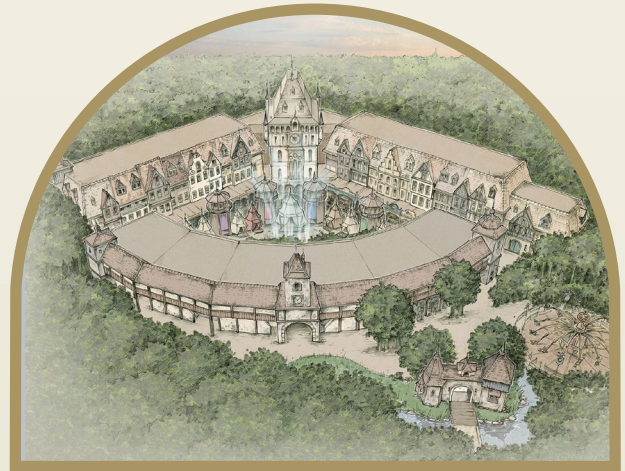
In 2026, together with all our colleagues, we aim to continue striving for a 9+ experience for our guests. We remain focused on good employership and engaged employees. We stay committed to our Vision 2030 and see the limit of 5 million visitors as a period in which we must carefully consider our options. We are certainly not standing still and will continue to grow in 2026. This year, we will resume the search for a new Chief Financial Officer and look forward to working constructively again as a full Board of Directors with the Supervisory Board and sole shareholder Efteling Nature Park Foundation.

We are particularly looking forward to the opening of the renewed themed area Raveleijn. Together with our partner Puy du Fou, we are working on a new, spectacular show. In addition, an exciting attraction will be added to the themed area, allowing even more visitors to experience the story of the five heroes. It marks a new chapter in the successful story of Raveleijn - a story that now holds an important place in our park. With the drop tower attraction Hooghmoed, we are investing in an addition for younger thrill-seekers who are not yet able to experience Baron 1898. This way, we make the story of Baron 1898 more accessible to a wider range of visitors.



SUSTAINABLE MOBILITY

In 2026 we focus on Sustainable Mobility, which means we will launch various initiatives related to traffic and transport. Compared to the theme 'Year of Waste' in 2025, we are more dependent on other parties in the area of mobility. That is why collaboration with external partners is so important. An example of this is the collaboration with public transport company Arriva and the province of Noord-Brabant, which will result in a bus depot opening on Efteling grounds. Regional electric buses will be charged here. As a result, up to 20% more electric buses will operate to and from Efteling at the start and end of the day, improving accessibility by public transport for both our guests and our employees.



EYES ON THE FUTURE

As a Board of Directors, we also keep an eye on the world around us. We are aware of our societal role and maintain close contact with our local community. Together with fellow organisations within Club van Elf, we discuss developments that affect theme parks in the Netherlands. At an international level, we do so, among others, within the industry association IAAPA. We strive to remain among the leading organisations in the field of sustainability and to continue inspiring others.

FINALLY

In 2027, Efteling will celebrate its 75th anniversary a special milestone. In 2026, we will start the preparations for this jubilee celebration year. We look forward to a wonderful year with highlights for our guests and employees, with strong attention to our Sustainable DNA, our past and our future.

Fons Jurgens, CEO Efteling B.V.



Efteling®