



It's all about experience

Annual report 2025

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Colophon



A FLASHBACK & OUTLOOK BY OUR CEO, RON HAANS

Building momentum in a changing world

2025 started under the shadow of global uncertainty. Across markets, decisions were postponed and projects slowed down. Understandably so. We felt that hesitation as well. Not because ambition disappeared, but because realism took over.

Just before summer, the situation stabilized. Confidence returned and projects regained momentum. What followed was a strong acceleration in the second half of the year and an intense end-of-year sprint. One I am proud of. We closed 2025 with a 8% growth compared to last year. Modest in absolute terms, but the maximum achievable within the context we operated in. Supported by the continued expansion of our global accounts.

Scaling performance

Internally, 2025 was defined by a major transformation. Our transition toward a secure enterprise hybrid cloud platform built on the Microsoft ecosystem and integrated with AWS marks a major step forward.

With the addition of Microsoft Dynamics, the platform enables us to connect our organization and business partners end to end. From internal operations to customers, suppliers, installation partners, IoT asset management, and service and support. Data is orchestrated, structured, cleansed, and continuously updated. Artificial intelligence serves as a catalyst for both business and digital transformation.

This requires significant investment, both financially and in time. The result will be a future-proof foundation for our organization, enabling us to implement one uniform way of working worldwide and marking a pioneering step within our industry.

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One standard. Worldwide.

Another key pillar in 2025 was the expansion of our worldwide partner network. Supported by R&D, learning and development programs and our Smart Deployment methodology and app, we ensure one way of working across all markets.

Built on a single method and a shared quality standard, always connected to our Network Operations Center, and supported by clear delivery documentation for partners and clients alike.

Growing globally, acting locally

Internationally, the UK stood out as our strongest growth market in 2025, with flagship experience projects for brands such as Salomon, Lindt and Lange & Söhne, and big opportunities ahead in 2026.

The United States continues to open new opportunities, resulting in a major roll out there as our European clients expand there. A new office in New York and a virtual office in London mark an important next step.

The changing role of physical experience

Digital communication in physical spaces continues to evolve, but we are still only at the beginning. The market is clearly splitting. Promotional driven retailers remain strongly ROI-focused, while experience is gaining prominence across segments. Physical locations are taking on a new role. From point of sale to point of experience. Places that create fans rather than transactions. We see enthusiasm returning. City centers are growing again. Brands are rediscovering the value of physical presence and the impact of well-designed experience. This reinforces what has always driven First Impression: experience. **It's all about experience.**

Experience, without borders

What I look forward to most is the continued growth of our global accounts. Seeing experiences roll out worldwide, built and delivered with the quality, creativity, and client focus that define First Impression. Designed centrally. Executed locally. Fully owned from concept to long-term performance. That focus defines how we move forward.

Ron Haans
Chief Experience Officer (CEO) & founder

“BRANDS ARE REDISCOVERING THE VALUE OF PHYSICAL PRESENCE AND THE IMPACT OF WELL-DESIGNED EXPERIENCE.”

- Ron Haans | Chief Experience Officer



Salomon flagship store on the iconic Champs-Élysées in Paris

OUR AVENTURERS®

Meet the team



Every year, our AVenturers® take a team picture in the theme of our notorious Christmas party. In 2025 the theme was *First Fairy Tales*. Our team showed their best versions of fairies, elves, kings, and knights. And made every moment magical.

OUR CHIEF INSPIRATION OFFICER KOEN WOUTERS ON THE FUTURE OF RETAIL



Retail finding its next form

2025 was a year of acceleration. Retail sharpened its focus on experience and scale. In our client conversations, three themes kept returning: consistency across markets, speed of rollout and the ability to keep stores dynamic over time.

The physical store remains a strategic asset. Brands invest in spaces that attract attention, strengthen identity and support international growth. Experience now influences where people choose to spend their time.

Spaces that perform

We designed environments where light, LED displays, digital content and music function as one system. When these elements are aligned, the space gains impact and flexibility. Campaigns change faster. Atmosphere adapts to season and context. The store stays relevant without rebuilding the interior. Brands want to surprise more often and operate more efficiently at the same time.

One brand, many places

Consistency across locations has become essential. Global brands want their identity to be instantly recognizable, while still feeling relevant locally. Achieving this requires a smart balance between central direction and local adaptation.

Technology enables this orchestration. Content platforms, scalable deployments and real-time management help brands stay aligned across markets, without losing flexibility.

[Continued on page 7 →](#)



Rituals duty-free store at Amsterdam Airport Schiphol

“BRANDS WANT TO SURPRISE MORE OFTEN AND OPERATE MORE EFFICIENTLY AT THE SAME TIME.”

- Koen Wouters | Chief Inspiration Officer



Interactive digital signage strengthens brand engagement

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Intelligent content, natural interaction

AI is reshaping how content is created and distributed. Production becomes faster. Variation becomes easier. Networks become smarter.

Digital signage increasingly responds to season, weather, stock and location. Automation ensures relevance at scale. Personalization develops step by step, grounded in data and operational logic. Physical retail begins to mirror the intelligence of online platforms, while keeping the power of real-world interaction.

Blended destinations

The boundaries between sectors continue to fade. Retail merges with hospitality, leisure and wellness. Online-first brands open flagship stores to strengthen credibility and presence. Physical space reinforces digital performance.

Locations are designed as magnets for interaction. Restaurants integrate retail. Sports clubs build brand ecosystems. Stores host events and collaborations. The visit itself becomes part of the value proposition.

Looking ahead

As we move toward 2026, retail continues to evolve into a discipline driven by experience, relevance and scale. At First Impression, we see enormous potential in this shift. We are building it alongside the brands that dare to lead.

Koen Wouters,
Chief Inspiration Officer (CIO)

FLASHBACK & OUTLOOK BY OUR CFO, MARCEL PAULISSEN



First Forward. One system, one way of working

Financially, the year showed growth. Revenue increased, driven by new business in the retail sector across both the Benelux and international markets. Alongside onboarding major retail players such as Primera, ICI Paris XL and Kruidvat (AS Watson), we accelerated our footprint beyond our home market.

The launch of new entities in London and New York marked a significant milestone in our global expansion. Building on our established market leadership in the Benelux, this creates strong momentum for continued growth across Europe and beyond.

Internally, however, one theme defined the year. Preparation.

First Forward: scaling performance

Throughout the year, we worked on implementing Microsoft Dynamics under the program name First Forward. Rapid growth in previous years increased complexity across systems and processes. To support our next phase of growth, we chose to build one integrated foundation. Microsoft Dynamics unifies our CRM and ERP capabilities into a single, AI-powered cloud platform, streamlining operations, and enhancing customer engagement.

2025 was dedicated to building that foundation. Redesigning processes. Aligning teams. Connecting sales, project execution, service, and finance into one environment. The implementation proved intensive and technically complex. Legacy systems and new processes temporarily ran in parallel, which impacted efficiency and increased operational costs.

We consciously chose quality over speed. Go-live has been scheduled for 2026. One transition. Fully controlled. The groundwork laid in 2025 will give us better insight into project margins, stronger forecasting capabilities, and structural scalability.

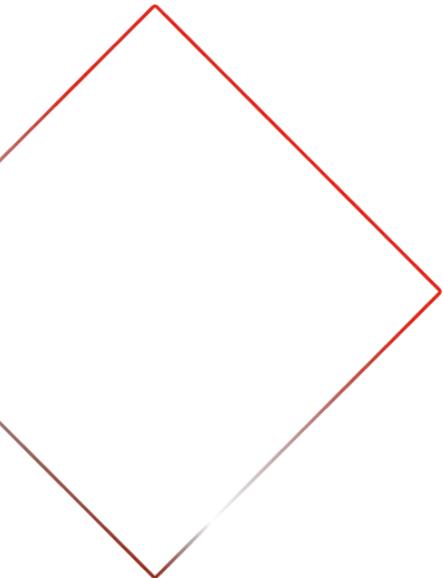
Sustainability and responsibility

I strongly believe that financial performance and responsibility should move in the same direction.

As a certified B Corp organization, we operate under clear standards for governance, social impact, and environmental performance. In 2025, we took further steps toward ISO 14001 certification and strengthened our ESG reporting. Renewable energy sourcing, CO₂ monitoring, and efficiency improvements remain priorities.

Sustainability is embedded in how we invest, how we operate, and how we measure success.

[Continued on page 9 →](#)



**“SUSTAINABILITY IS EMBEDDED IN
HOW WE INVEST, HOW WE OPERATE,
AND HOW WE MEASURE SUCCESS.”**

- Marcel Paulissen | Chief Financial Officer

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Looking ahead

After two stabilization years, 2026 will be about consolidation and acceleration.

With Microsoft Dynamics going live, we expect simplified processes, improved forecasting, and stronger control over margins. Confirmed annual plans from key clients and a solid international pipeline provide confidence for renewed growth.

The growth we are seeing in retail in our home market is a strong signal. It gives us the confidence to further develop our European footprint and selectively expand beyond. We will do so with discipline, backed by a unified system and a scalable organization.

2025 required discipline and patience. It was not the easiest year, but it was a necessary one. The choices we made strengthen our position and prepare us for controlled, scalable growth in the years ahead.

Marcel Paulissen
Chief Financial Officer (CFO)

2025 in a nutshell

€47^{+8%}

Net turnover

(x € million)

€1.9

EBITDA

(x € million)

44%

Solvency ratio

231^{+14%}

AVenturers®

Number of employees

82%

Male

18%

Female

424

Customers

Active accounts

52

Countries

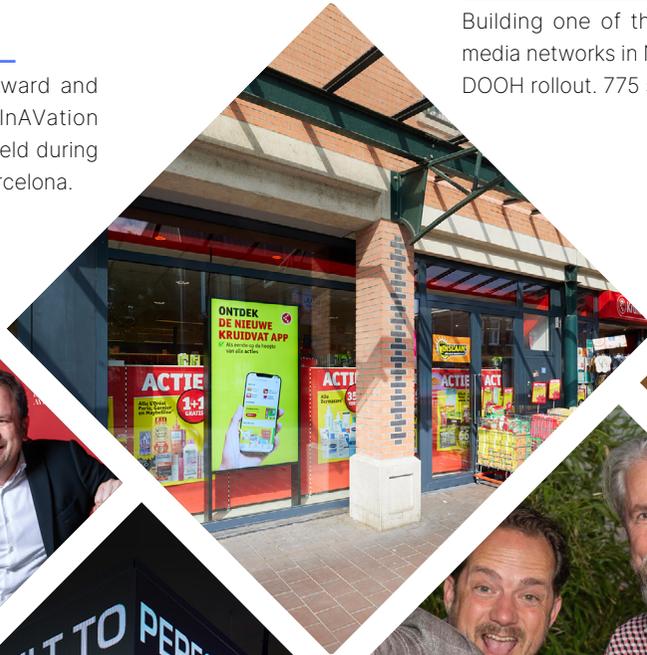
Where turnover was realized

Highlights 2025

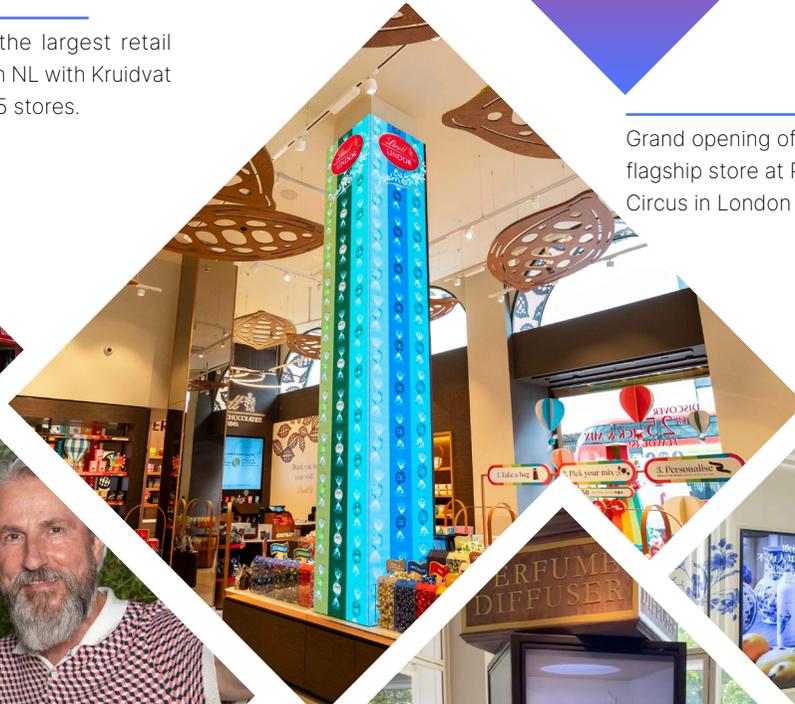
Winning the Sustainable Business Award and the Green Signage Award at the InAVation Awards and Digital Signage Awards, held during Integrated Systems Europe (ISE) in Barcelona.



Building one of the largest retail media networks in NL with Kruidvat DOOH rollout. 775 stores.



Grand opening of the Lindt flagship store at Piccadilly Circus in London

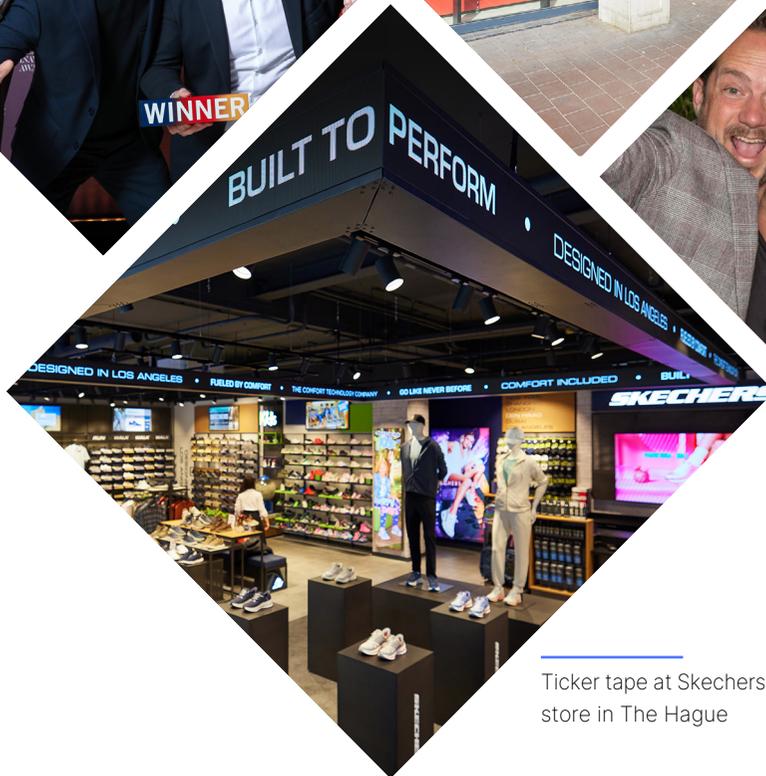


RITUALS



BUILT TO PERFORM

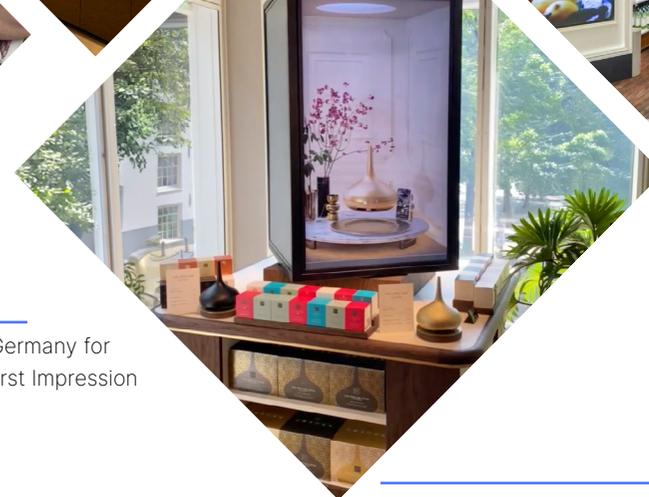
DESIGNED IN LOS ANGELES



Shop! D-A-CH Awards Germany for Jumbo Supermarkets. First Impression wins Silver Award



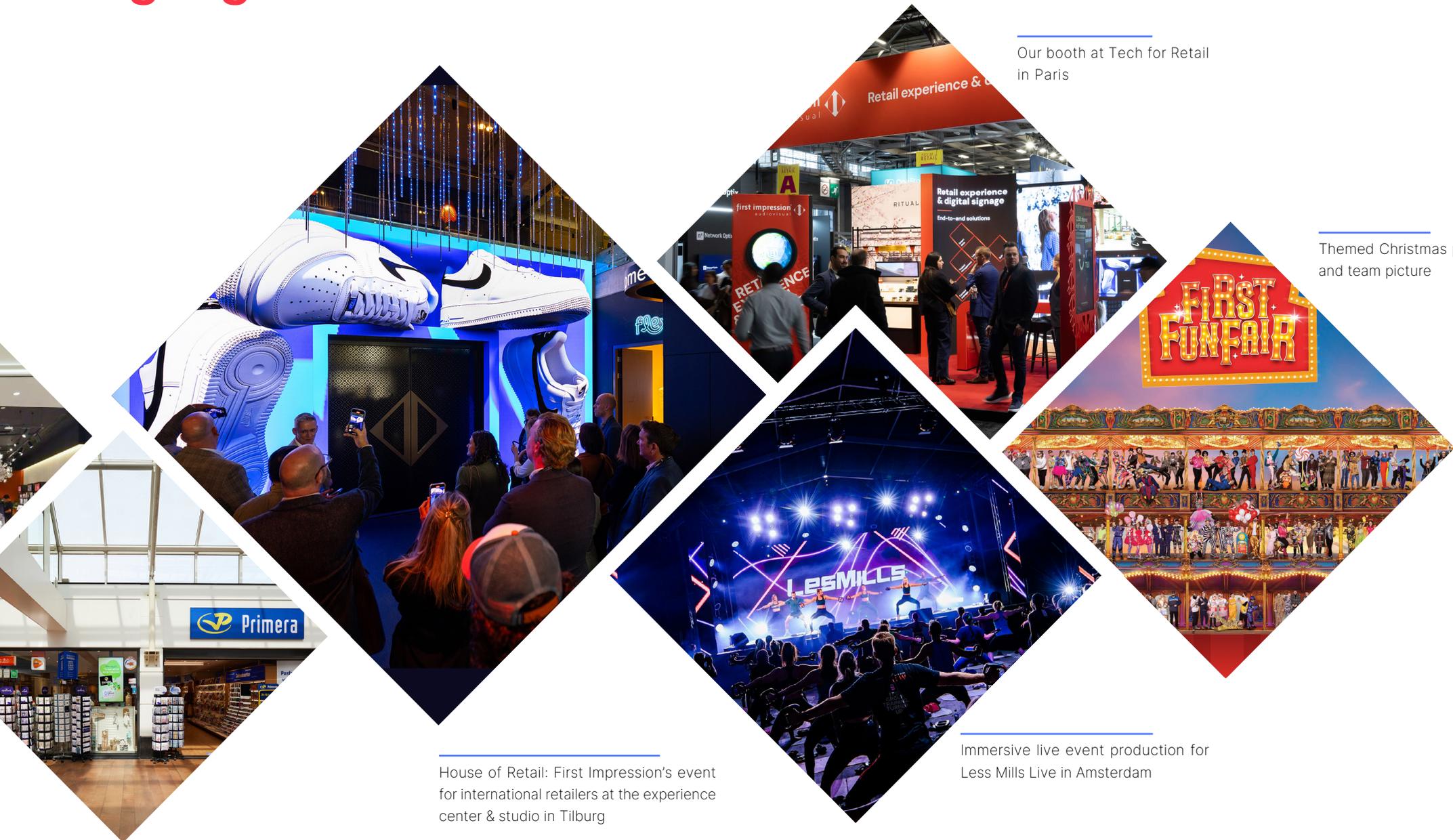
New Rituals approach in China with local partner ensuring sustainable rollout



Development and installation of the magical Rituals Genie display in Amsterdam

Ticker tape at Skechers store in The Hague

Highlights 2025



Our booth at Tech for Retail in Paris

Themed Christmas party and team picture

House of Retail: First Impression's event for international retailers at the experience center & studio in Tilburg

Immersive live event production for Less Mills Live in Amsterdam

Rolled out 500 Primera stores

first impression 
audiovisual

IT'S ALL ABOUT
EXPERIENCE

Let us inspire you:
our work

A SHORT IMPRESSION

We love what we do
and who we do it for

ASML

essent

Kruidvat

PG
PinkGellac

SKECHERS

 **AS Watson**

G-STAR

A. LANGE & SÖHNE
GLASHÜTTE I/SA


PORSCHE

SPAR 

aws

ICI PARIS XL

LAVAZZA

 **Primera**

Specsavers

BASIC-FIT

JUMBO

LES MILLS

RITUALS...®

TONY'S
CHOCOLONELY

B
BREITLING
1884

KLM

Lindt 

SALOMON

 **TUI**

elho
GIVE ROOM TO NATURE

 **kpn**

NESPRESSO

SIEMENS

VOLVO

KRUIDVAT

DOOH in the shop window

Part of AS Watson, Kruidvat operates at true scale. Across 775 stores, we delivered a full rollout of window displays that shows what our Smart Deployment methodology is built for. Fast, controlled and consistent. We delivered up to 72 stores per week and even had a stunning record with 17 stores installed in a single day. This project lays the foundation for a powerful DOOH ecosystem, where every screen is connected, centrally managed and ready for retail media activation. A strong backbone, designed for impact today and scalability tomorrow.

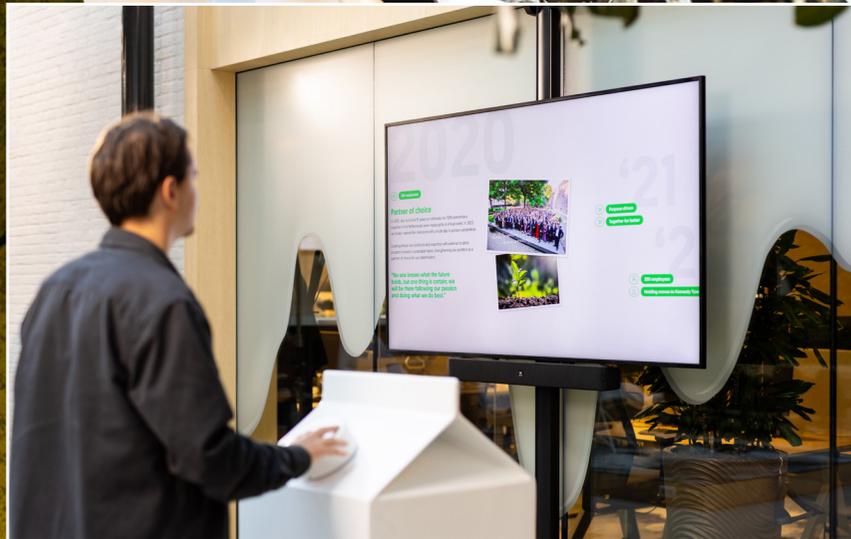




NESPRESSO

Forced perspective in national DOOH campaign

For Nespresso, everything revolves around refinement. And timing. In this DOOH campaign, content, context and location come together in one seamless flow. Designed to capture attention during the busiest season of the year, Christmas. High-impact visuals meet precise orchestration across screens, creating a story that unfolds in motion. Not just seen, but felt.



INTERFOOD EXPERIENCE CENTER

An interactive journey through the value chain of dairy

Designing and building experience centers is part of First Impression's DNA. For years, we have been translating complex stories into spaces people can explore, understand and remember.

In this experience center, every step in the dairy value chain is translated into a spatial story you can walk through. From source to solution. Digital layers, physical elements and content work as one system, guiding visitors through the world of dairy in a way that is both intuitive and engaging. A clear example of how storytelling, technology and space come together.



LAVAZZA

Bringing the Lavazza brand to life across 267 petrol stations in the Benelux

A rollout with our shopfitting partner ITAB where consistency meets speed. Every location translates the same rich coffee experience into a compact, high-impact environment. Digital touchpoints, visual identity and spatial design work together to turn a quick stop into a brand moment. Scalable by design, executed with precision.



WAT ETEN WE? ^{<200>}

Klassieke sperziebonen, aardappelschijfjes en kerriekipfilet

WAT ETEN WE? CHECK HET WEEKMENU IN DE JUMBO APP

*De prijs van dit gerecht gemiddeld €12,- per persoon a.d.a. 4 personen en prijs van ingrediënten inclusief.

D-A-CH
shop!
AWARDS 2025

Jumbo Supermarkets case wins silver

First Impression audiovisual received the Silver Award in the Retail Technologies category at the Shop! D-A-CH Awards 2025. The recognition highlights the integration and rollout of digital signage and retail media at Jumbo Supermarkets, one of the Netherlands' leading food retailers. The project demonstrates how data-driven communication and scalable content strategies can be deployed across a large retail network to strengthen both customer engagement and operational performance.

SCALING VALUE ACROSS MARKETS

Clients, commerce and confidence


Stefano Fadda

Chief Commercial Officer (CCO)

2025 was a year in which our commercial direction became sharper and more confident. In retail, we proved that digital signage can be a structural revenue model. Internationally, we expanded with existing clients and strengthened our position through supplier partnerships and controlled rollouts.

We entered hospitality with a clear proposition and refined our Events business toward sustainable, long-term value. Across all these domains, one thread connects everything. Growth only matters when it is scalable, measurable and built on a solid operational foundation.

Retail under pressure, value in networks

When economic pressure rises, retail marketing budgets are usually the first to tighten. We see it every day. Experience remains important, but retailers increasingly ask one question first: what does it deliver?

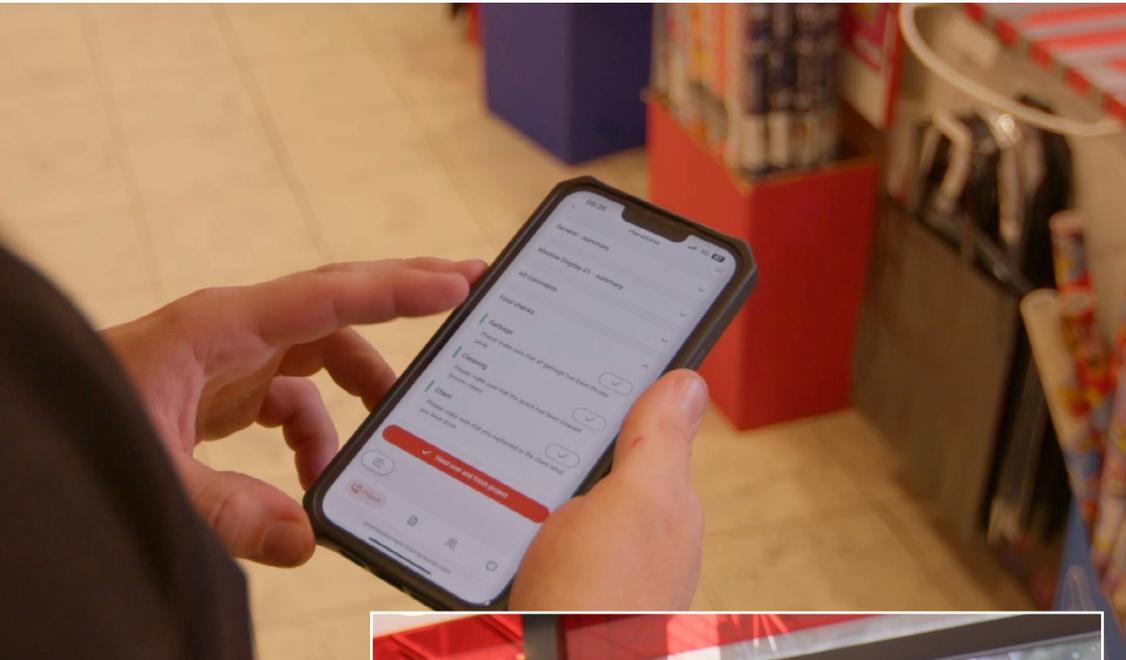
Retail media changed that conversation. By monetizing in-store digital signage networks, screens moved from cost to value. Either by promoting your own product portfolio or by opening the network to external advertisers.

At **Primera** and **Kruidvat**, we rolled out retail media networks at scale. Hundreds of stores. Direct collaboration. Built for growth. Kruidvat is expanding from 775 to 800 locations. That scale proves the model works.

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Across 500 stores, we led the rollout for Primera's digital store network. Built on Smart Deployment and managed as one system, ready for retail media at scale while fitting every local store.



Execution is structured through our Smart Deployment methodology and app

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For Primera, retail media is also a revenue engine. The network generates a structural income stream. One that strengthens margins and creates room to invest back into the business, by upgrading the store, with more digital signage.

What changed most is the mindset. Retailers are no longer hesitant about introducing screens into their stores. Retail media has proven that digital signage can deliver measurable returns without compromising brand positioning. The business case speaks for itself.

Experience as an international door-opener

International growth brings a different reality. In markets like Germany and France, we do not compete on brand awareness yet. We compete on proven specialization in our business. That requires focus. Clarity in our story. And the ability to demonstrate who the team behind First Impression truly is.

Our growth in these markets in 2025 was driven primarily by existing international clients expanding across borders, combined with strong partnerships with key suppliers such as LG, Samsung, DISE and HH Global. These collaborations strengthen our position and credibility in new regions.

Execution is structured through our Smart Deployment methodology. This is not dependent on trust alone. It is a controlled rollout framework in which strategy, design principles, hardware standards and quality protocols are centrally defined and monitored. Installation partners operate within that structure, ensuring compliance with our standards while navigating local regulations and logistics.

Smart Deployment gives us full grip on the installation process. From pre-production and validation to on-site execution and handover. It ensures consistency in quality, timing and brand experience across borders.

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Brain Massage at the Rituals Mind Oasis (above) and the immersive LED display pillar at the Lindt flagship store in London (right)



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The transition from delivery to long-term performance is seamless. Once installed, networks move directly into our Smart Service model, supported by our Network Operations Center. Proactive monitoring, remote management and performance control safeguard uptime and continuity.

In most international markets, functional digital signage is already a given. Experience is what opens doors. Clients may start with rollout questions, but they quickly look for expertise that goes beyond infrastructure. That is where our end-to-end approach stands out.

Projects for **Lindt** in the UK and multiple, worldwide **Rituals** locations demonstrate this clearly. The foundation is robust digital signage. The differentiation comes from layered experience. That combination travels well. And it scales.

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Entering hospitality

In 2025, we officially entered the hospitality market. A natural extension of capabilities we have been building for years within retail and branded environments. With projects for **The Social Hub** and **Van der Valk**, we introduced our integrated audiovisual approach to hotels and hybrid hospitality concepts. It marks a deliberate step into a sector where atmosphere, technology and guest experience come together, and where our end-to-end model together with our global, scalable approach adds immediate value.

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With the onboarding of a team dedicated for the hospitality market, we officially welcomed *The Social Hub* as a *First Impression* client.





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First Impression Events

Within our Events business, where we design and deliver temporary corporate and brand environments, we deliberately refined our direction. Less focus on large-scale public events. More emphasis on corporate formats with lasting relevance.

Sustainability and long-term value now guide our decisions. We increasingly work with fixed partner locations such as **InnStyle** and **Gooiland**, creating consistent, high-quality environments instead of building everything from scratch each time.

Projects like the **Les Mills** filming illustrate that shift. What starts as a live production becomes content distributed in gyms worldwide. The impact extends far beyond the event itself.



Les Mills Live is one of the yearly highlight projects for First Impression Events.

House of Retail 2025

In October, First Impression hosted the fourth edition of House of Retail at the Experience Center in Tilburg. The annual event brings together retail decision-makers, brand leaders and technology partners from the Benelux, France, UK and Germany to explore the evolving role of the physical store.

The objective is clear. Create a platform where vision and practice meet, and where retailers can exchange insights on what truly drives performance on the shop floor.

This year's program featured futurist Kate Ancketill from the UK, who outlined how technology will strengthen human connection in retail towards 2030. Courto Seck from Rituals shared how concepts such as the Mind Oasis translate brand values into immersive spaces. Retail analyst Howard Saunders Saunders, also from the UK, emphasized the importance of meaning and human interaction in an increasingly digital landscape.

Across keynotes, live demonstrations and peer discussions, one theme stood out. Technology delivers value when it reinforces relevance, emotion and operational scalability. Conversations extended beyond the live event. Long after it ended, connections and discussions continued across visitors' social platforms such as LinkedIn. House of Retail continues to grow as a moment for reflection, alignment and new partnerships within the industry.



Trend Forecaster Kate Ancketill and Retail Futurist Howard Saunders on stage at House of Retail 2025



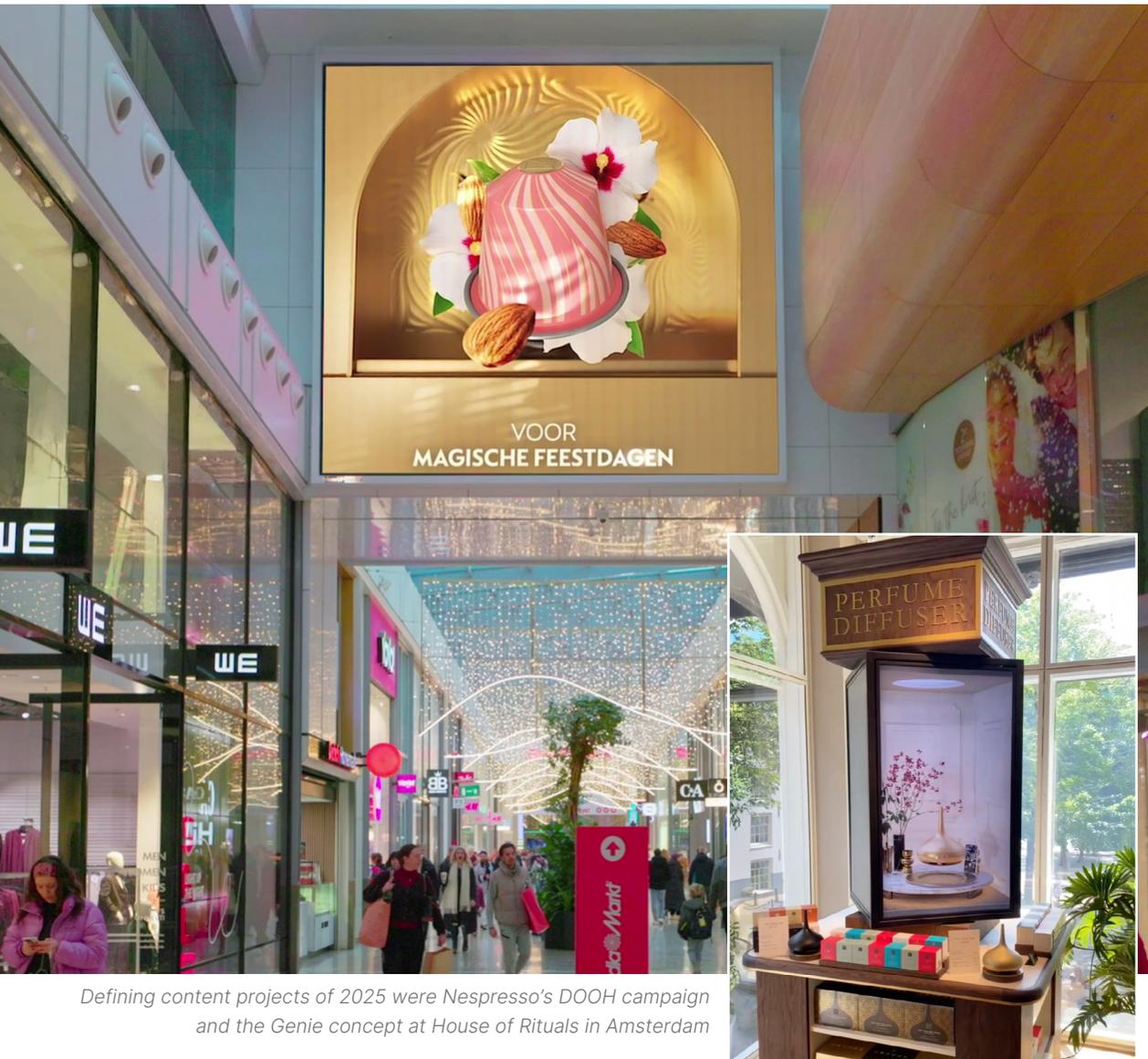
ome to House of Retail

fles



**"TRAVELED ALL OVER THE WORLD TO
FANTASTIC VENUES. YOUR PLACE HERE IS
PRETTY INCREDIBLE. VERY IMPRESSIVE."**

- Howard Saunders | Retail Futurist



Defining content projects of 2025 were Nespresso's DOOH campaign and the Genie concept at House of Rituals in Amsterdam

Content that moves brands



Daan Berends
Chief Creative Officer

Within First Impression, in-house Creative Agency develops creative concepts and high-impact content for digital signage, in-store retail media and DOOH. Working at the intersection of creative, technology, and retail media networks, our Creative Agency translates brand stories into digital content designed specifically for physical environments.

In 2025, more brands engaged us to shape their digital signage content. The growth of retail media played a key role. Brands are investing in content that stands out within these networks. Increasingly, we contribute as creative partner within retail media ecosystems, developing content for retail displays from concept to rollout, fully attuned to the dynamics of each network.

Through partnerships with retailers like Jumbo, we created campaigns for brands including LU Prince, Duyvis, Robijn, Chocomel, Lay's and PepsiCo. Rituals returned with a renewed Genie concept, combining bold creative thinking with advanced technical execution. Forced perspective evolved further, supported by close collaboration between creative, hardware and software teams.

A defining project this year was the **Nespresso festive DOOH campaign**. Centered around the Winter Limited Edition capsule, we developed more than 250 tailored assets. The campaign was rolled out across eight cities and nearly 90 locations in the Netherlands, adapted to a wide variety of formats and placements. Programmatic distribution ensured scale and flexibility. The creative approach translated a single product story into a high-impact presence across the urban landscape.

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AI as part of the daily workflow

AI supports concept development, accelerates visualization and enables the creation of 3D models based on photography. Animation processes have become more efficient and more refined. AI contributes to both speed and creative depth, integrated as a tool within our broader craft.

Our team invests in mastering these technologies with care and precision. We focus on control, consistency and quality. Each application is assessed on added value for the client and the creative outcome. As a result, AI strengthens our process and expands our possibilities.

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Forced perspective evolved further in campaigns for brands like Chocomel and Duyvis.



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Content at the core

Creative development connects earlier with strategy, solution engineering and software development. Applications are becoming more advanced and more data-driven. Real-time integrations, dynamic pricing and automated content updates are embedded from the start. Creative development is gradually shifting from individual assets toward scalable content systems that adapt to context, data and environment.

Projects such as **KPN** and **Efteling** reflect this evolution. Rich visual environments are designed to remain adaptable over time. Experiences respond to data and context while maintaining a high creative standard.

Our Creative Studio continues to grow in scale and capabilities such as game-engine powered content creation. Collaboration across disciplines deepens. The integration with deployment and monitoring teams strengthens long-term performance.

The ambition remains clear. What we envision can increasingly be realized. And that opens new creative ground for the years ahead.



R&D and innovation

Our global installation network

Global partner installation strategy

This is our global network of carefully selected installation partners, working according to our standards and processes. Local expertise. Centrally coordinated to ensure consistent quality worldwide.

R&D AND INNOVATION

A shifting CMS landscape



Perspective from our CTO
Hadewig Both

The digital signage ecosystem evolved rapidly the last years. Consolidations and acquisitions reshaped the market and pushed vendors into different service models. In this environment, selecting the right partners becomes a strategic decision.

We intensified our investments in CMS partnerships, focusing on scalability, architectural openness and long-term innovation. Strong alignment between CMS platforms, hardware and our own infrastructure is essential to deliver reliable and future-proof solutions.

Samsung's launch of VXT represents an interesting development in the market. As a long-standing hardware partner, Samsung offers a strong foundation for deeper integration between hardware and content management. We are closely monitoring how the platform evolves and how it can support scalable and future-proof solutions for our clients.

Smart deployment at scale

In 2025 our smart deployment methodology moved from development to large-scale use. Throughout the year we further expanded the smart deployment app, our proprietary tool that supports installers during deployment.

The app captures connectivity and installation data on site and feeds this information directly into our internal asset management systems. Project management and service teams gain immediate insight into device deployment status, configuration and connections. This ensures a smooth handover from installation to service and guarantees that every device enters our ecosystem with the right data from day one.

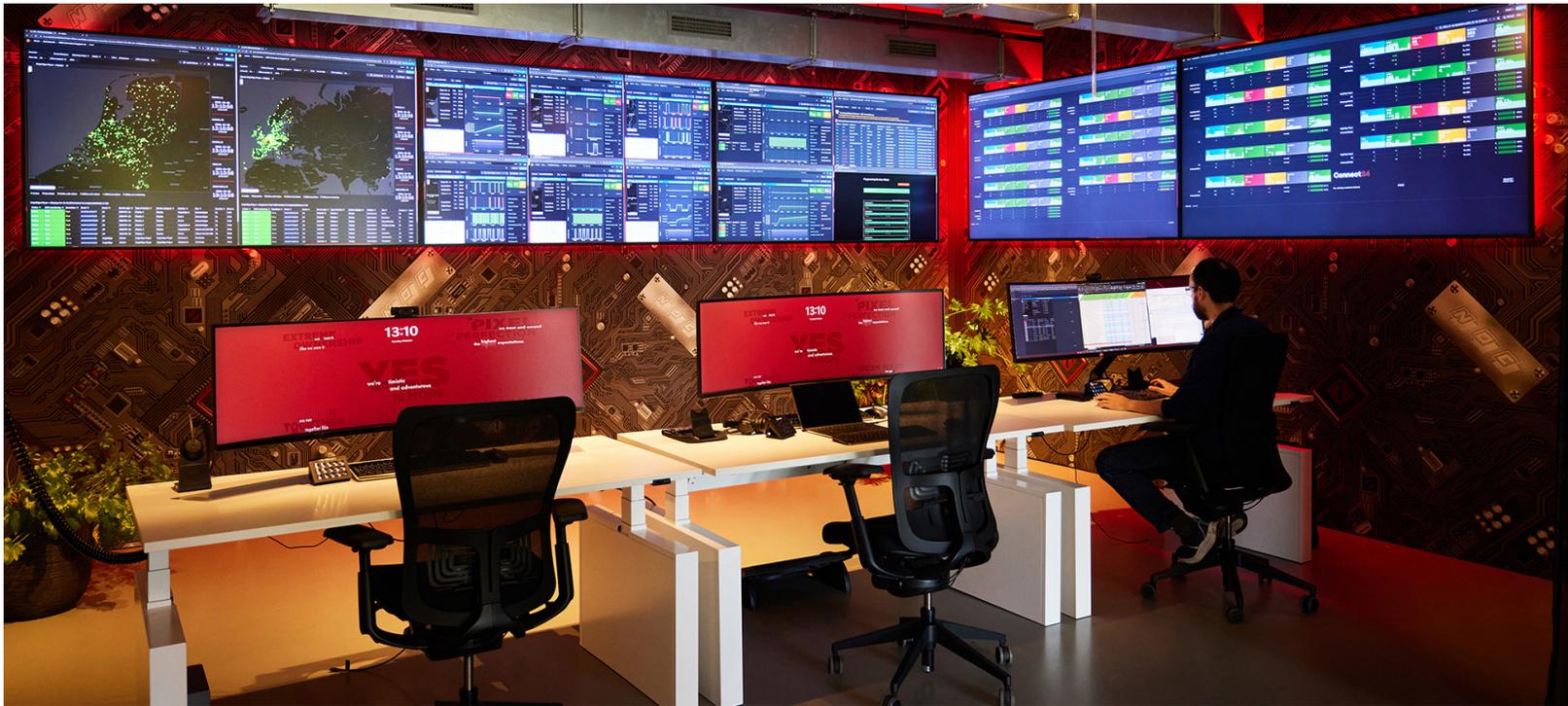
During the year we completed thousands of installations using our smart deployment app. By continuing to develop the platform in-house, we maintain full control over security, scalability and performance while enabling our global installation partners to work seamlessly within our systems.

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“AS THE ECOSYSTEM GROWS, REMOTE RESOLUTION WILL INCREASINGLY REPLACE ON-SITE INTERVENTIONS, MAKING OUR SERVICES FASTER, SMARTER AND MORE SCALABLE.”

- Hadewig Both | CTO



Our NOC continues to grow as the operational heart of our global service infrastructure

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A growing Network Operations Center

Our Network Operations Center (NOC) continues to grow as the operational heart of our global service infrastructure. The NOC monitors the health, connectivity and performance of digital signage networks, allowing our teams to detect issues early and maintain high uptime.

In 2025 the number of connected digital signage licenses increased from 18,000 to 22,000. The total number of monitored devices grew by 25% to more than 35,000, across roughly 1,800 client locations worldwide. For rollout solutions alone, this equals an average of seven newly opened retail locations every working day.

We also continued expanding the range of hardware manufacturers connected to our NOC. In 2025 several new platforms were onboarded, including solutions from partners such as Elo, Ecler and NovaStar. By integrating these systems into our monitoring ecosystem, we gain deeper operational insight into device performance, connectivity and system health across our installations. Our technical expertise in large-scale digital signage networks also allows us to actively contribute feedback and practical insights to manufacturers during their product development processes.

Towards predictive operations

What makes me most proud is how our technology is evolving into one operational ecosystem. Smart Deployment, the NOC and our integrations with manufacturers now function as a connected system supporting global installations.

The real challenge is not the individual technologies, but orchestrating them at scale. Our systems dynamically manage display operations worldwide, automatically adapting to store opening hours, local exceptions and extended shopping evenings across thousands of locations.

Artificial intelligence will play an increasing role in the next phase. AI has its place in our process of developing software more efficient, and we are exploring how it can help process the large volumes of operational data generated by our network. The goal is clear. Over the years we have evolved from reactive monitoring to a proactive service model. The next step is predictive monitoring, where patterns in large volumes of operational data allow us to anticipate issues before they occur.

As the ecosystem grows, remote resolution will increasingly replace on-site interventions, making our services faster, smarter and more scalable.

COLLABORATION

Our partners


 181one
oneeighty
one.com


 dise


 LDSK
POWERING SMART MEDIA OWNERS


 SAMSUNG


 Abyen


 ecler


 LG


 SENNHEISER


 AOPEN


 ēlo


 Midwich


 SHURE


 BIAMP[®]
SYSTEMS


 Extron[®]

 nexmosphere
elements for experience


 TD SYNEX


 BOSE[™]

 FULLAVL
inspiration meets technology


 NOVA STAR


 vogel's


 BrightSign[®]

 hh global[®]

 QSC[®]

 WORLDLINE

Sustainability

Sustainability embedded in our way of working

Sustainability is a structural part of how First Impression operates. In 2024 this commitment was formally recognized when First Impression became a certified B Corp. The certification confirms that the company meets high standards for social and environmental performance, transparency and governance.

B Corp provides a clear framework that supports continuous improvement. It keeps sustainability embedded in decision-making across the organization, from partnerships and supply chains to the lifecycle of the solutions we deliver for our clients.

Progress towards ISO 14001

In 2025, important steps were taken to further strengthen our sustainability approach. First Impression initiated the first concrete steps towards ISO 14001 certification, marking the next phase in structurally embedding environmental management within the organization.

As part of this process, key operational processes were mapped, responsibilities were defined and the first improvement measures were identified. This work creates the foundation for a structured environmental management system that supports consistent monitoring and continuous improvement.

This development connects naturally with our existing B Corp certification. While B Corp focuses on broader social impact and responsible entrepreneurship, ISO 14001 provides a concrete and internationally recognized framework to systematically measure, improve and safeguard environmental performance.

Together, these frameworks strengthen the integration of sustainability within our operations and support our ambition to balance growth, operational excellence and social responsibility.

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Monitoring environmental performance

As a system integrator, we are closely connected to technologies that require electricity. High-end audiovisual systems and digital signage installations inevitably consume energy. At the same time, innovations such as energy-efficient LED displays, smart power management and e-paper solutions contribute to more sustainable forms of in-store communication.

To better understand and manage this impact, First Impression monitors its CO₂ footprint annually. For the financial years 2021 through 2025, the carbon footprint of First Impression Holding B.V. and its subsidiaries has been mapped for transportation activities and the energy consumption of offices and warehouses. For Scope 2 emissions, the analysis currently covers the Dutch locations, as reliable energy consumption data for the international offices and the rented building adjacent to our headquarters could not yet be established.

The overview below presents the development of our Scope 1 and Scope 2 emissions.

Environmental performance	2025	2024	2023	2022	2021
CO2 emissions (x 1,000 KG):					
Scope 1:					
Transportation - owned	166	166	127	119	169
Transportation - outsourced	236	255	277	273	154
	402	421	403	392	323
Scope 2:					
Offices & warehouses	62	71	211	390	418
TOTAL	464	492	615	782	741
Scope 1:					
Transportation CO2 in KG per € net turnover	0.0085	0.0097	0.0087	0.0099	0.0121
Scope 2:					
Offices & warehouses CO2 in KG per FTE	289	368	1,112	2,122	2,983

Total CO₂ emissions decreased to 464 tons in 2025, compared to 492 tons in 2024 and significantly lower levels in earlier years. The reduction is largely driven by lower energy consumption and the increased use of renewable electricity across our locations.

Transportation emissions remained relatively stable in absolute terms, while emissions per euro of net turnover improved. The growing use of remote monitoring and service through our Network Operations Center contributes to fewer on-site interventions and a more efficient operational model.

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Lifecycle thinking in our solutions

Environmental impact is closely linked to the way audiovisual systems are designed and operated. Our Network Operations Center enables monitoring, diagnostics and updates to be managed centrally, allowing many service interventions to be handled remotely.

We also collaborate closely with manufacturers and partners to support energy-efficient hardware and longer product lifecycles within digital signage environments.

Recognition from the industry

Our approach to responsible innovation received international recognition in 2025. During ISE, First Impression received two international industry awards, highlighting projects that combine impactful digital experiences with thoughtful design and execution.



Annual accounts



Consolidated financial statements

First Impression Holding

Balance sheet €	31.12.2025	31.12.2024	Balance sheet €	31.12.2025	31.12.2024
Fixed assets			Equity		
Intangible fixed assets	2,416,042	883,119	Group equity	9,531,043	9,476,478
Tangible fixed assets	3,724,658	4,135,655			
Financial fixed assets	289,305	250,005	Provisions		
	6,430,005	5,268,779	Provision for deferred taxes	-	633,174
Inventories			Long-term liabilities		
Inventory of trade goods	2,552,193	2,860,538	Long-term liabilities bank	2,213,781	1,316,565
Current assets			Current liabilities		
Trade receivables	10,901,235	7,517,116	Current account bank	2,914,011	824,732
			Trade and other payables	3,939,029	2,464,001
Other receivables	1,933,490	2,226,333	Taxes and social security contributions	1,160,312	614,294
	12,834,725	9,743,649	Other liabilities	2,102,735	2,557,812
Cash and cash equivalents				10,116,087	6,460,839
Cash in hand	43,988	14,090			
TOTAL ASSETS	21,860,911	17,887,056	TOTAL LIABILITIES	21,860,911	17,887,056

Consolidated financial statements

First Impression Holding

Key figures	31.12.2025	31.12.2024	Working capital €	31.12.2025	31.12.2024
	%	%			
Solvency ratio					
Equity / total liabilities ratio	43,60%	52,98%	Inventories	2,552,193	2,860,538
			Current assets	12,834,725	9,743,649
Liquidity			Cash equivalents	43,988	14,090
Quick ratio (current assets and cash (equivalents) / current liabilities)	1,27	1,51	Total assets	15,430,906	12,618,277
Current ratio (current assets / current liabilities)	1,53	1,95	Minus: current liabilities	10,116,087	6,460,839
			Working capital	5,314,819	6,157,438

Consolidated financial statements

First Impression Holding

PROFIT AND LOSS

Profit and loss account €		2025	2024
		€	€
Net turnover	47,382,571		43,752,433
Other revenue	174,272		207,824
Total revenue		47,556,843	43,960,257
Cost of sales		25,502,409	22,076,929
Gross margin		22,054,434 47%	21,883,328 50%
Cost of subcontracted work and other external charges	184,122		158,801
Wages, salaries and social security charges	14,174,817		13,930,595
Amortisation/depreciation of intangible/tangible fixed assets	1,262,616		1,120,577
Other operating expenses	5,842,509		5,768,172
Total operating expenses		21,464,064	20,978,145
Financial income and expenses		-114,617	-677,540
Operating result before taxes		445,753 1%	227,643 1%
Corporate income tax		-118,381	-160,171
Net profit		327,372 1%	67,472 0%
EBIT		590,370 1%	905,183 2%
EBITDA		1,852,986 4%	2,025,760 5%

Employees	2025	2024
Number of FTE	231	203
Revenue in € per FTE	205,119	215,529

Colophon

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**Thanks to everyone who contributed
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