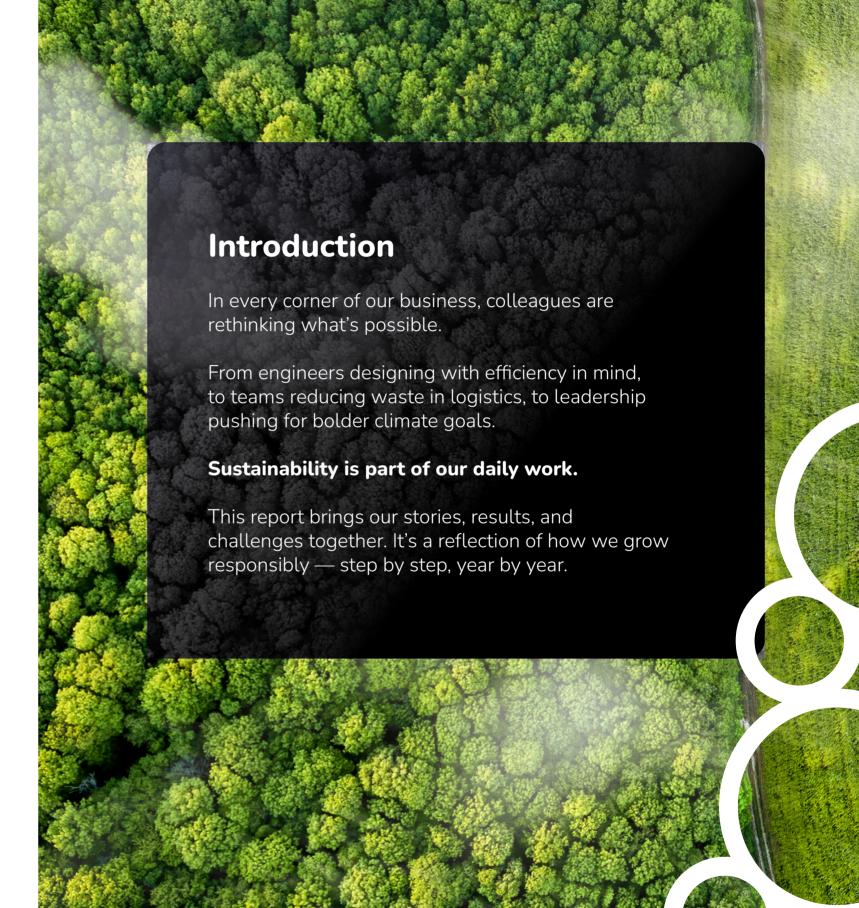


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Statement from our CEO **Bernhard Pawlik**

I am pleased to share **CENTROTEC Industries' 2024 Sustainability Impact Report**, which highlights our continued progress in integrating sustainability across our business. This report builds upon our framework, "**Develop as a Circular Brand,"** which unites all CENTROTEC subsidiaries under a shared ambition to create long-term value through innovation, responsibility, and circularity.

Since introducing this framework last year, we have made tangible progress towards our strategic objectives — enhancing our operations, advancing sustainable solutions, and strengthening our positive impact throughout the value chain. I am proud of the commitment demonstrated by our teams and partners, whose efforts continue to drive our sustainability agenda forward.

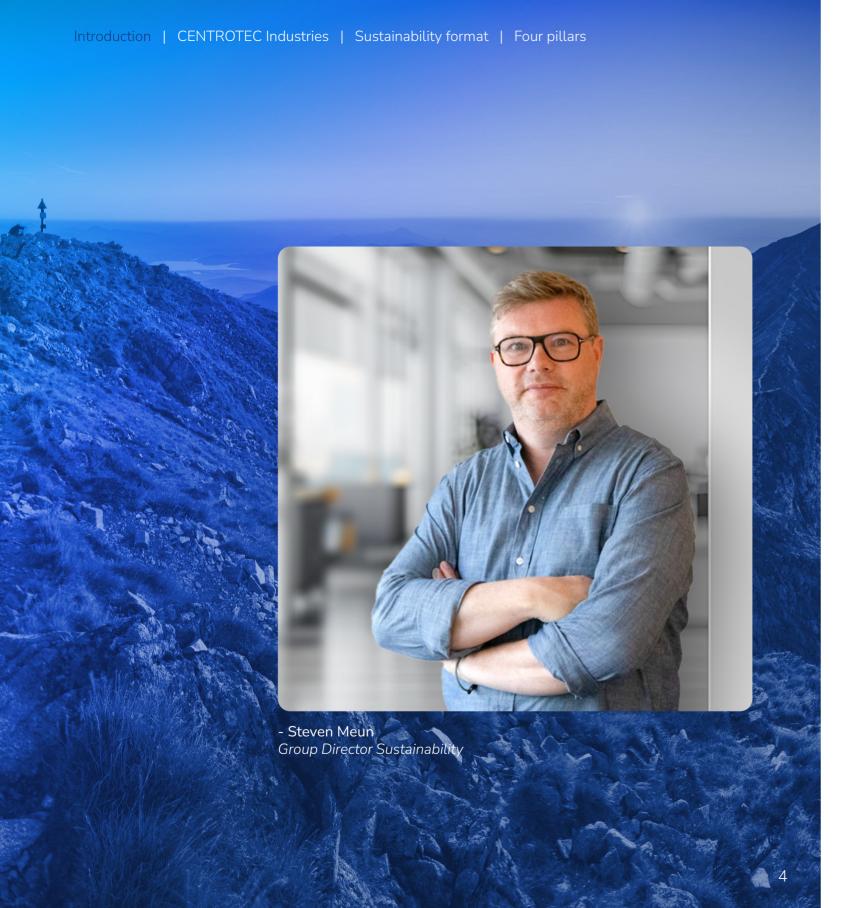
We recognise, however, that sustainability is an ongoing journey. The challenges we face demand continuous improvement and collaboration. We therefore remain open to feedback and new perspectives that can help us refine our approach and further enhance our performance.

Our framework is structured around **four strategic pillars**: Our Solutions, Our Operations, Our People, and Our Commitments. In the following sections, we explore each pillar in detail, highlighting key initiatives and progress towards our goals and targets.

Together, we are advancing CENTROTEC Industries' vision to develop as a truly circular brand — one that combines innovation with responsibility to create sustainable value for the future.







Group Director Sustainability A word from Steven Meun

I'm pleased to announce the release of our 2024 Sustainability Impact Report a significant milestone in our ongoing journey towards more sustainable business practices.

Building on the foundation of our Develop as a Circular Brand program, which was introduced in our inaugural report last year, this year's edition reflects the meaningful progress we've made and our continued evolution as a circular and responsible brand.

Over the past year, we have taken important steps forward — driven by the commitment of our colleagues, who actively champion sustainability, and through ongoing dialogue with our stakeholders. Together, we are embedding sustainability more deeply into our operations, decision-making, and culture.

The 2024 report highlights key initiatives and tangible examples that illustrate how we're advancing our sustainability strategy and goals.

It also explores how our framework aligns with emerging regulatory standards, including the CSRD and ESRS, reinforcing our dedication to transparency and continuous improvement.

Sustainability is a shared journey. We invite feedback and ideas from our colleagues and stakeholders to help strengthen our approach and move closer to a truly sustainable, circular, and responsible future.

Introducing **CENTROTEC Industries**

With a heritage dating back to 1896, CENTROTEC Industries has grown into a trusted partner for OEMs and wholesalers in the building sector. Our vision is to deliver smart and sustainable solutions that support the energy transition and improve everyday living.

Global reach, local impact

With around 1,400 employees worldwide, we combine global reach with a strong local presence, adapting to market needs while driving sustainable impact.

We are pioneers in energy-efficient technology, offering intelligent solutions in ventilation, heating, building envelopes, energy management and in the fields of

MedTech and Life Sciences. Our integrated approach reduces energy use, simplifies installation and contributes to healthier buildings.

"To create healthy, safe, sustainable, and comfortable living environments for everyone."

Strong brands, international footprint

As a leader in energy-efficient technologies, our international

brand portfolio — including Ubbink, Centrotherm, Centroplast, MAGE. Möller. VacStent Gl. Sonnenstromfabrik and Rolf Schmidt — drives innovation across construction and building technology.

Headquartered in Brilon, Germany, we operate production and sales sites across Europe, China and the United States, delivering sustainable, energysaving solutions worldwide.

Meeting industry challenges

Our Group responds to industry challenges such as material shortages, rising energy costs and a growing skills gap with practical, forwardthinking solutions. At CENTROTEC Industries, sustainability is the foundation of our long-term vision.



Through innovation and collaboration, we create lasting value for customers and help shape a more responsible built environment for generations to come.

















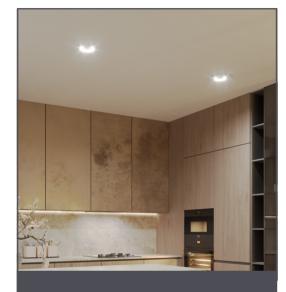
Notable product releases in 2024

In 2024, CENTROTEC Industries worked hard to collectively reinforce the group's leadership in energy-efficient building technologies and medical solutions. Our brands are strengthening their product portfolio in system solutions, sustainable products and services, aided by an internal product development process.

Ubbink drives innovation in smart ventilation, roof-solutions and circular design, operating across several European markets.

MAGE contributes high-quality roofing accessories and system solutions, particularly for roof sealing and insulation.

Centrotherm Eco Systems and Centrotherm develop advanced gasflue systems, polymer venting and air-management products, leveraging German engineering, durable materials, and global manufacturing networks to meet high safety, environmental, and performance standards.



Ubbink Haelix Stella

The Haelix Stella combines ventilation and LED lighting in one sleek, low-profile valve — easy to install without tools, designed for quiet operation, for smarter and faster new-build solutions.



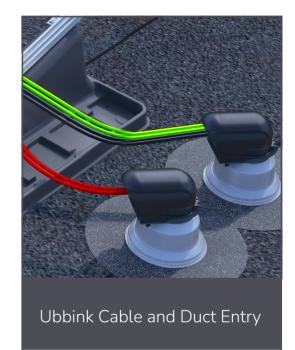
Ubbink Buffer Tank

The Caelio Buffer Tanks boost heating systems performance and reliability, even when there's a change in water flow. They store excess heat or cooling energy for later use, reducing the frequency of on/off cycling, which leads to lower maintenance needs and extends equipment lifespan. Their PU foam insulation makes them ideal for cooling applications.



MAGE Autark

MAGE Autark combines batteries, an EMS and an inverter in one plug-and-play solution. It helps homeowners optimise energy use, reduce costs and increase independence. Paired with PV, it ensures reliable supply yearround and supports the energy transition.



The insulated cable and duct entry ensures easy installation and reliable protection. Its hinged hood allows simple placement of pipes and cables, while the built-in guard keeps out birds and debris. Universally compatible, it delivers dependable performance in any setup.

A global approach With a European footprint

CENTROTEC Industries combines a strong European base with a truly international outlook. With offices, distribution centres and manufacturing plants located across Europe, as well as in the United States and China, we ensure that our solutions are close to the markets we serve.

This network enables us to deliver products efficiently, respond to regional requirements, and build long-term partnerships around the world.

Wholesaler and OEM solutions worldwide

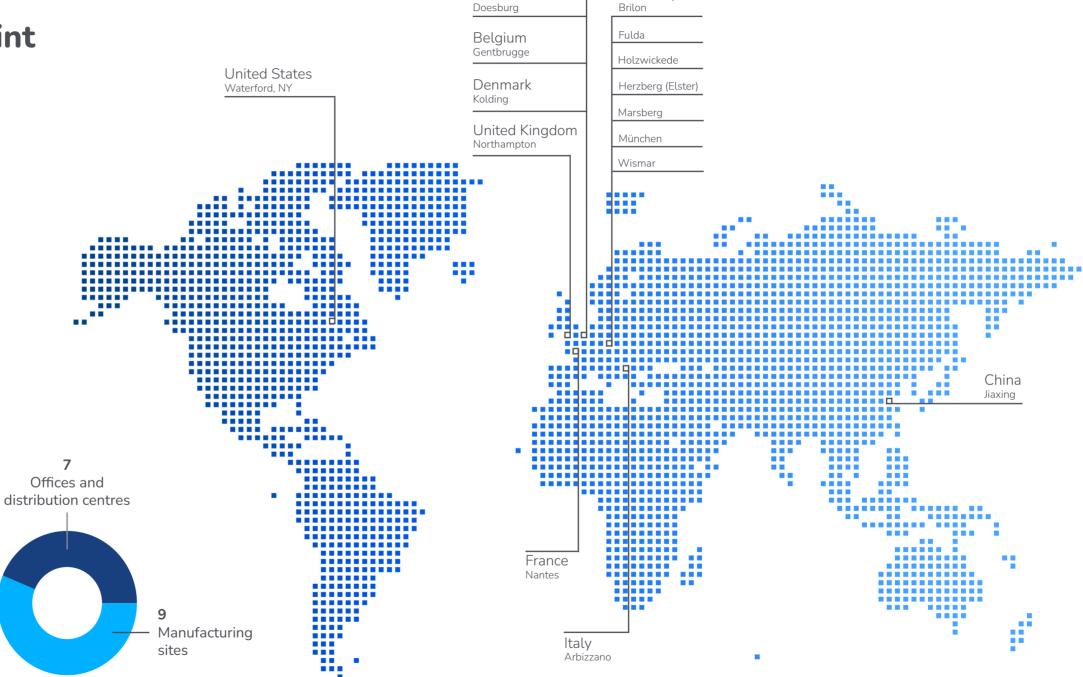
Our broad portfolio is offered globally to both wholesalers and OEM partners. By tailoring products to local building standards and customer needs, we make sustainable technologies accessible and practical in diverse markets.

This approach allows us to combine global expertise with local knowledge, ensuring relevance and reliability everywhere we operate.

Sustainability benefits of a global presence

Operating close to our customers helps us lower the environmental footprint of transport and logistics.

By manufacturing and distributing regionally, we can reduce transport distances, optimise supply chains, and improve resource efficiency. At the same time, our global reach enables us to share innovations quickly between regions, accelerating the rollout of sustainable solutions and supporting the energy transition at scale.



The Netherlands

Germany

Dieren

Locations in 2024

What drives us

Purpose and strategy

At CENTROTEC Industries, we are committed to creating a healthy, safe, sustainable, and comfortable living environment for all.

Through our products and services, we help reduce energy consumption in buildings across the globe and drive the transition towards renewable energy within our industry.

Supporting our partners

We support builders and installers by enabling them to deliver high-quality work with confidence. As a preferred supplier to merchants and wholesalers, we are known for our competitiveness, trustworthiness, and flexibility.

For OEM customers, we provide reliable, engineered solutions and services tailored to their needs.

Acting for future generations

Above all, we are dedicated to safeguarding the future of coming generations by evolving into a fully circular company.



Focused expertise in our solutions

Our focus lies in heating solutions, ventilation, the building envelope, and energy management — key areas where we can make a lasting impact.

We design our high quality and smartly thought-out solutions to be easy to understand, install, and use, always aiming to simplify the lives of those who rely on our products.

Beyond individual products, we deliver added value through comprehensive and integrated solutions.

Shaping the digital future

By embracing digitalisation and embedding artificial intelligence into our operations, we continuously optimise performance and enhance customer satisfaction.

By combining deep application knowledge with manufacturing expertise, we develop and produce engineered solutions for leading customers across the globe.

"We believe that sustainability and circularity are not standalone goals, but principles that should be embedded in every part of our business: from the way we design our products and source our materials to how we manufacture, distribute, and support our solutions.

That's why we've structured our sustainability strategy around four key dimensions, each representing a critical area where we can create lasting impact. This approach helps us stay focused, measurable, and accountable as we work towards a more responsible and resilient future."

- Steven Meun

Our values in action What we stand for

Our values and leading principles

Our company **values** are more than just words — they are the cornerstone of who we are and shape the culture we cultivate together.

Besides the values, our **leading principles** build upon our values. They guide our daily behaviour in every decision we make, and shape our daily interactions with each other. Whether employee, manager of member of the CENTROTEC Industries board.

Competencies as a guidance

Our values, leading principles and core competencies are the foundational elements that support our strategy.

In order to implement our strategy effectively, it is crucial that all three areas are fully integrated and aligned. Thereby, our strategy helps us to overcome today's challenges, leads us to success and drives us towards our overarching purpose.

RISE and CARE

Our values are brought together in RISE, they describe the way we think. Our leading principles, CARE, are derived from the values and describe the way we are doing our work.

R ResponsibilityIntegrity

C CuriosityA Agility

S Sustainability

R Reliability

E Entrepreneurship

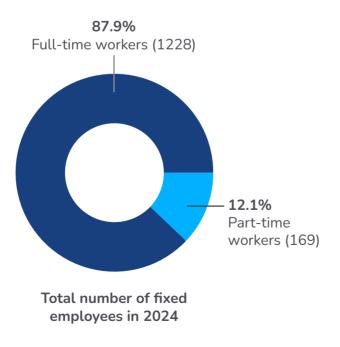
E Excellence

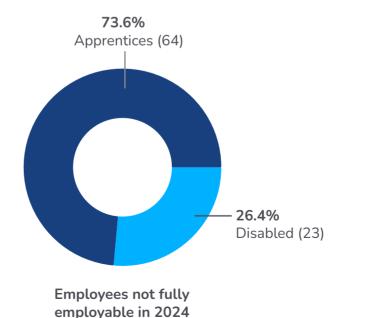
"We empower to RISE with CARE as our compass."

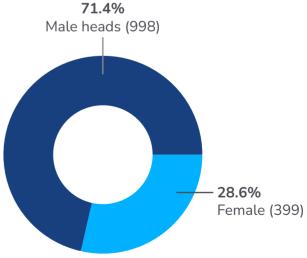
Employees in numbers

In 2024, our companies consist of approximately 1,400 fixed employees, reflecting our continued commitment to stable and long-term employment.

Our workforce is made up of 28.6% women and 74.4% men, underscoring our ongoing focus on gender diversity across all levels of the organisation.







Gender split in 2024

9

Our framework **Sustainability format**

We have structured our sustainability framework and policy into four key strategic pillars: Our Solutions, Our Operations, Our People, and Our Commitments. These pillars guide our approach to evolving as a circular brand.

We believe that sustainability and circularity should be integrated into every aspect of our business, which is why we've organised our efforts around these four dimensions.

Defining the pillars

For each pillar, we have established clear principles. We have also set specific goals and highlighted local initiatives that support these targets.

- The pillar Our Solutions outlines our principles regarding our products and services, including practical definitions related to circularity
- The Our Operations pillar focuses on our manufacturing facilities and environmental impact, such as our CO₂ footprint
- The pillar **Our People** addresses our employees, the communities we operate in, and our supply chain responsibilities
- Lastly, the Our Commitments pillar emphasises our dedication to transparency and compliance

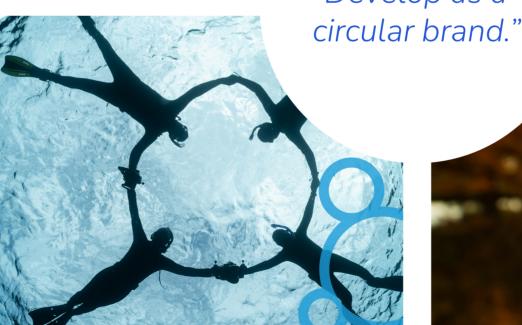
The pillars have been assigned Sustainable Development Goals (SDGs) that best suit their values.















	O Material topic		O Impact, risks and opportunities	O Summary of management approach	O SDGs	
Environmental	Climate change mitigation	E1: climate change	CENTROTEC Industries impacts climate change through our energy use, our use of raw materials, and our value chain. Stricter regulations and shifting markets create opportunities for new products, but also reduce demand for traditional ones.	We have set Scope 1 & 2 reduction targets and manage our energy use for instance through ISO 50001 certifications at selected sites. We are calculating Scope 3 baselines with help of our suppliers and look for ways to cut transport emissions. We drive innovation and develop new products to support the energy transition.	7 AFFORMARIE AND 7 CLEAN INSERT! 11 SECHAMBRIC CITIES AND COMMARTIES 13 CLIMITE CONSIDERIN AND PRODUCTION CONSIDERIN AND PRODUCTION	Our Operations Our Solutions Our Commitments
	Circularity: Resource inflow, including resource use (products) Resource outflow Waste management	E5: resource use and circular economy	Our plastic products, waste, and packaging pose environmental risks. Limited availability of recycled material creates challenges, but value chain collaboration, sustainable products, and waste reduction also bring new business opportunities.	We integrate circularity into our Group product development process, increase recycled material usage, reduce packaging and production waste, and manage our environmental impact through our ISO 14001 certifications.	12 RESPONSIBLE CONSIDERITION AND PRODUCTION CONTINUES OF THE PROPERTY OF THE P	Our Solutions
Social	Own workforce: • Health & safety	S1: own workforce	CENTROTEC Industries impacts employee health, safety, and working conditions. Our proactive safety culture allows us to attract talent.	We roll out our Group Health & Safety assessments, have monthly KPI reviews with the manufacturing plants and further develop the CTI Academy to foster our Group values and leading principles.		ple
	Workers in the supply chain: • Health & safety • Working conditions • Adequate wages	S2: workers in the value chain	Raw material sourcing may affect the health, safety, and well-being of employees in our value chain.	We introduce a Supplier Manual and ESG questionnaire, setting minimum H&S, environmental, and ethical standards through our Code of Conduct.	4 QUALITY 8 DECENT WORK AND ECONOMIC DENTH	Our People
Governance	Corporate culture	iness uct	CENTROTEC Industries will be compliant with relevant laws, regulations and guidelines.	Compliance is part of our internal values.	8 DECENT WORK AND ECONOMIC GROWTH	iitments
	Corruption and briberyPrevention and detection	G1: business conduct	Sales and commercial activities expose CENTROTEC Industries to risks of bribery and corruption.	We implement a whistle-blower policy, Code of Conduct for partners, and internal business conduct guidelines.	8 DECENT WORK AND ELONOMIC GROWTH	Our Commitm

Our approach

To stakeholder management

We are open to engagement with all legitimate stakeholders. Engagement is critical to executing our sustainability missions successfully. It is also a way of minimising social and environmental risks.

To identify stakeholders, we use a 360° definition: that stakeholders may be any group or individual that affects – or, in turn – is affected by our business activities.

Using this definition, we recognise four main stakeholder groups:

- Customers
- Suppliers and contractors
- Employees
- World and society (encompassing our broader impact on the environment and society)

We engage stakeholders regularly through meetings, conferences, training sessions, and as part of everyday business.

CENTROTEC Industries also has policies governing stakeholder engagement (including, for example, our Policy on Good Business and Supplier Code of Conduct).

O Stakeholder group	O Approach to engagement
Customers	We work closely with our customers. We provide training, work jointly on new product developments, and collaborate in areas such as circularity, decarbonisation and transparency.
Suppliers and contractors	As part of our business we work closely with our suppliers. We vet our suppliers and apply minimum social and environmental standards through our Supplier Engagement Program and our Code of Conduct for Business Partners.
Employees	To our employee, CENTROTEC Industries offers fair pay and benefits, training, skill development, and opportunities for career advancement. We operate through work councils, trade unions and other employee representative bodies. We conduct regular employee surveys, gather feedback, and address potential issues.
World and society	We work to reduce our impact on the environment and uphold good business standards in areas such as human and labour rights. We work with customers, suppliers, and our communities to reduce emissions, contribute to a better world, and support the development of a circular economy.



Our Solutions

As global attention increasingly shifts towards sustainability, our group of companies is uniquely positioned to lead the charge.

The challenges facing the building industry today — ranging from raw material scarcity to energy shortages and a need for skilled labour — demand innovative solutions. We recognise the critical role that digitalisation will play in overcoming these challenges and our product portfolio reflects this understanding.

Our offerings are engineered to be straightforward: easy to understand, easy to install, and easy to use.

By focusing on smart, engineered solutions, we address the immediate needs of the industry while also anticipating future demands.

As CENTROTEC Industries we help to create a healthy, safe, sustainable and comfortable living environment for everyone. Our products and services minimise the energy consumption in buildings around the world. We facilitate the transition towards renewables in our industry.

As part of our Sustainability Strategy, we see that our solutions have a positive contribution to our clients ambitions, for example more sustainable buildings, more affordable clean energy, and enhancing the quality of life. We ensure that our high-quality products are safe and designed according to our sustainability criteria.

Battery Energy Storage System

An important example of a new range of products we launched in 2024, that showcase our commitment to sustainability and the contribution to renewables in our industry is our home battery system.

Our battery storage system offers a comprehensive solution to increase the energy independence of homeowners. It optimises energy consumption, maximises battery life, and thus reduces costs. The system is based on simple modular plug and play installation, an integrated inverter with various capacities and an innovative energy management system (EMS).

The goal of every energy management system is optimal resource management. The Ubbink Battery Energy Storage System ensures this with precision and reliability.

Our goals and progress



General waste reduction

- Target: 20% normalised reduction versus 2022 in 2030
- **Status:** 6.7% reduction in 2024

Supply chain initiativesTarget: at least 5 supply chain



- initiatives by 2030

 Status: 1 with client on
- **Status:** 1 with client on decarbonisation, 1 with supplier's youth program exchange and 1 with packaging reduction

Packaging material

- Target: 20% impact reduction versus 2022 in 2030
- Status: 2% reduction in 2024

Recycled material usage (PP/HDPE)



- Target: 10% recycled material used in 2030
- **Status:** 8% recycled material usage in 2024



Putting recycling into practice

Converting our products to include recycled material does not happen overnight. At Ubbink in Doesburg, the Netherlands, Robert Wantia, R&D manager explains: "At Ubbink we have many projects underway to be able to use more recycled material, both from internal and external sources.

We are buying grinding mills to put next to the injection molding machines, which immediately grind the injection twigs and throw them back into the process.

We are constantly looking for new types of recycled material, with which we can convert products to recycled plastic. We have purchased a colourless recyclate, with which we can also make other product colours instead of just black or dark grey.

To ensure consistent quality, UV aging tests are being done for products that contain recycled materials. The test results help us to see if these materials are suitable for the use on roofs for the next 20 years. And for new products we come up with, we try to make them directly from the right recycled plastic, every time we can".

Some examples of products that have been converted to recycled material are our Valetis for the Dutch market, our Air Excellent connector rings, and our bird screens for use under PV panels.



- Robert Wantia R&D Manager



Changing our process

To achieve our midterm goals, we are actively deploying our strategy across the various entities and subsidiaries. Within our production facilities, teams are continuously exploring opportunities to replace virgin polymers with recycled materials.

Because many of our products feature a unique colour, such as the distinctive green for our Air Excellent range, switching to recycled raw material presents challenges in maintaining consistent colour quality.

Despite these challenges, our R&D teams have already succeeded in transitioning some coloured products to recycled material, without compromising on appearance, tactile quality and performance.

Lightweight products

One other important and strategically important research area is lightweighting. Our Research & Development team is developing new capabilities and innovative products to help our clients achieve their sustainability goals by developing unique lightweight products and components.

For example, in the automotive sector in Germany. Especially for Electric Vehicles — lightweight parts are essential. Lighter components increase driving range by reducing weight, which in turn means smaller or more efficient battery systems.

Implementing sustainability

Last year we established a Group-wide product management board. This board reviews new product development requests, prioritises them according to innovation and market potentials and monitors the progress of the projects through our group product development process.

We have enhanced this development process with sustainability and circularity criteria early in the concept development phase. For our highest-impact projects, we also develop Life Cycle Assessments (LCAs). Our R&D teams are trained in using dedicated LCA software.

Within our production facilities continuous focus is put on the reduction of waste. This is part of the LEAN philosophy that is rolled out in our manufacturing facilities. Our Doesburg plant is transforming its assembly lines to LCIA lines (Lean and Collaborative Intelligent Automation).

Sustainable design in action

Shaping a circular future

Besides supporting our OEM clients with new products and services, our R&D and Engineering teams in Brilon are focusing on a developing products for a complete new market area: lightweight and sustainable products.

With these type of products, we are able to help our clients with their sustainability challenges. Two examples of the sustainability potential of these type of products are our HempTape and DiDe4Rec projects.

Project HempTape

A sustainable alternative to glass fibre composites

The HempTape project builds on earlier research to develop a low-CO₂ alternative to glass fibre-reinforced thermoplastics, widely used in structural applications.

By using natural hemp fibres, the project reduces energy use and environmental impact throughout production.

Hemp fibre composites offer significant environmental benefits, cutting primary energy demand by up to 60% and CO₂ emissions by 20–35% compared to traditional glass fibre materials.

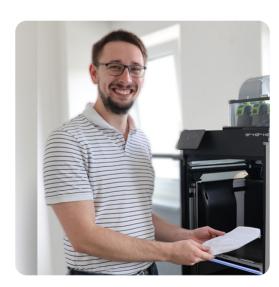
Using 2018 European market data, replacing just 5% of glass fibre-reinforced thermoplastics with hemp-based materials by 2025 could save roughly 33,000 tons of CO₂ annually.

Several prototypes have been developed successfully, including a

scooter seat shell that previously relied on glass fibre-reinforced plastic.

With design and production adjustments, hemp fibres now provide the same load-bearing performance while lowering environmental impact.

Future developments may incorporate bio-based polymers alongside hemp fibres, further reducing the CO₂ footprint.



- Alexander Kamen Project Engineer Automotive

Project DiDe4Rec

Designing circular and sustainable lightweight products

Efficient resource use and circular value chains are essential to tackle today's environmental challenges.

With growing societal, political, and industrial focus on sustainability, combining Design for Recycling with lightweight construction offers a way to reduce material use and carbon footprint.

The DiDe4Rec project develops a complete design approach for circular lightweight products made from fibre-reinforced polymers, enabling designers to integrate circularity alongside technical and economic

considerations from the very start. A key element is providing digital access to data on material properties, recycling processes, and environmental impact throughout the product life cycle: from material separation and processing to use and reuse.

DiDe4Rec also defines product quality standards and ensures they are maintained through smart process control and data monitoring.

This approach ensures future products meet both performance and sustainability goals, helping fibre-reinforced composites achieve broader industrial adoption across sectors.

"Together with knowledge partners and potential clients, we want to develop products that help our clients achieve their sustainability goals. R&D lightweighting projects — where we also look at using sustainable materials — are a great example of how we like to collaborate in the value chain with our partners. I really enjoy working on these initiatives on a daily basis"





Collaborating for a greener future **Delivering packaging-free chimneys**

Is it possible to supply the Kompakt 2.0 packaging-free for 77 homes in Tilburg, The Netherlands? That's the question one of Ubbink's customers asked. The manufacturer of "the modern chimney" is happy to take up the challenge.

The client's request stems from the Packaging Sector Plan, drawn up last year with and for the Dutch installation sector. The plan aims to work towards a circular economy, minimising packaging and packaging waste throughout the installation chain.

To achieve the packaging and waste minimisation goal, value chain cooperation is essential: from manufacturer, wholesaler and installer to end user and waste collector.

Challenge

As a manufacturer of installation systems and products, Ubbink is at the beginning of the value chain and is now working on a plan to deliver the Kompakt 2.0 to the Torenbuurt neighbourhood in Tilburg without packaging.

"Each Compact is in a box, so they don't get damaged and it's easy to transport them on a pallet," says Bert Kroeze, product manager at Ubbink. "The question is how to stack them without packaging. Of course, you don't want them lying loose in the truck on the first brake."

So various ideas were discussed and tested before a good solution was found.

Awareness and

concrete ideas



- Bert Kroeze Product Manager Energy

The project is a great example of how the Packaging Sector Plan leads to concrete ideas. First and foremost, it should ensure conversations occur in the value chain, for example between installer and supplier.

"Packaging-free delivery" is not the only sustainability initiative. Ubbink is working with more clients on reducing transport movements. With this specific example, Ubbink is bringing the product from the warehouse to the roof in one movement, saving three to four steps. "We are making huge leaps this way."

Our Operations

In Our Operations we aim to optimise resource use and reduce our environmental impact and carbon footprint. Our objective is to minimise the effects of our activities on people and natural habitats.

We continuously work to enhance environmental and energy performance, embedding these efforts in our management systems.

Progress has already been made, with several local entities running sustainability initiatives.

Energy use and renewable initiatives
In 2024, our self-generated renewable
energy usage across our Group increased by
23.4% compared to 2023, while total energy
consumption fell by 14.4% compared to 2022.
With a large PV project scheduled for 2025 in
Brilon, this share will rise further. Sites in Nantes.

Gent and Albany, NY updated their electricity

contracts in 2024 to certified green power, while Brilon, Kolding, Northampton and Doesburg continued theirs. Our site in Fulda started purchasing green electricity in January 2025. Our Doesburg site also purchased offsets for company car emissions.

In 2024 the production sites in Holzwickede and Herzberg were integrated, which should positively impact energy efficiency in 2025. Fulda also performed a DIN 16247-1 energy audit, providing valuable insights into usage and reduction opportunities.

Emission reduction and certification

In 2024 our Scope 1 and Scope 2 CO_2 emissions dropped 27% compared to 2022, and we are on track for our 35% reduction goal by 2030.

Scope 1 covers emissions from natural gas used for heating and company cars. Scope 2 covers emissions from electricity use.

We follow the Greenhouse Gas protocol (GHG), assessing both location-based and market-based emissions. The GHG protocol is the global standard for measuring and managing emissions.

Our goal is to have all production sites ISO14001 and/or ISO50001 certified by 2030.

Currently, Doesburg, Brilon and China are ISO14001 certified, while Centroplast in Marsberg, the PV panel manufacturing site in Wismar and our plant in Brilon are ISO50001 certified. The preparations for ISO14001 at Kolding and Fulda have started.

In 2024, market-based CO₂ emissions fell almost 40%, mainly due to reduced energy use, more renewable generation, and optimised contracts. Location-based CO₂ emissions dropped by 22%, despite higher grid factors in some countries.





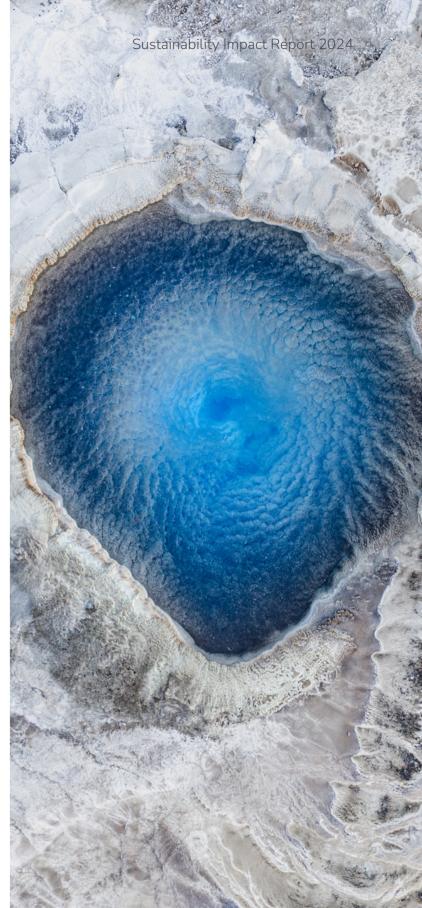
CO₂ reduction

- Target: 35% absolute reduction Scope 1 and Scope 2 CO₂ emissions in 2030 vs 2022
- **Status:** on track, 27% reduction in 2024 vs 2022



Reduced environmental impact

- Target: all production sites ISO14001 and/or ISO50001 certified in 2030
- Status: Centrotherm China and Ubbink Doesburg ISO14001 Centrotherm Brilon ISO14001 and ISO50001 Centroplast Marsberg ISO50001 Sonnenstromfabrik Wismar ISO50001 Rolf Schmidt Industri Plast and Möller Medical in progress



Efficient production of buffer storage tanks

One new product that was launched in 2024 is the Ubbink Buffer Tank. At our Centrotherm manufacturing plant in Brilon, Germany, we have successfully started production of the first 200 heat pump buffer tanks using the one-piece flow process.

In this process, all pipes, threaded couplings and valve connections are precisely welded to the top and bottom covers.

We use a specially developed welding cell for this work, which guarantees the highest quality and process reliability. These assemblies are then joined to the previously bent and welded sheet metal casing using a precise round seam welding process.

Our systems are designed in such a way that we can process buffer tanks with

impressive dimensions: up to 1.5 metres in diameter and 2.5 metres in length. The welding phase is followed by leak testing and foaming. The raw buffer tank is then connected to the outer shell, giving it its final stability and insulation.

"We are thus setting standards in the efficient environmental friendly and high-quality production of buffer tanks and are delighted to have successfully established this production step in our process chain," says Raino Rieseler.



- Raino Rieseler Managing Director Centrotherm

LCIA lines

Smarter, leaner and more sustainable

In our Doesburg plant we have introduced the concept of LCIA. LCIA stands for *Low Cost Intelligent Automation*. These LCIA cells are replacing the traditional assembly lines and are offering many sustainability advantages.

Product development and standardisation

While the products themselves have remained unchanged, many of them have now been standardised.



- Ralph Swens & Erik Thijssen Manager Assembly & Manager Industrial Engineering

This has led to a reduction in excess inventory, both in finished goods and semi-finished products, all in close collaboration with product management. In addition, many parameters have been included to better align

with revenue targets. Within the value stream, efforts have been made to improve efficiency with a focus on the future development of new products. Standardisation plays a key role in this.

Also, where possible, products are now designed using click connections instead of glued joints, enabling easy assembly and disassembly and thus a successful implementation of example of circular design principles.

Quality and process control

Yield losses have been significantly reduced by introducing a direct quality control of previous process steps. Built-in poka-yokes (a poka-yoke is a mechanism that is put in place to prevent human error) help minimise quality losses at the end of the line, with less waste as a result.

Operations and environmental impact

Efforts have been made to reduce the packaging footprint. Components are delivered in reusable blue crates or boxes.

Suppliers are actively encouraged to use only these standard packaging types, resulting in significantly less packaging waste. This approach is also integrated into the production design of new products.

Automation is applied selectively: repetitive tasks are automated, while mechanically powered equipment — such as hot melt

machines and conveyor belts — is carefully evaluated for energy consumption.

The overall factory footprint has been reduced: the same number of items is now produced in half the space, resulting in much greater efficiency per square meter, which allows for more output with the same environmental impact of the building.

"Together with our colleagues on the shop floor and engineering departments, we keep on looking for improvements in our work methods", said Ralph.

People and the workplace

Ergonomics is a top priority. An in-house ergonomist evaluates workstations using the KIM score (1, 2, or 3; a risk assessment tool used in ergonomics to evaluate physical workloads and identify potential hazards associated with manual handling tasks).

A score above 2 indicates an ergonomic risk, the target is to consistently remain below 2. For employees experiencing physical strain, adjustments are made to reduce workload, and this is actively monitored.

Logistics have also been optimised for safety: pallet trucks have been replaced by "tuggertrains," making the shop floor safer.



Our People

We take care of our employees and offer them a great place to work, providing good working conditions and supporting their personal growth. At CENTROTEC Industries, the well-being of our employees is paramount, with health and safety as our top priority.

In 2024 we established a Group safety culture program and performed the first assessments at our UK and Italian sales offices and warehouses, as well as at our manufacturing plants in Herzberg (Germany) and Waterford, NY (USA).

We also value the communities in which we operate and support them through initiatives that benefit both them and our employees.

In 2024 our companies were again active and visible locally through multiple initiatives.

Collaboration and responsibility

We put extra effort into internal and crosscompany collaboration. A number of exchanges took place, and we also launched a new internal networking tool.

We also acknowledge our responsibility within the supply chain and work closely with our partners to understand and improve their impact on human rights and the environment.

To support this ambition, we developed a supplier engagement tool and updated our Code of Conduct for business partners.

Our goals and progress

Incidents with injuries

- Target: 0 life changing events
- Status: no life changing events in 2024. Group Safety Assessment program started with 3 entities



Community engagement

- **Target:** 5 community engagement initiatives annually
- **Status:** >5 community engagement initiatives in 2024



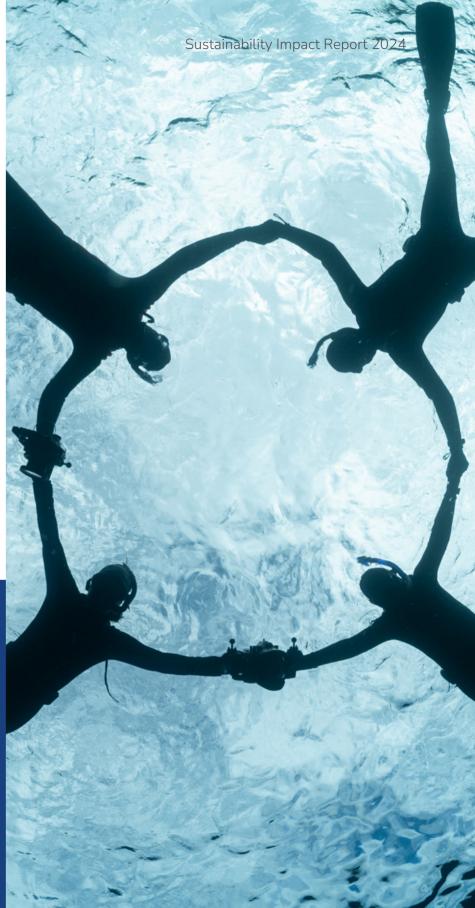
Small actions, big local impact

Our colleagues have engaged in multiple community engagement and charity events during 2024.

From sponsoring a child care facility in Brilon to collecting PET bottles and soda cans and donating the deposits to a local community playground. Or from collaborating with social enterprises for Christmas gifts and picnic tables, to participating in a local charity run.

These local initiatives may seem small compared to large-scale sustainability programs, but they play a vital role in strengthening communities, raising awareness, and creating visible impact close to home.

By supporting and participating in these efforts, we help build trust, foster connection, and show that sustainability starts in our own neighbourhoods.





Keeping your employees sharp **New Ways of Working**

New challenges and opportunities require new and agile ways of working within our group. These are not intended to replace the tried-andtested working methods, but to complement them in a meaningful way so that we can act faster and more agile in future markets.

What does that mean in daily business? More and more cross-group teams are already working together in agile working methods. Within our group, the "New Ways of Working" (NWoW) project team with the sponsor of Susanne Frank (HR Director CTI) is currently working on initiatives and tools that everyone in

the group can use.

"It is not only about discovering new "agile" tools, but we also need an open mindset and exchange within our group in order to be able to meet today's challenges flexibly and in the best possible way", said Susanne Frank.

One of the first results of NWoW team was the introduction of Mystery Coffee in the summer of 2024 to network with colleagues within the group over an inspiring coffee break. The more networking we do in the group, the easier it is to generate new ideas and potential as well as becoming better we at meeting challenges.

Furthermore, the team is currently rolling out Leading Principles together with the local companies, a guideline for how we want to act and be within our group in order to position ourselves for the future.

It is up to each and every one of us to bring these leading principles to life. Also, the introduction of a toolbox with templates for agile working methods and teamwork throughout the group has been developed and launched to all companies within the group.

All of these initiatives are intended to support us in the future in order to develop further and meet the new challenges, but also help us in focusing on the development of our colleagues and offering them tools, methods, and training to develop themselves and follow their ambitions.



Our New Ways of Working working group

Fancy a drink?

To strengthen collaboration and foster connections across our group, we launched Mystery Coffee in 2024. The initiative randomly pairs colleagues from different sites for a short virtual coffee chat, creating opportunities to meet people outside of daily teams and routines.

The program encourages curiosity, exchange, and a deeper understanding of what drives colleagues throughout the organisation. By making it easy to connect across functions. sites and even countries, Mystery Coffee helps to build a stronger sense of belonging and highlights the value each employee brings to the CENTROTEC Industries group.







Safety at CENTROTEC Industries Safety standards at Centrotherm China

ISO45001 is the globally recognised standard for Occupational Health and Safety Management Systems. We adopted it not only to meet compliance requirements, but to systematically elevate our factory's safety culture and enhance site risk prevention through an internationally aligned framework.

"Embedding safety accountability in every process."

This certification has shifted our approach from "reactive response" to "proactive prevention," embedding safety accountability into every operational process and making it a shared responsibility across all departments.

Added value for the site:

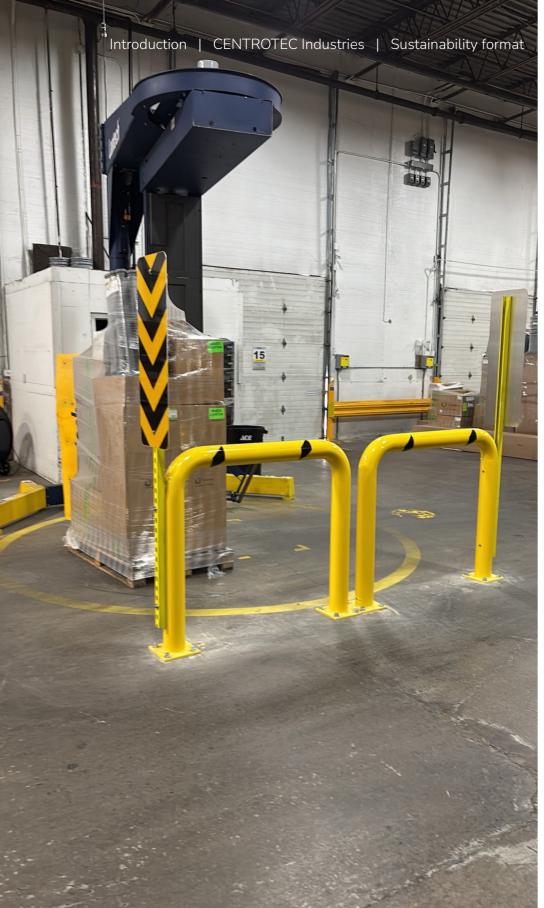
 Enhanced Risk Control: comprehensive hazard identification and mitigation mechanisms significantly reduce potential incidents

- Strengthen Employee Engagement: with 100% workforce completion of safety training and an increase in voluntary hazard reporting, employees are actively contributing to a safer workplace. Continuous improvement (CENIX CI) initiatives now also include dedicated "Safety Improvement" projects
- Stronger Safety Culture: regular audits, drills, and feedback loops ensure that safety awareness is reinforced on a daily basis

Centrothem China's safety performance in passed years:

- 0 recordable accidents
- 0 equipment accidents
- 0 fire accidents
- 0 environmental pollution accidents
- 0 incidence rate of occupational diseases (0 cased through employee entrance and exit occupational disease checking process)

By embedding ISO45001 into daily operations, Centrotherm China has created not just a safer workplace, but also a stronger sense of trust and confidence among employees, partners, and the wider community.



Safety at CENTROTEC Industries Moving to a new facility

Having outgrown the facility in downtown Albany, Centrotherm Eco Systems started the search for a new location way back in 2023 with the initial stages of the transition occurring in the autumn of that same year.

Warehouse and manufacturing operations were the first pieces of business to officially move in the new facility in Waterford, NY. The extrusion process and the remainder of the departments — Finance, Marketing, Sales, etc. — joined the team in January of 2024. The site was deemed fully operational with all Safety and Quality related processes fully in place by week 10 of 2024.

Focus on safety

The new facility offered the perfect opportunity for the team to significantly upgrade its safety culture and performance.

With a new plant layout, improved lighting and equipment, and renewed focus on safety policies and procedures, it gave the team the opportunity to plant the seeds for the cultural change has continued to

flourish. The result is a Safety Culture that is stronger and more ingrained than ever before.

Strengthening safety culture

All was confirmed by an internal Safety Assessment performed in September 2024 by Group Director of QHSE, Patrick de Boer:

"Our CES colleagues are now an example for safety culture within our group. A real bottom-up and handson culture with respect to safety."

The group safety assessment program has been developed to give manufacturing and warehouse locations a complete overview of their current safety culture, provides clear insights in how to improve and helps in sharing best practices within the organisation.

In 2024, assessments were performed not only at CES in the USA, but also at our UK and Italian sales offices and warehouses, and at our MAGE manufacturing plant in Germany.



- Patrick de Boer Group Director QHSE

Our Commitments

We commit to transparency by disclosing our sustainability performance annually and providing specific information to those who request it.

In 2024 we received another Bronze Ecovadis medal for our Doesburg facility. But also our Brilon facility disclosed through Ecovadis, resulting also in a Bronze medal.

CENTROTEC Industries has again reported our climate change risks, opportunities, and performance through CDP, the Carbon Disclosure Project.

"Committed to transparency and sustainability."

CDP is a charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts.

Advancement in Life Cycle Assessment (LCA)

In 2024 we also invested heavily in Life Cycle Assessment (LCA) capabilities. We are collaborating with

Ecochain and are using their software tools Mobius and Helix for LCA calculations.

Colleagues have been trained to use the software and the first number of LCAs have already been produced. We continue this effort in 2025 with certifying some of these LCAs by external auditors to be able to present the results through an Environmental Product Declaration (EPD).

Business ethics, compliance and governance

We uphold the highest standards of business ethics and integrity and therefore we have updated our Code of Conduct for business partners across all of our companies. Besides that, a new group-wide whistleblower policy has been rolled out.

We are fully compliant in all aspects of our business. Our ability to operate depends on adhering to all relevant laws and regulations. We recognise our responsibilities and have ensured that our operations meet all compliance requirements. Examples of compliance programs that were started in 2024 are for CBAM and PPWR regulations.

ecovadis

EcoVadis is a globally recognised platform that assesses sustainability across four key areas: environmental impact, labour and human rights, ethics, and procurement. Its independent evaluations help companies improve performance and give customers and partners a clear benchmark for comparing suppliers.



The Carbon Disclosure Project (CDP) is a global non-profit that operates the leading disclosure system for companies, cities, and investors to measure and report their environmental impact. It focuses on climate change, water security, and deforestation, helping organisations increase transparency, manage risks, and drive sustainable action.



Though the Omnibus proposal means that our mandatory CSRD reporting will now start in 2028. we are continuing our efforts in compliance to ESRS requirements. Our materiality assessment for instance is now updated to include all subsidiaries.

We are also reviewing our current sustainability missions and strategy to bring these into line with ESRS requirements, where necessary, and begin preparations for external assurance of environmental, social

and governance disclosures, as required under the CSRD.

Investments in cybersecurity and training

We significantly invested in cybersecurity and have introduced a training program for all relevant employees on digital safety, with a total of 120 minutes of training in 6 batches of each 20 minutes. These trainings were offered every 8 weeks and in total 93% of the colleagues completed the training in time.



Our goals and progress



Legal compliance

- Target: 0 violations
- Status: 0 violations in 2024



Transparency

- Target: annual CDP and EcoVadis disclosure
- Status: second time CDP Climate Change disclosure in 2024 with C score

Bronze Ecovadis score for Ubbink BV and Centrotherm. committed score for Möller Medical



Transparency

- Target: LCAs available at request per 2025, LCAs available for all new products per 2025
- Status: LCA software purchased, key personnel trained and first 45 (peer reviewed) LCAs available

A factory visit from France

Last year, six French journalists were invited by Ubbink France to visit our factory in Doesburg, the Netherlands.

These journalists — editors-in-chief of leading publications in the specialised press for our industry — share information for a wide audience of professionals, including installers. tradespeople, industrial experts, design offices, and architects.

Their visit marked an important opportunity to showcase Ubbink's expertise, innovative capabilities, and commitment to sustainability.

The day began with a warm welcome from Stephanie Geelen — our Group Marketing Director — and Steven Meun, who provided an insightful presentation about the Group and our Sustainability format.

Following this, Ubbink's ambitions and our evolving market landscape were presented. This presentation gave the visiting journalists a clear picture of how we are adapting to industry challenges and positioning ourselves for future arowth.

They were joined by Robert Wantia, who introduced the journalists to the R&D department. Through his presentation, Robert emphasised Ubbink's dedication to innovation and sustainability, showing how we develop new solutions to meet the ever-changing needs of our industry.

The visit was followed up with a factory tour. This hands-on experience featured technical demonstrations and in-depth discussions with Ubbink's dynamic team of young experts. The tour made sure that the quests gained a better understanding of our production techniques and quality processes.



French journalist getting a tour of the premise

Contact details

If you have any questions, feedback, or suggestions regarding this report or CENTROTEC's sustainability efforts more broadly, we welcome you to get in touch with us:

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