



Sustainability Impact Report

2025



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Dr. Marko Blažeković
CEO CENTROTEC Industries

Statement from our CEO



Together, as One Team, we are building a more sustainable, circular and resilient CENTROTEC Industries for the future.

I am proud to present our third Sustainability Impact Report, marking another milestone in our shared journey towards becoming a more sustainable, circular and responsible business.

In 2025, we continued to make meaningful progress towards our 2030 goals. Across CENTROTEC Industries, colleagues are turning ambition into action by sharing expertise, learning from one another and working together across companies, functions and countries.

This is what One Team means to me. We combine our different strengths and capabilities to achieve more than any one local company or functional team could accomplish alone. Sustainability is an important part of our transformation into a faster, more focused and better-connected group. Both journeys require clarity, shared responsibility, clear priorities and the commitment to improve every day, step by step.

Our collective efforts delivered important results in 2025: large-scale solar panel systems were installed at our facility in Doesburg. Our Rolf Schmidt Industrial Plastics manufacturing site in Kolding received ISO 14001 certification. While our overall “Lost Time Inci-

dent Rate” decreased compared with 2024, reflecting our continued focus on safety.

We also achieved our target of reducing Scope 1 and Scope 2 CO₂ emissions by 35 percent, ahead of our 2030 commitment. This was mainly driven by energy-efficiency measures and certified low-carbon electricity contracts across most of our facilities. Having reached this milestone, we are now developing a new emissions-reduction target to guide the next stage of our journey.

At the same time, 2025 highlighted the challenges ahead. Further progress is needed in reducing waste and packaging, increasing the use of recycled materials and improving transparency across our value chain.

Developing as a circular brand is not a linear process. It is a journey with achievements and challenges. Our four strategic pillars, **Our Solutions, Our Operations, Our People** and **Our Commitments**, provide a common direction as we continue to learn and move forward together. Together, as **One Team**, we are building a more sustainable, circular and resilient CENTROTEC Industries for the future.

Vision

Develop as a circular brand

Our third in a row sustainability impact report! Another milestone in our ongoing journey towards more sustainable business practices across our organisation.

2025 shows another year of progress towards our 2030 goals and again, plenty of inspiring examples of engaged colleagues across the group.

Our vision of becoming a circular brand is not a linear trajectory, but a journey with ups and downs, with successes and challenges, but with always the ambition of getting a little better, every day, step by step.

This year we have started to align our reporting to the GRI reporting standard, reinforcing our dedication to transparency and continuous improvement.

As this journey is a shared experience, we appreciate feedback or ideas from our stakeholders, to further strengthen our approach towards a truly sustainable, circular and responsible future.

Looking back...

A few highlights from 2025 are the installation of large scale solar panels systems at our facility in Doesburg, significantly increasing our renewable energy performance. Our Rolf Schmidt Industrial Plastics manufacturing site in Kolding, Denmark received its ISO14001 certification and our overall Lost Time Incident Rate (LTIR) dropped compared to 2024, showing the results of our continuous commitment to safety.

... and towards the future

An important achievement in 2025 is that we have achieved our 35% CO² (Scope 1 and 2) reduction goal, ahead of our 2030 commitments. Mainly driven by energy efficiency efforts as well as certified low carbon electricity contracts for most of our facilities. We are progressing with our waste and packaging reduction goals, as well as our transparency goals. We have developed new Life Cycle Assessments, and are planning on releasing certified EPD's in 2026 for selected products. In 2025 more products with recycled materials were released, contributing to further enhancement towards our 2030 target in recycled material input.

Together we are working on our mission to become more sustainability, more circular and responsible group of companies.

About our Sustainability Report 2025

This report covers the 2025 sustainability performance of CENTROTEC Industries (CTI) and its companies. This sustainability impact report is a standalone report, the CTI financial performance can be found in the CENTROTEC SE annual financial report. Therefore certain figures and ratios, like remuneration and compensation are not covered in this report. No previously reported sustainability information has to be restated in this report.

Contact information for sustainability queries: sustainability@CENTROTEC.com



Steven Meun

Group Director Sustainability



7
Offices and
distribution centres

9
Manufacturing
sites

1,400
Employees
worldwide

20+
Countries
served

Introducing CENTROTEC Industries

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

Global reach, local impact

With around 1400 employees worldwide, we combine global reach with a strong local presence, adapting to market needs while driving sustainable impact.

CENTROTEC Industries combines a strong European base with a truly international outlook. Headquartered in Munich, Germany and 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.

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.

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.

Meeting industry challenges

Our Group responds to industry challenges such as material shortages, rising energy costs and a growing skills gap with practical, forward-thinking 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. ➔

Building on our heritage, international footprint and expertise in energy-efficient technologies, our sustainability strategy translates this purpose into four connected pillars. Together, these pillars guide how we develop solutions, support partners, operate responsibly and create long-term value for future generations. Our sustainability strategy translates our purpose into practical action.

Strong brands, international footprint

As a leader in energy-efficient technologies, our international brand portfolio - including Ubbink, Centrotherm, Centroplast, MAGE, Möller, VacStent GI, Sonnenstromfabrik and Rolf Schmidt - drives innovation across construction, building and medical technologies.

What drives us

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. We are actively participating in relevant associations at a local level and at group level. Examples are our membership with EVIA (the European Ventilation Industry Association), or our local participation at Polymer Science Park in the Netherlands.

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 high-quality, thoughtfully engineered solutions that are easy to understand, install and use. Our aim is always 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.



Full-time vs.
part-time workers



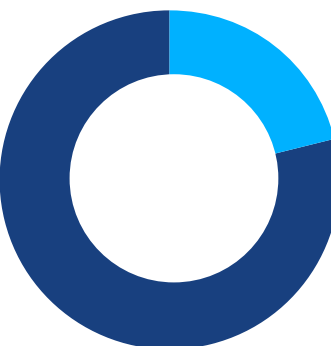
85% Full-time workers: 1.171
15% Part time workers): 210

Men vs.
women



70% Men: 969
30% Women: 412

Men vs. women
in management



89% Men in management: 108
21% Women in management: 29

What we stand for Our values and leading principles

Our purpose is brought to life through a shared framework of values, leading principles and core competencies. Our company values are more than just words, they are the cornerstone of who we are and shape the culture we cultivate together.

- R Responsibility
- I Integrity
- S Sustainability
- E Entrepreneurship

Our values help us in defining our daily behaviour. They guide every decision we make and shape how we interact with one another, whether as employees, managers or members of the CENTROTEC Industries Board.

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



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 meet their values. Our framework and goals are approved by the CTI board, translated to local annual plan and is regularly reviewed.



	Material topic		Impact, risks and opportunities	Summary of management approach	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 7 AFFORDABLE AND CLEAN ENERGY 11 11 SUSTAINABLE CITIES AND COMMUNITIES 13 13 CLIMATE ACTION 12 12 RESPONSIBLE CONSUMPTION 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 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	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.		Our People
	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 4 QUALITY EDUCATION 8 8 DECENT WORK AND ECONOMIC GROWTH	
Governance	Corporate culture	G1: business conduct	CENTROTEC Industries will be compliant with relevant laws, regulations and guidelines.	Compliance is part of our internal values.	8 8 DECENT WORK AND ECONOMIC GROWTH	Our Commitments
	Corruption and bribery Prevention and detection		Sales and commercial activities may 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 8 DECENT WORK AND ECONOMIC GROWTH	

Our process to determine material topics is based on the input from the various stakeholders (see page 10) and prioritised based on industry standards.

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).

○ Stakeholder group	○ 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

“ Developing useful products for future life.



General waste reduction

- **Target:** 20% normalised reduction versus 2022 in 2030
- **Status:** 14% reduction in 2025 versus 2022



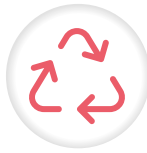
Supply chain initiatives

- **Target:** at least 5 supply chain initiatives by 2030
- **Status:** 3 – 1 with client on decarbonisation alignment, 1 with supplier’s youth program exchange, 1 with sustainable materials



Packaging material

- **Target:** 20% impact reduction versus 2022 in 2030
- **Status:** 18% reduction in 2025 versus 2022



Recycled material usage (PP/HDPE)

- **Target:** 10% recycled material used in 2030
- **Status:** 6.2 % recycled material usage in 2025

At CENTROTEC Industries, we develop solutions that support more sustainable buildings, affordable clean energy, and a better quality of life. Sustainability and circularity are embedded throughout our value chain, from raw materials to market.

Product safety and quality
Our products combine quality, safety, and innovation. We comply with strict product safety regulations while continuously reducing environmental impact throughout the product lifecycle.

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.

Sustainable materials
We use renewable energy and sustainable or recycled materials wherever possible. Through our product development process, we continuously improve resource efficiency and product durability. In 2025, we further increased the use of recycled materials, particularly PE and PP, across our portfolio. VEPAC is one example of a product incorporating recycled PP.

Waste minimisation
We follow three core circularity principles:

- **Minimise waste at our production sites:** through efficient manufacturing processes and material optimisation

- **Minimise waste for our customers:** by reducing packaging materials and extending product life cycles
- **Design for recyclability:** ensuring our products can be disassembled and materials recovered at end-of-life

Packaging innovation
We are committed to minimising the use of packaging materials across our product portfolio.





Products and solutions with the circular brand logo

The circular brand logo indicates that a product or solution contributes to a more sustainable and circular future. Products and solutions carrying this logo support the group wide sustainability framework and are processed according to these sustainability standards.

A product or solution that carries the logo meets the following criteria:



Sustainability by design

Sustainability is integrated from the early product development stage. The environmental impact from cradle to grave (raw material extraction, production, use, and end-of-life), is calculated and used to improve the impact our product and solutions have, only, to use this information to improve it.



High quality and safety

The product complies with strict governmental regulations and safety standards. Durability and reliability are prioritised to ensure a long service life.



Efficient use of resources

Raw materials are used efficiently and responsibly in the best and most efficient way possible. Preference is given to renewable, recycled, or sustainably sourced materials. Packaging materials are minimised. Where possible, recyclable or sustainable packaging is used.



Life Cycle Assessments

Life Cycle Assessments (LCAs) help us evaluate the environmental impact of our products across their full lifecycle. This insight enables us to make informed decisions and continuously improve the sustainability of our solutions.



Reduced environmental impact

Renewable energy sources are used whenever possible during production. Products are designed to optimise energy efficiency and sustainability performance in their applications. At CENTROTEC Industries we targeting that all our manufacturing locations are ISO14001 or ISO50001 certified in 2030.



Packaging optimisation

Reducing plastic film for blue-crate pallets

In 2025, our colleagues at Ubbink in Doesburg, initiated an improvement project to simplify the wrapping process for pallets containing blue crates that are used for intercompany transport. The objective was to reduce plastic film consumption, improve operational efficiency on the shop floor, and enhance workplace ergonomics.

The project was developed using the internal continuous improvement approach and involved all relevant departments within Ubbink, including Parts Production, Logistics, Assembly and QHSE. In addition, colleagues in Brilon were consulted to assess feasibility and share practical insights.

Together with the QHSE department, the team conducted safety tests to validate the proposed alternative. The results confirmed that the revised pallet-securing method met the required safety expectations.

As of 2026, Ubbink has discontinued the use of plastic film for blue-crate pallets. Instead, two

straps will be applied at designated positions around the crates. This change reduces the need for repeated movements to the wrapping machine, improves ergonomics for employees, and delivers clear environmental benefits.

Based on approximately 2,500 pallets per year, the initiative is expected to deliver the following annual savings:

- Approximately 325 kg less plastic waste, representing a reduction of 93%
- A 75% reduction in material costs
- Approximately five minutes saved per full pallet, contributing to more efficient shop-floor operations

SDG Alignment

- Our solutions directly support:
- SDG 7: Affordable and Clean Energy
 - SDG 11: Sustainable Cities and Communities



Innovation and product development: new production processes and products are evaluated on their sustainable impact, including energy consumption, health and safety of our employees, packaging needs, and the materials and suppliers required.



Centrotherm, Brilon

Project in focus

Customer collaboration

We are committed to working with our customers and actively participate in initiatives to help develop more sustainable solutions. This collaborative approach ensures our innovations meet real-world sustainability challenges.

Centrotherm was part of a sustainability project reECONIC from Daimler Truck AG / Mercedes-Benz Trucks / FAUN Group / TSR Group GmbH & Co. KG. Together with 32 other partners along the value chain, it was shown how circular economy can be thought of and implemented in the commercial vehicle industry.

As material experts, we have contributed tailor-made solutions with optimal material properties for the respective application. Our focus was on the use of natural materials as well as on our core competence in thermoforming in order to be able to process sustainable materials in an industry-oriented manner.

Such collaborations show that sustainable industrial production can only be further developed together and across company boundaries.

Our Operations



Respecting the environment and its natural resources.



Driving performance Reducing impact

In Our Operations we aim to we aim to reduce our environmental impact. We set clear goals and targets to optimise the use of resources and lower our environmental impact and carbon footprint. It is our goal to reduce the impact of our operational activities on people and natural habitats to an absolute minimum.

Environmental management systems

We are continuously improving our environmental and energy performance and embed our way of working in our management systems.

Through our focus on energy efficiency and renewable energy, we have already achieved our 35% scope 1 and 2 CO₂ reduction goal! This is based on our market based calculations. Our location based calculations show a 25% CO₂ reduction versus 2022 and here we are heading to achieving our goals in 2030.

Details of our energy use and emissions can be found in Appendix 1 (p. 28). To calculate our Scope 1,2 and 3 emissions we have followed the GHG protocol. Our scope 1 emissions include the fuel (natural gas) used at our locations and our company cars.

Our scope 2 emissions included all our electricity use. For the market based calculations we have used the contracted CO₂ factors and where not available we used the residual mix factors. Our scope 3 emissions include downstream transport, business travel and purchased goods and materials. Other categories were not material at this time. The emissions are reported in CO₂eq.



- CO₂ reduction
- **Target:** 35% absolute reduction Scope 1 and Scope 2 CO₂ emissions in 2030 vs 2022
 - **Status:** 35% reduction in 2025 versus 2022



- Reduced environmental impact
- **Target:** all production sites ISO14001 and/or ISO50001 certified in 2030
 - **Status:** Centrotherm China + RSIP + Ubbink Doesburg ISO14001
Centrotherm Brilon ISO14001 and ISO50001
Centroplast Marsberg ISO50001
Sonnenstromfabrik Wismar ISO50001



 Rolf Schmidt IP, Denmark

Target: All production sites to achieve ISO14001 and/or ISO50001 certification by end of 2030.

In 2025, our manufacturing site Rolf Schmidt Industriplast achieved its ISO14001 certification, marking an important milestone in our sustainability journey. This internationally recognised standard confirms that the site has implemented a structured environmental management system and is continuously working to reduce its environmental impact.

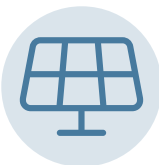
The certification reflects the dedication and hard work of the local team and demonstrates a strong commitment to responsible operations, compliance, and continuous improvement. It also represents an important step towards achieving our 2030 target of certifying all production sites under ISO14001 and/or ISO50001.



Our energy roadmap follow a three-step approach for each company:



1. Energy efficiency
Reducing consumption through process optimisation. This is managed by means of the environmental or energy management systems in place at the manufacturing sites



2. Renewable energy (PV)
Installing solar photovoltaic systems at production sites where this is technically feasible. This means that some roofs need to be strengthened prior to the installation of PV panel systems.



3. Green electricity purchases
Procuring renewable electricity from electricity suppliers. This can be either to a PPA or a guarantee of origin.

Current monitoring

We track the following energy metrics:

- Electricity consumption (kWh)
- Natural gas consumption (Nm³)
- Self-generated renewable energy

Our energy use dropped with 2.2% compared with previous year and with 18.8% compared to our baseline year 2022. Our self-generated electricity use has increased with another 8.8% compared to 2024 and covers now 2.2% of our total electricity use. For next year we expect to further increase this percentage as new PV installations in Doesburg and Brilon start to become effective.

During the course of 2025 the Ubbink manufacturing facility in Doesburg has significantly

expended the amount of PV panels. In total 4359 panels are now responsible for roughly 30% of the site's total electricity consumption. Also in Brilon a large PV installation is being installed and will become operational during 2026.

At the end 2025 the production lines in Herzberg were integrated into the Brilon facility, which should positively impact energy efficiency in 2026.

SDG Alignment

- Our operational commitments support:
- SDG 12: Responsible Consumption and Production
 - SDG 13: Climate Action

Ubbink Doesburg improves energy efficiency

Cos Phi optimisation project



As part of its ongoing commitment to operational excellence and sustainability, Ubbink's production facility in Doesburg has successfully implemented a Cos Phi optimisation project aimed at improving electrical efficiency and reducing energy-related losses.

Cos Phi, also known as the power factor, expresses the relationship between actual power and apparent power within an electrical installation.

When the electrical current is out of phase with the voltage, reactive power is created. Although reactive power does not contribute to productive work, it places an additional load on the electrical infrastructure and can lead to unnecessary energy costs.

By optimising the power factor of the Doesburg facility, Ubbink has significantly reduced reactive power losses.

The project is expected to deliver annual energy savings of approximately 78,300 kWh, representing an efficiency improvement of 2.4%. In addition to the energy reduction, the initiative also generates a significant annual financial return, with a payback time of approximately 3 years, and contributes to our carbon reduction goals.

This project demonstrates how targeted technical improvements can simultaneously reduce operating costs, lower environmental impact, and support our broader sustainability ambitions. By optimising existing infrastructure, the Doesburg facility continues to strengthen its position as an efficient and responsible manufacturing site.



- Mark Snijders
TPM Manager

📍 Ubbink, Doesburg



“

At our site in Doesburg a large installation of solar panels has been installed during 2025. The installation will be responsible for roughly 30% of the sites energy consumption.



Supporting sustainable mobility through charging infrastructure



At Centrotherm in Brilon, the transition to electric mobility is supported not only through the use of electric vehicles, but also through the development of reliable charging infrastructure at the workplace.

The installation of the Newtron fast-charging station at the company site contributes to a more sustainable and future-oriented mobility environment for employees, visitors and the surrounding region.

The charging station offers fast charging capacity of up to 100 kW, two charging points, 24/7 availability and direct accessibility at the Centrotherm site in Brilon. This infrastructure makes electric mobility more practical for daily use and supports the broader adoption of lower-emission transport options.

By investing in workplace charging infrastructure, Centrotherm strengthens the link between operational sustainability, employee convenience and regional accessibility. The initiative reflects our commitment to reducing mobility-related environmental impact while creating an attractive workplace where future-oriented solutions, sustainability and local responsibility come together.



At Ubbink Belgium, we turn sustainable ambitions into action. Our colleagues were proud to share that their company vehicle fleet is now fully electric.

This represents an important step within our pillar Our Operations, through which we work to reduce our CO₂ footprint, use energy and materials more efficiently, and decrease our environmental impact.

Ubbink, Gentbrugge

LEAN and Kaizen as drivers of environmental performance



In 2025, Ubbink Netherlands received the KAIZEN™ Award Netherlands, recognising the company's structured approach to continuous improvement and operational excellence. The award, presented by the Kaizen Institute, acknowledges organisations that demonstrate strong progress in applying LEAN principles to improve performance, productivity and efficiency.

For Ubbink, Kaizen is an important part of the broader LEAN philosophy. It encourages employees across the organisation to identify opportunities for improvement, solve problems at the source and make processes more efficient step by step.

cards and the LEAN Cube, employees can record issues, improvement ideas and opportunities for more efficient ways of working. These inputs are then followed up by managers and support functions, helping to create a culture in which continuous improvement becomes part of daily work.

The award confirms that Ubbink is making tangible progress in embedding continuous improvement throughout its operations. At the same time, the external assessment also provided valuable insights into further improvement opportunities. This reflects the essence of Kaizen: not claiming to be finished, but continuously learning and improving.

“ The Kaizen Award: not claiming to be finished, but continuously learning and improving.

This approach is closely linked to our sustainability ambitions, as reducing waste, avoiding unnecessary movements, improving material use and streamlining processes all contribute directly to better environmental performance.

A key strength of the Kaizen method is that improvement ideas are generated primarily by employees on the shop floor. Through practical tools such as Kaizen

By strengthening our LEAN capabilities, we are improving not only operational effectiveness but also our ability to reduce environmental impact. In this way, continuous improvement supports our ambition to become more resource efficient and to make sustainability a practical part of everyday decision-making.

GHG emissions tracking

We monitor and report:



Scope 1 + Scope 2

Direct emissions from our operations and purchased energy



Scope 3

Indirect emissions across our value chain

Ambitious target

We are committed to reduce our CO₂ footprint by improving energy efficiency, increasing the use of renewable energy, and improving the impact of our value chain.

Our People

“Development and social responsibility.



Incidents with injuries

- **Target:** 0 life changing events
- **Status:** no life changing events in 2025



Community engagement

- **Target:** 5 community engagement initiatives annually
- **Status:** >5 community engagement initiatives in 2025

Our employees reflect our society. They are our greatest assets and should be treated as such. We take care of good working conditions for our people, support their personal development, and offer them a great place to work.

H&S management: we set clear expectations at group level for our companies and follow this through our monthly reporting process. Each site sees health and safety as a top priority and is managing this accordingly. LTI's and absence rates are reported at entity and group level.

Collaboration and responsibility: We put extra effort into internal and cross-company collaboration. A number of exchanges took place, and we also launched a new internal networking tool accordingly.

Health and safety: our highest priority

For CENTROTEC Industries, the wellbeing of our people is of key importance, and protecting the health and safety of our people is of highest priority.

We are pleased to announce that Centrotherm reapplied earlier this year for certification as a “Family-Friendly Company” successfully. The jury reviewed the relevant assessment categories and decided, for the fourth consecutive time, to extend the validity of our certificate as a “Family-Friendly Company in the Hochsauerland district” for a further four years.

The certification process is organised by the Economic Development Agency of the Hochsauerland district in cooperation

with the Competence Centre for Women and Careers Hellweg-Hochsauerland. This renewed recognition acknowledges the many family-friendly measures already in place at our site.

For us as an employer, this recertification is an important achievement and at the same time a strong incentive to continue our efforts. Together with our teams at the site, we aim to further expand our activities and create a working environment that sustainably supports the reconciliation of professional and family life. Promoting a family-friendly corporate culture remains a key priority for us.

- **Susanne Frank**
Head of HR



Our commitment to the sea **Working together for cleaner oceans**

At CENTROTEC Industries, we believe that taking responsibility goes beyond our own operations. Through our partnership with 1OCEAN, we help remove plastic from the ocean and prevent it from returning. Supporting healthier oceans for today and for future generations.



Cleaning the ocean

Operating efficient cleanup vessels and technologies to collect plastic and marine debris.



Preventing at the source

Stopping plastic pollution at the source by intercepting rivers and collaborating in coastal communities.



Education and engaging

Stopping awareness and inspiring action for a cleaner ocean through education and outreach.



Creating impact

Building a global movement of partners working together for clean oceans.





Ubbink, Doesburg

- Bregje Hoksbergen
QHSE Engineer

‘What matters most is that we all return home safely’

Machinery with hazardous saws. Extremely heavy moulds. A “highway” with autonomous mobile robots and loaded forklift trucks. There are plenty of potential risk areas at Ubbink in Doesburg. That is why the safety and health of every employee are our highest priority. In recent years, significant steps have been taken to further improve the working environment in this respect.

Now it is time to take the next step, says Bregje Hoksbergen. “There is still room for improvement, particularly in our safety culture. We want everyone to be consciously engaged with safety, and we want unsafe situations to be reported more quickly. Not to blame anyone, but to learn from them together.”

Much is already going well

Bregje has been System Engineer QHSE at Ubbink since the end of 2022 and recently completed training as an intermediate-level safety expert. She emphasises that Ubbink has already made strong progress. “Emergency exits are blocked less often. Green walkways are no longer used for storage. More consideration is being given to where materials are stored in the warehouse, taking the sprinkler system into account. And with the introduction of AMR robots, the wrapping line and LCIA cells, the physical strain on employees has been significantly reduced.”

Physical strain is also part of safety, Bregje explains. “People working with a band saw are

often more aware of safety risks than office staff, because the danger is more visible. But an office workstation can also be unsafe. It may not be life-threatening, but it can still be unhealthy. For example, an incorrectly adjusted desk or chair can lead to physical complaints over time. In that sense, it is also a safety issue.”

Improvements

Ultimately, Bregje explains, the aim is for every employee to assess whether their workplace and the tasks they perform are safe. This requires a shift in mindset. “Until recently, I also thought we were doing everything properly and did not know exactly where further improvements could be made. People quickly accept the workplace they have and may make small adjustments themselves. But, figuratively speaking, you need to take a step back and consider what could be made safer and healthier.”

In this way, collective safety awareness can continue to grow. “If we look at the Safety Culture Ladder, which is widely used to assess safety awareness in organisations, I would say we are currently around step 2 out of 5,” Bregje explains. “We mainly act reactively. When something goes wrong, or almost goes wrong, we take action. Ultimately, however, we want people to ask themselves in advance what could go wrong and to anticipate those risks.”

A new foundation

Together with an external consultant, Bregje is now laying a new foundation for this work. “We have reviewed all machines and workplaces and mapped out both the risks and employees’ experiences. We are now consolidating this into a Risk Inventory and Evaluation document. This will result in an action plan with measures for the entire company. Based on priorities, we can then make workplaces even safer step by step.”

This can be done in several ways. “These risks are addressed according to the hierarchy of controls. First, we assess whether the risk can be eliminated or physically separated. If that is not possible, other measures are considered, such as lifting aids, job rotation or personal protective equipment.”

ISO 45001

In the future, all these improvements should lead to ISO 45001 certification: the international standard confirming that an organisation has an occupational health and safety management system in place, contributing to safer working conditions, reduced risks and improved performance. “But certification is not an end in itself at this stage. As a company, what matters most to us is that everyone can work safely and return home in good health.”



As a group of companies, we are dependent on qualified staff. Therefore, we encourage and facilitate our employees to continuously develop their skills and competences, and we offer educational opportunities.

“

We appreciate the communities we are part of and understand the impact we can have as a company on our communities.

Where we can, we support our local communities through initiatives that benefit them as well as our people. Our colleagues have engaged in multiple community engagement and charity events during 2025.

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.

SDG Alignment

Our people-focused initiatives support:

- SDG 4: Quality Education
- SDG 8: Decent Work and Economic Growth

Mystery coffee

In our previous reports we have introduced our mystery coffee initiative. Through 2025 many colleagues signed up and participated in a fun exchange with colleagues they otherwise would not easily meet.

For Joel Dzekciorius, Managing Director for the USA, Mystery Coffee is more than just a casual chat format - it is a practical way to strengthen connections across the group and build relationships beyond day-to-day collaboration.

Having already had several matches and using Mystery Coffee regularly, he sees clear value in creating space for conversations that might otherwise never happen. As he puts it:

“It is important to know people that work in other entities within the group. It allows us to have a personal relationship, share best practices and have additional resources when we need help.” For him, the format opens doors to exchange across teams and entities, helping colleagues connect in a more personal and useful way.

He also highlights how the format helps expand networks across the organisation. “I was able to meet people that I may not normally communicate with on a daily basis. That is helpful as it deepens my professional relationships and allows me to point people to the correct resource in my organisation.”

Joel Dzekciorius notes that “occasionally, you really click with a colleague. That has resulted in deeper working relationships with people that I may not have otherwise.”

These moments of genuine connection are part of what makes Mystery Coffee valuable: a short, informal exchange can become the starting point for stronger collaboration in the future.

His experience shows that even brief conversations can have lasting value - whether through new contacts, better cross-functional understanding, or unexpectedly strong working relationships. Mystery Coffee may be simple in format, but its impact can reach much further than 15 minutes.



- Joel Dzekciorius
CEO Centrotherm Eco Systems



📍 Ubbink, Northampton

Christmas Jumper Day

Ubbink UK was delighted to take part in this year's Christmas Jumper Day in support of the incredible work carried out by Save the Children. Our team proudly embraced the festive spirit while raising a fantastic amount for the charity, and we couldn't be more

pleased with everyone's enthusiasm and generosity. Alongside the colourful jumpers, the team enjoyed a selection of festive treats, including the all-important mince pies, to help us get fully into the Christmas spirit.

“ **Voice and reporting mechanisms:** we have systems in place for our people to report (anonymously) any issues they encounter or opportunities to improve. A group wide whistleblower policy was rolled out in 2025 and we are tracking reported whistleblower incidents to ensure concerns are addressed appropriately.

Making a difference in Marsberg

On a nice, sunny Friday afternoon, a team from Centroplast came together to collect litter along the Diemel River, which runs through the entire city area, as well as in the city centre of Marsberg, Germany. The initiative received positive feedback from many passers-by.

The result: 10 kg of waste collected, including plastic, glass and metal. All waste will now be professionally sorted and disposed of.

The activity was not only a worthwhile contribution to the local environment; it was also an enjoyable opportunity to make a positive impact together outside the regular working routine. The day concluded with a pleasant meal in a relaxed setting.

As a company working with plastics every day, we are aware that materials become a problem when they end up in the wrong place. Responsibility starts on our own doorstep.

📍 Centroplast, Marsberg



Our Commitments

“Acting transparently, compliant in every aspect of our business.”



Operating with integrity

We commit to transparency by disclosing our sustainability performance annually and providing specific information to those who request it. We ensure our sustainability communications reaches all relevant stakeholders through multiple channels, providing clear and accessible information about our performance and commitments.

CENTROTEC Industries has again reported our climate change risks, opportunities, and performance through CDP, the Carbon Disclosure Project. CDP is a charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts.

Supply chain monitoring

We aim to track the following metrics in the future:

- Reported supply chain incidents
- Number of suppliers that comply with our Code of Conduct

Supply chain responsibility

We understand our supply chain responsibility and work with our partners to understand their impact on human rights and the environment and improve where needed.

We are setting up a supply chain tracking system and hope to be able to roll this out in the next year. We have updated our Code of Conduct for our business partners and are actively asking them to confirm they comply with this. All new suppliers are screened on this.

A monitoring system is under development and being rolled out through the Supplier Engagement Program.



- Legal compliance
- **Target:** 0 violations
 - **Status:** 0 violations in 2025



- Transparency
- **Target:** annual CDP and EcoVadis disclosure
 - **Status:** second time CDP Climate Change disclosure in 2025 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) LCA's are available upon request

Business ethics, compliance and governance

We uphold the highest standards of business ethics and integrity. 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.

Through regular surveys we are checking the understanding of our internal procedures with our key employees. In 2026 this procedure will be updated and trained to the relevant employees. CENTROTEC Industries promotes fair competition and ethical business practices through its Code of Conduct, compliance policies, and business conduct guidelines, helping to prevent anticompetitive behaviour and violations of antitrust laws.

During the reporting period, CENTROTEC Industries was not aware of any legal actions for anti-competitive behaviour, anti-trust, or monopoly practices. The company promotes fair competition through its Code of Conduct, compliance policies, and business conduct guidelines.

We have updated our Code of Conduct for our business partners and are actively asking them to confirm they comply with this. 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.

Life Cycle Assessments

In 2025 we again 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.

Investments in cybersecurity and training

CENTROTEC Industries safeguards customer data through cybersecurity awareness, data protection measures, and compliance processes, supporting the prevention of customer privacy breaches and data loss.

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.

Annual disclosures

In 2025 we received another Bronze Ecovadis medal for our Doesburg facility.

CENTROTEC Industries has again reported our climate change risks, opportunities, and performance through CDP, the Carbon Disclosure Project. CDP is a charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts.





Safety in the office

Cybersecurity awareness and training

Cybersecurity awareness training is mandatory for all CTI office employees. Training completion rates are continuously monitored and followed up to ensure broad participation and compliance. During the 2025 learning cycle, 92% of all CTI office employees successfully completed their assigned e-learning modules.

The current 2026 awareness campaign is delivered in a series of progressive learning phases throughout the year. It represents the third year of CTI's multi-year cybersecurity training programme and has been fully updated to reflect the latest generation of training content and the evolving cyber threat landscape.

“ 92% of CTI office employees completed mandatory cybersecurity awareness training during the 2025 learning cycle, supporting the company's commitment to information security, responsible digital practices, and organisational resilience.

Key training topics include:



Artificial Intelligence (AI)
Safe use of generative AI tools in the workplace and critical evaluation of AI-generated outputs.



Social Engineering
Understanding attacker manipulation techniques and protecting sensitive information.



Identity-Based Attacks
Awareness of telephone fraud, including AI-enabled scams, technical support fraud, and deepfake-related threats.



Workplace Security
Secure handling of documents and removable media, as well as cybersecurity practices for remote and home-based working environments.



Mobile and Collaborative Working
Secure file sharing, safe working while travelling, and the responsible use of mobile applications.

In addition, employees are trained on the appropriate response to security incidents and the shared responsibility of all staff in maintaining cybersecurity. Particular attention is given to risks associated with artificial intelligence, both in the use of AI tools and in emerging AI-enabled attack methods. During the reporting period, CENTROTEC Industries was not aware of any substantiated complaints concerning breaches of customer privacy or losses of customer data. The company safeguards customer data through cybersecurity awareness training, data protection measures, and compliance processes.

Let's create a better future together.

Your feedback helps us improve and strengthen our sustainability impact. We welcome your questions, suggestions and ideas.



Email
sustainability@CENTROTEC.com



Website
<https://www.parigroup.com/>



Adress
CENTROTEC Industries GmbH
Walter-Gropius-Strasse 15
80807 München
Germany



Appendix 1: Relevant KPI’s

2025														
	Total fuel use (MWh)	Total electricity purchased (MWh)	Self generated electricity (MWh)	Scope 1 (kgCO²eq)	Scope 2 market based (kg CO²eq)	Scope 2 location based (kg CO²eq)	Scope 3 (CO²eq)	Water use (m³)	Non hazardous waste recycled by 3rd parties (kg)	Non hazardous waste incinerated (kg)	Non hazardous waste landfilled (kg)	Non hazardous waste other (kg)	Hazardous waste recycled by 3rd parties (kg)	LTIR
Centrotherm Systemtechnik GmbH	4.997	3.214		376.674		1.082.342	13.064.941	1.829	414.002	51.750	1.056			2.4
Centroplast Engineering Plastics GmbH	2.539	2.430		198.230	736.290	818.230	4.896.469	2.523	24.245		82.782	142.692		
Moeller Medical GmbH	2.534	2.371		214.367	799.121	798.457	451.982	5.885	115.253				34.135	2.1
Ubbink BV Netherlands	3.183	3.813	335	472.178		932.104	5.287.403	2.347	385.152	123.200			3.000	0.3
Ubbink NV Belgium	6.697	113		66.752		13.535	440.261	97	5.344					
CENTROTHERM Gas Flue Technologies Italy S.R.L.	12	18		19.915	8.713	4.707	16.630	119	20.000					
Ubbink France SAS	-	131		151.837		6.182	4.377.880	220	7.905			4.370		
Ubbink DE	902	17		103.256	12.498	5.852		700						
CS Wismar DE	9.398	910		626.644	325.853	306.415	24.475.279	229						11.9
UBBINK UK Ltd.	80	39		72.738		6.830	16.863	50						
CENTROTHERM Eco Systems LLC	3.302	594		225.456		221.707	7.246.430	150	15.000		9.000		292	
Rolf Schmidt Industriplast A/S	856	922		60.793		88.789	876.060	335	49.633	38.300				
Mage roof & building components GmbH	2.035	193		290.971	61.438	65.054	4.451.856	331	55.907	32.795				4.6
CENTROTEC and Centrotherm China	528	401		35.419	265.607	265.607	208.789	2.109	4.809					
CENTROTEC Industries Holding	-	12		31.500		3.983	1.954		785	45				
Total	37.063	15.179	335	2.946.730	2.209.520	4.619.794	65.902.797	16.924	1.097.250	260.045	92.838	147.062	37.427	
2024														
	Total fuel use (MWh)	Total electricity purchased (MWh)	Self generated electricity (MWh)	Scope 1 (kgCO²eq)	Scope 2 market based (kg CO²eq)	Scope 2 location based (kg CO²eq)	Scope 3 (CO²eq)	Water use (m³)	Non hazardous waste recycled by 3rd parties (kg)	Non hazardous waste incinerated (kg)	Non hazardous waste landfilled (kg)	Non hazardous waste other (kg)	Hazardous waste recycled by 3rd parties (kg)	LTIR
Centrotherm Systemtechnik GmbH	4.571	3.416		388.565		1.298.007	12.164.127	2.018	452.401	54.555	1.212	-	1.029	4.3
Centroplast Engineering Plastics GmbH	1.771	3.176		202.535	1.070.312	1.206.721	3.790.080	2.523	42.630	-	32.390	189.680	-	1.5
Moeller Medical GmbH	2.375	2.432		210.351	819.528	923.976	448.411	5.885	106.306	-	-	-	33.695	2.6
Ubbink BV Netherlands	3.411	3.596	308	535.708		837.684	12.348.976	2.353	400.700	118.010	-	-	3.000	1.7
Ubbink NV Belgium	570	88		75.274	9.719	11.077	404.582	91	9.916	-	49.896	-	-	
CENTROTHERM Gas Flue Technologies Italy S.R.L.	12	17		5.468	9.775	5.343	5.593	126	20.000	-	-	-	-	
Ubbink France SAS		130		206.913	3.623	9.195	404.439	250	13.192	-	-	6.480	-	1.5
Ubbink DE	1.062	72		129.621	54.518	27.239	1.918.731	737	22.370	-	-	-	-	3.8
CS Wismar DE	8.604	1.005		568.619	324.253	381.850	28.043.971	281	-	-	-	-	-	10.1
UBBINK UK Ltd.	86	35		49.620		7.173	5.598	60	-	-	-	-	-	
CENTROTHERM Eco Systems LLC	3.159	586		21.661	109.344	218.689	2.550.397	142	15.000	-	9.000	-	295	3.1
Rolf Schmidt Industriplast A/S	1.032	915		74.834		127.734	1.037.652	400	55.891	38.300	-	-	-	
Mage roof & building components GmbH	2.171	129		302.322	45.353	49.093	4.482.944	401	41.620	13.650	-	-	-	2.7
CENTROTEC and Centrotherm China	699	470		51.630	310.470	310.470	333.518	2.858	2.528	-	-	-	-	
CENTROTEC Industries Holding		12		4.950		4.434	2.915		105	40	-	-	-	
Total	29.525	16.080	308	2.828.071	2.756.895	5.418.685	67.941.933	18.125	1.182.554	224.515	92.498	196.160	38.019	

Reporting note. This report represents CENTROTEC Industries’ first alignment with the GRI Standards. Disclosures not listed were considered not material, are not yet available at Group level, or are planned for future reporting as data maturity improves.

Appendix 2: GRI Content index

GRI disclosure		Location in report
GRI 2: General Disclosures 2021		
2-1	Organisational details	Introducing CENTROTEC Industries, pp. 5–6
2-2	Entities included in sustainability reporting	About this Report, p. 4; Appendix 1, pp. 28
2-3	Reporting period, frequency and contact point	About this Report, p. 4
2-22	Statement on sustainable development strategy	CEO Statement, p. 3; Vision, p. 4
2-27	Compliance with laws and regulations	Our Commitments, pp. 24–25
2-29	Approach to stakeholder engagement	Stakeholder Management, p. 10
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Materiality assessment, p. 9
3-2	List of material topics	Material topics matrix, p. 9
3-3	Management of material topics	Our Solutions, Operations, People and Commitments, pp. 11–26
Environmental topics		
301-2	Recycled input materials used	Our Solutions, pp. 11–12
302-1	Energy consumption within the organisation	Our Operations, pp. 14–18; Appendix 1, p. 28
302-4	Reduction of energy consumption	Our Operations, pp. 15–18
303-3	Water withdrawal	Appendix 1, p. 28
305-1	Direct Scope 1 GHG emissions	Our Operations, p. 14; Appendix 1, p. 28
305-2	Energy indirect Scope 2 GHG emissions	Our Operations, p. 14; Appendix 1, p. 28
305-3	Other indirect Scope 3 GHG emissions	Our Operations, p. 14; Appendix 1, p. 28
306-3	Waste generated	Our Solutions, p. 11; Appendix 1, p. 28
306-4	Waste diverted from disposal	Appendix 1, p. 28
306-5	Waste directed to disposal	Appendix 1, p. 28
Social topics		
401-1	Employment information	Our People, pp. 19–23
403-9	Work-related injuries	Our People, pp. 19 and 21; Appendix 1, p. 28
404-2	Employee development programmes	Our People, pp. 19–21; Cybersecurity Training, pp. 25–26
413-1	Local community engagement	Our People, pp. 20 and 22–23
414-1	New suppliers screened using social criteria	Supply Chain Responsibility, p. 24
416-1	Product health and safety assessment	Our Solutions, pp. 11–12
Governance topics		
205-3	Confirmed incidents of corruption and actions taken	Our Commitments, pp. 24–25
418-1	Customer privacy breaches and data losses	Cybersecurity Awareness & Training, pp. 25–26; no substantiated complaints reported

