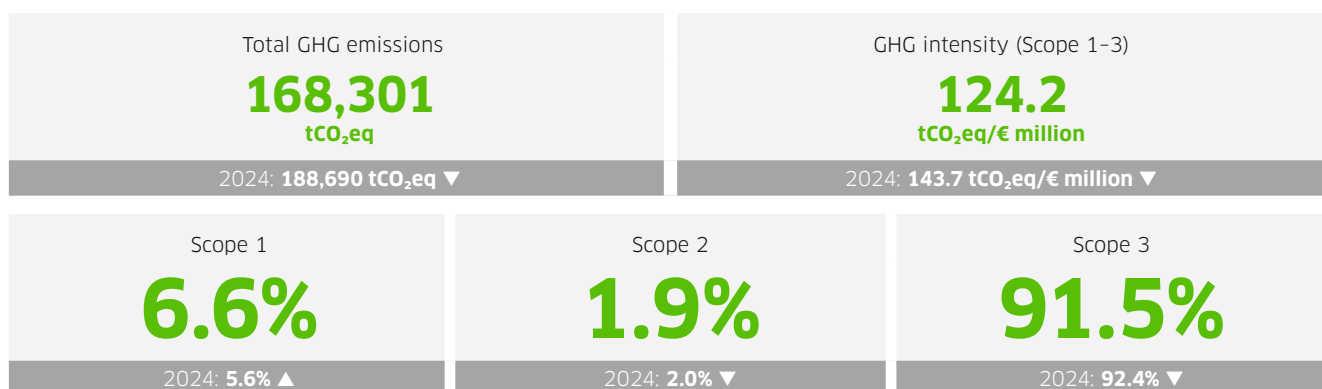


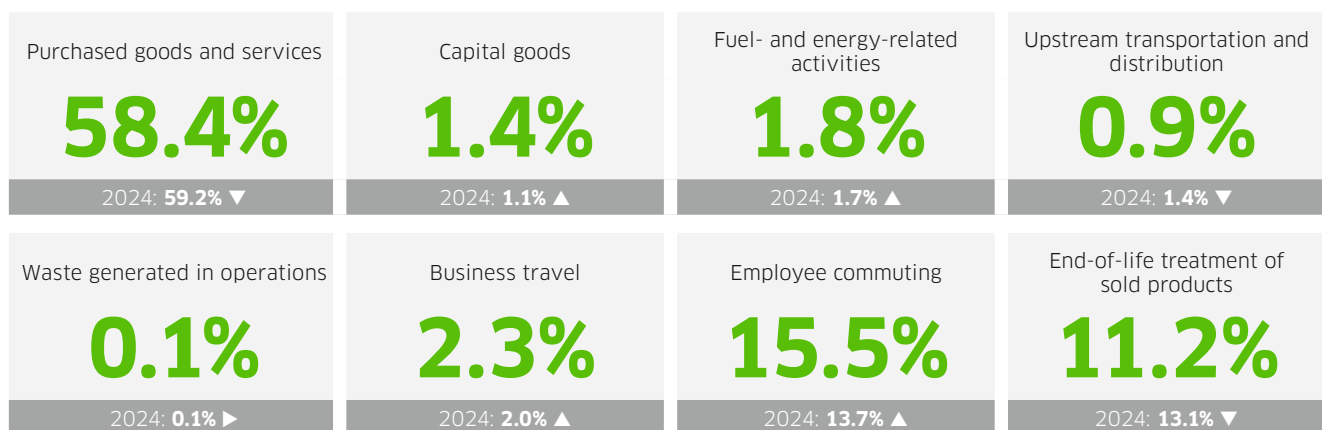
Reporting on What Matters–2025

Environmental

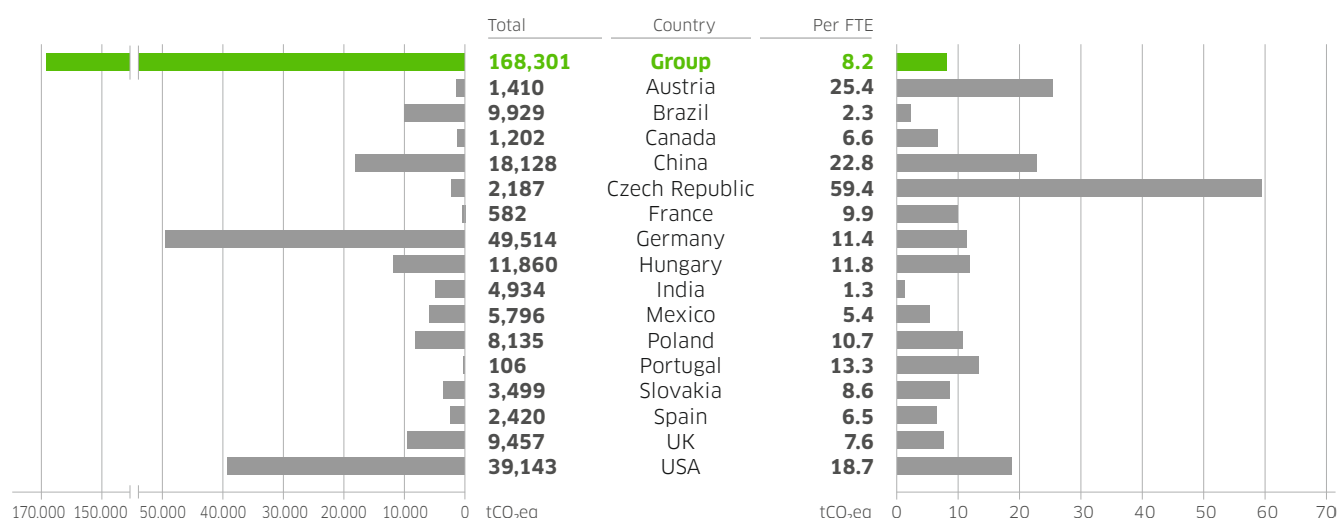
Corporate Carbon Footprint: Greenhouse Gas (GHG) Emissions¹⁾



Share per Scope 3 Category¹⁾



GHG Emissions Scope 1–3



▲ Increase in current reporting year compared to previous year.
 ▼ Decrease in current reporting year compared to previous year.
 ► No change between current and previous reporting year.

¹⁾ 2025 and 2024 market-based GHG emissions; CCF 2024 recalculated.

Energy Consumption

Energy (total)	Fuel	Electricity	Natural gas
50,833 MWh	33,058 MWh	14,456 MWh	3,319 MWh
2024: 55,576 MWh ▼	2024: 41,936 MWh ▼	2024: 9,307 MWh ▲	2024: 4,334 MWh ▼

Electricity

Share from fossil sources	Share from zero-emissions sources ¹⁾	Share from renewable sources	Share from nuclear sources
34.9%	65.1%	55.7%	9.4%
2024: 26.8% ▲	2024: 73.2% ▼	2024: 61.6% ▼	2024: 11.6% ▼

Waste

Waste (total)	Non-hazardous	Hazardous	Share of recycled waste
2,728 metric tons	91.4%	8.6%	73.4%
2024: 5,036 metric tons ▼	2024: 99.2% ▼	2024: 0.8% ▲	2024: 65.3% ▲

Water

Water use
21,023 m ³
2024: 18,092 m ³ ▲

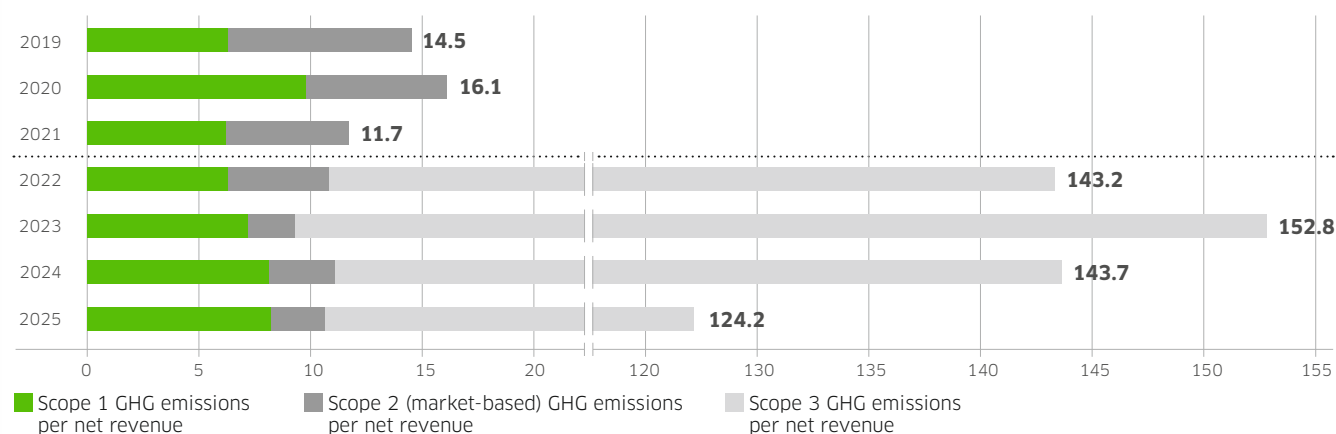
Key Biodiversity Areas

Sites in key biodiversity areas
0
2024: 1 ▼

Climate Risk Assessments

Sites with gross physical risk	Sites with net physical risk
10	3
2024: 10 ►	2024: 3 ►

GHG Intensity (tCO₂eq/€ million)



¹⁾ "Zero-emissions sources" includes renewable as well as nuclear sources.

Social

Characteristics of Leadec's Employees¹⁾

Headcount	Full-time equivalents
22,741	20,716
2024: 22,572 ▲	2024: 20,862 ▼

Workforce Composition²⁾

Male	Female	Employees <30 years old	Employees 30-50 years old	Employees >50 years old
78.6%	21.4%	23.6%	47.9%	28.5%
2024: 78.1% ▲	2024: 21.9% ▼	2024: 23.8% ▼	2024: 47.6% ▲	2024: 28.6% ▼

Full-time employees	Part-time employees	Permanent employees	Temporary employees
82.9%	17.1%	90.7%	9.3%
2024: 84.1% ▼	2024: 15.9% ▲	2024: 87.8% ▲	2024: 12.2% ▼

Blue-collar workers	White-collar workers	Employees in training	Direct employees	Indirect employees
83.4%	15.9%	0.7%	93.7%	6.3%
2024: 80.1% ▲	2024: 18.6% ▼	2024: 1.3% ▼	2024: 93.5% ▲	2024: 6.5% ▼

Employee Turnover

Employee turnover (total)	Employee turnover rate	Employees in Europe	Employees in the Americas	Employees in Asia
9,018	39.6%	45.9%	34.3%	19.8%
2024: 10,340 ▼	2024: 45.8% ▼	2024: 46.4% ▼	2024: 33.8% ▲	2024: 19.8% ►

Employees by Region

Employee Training and Skills Development³⁾

Average training time per employee	Performance and development dialogue	Compliance training	Information security training
12.6 hrs	81.0%	95.6%	72.8%
2024: 12.1 hrs ▲	2024: 88.0% ▼	2024: 98.3% ▼	2024: 85.2% ▼

▲ Increase in current reporting year compared to previous year.
▼ Decrease in current reporting year compared to previous year.
► No change between current and previous reporting year.

¹⁾ At the end of the reporting period; ESRS-reported headcount and full-time equivalents (incl. interns, working students, trainees, and apprentices).

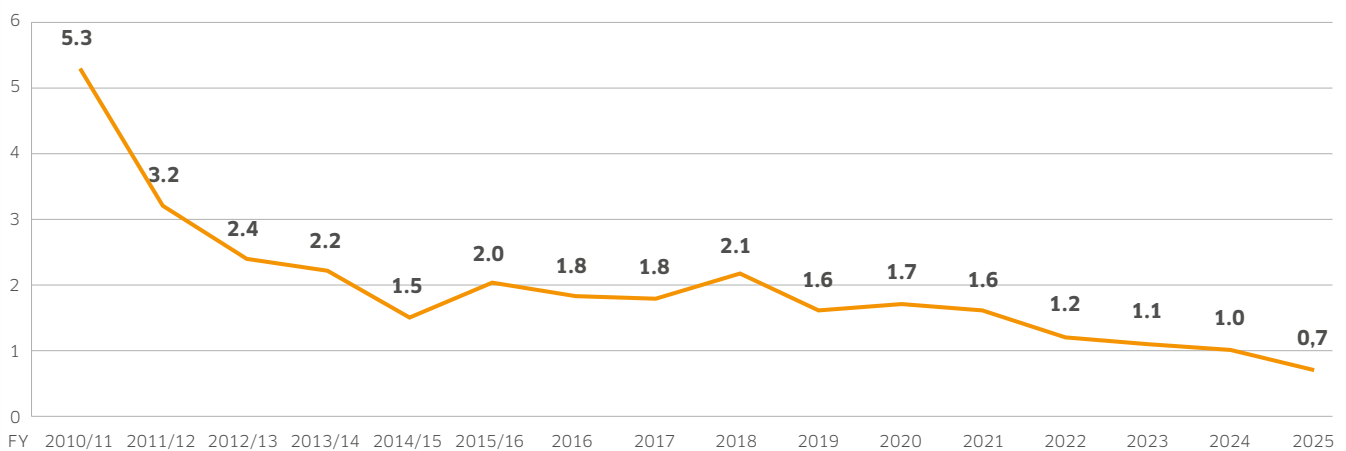
²⁾ Based on headcount as of December 31; one employee identified as "other."

³⁾ Completion rates cover employees targeted based on content relevancy.

Health and Safety¹⁾

Regulatory reportable incidents	Total recordable incidents (TRI)	Total recordable incident rate (TRIR)	Lost time injuries (LTI)	Fatalities
231	250	5.8 per 1 million hrs worked	31	0
2024: 229 ▼	2024: 266 ▼	2024: 6.4 per 1 million hrs worked ▼	2024: 43 ▼	2024: 1 ▼

Reported Lost Time Injuries Frequency Rate (LTIFR) per 1 million hours worked¹⁾



Prevention Measures

HSE management system employee coverage	Safety walks conducted	Active and valid risk assessments ²⁾	Safety actions closed
100%	43,660	4,195	3,948
2024: 100% ►	2024: 32,959 ▲	2024: 3,230 ▲	2024: 2,170 ▲

Gender Pay Gap

Unadjusted (average)	Unadjusted (weighted)	Adjusted (average)	Adjusted (weighted)
10.6%	7.9%	1.9%	2.0%
2024: 11.3% ▼	2024: 9.1% ▼	2024: 3.6% ▼	2024: 5.1% ▼

Adequate Wage

Annual total remuneration ratio (average)	Annual total remuneration ratio (median)	Share of employees earning adequate wage	Share of employees earning minimum but not adequate wage	Collective bargaining agreement coverage
8.4	3.9	83.7%	16.3%	57.4%
2024: 10.7 ▼	2024: 5.5 ▼	2024: 82.4% ▲	2024: 17.6% ▼	2024: 60.5% ▲

¹⁾ 2025 values: for continued business (without acquisitions).

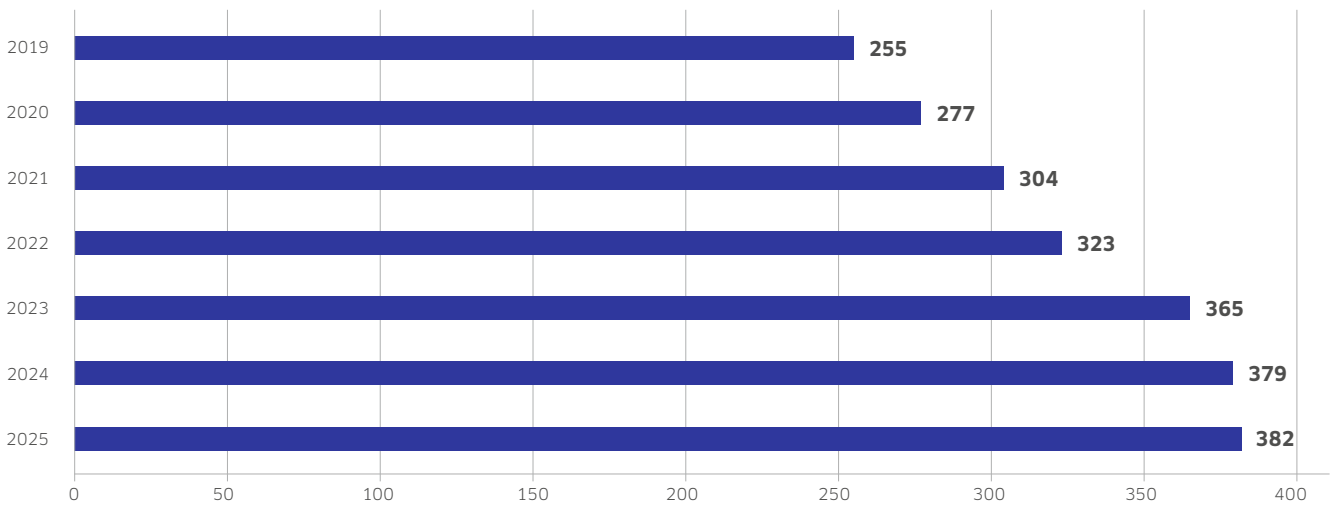
²⁾ 2024: the value represents risk assessments done for new sites before starting work;
2025: the value indicates updated in-place risk assessment with hazard-control measures in place.

Governance

Leadec Legal Entities and Sites

Legal entities	Total number of sites	Own operational sites	Customer sites
29	382	117	265
2024: 29 ►	2024: 379 ▲	2024: 102 ▲	2024: 277 ▼

Number of Sites Leadec Group



Governance Bodies

Advisory Committee	Board of Management	Administrative body	Governance committees
1:4 (female:male)	0:3 (female:male)	27:81 (female:male)	7
2024: 1:4 (female:male) ►	2024: 0:3 (female:male) ►	2024: 24:76 (female:male) ▲	2024: 7 ►

Own Operational Sites Certified According to ISO Standards¹⁾

ISO 9001 Quality Management	ISO 14001 Environmental Management	ISO 27001 Information Security Management	ISO 45001 Occupational Health and Safety Management
82.1%	80.3%	100%²⁾	76.9%
2024: 81.8% ▲	2024: 86.3% ▼	2024: 100% ²⁾ ►	2024: 81.8% ▼

ESG Ratings

EcoVadis	CDP Climate Change ³⁾	CDP Supplier Engagement Assessment ³⁾
79 (scale 0-100)	B (scale A-F)	B- (scale A-F)
2024: 79/100 ►	2024: C ▲	2024: B- ►

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¹⁾ ISO-certifications share is calculated based on the number of own operational sites where Leadec is financially and operationally in control.
²⁾ Of Leadec's global IT services provided to all legal entities.
³⁾ 2025 submission score based on fiscal year 2024 information.

Customers		Suppliers ¹⁾	
Customer retention rate	Green Factory Solutions sales (EEA ²⁾ total)	Active suppliers	Active "A suppliers"
96.2%	> €140 million	~12,500	1,758
2024: 96.6% ▼	2024: > €100 million ▲	2024: ~12,500 ►	2024: 1,729 ▲
Share EEA ²⁾ of Group sales	Share AEA ²⁾ of Group sales	Share of "A suppliers" who signed the BP CoC	
~10.5%	~1.6%	65.6%	
2024: ~8.0% ▲	2024: n.a.	2024: 62.5% ▲	
Share ³⁾ decarbonization services of total EEA ²⁾	Share ³⁾ circular economy services of total EEA ²⁾	Active suppliers covered by abstract risk analysis	High-risk "A suppliers" covered by concrete risk analysis
~45%	~40%	100%	100%
2024: ~50% ▼	2024: ~45% ▼	2024: 100% ►	2024: 100% ►

Incident Reporting via Integrity Line

Incidents reported	Confirmed incidents	Time to respond to reported incidents	
83	31	<7 days	
2024: 90 ▼	2024: 40 ▼	2024: <7 days ►	
Confirmed discrimination incidents	Confirmed human rights and whistleblower protection violations	Confirmed corruption and bribery incidents	Sanctions or fines for corruption and bribery incidents
18	0	0	€0
2024: 12 ▲	2024: 0 ►	2024: 0 ►	2024: €0 ►

¹⁾ Assessed suppliers were active in the previous fiscal year; "A suppliers" account for 80% of Leadedc's spend volume.

²⁾ EEA are EU Taxonomy-eligible economic activities; AEA are EU Taxonomy-aligned economic activities.

³⁾ Share services of total EEA represent those services that are reported as material downstream opportunities in the sustainability statement.