



leadec

We think ahead
Sustainability 2021

Sustainable services in the ecosystem of the factory

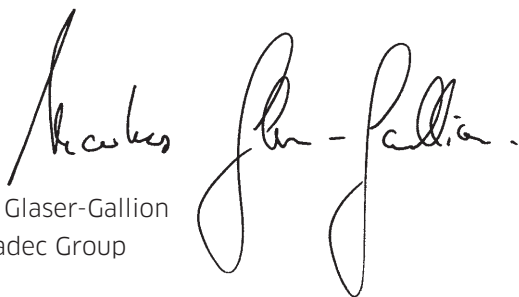
Our vision is to be the leading service specialist for the factory of today and tomorrow. All of our stakeholders expect us to contribute to the net zero objective – either in our own operations or through our services. Our sustainability program therefore centers around four strategic commitments: managing our environmental impact, acting responsibly toward our employees and society, maintaining integrity as well as adding long-term customer value. Our overall efforts have so far earned us a low-risk rating from Sustainalytics and a bronze rating from the business sustainability rating provider EcoVadis.

We have worked hard to balance our own ecological footprint. I am proud to say that we have reduced our total use of energy, for the second year, by approx. 20%. In 2021, we decreased our energy use from fuel by 73% and succeeded in cutting our natural gas consumption almost in half.

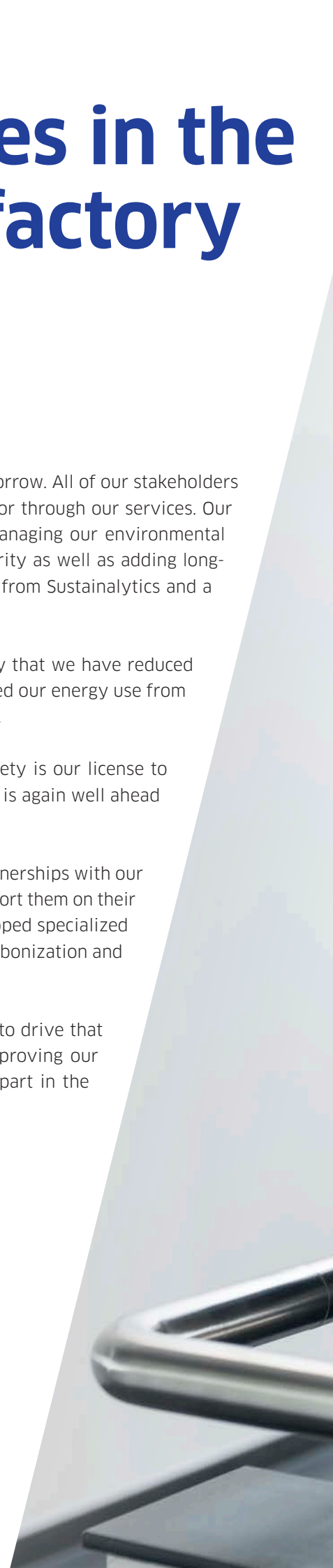
When it comes to the responsibility we take for our employees and society, safety is our license to operate. For the reporting year, the frequency rate of our lost time injuries of 1.6 is again well ahead of the industry benchmark, even better than in previous years.

During our 60 years as a service specialist, we have developed long-standing partnerships with our customers and stood at their side during disruptive changes in the industry. To support them on their way to the zero-emission factory and further sustainability goals, we have developed specialized Green Factory Solutions. They cover the entire life cycle of the factory, with decarbonization and waste management at the center.

Commitment, reliability and leading edge are our core values. They also help us to drive that sustainability agenda across all levels. In 2022 we are focusing on further improving our ESG performance, ensuring compliance with the EU taxonomy and playing our part in the European Green Deal.



Markus Glaser-Gallion
CEO Leotec Group





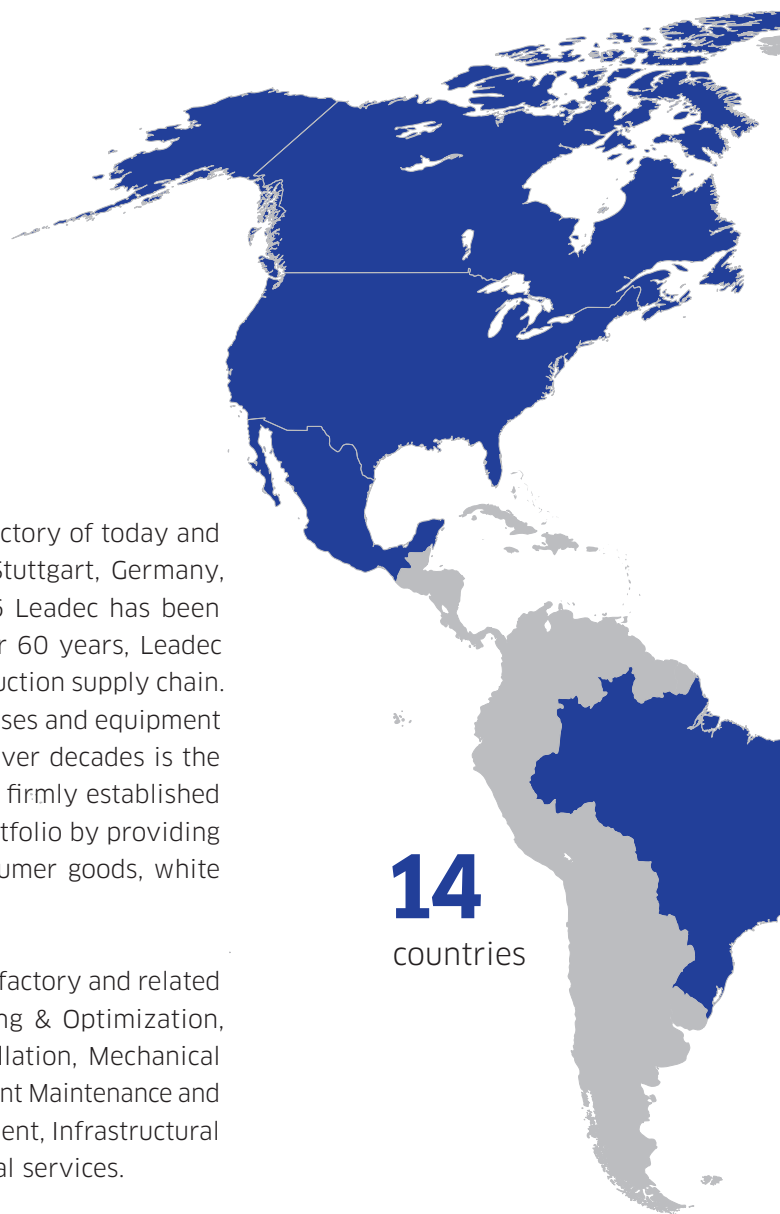
“We support our customers with sustainable services on their way to zero emission factories.”

Leadec at a glance

Services along the factory lifecycle

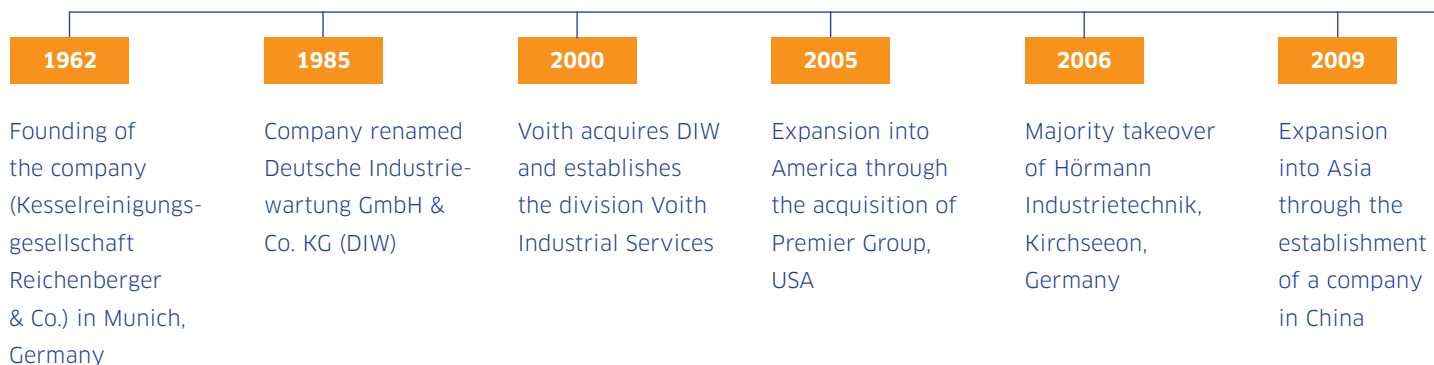
Leadec is the leading global service specialist for the factory of today and tomorrow. The company, which is headquartered in Stuttgart, Germany, employs about 20,000 people worldwide. Since 2016 Leadec has been owned by Triton, an international investment firm. For 60 years, Leadec has been supporting its customers along the entire production supply chain. Our comprehensive knowledge of the production processes and equipment in the manufacturing industry which we have gained over decades is the basis for our smart services for smart factories. We are firmly established in the automotive industry. Today we expanded our portfolio by providing services to a wider variety of industries such as consumer goods, white goods, aerospace.

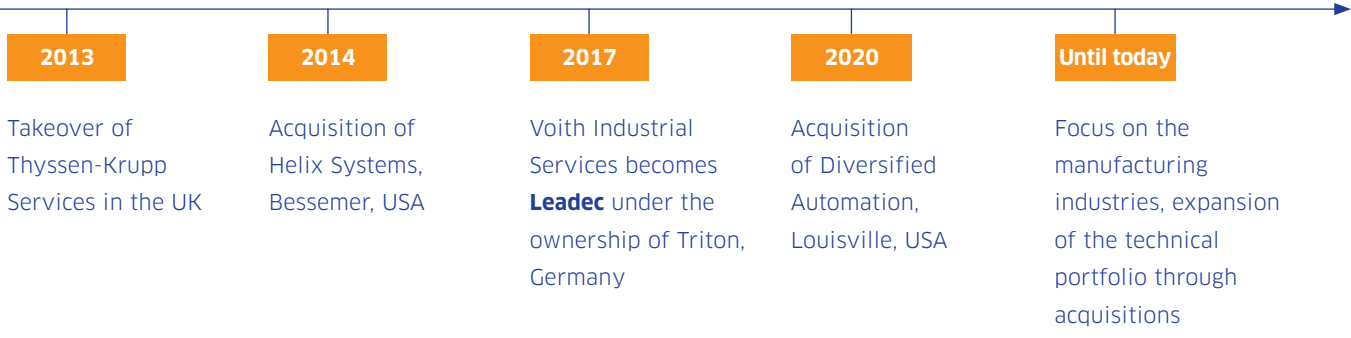
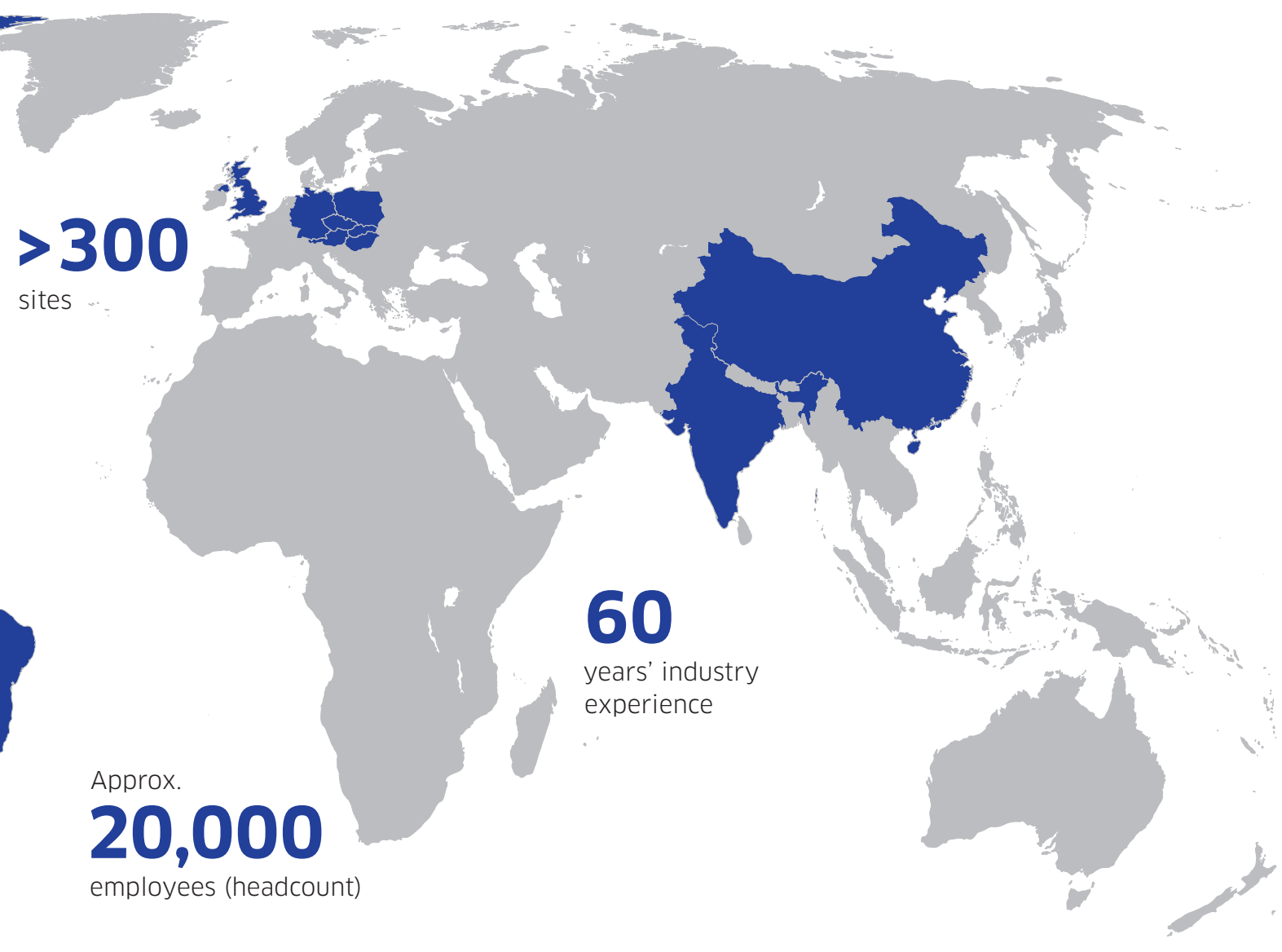
Leadec's global services along the entire lifecycle of the factory and related infrastructure comprise: Engineer (Production Planning & Optimization, Automation and Production IT), Install (Electrical Installation, Mechanical Installation and Relocation), Maintain (Production Equipment Maintenance and Technical Cleaning), Support (Technical Facility Management, Infrastructural Facility Management and Logistics) as well as other local services.



14
countries

Milestones in our history:





Our corporate culture

Our vision, mission and values

Our vision

We are the leading service specialist for the factory of today and tomorrow.

Our mission

We keep production running smoothly and make factories fit for the future. Our heart beats for your factory.

Our values are the basis for our business relationships and success.

Reliability

Each of us knows what it means to represent the company. This means bringing our expertise, knowledge and skills to the table every day. We are ready to go the extra mile for our customer at any time. We do our utmost to perform every single order successfully.

Commitment

We stand by what we do and take responsibility. We work with our customers and colleagues honestly, respectfully and ethically. Our customers and our colleagues can rely on us to interact and work with them openly.

Leading edge

Our superior performance is the result of our passion, high standards, tools, our employees' qualifications and skills as well as our hard work. We want to make our business more attractive and valuable – for our employees, customers, suppliers, financial partners and shareholders.

Member of associations

Leadec is a member of the following industry associations in Germany, Brazil and India:

- aBB – automotive BerlinBrandenburg e.V.
- ABRAMAN – Associação Brasileira de Manutenção e Gestão de Ativos (Brazilian Association of Maintenance and Asset Management)
- AHK – Câmara de Comércio e Indústria Brasil-Alemanha (Brazil-Germany Chamber of Commerce and Industry)
- ICNAP – International Center for Networked, Adaptive Production
- IGCC – Indo-German Chamber Of Commerce
- CII – Confederation of Indian Industry
- MCCIA – Mahratta Chamber of Commerce, Industries and Agriculture
- OMP – Open Manufacturing Platform
- UNGC – United Nations Global Compact
- VDA – Verein deutscher Automobilhersteller

Our stakeholders

A stakeholder-driven approach to sustainability is an effective means to ensure our organization remains aware of all market expectations, can respond rapidly to the changing needs of all our stakeholder groups and adds value in everything we do. We identify our most important stakeholders through in-house discussions, external analyses and industry comparisons. To identify, inform and prioritize our sustainability strategy we engage with our key internal and external stakeholders; employees, senior management, board, shareholders, customers and our suppliers.



- Daily to weekly engagement
- Monthly engagement
- Annual or less frequent engagement

Governance structure

The Leadec Group consists of the Groups parent company Leading Holding S.à r.l., Luxembourg, and its German-based wholly subsidiary Leadec Holding BV & Co. KG, Stuttgart, along with the latter's subsidiaries.

The Board of management consists of CEO Markus Glaser-Gallion, CFO Christian Geißler, COO Markus Hucko being responsible for the strategic and operative management of the Leadec Group.

Leadec Holding BV & Co. KG conducts the operating activities by several subsidiaries structured by divisions. As the management holding company of the Leadec Group it additionally provides centralized head office support functions, for example Group HR, Global Communications, Group Accounting & Controlling or Global Business Development.

The business strategy "Becoming Leading Edge" follows ambitious targets to positioning Leadec as a global service specialist for factories across their entire life cycle and related infrastructure. In 2022, we sharpened our strategy and consistently aligned it with global megatrends such as mobility, climate neutrality and digitization. Eight initiatives were launched that directly derived from our strategy, which we see as growth and value drivers for Leadec. "Elevate Leading Edge" is therefore also the title of the initiative program.



Legal entities of Leadec

The company's consolidated financial statements include the company itself and its subsidiaries.

Company	Country	Share of voting rights and capital as of Dec 31, 2021	Consolidation method
Leadec Holding S.à r.l. (Group parent)	Luxembourg		Full consolidation
Leadec Holding BV & Co. KG	Germany	100%	Full consolidation
Leadec Beteiligungen GmbH	Germany	100%	Full consolidation
Leadec Servicos Industriais do Brasil Ltda.	Brazil	100%	Full consolidation
Leadec Industrial Services (Shanghai) Co., Ltd.	China	100%	Full consolidation
BAIC Leadec Industrial Services (Beijing) Co., Ltd.	China	50%	Full consolidation
Leadec s.r.o.	Czech Republic	100%	Full consolidation
Leadec BV & Co. KG	Germany	100%	Full consolidation
Leadec FM BV & Co. KG	Germany	100%	Full consolidation
Leadec Management Central Europe BV & Co. KG	Germany	100%	Full consolidation
Leadec Austria GmbH	Austria	100%	Full consolidation
Leadec Kft	Hungary	100%	Full consolidation
Leadec India Private Limited	India	100%	Full consolidation
Leadec Sp.z.o.o.	Poland	100%	Full consolidation
Leadec s.r.o.	Slovakia	100%	Full consolidation
Partners in Hygiene Limited	UK	100%	Full consolidation
Leadec Limited	UK	100%	Full consolidation
Leadec Holding (UK) Ltd.	UK	100%	Full consolidation
Leadec Corp.	USA	100%	Full consolidation
Leadec Mexico S. de R.L. de C.V.	Mexico	100%	Full consolidation
Leadec Servicos Industriais do Parana Ltda.	Brazil	100%	Full consolidation
Leadec (CA) Corp.	Canada	100%	Full consolidation
Leadec Personal BV & Co. KG	Germany	100%	Full consolidation
Leadec Automation & Engineering GmbH	Germany	100%	Full consolidation
AVI Gesellschaft für Automatisierung in Verwaltung und Industrie mbH	Germany	100%	Full consolidation
Leadec Automation & Engineering Holding, Corp.	USA	100%	Full consolidation
Diversified Automation Inc.	USA	100%	Full consolidation
Projektlogistik Kölleda GmbH	Germany	100%	Full consolidation
SRE Schulz & Reichl Elektrobau GmbH	Germany	100%	Full consolidation
Leadec SAS	France	100%	Full consolidation
Industrial Maintenance & Services of Belton, Inc.	USA	100%	Full consolidation
Meiners Electrical Services, LLC	USA	100%	Full consolidation
Meiners Management Company	USA	100%	Full consolidation
Lesshafft Electric Company, Inc.	USA	100%	Full consolidation
Markasit Grundstücksverwaltungsgesellschaft mbH & Co. Vermietungs KG	Germany	Share of voting rights 23.5% share of capital 94%	Associate

Our approach to sustainability

Sustainability concerns each of us. We understand the increasing importance of sustainability at the global and national levels and the increasing importance to our stakeholders, i.e., customers, investors and employees. Leadec is dedicated to taking leading action in sustainable development. We at Leadec want to use the opportunities of sustainability to increase our company's and our stakeholder's success, counter risks, take a precautionary approach to sustainability, seek to mitigate our negative impacts and make a positive contribution to the local communities where we operate. We strive to support our customers in becoming more sustainable through offering environmentally friendly services that add value.



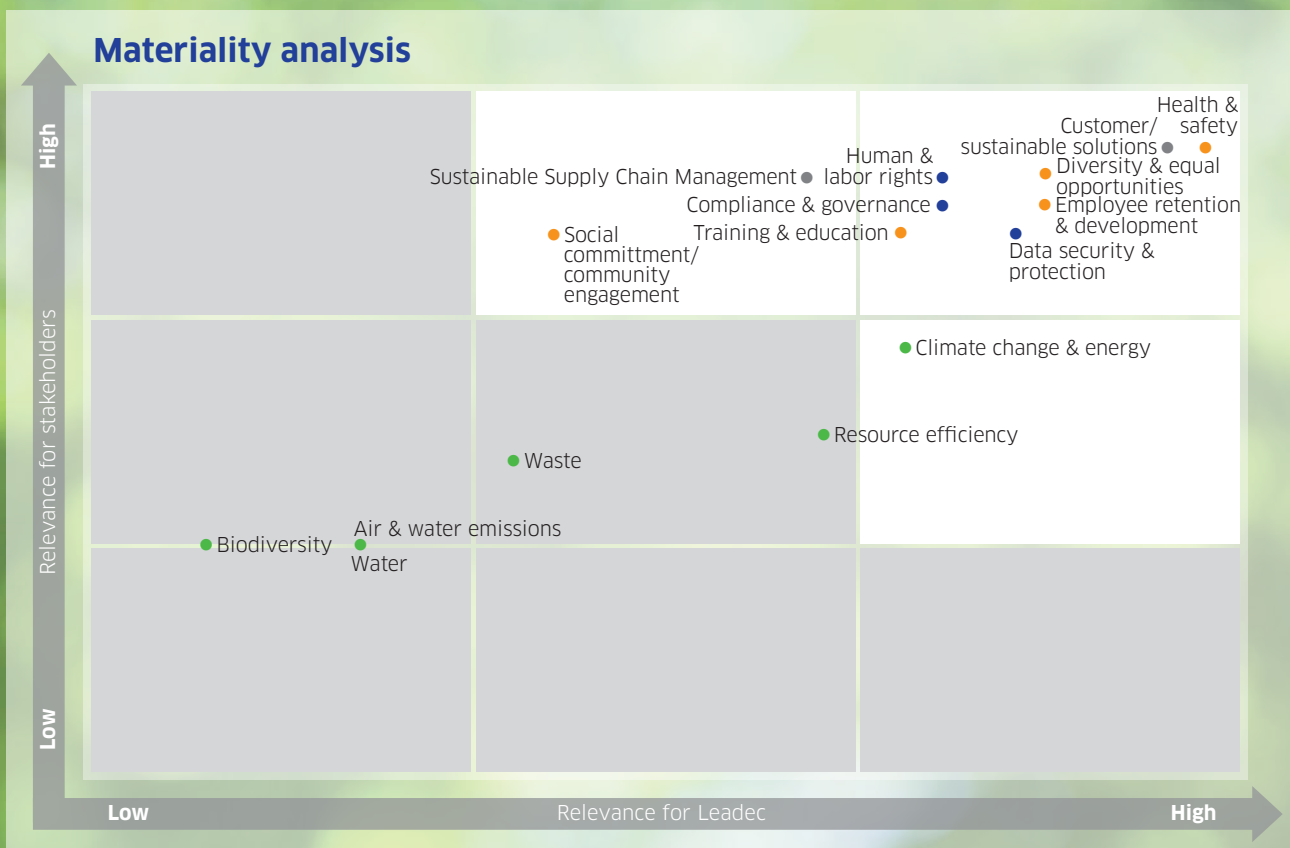
Sustainability governance structure

Sustainability is ensured by integrating it into all divisions and aspects of our business function, supported by a global network comprising Senior Managers, a Sustainability Team as well as Global and Divisional Health & Safety Managers. The Board of Management of Leadec holds ultimate responsibility for sustainability.

Leadec's sustainability priorities

Within the framework of our strategic commitments, we have identified our priority sustainability issues. Every two years, through engagement with key stakeholders, risk identification and analysis of sustainability trends, we assess the materiality of an issue. An issue is material to Leadec if it is both relevant for the stakeholders and Leadec's business. A topic is considered relevant if Leadec's impact is high and the topic is important. Newly identified issues will be prioritized and analyzed where relevant. Based upon our sustainability priorities we have defined our 2025 sustainability goals.

Strategic commitments	Acting responsibly towards our employees and society	Managing our environmental impact	Maintaining integrity	Adding long-term customer value
Sustainability priorities	<ul style="list-style-type: none"> Health & safety Diversity & equal opportunities Employee retention & development Training & education Social commitment/ community engagement 	<ul style="list-style-type: none"> Climate change & energy 	<ul style="list-style-type: none"> Compliance & governance Data security & protection Human & labor rights 	<ul style="list-style-type: none"> Customer/ sustainable solutions Sustainable Supply Chain Management



Sustainability goals

Based upon our identified sustainability priorities we have defined our 2025 sustainability goals on our baseline in 2019 and aligned these with the United Nation Sustainable Development Goals (UN SDGs). We commit to the SDGs and our 2025 sustainability goals will drive forward these commitments, ensuring we seek to continually improve and contribute to sustainable development.

Acting responsibly towards our employees and society



Health & safety

We want to establish safe and healthy workplaces for our employees and customers

We want to reach

<1.5 recordable accidents cases per million hours worked

<1.5 lost time injuries per million hours worked

Zero fatalities is our long-term goal

Improve reporting of near misses

≥1 report per employee per year

Reduce risk from high hazard operational procedures

≥3 Health & safety control measures implemented for each of our top 5 health & safety hazards per operating unit

Employee development & diversity

We will provide development opportunities for employees and treat all employees fairly

Improve gender diversity

30% women in corporate leadership positions

Provide

Training & development

to provide opportunities and ensure the continued development of our employees

Supplier sustainability

We want to promote sustainability throughout our value chain

Promote sustainability

100 top suppliers commit to principles within the Leadeo supplier sustainability policy including environment, health & safety, human rights and working conditions

Managing our environmental impact



Carbon efficiency

We want to reduce our energy consumption and carbon footprint

Reduce our carbon footprint

-15% CO₂ emissions relative to total output

Reduce forklift fuel consumption

50% of gasoline forklifts replaced with electrically driven forklifts

We want to reach

65% total electricity from renewable sources

Resource efficiency

We will reduce waste and use resources efficiently

Reduce consumption of non-biodegradable chemicals

-75% purchase volume relative to total output

Contributing to reducing packaging waste, water use and water pollution

Maintaining integrity



Compliance

We want to ensure compliance with the law and build trust with all stakeholders

Maintain compliance training rate

>90% employees trained on topics such as: data protection, anti-bribery, cyber security, etc.

Human rights

We support the protection of internationally proclaimed human rights

Strengthen human rights

>90% employees trained on relevant human rights topics, e.g., modern slavery

Adding long-term customer value



Customer focus

We want to strengthen customer relationships and provide services that meet our customers' needs

Maintain contract renewal rate

>90% contract renewal rate of customer base

Support customers in becoming more sustainable

through **environmentally friendly services**

Acting responsibly towards our employees and society

Health and safety

Safety is a top priority at Leotec. Our global “Safety - It’s Your Life” initiative integrates safety into our company culture, operating processes and management systems. Our team of health & safety managers in combination with our site and operations teams proactively control risks by recognizing the circumstances that place people at risk and by taking corrective actions. We focus on prevention to avoid serious injuries and fatalities, providing employee training, conducting safety walks, audits and regularly inspecting equipment to ensure safety standards.

We commit to achieving a long-term target of below 1.5 accidents per million hours worked. To encourage leadership on health & safety we link executive, senior manager and site manager remuneration to performance against this safety target.



Focusing on key health & safety hazards

High-pressure water jetting

Confined spaces

Working at height

Hazardous energy

Mobile equipment use

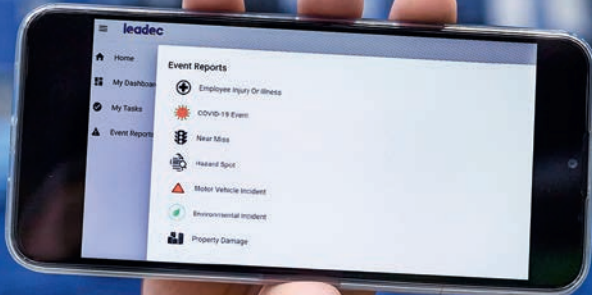
Focusing on key hazards, high-pressure water jetting

Our technical cleaning services involve the use of high-pressure water jetting, exposing employees to hazards such as water jets piercing the skin, noise exposure and flying debris.

Our UK operations are a certified member of the Water Jetting Association (WJA). As a result, Leadec has reinforced all personal protective equipment (PPE) requirements in our water jetting operations and all operations supervisors have received WJA safety awareness training.

How we will achieve our goals

- Strengthen employee health & safety awareness and training
- Introduce a global health & safety software solution
- Define safety standards for business-critical operations
- Strengthen risk awareness and focus on prevention of key hazards
- Share global experience and information exchange



Employee development and diversity

Leadec is investing in its employees and foster continuous learning. We will ensure that we have the skills needed to keep up to pace with the technological change, customer and quality requirements in the industries we service. We put great emphasis on the training of our own technical and commercial young talents in order to cover as much of our need for qualified employees as possible in this way. Demographic change necessitates that we monitor and adapt our workplace conditions to better accommodate an ageing workforce. In addition, we will increase our attractiveness as an employer and seek long-term retention of qualified employees.

Leadec is committed to equal opportunities. We recognize that a diversity of backgrounds and experiences makes us better able to understand the needs of our employees and customers.



Best employer award

From 2018–2021, Leadec received the “Top Human Resources Management Award,” ranking us as one of the top companies to work for. A leading career platform in China awarded Leadec for their Human Resources Management skills in retaining, developing and motivating their employees. The winner has been selected out of 5,000 nominated companies in China.

How we will achieve our goals

- Enhance the Leadec training campus to offer increased workplace-specific trainings
- Continue strengthening our employee branding
- Employee engagement
- Employee and leadership training, e.g., training on digitization related to Leadec’s services

Supplier sustainability

Our supply chain includes over 13,000 suppliers, our key supplier categories by spend include: sub-contractors, employment agencies, cleaning supplies, electronics and non-electronics parts and fleet. Our supplier sustainability policy and code of conduct set out our minimum requirements for environmental management, health & safety and human rights. We will promote sustainability in our supply chains and ensure sustainability is incorporated into our procurement.

Engaging our supply chain:

Since 2020, we engaged our top 100 suppliers, 71% of which have committed to Leadec’s Code of Conduct and Supplier Sustainability Policy

Business Partner Code of Conduct

Compliance is the prerequisite for a fair and transparent business practice. The responsible and correct actions of every single employee strengthen the performance and reputation of the Leadec Group. Compliance is therefore a key element in securing our long-term success and forms the basis for our business relationships. Compliance gives our employees security in everyday activities and protects individuals and the entire Leadec Group from unnecessary risks.

Therefore, our Code of Conduct provides orientation, fosters appropriate behavior, guides us in unclear situations and acts as the foundation for trust. In the past, the Leadec Code of Conduct applied equally to all employees and business partners.

To provide more guidance, advice, and support for our Business Partners, we decided to create a separate Business Partner Code of Conduct, which addresses all relevant ESG topics. This Business Partner Code of Conduct is binding for our suppliers, subcontractors, and other business partners.



Managing our environmental impact

We want to keep our environmental impact to a minimum. This not only helps to protect the environment, mitigate climate change, use resources efficiently and contribute to the circular economy, but also makes us more competitive, efficient and better at value creation and managing risks.

Fleet and fuel management

Fuel consumption is one of the biggest contributors to Leadeo's carbon footprint. We seek to reduce the carbon emissions of our fleet by choosing fuel-efficient, electric and plug-in hybrid vehicles where possible. In addition, we consider fuel efficiency when matching commercial vehicles to services and are planning to complement this with fuel efficient driver training and optimizing logistical route planning.



Resource efficiency

Leadec has implemented projects that help use resources more efficiently. For example, cleaning products represent a significant proportion of the resources used by Leadec. Through improvements in employee training, cleaning techniques, and correct dosing, we have been able to reduce the consumption of cleaning products. Leadec's metal fabrication services utilize steel and aluminum as resources. At the design stage, we ensure materials are used efficiently by reusing off-cuts and any remaining metals are recycled to reduce our carbon impact. The digitization of our business processes will also enable us to reduce our use of resources. Leadec will now assess all waste streams generated and review all options for reducing, reusing, or recycling waste.

Renewable energy:

In 2021, 49% of our electricity came from renewable sources

Carbon reductions:

In 2021, Leadec Hungary keeps being the leading region with 100% electric fleet

How we will achieve our goals

- Reduce carbon emissions by increasing number of low emission vehicles in fleet
- Increase share of renewable energy purchased
- Increase the proportion of biodegradable cleaning fluids utilized and train staff on resource-efficient methods



Maintaining integrity

Ensuring compliance with standards

We commit to working with our customers and colleagues honestly, respectfully and ethically. Leadec does not tolerate bribery and corruption in any form and in 2021, there were no recorded instances of bribery and corruption at Leadec. Leadec is compliant with all data protection principles as set out in the General Data Protection Regulation (GDPR).

Key topics in the Leadec Code of Conduct

Human rights & equal opportunities	Bribery & corruption	Cooperation with business partners
Data protection	Protection of assets	Avoiding conflicts of interest
Insider knowledge	Quality	Safety, health, environment and sustainability

Human rights

We support compliance with human rights and commit to the prevention of human rights violations in all aspects of our business operations and supply chain worldwide. Our Leadec code of conduct expresses our respect for human rights and labor laws worldwide. In addition, Leadec respects and follows the legal reporting requirements of the UK Modern Slavery Act.

How we will achieve our goals

- Utilize e-learning to train employees on relevant human rights topics, e.g., modern slavery



Adding long-term customer value

Leadec provides various number of services to help our customers enhance their efficiency and sustainability, whether this be through our energy management services, managing zero waste to landfill projects, installation of energy efficient lighting, wastewater treatment services or caring for green spaces.

Sustainability-focused services

Waste management

Landscaping maintenance

Energy management

Water and wastewater treatment

Noise monitoring



Green Factory Solutions for a sustainable future

During the last decade countries around the world must undertake the greatest transformation. Achieving GHG neutrality by 2045 as envisioned in the Decade of Action, UN 2045, requires a fundamental restructuring of our energy system, international energy supply, building and vehicle stock, infrastructure, and large parts of industry.

The immediate changes required in this decade are drastic. To achieve the legally set climate target for 2030 as defined in the Nationally Determined Contributions (NDCs), countries around the world will need to largely eliminate investment in fossil technologies within the next nine years. Implementing climate protection measures requires significant investments of the countries' gross domestic product.

Leadec has decided to fully align with the EU's climate and environmental objectives (EU Taxonomy). Furthermore, Leadec will step in as differentiator in terms of value creation for customers and offer a new range of sustainable services called "Green Factory Solutions". That will help clients to decarbonize their factories and support them in their sustainable transition goals.



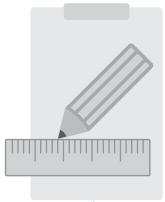
Maintenance

- Green metering



Logistics

- Green waste services



Planning, Engineering

- Green consulting

Installation & Production IT

- Green metering
- Green lighting
- Green installations

Commissioning

- Green consulting



Facility Management

- Green chemistry

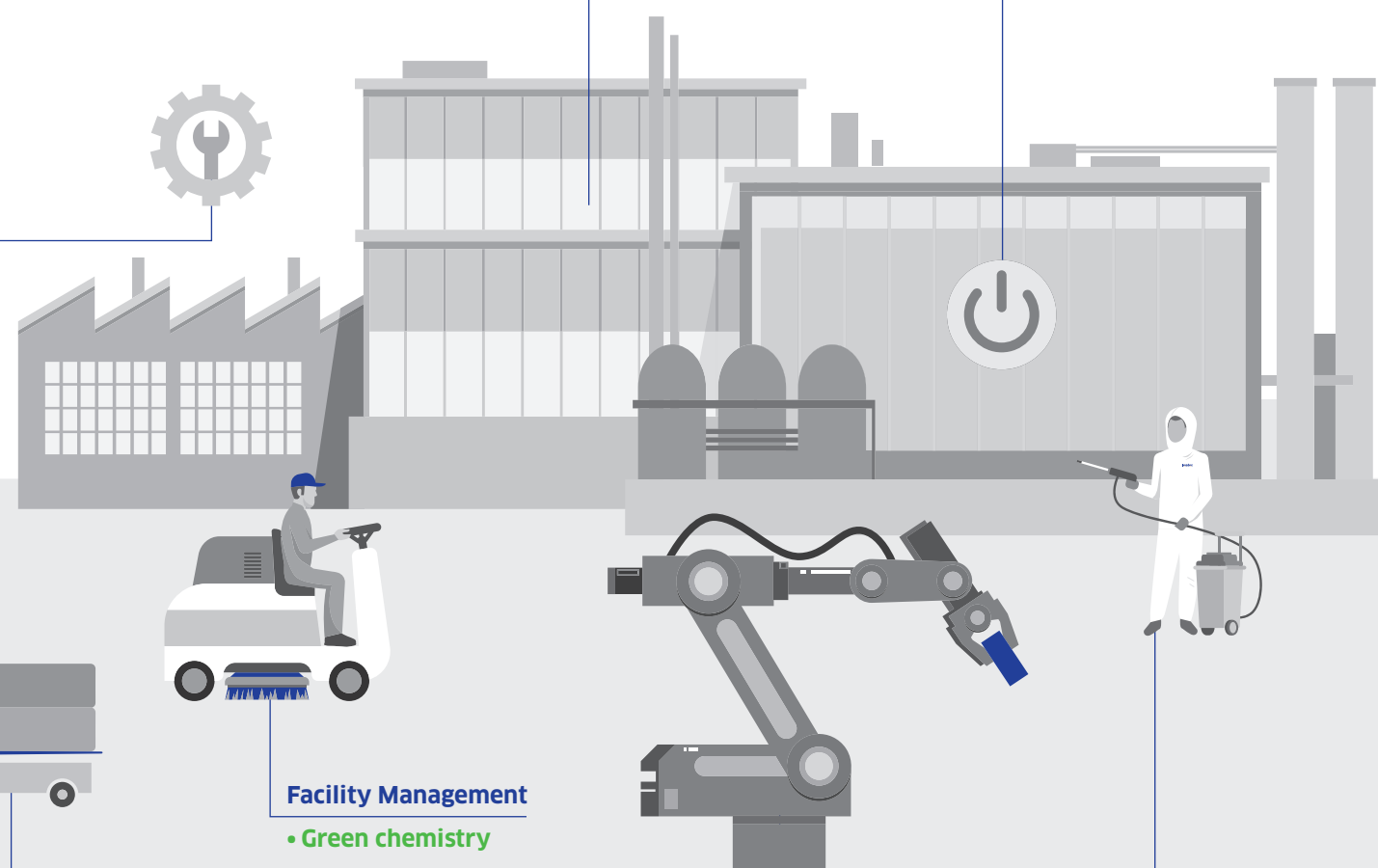


Automation

- Green workplace

Technical Cleaning

- Green chemistry



Sustainability ratings

Sustainalytics: low risk rating



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Sustainalytics' ESG Risk Ratings (Environment, Social, Government) and data can be used by banks and lenders to analyze their clients and offer sustainability linked loans. Investors can use the ratings to identify, understand and manage ESG risks and performance development.

In its assessment of Leotec, the rating agency Sustainalytics rated the risk of significant financial impact from ESG factors as "low risk" with 13.1 points on the scale up to 100. The focus here is on financially material ESG issues that are relevant to the company's value. This low risk rating is a visible sign of Leotec's sustainability performance. In the industry overview regarding commercial services, Leotec has thus achieved one of the best ratings.

Combined indicators

The rating result of Sustainalytics takes into account the ESG risks that Leotec faces as a service specialist for the factory on the one hand and how the company deals with them on the other hand. Sustainalytics looks at ESG indicators from the following eight areas: Corporate Governance, Human Capital, Data Privacy and Security, Bribery and Corruption, Emissions, Effluents and Waste, Product Governance, Carbon (own operations), and Occupational Health & Safety.

One example of such a key performance indicator is the ecological footprint, which Sustainalytics also evaluates: In the area of CO₂ emissions, Leotec makes a contribution, among other things, through a growing share of electricity from renewable energies, a simultaneous reduction in CO₂ emissions or the use of environmentally compatible cleaning agents.



EcoVadis: bronze rating

This ESG business rating helps buyers and suppliers to get reliable indicators regarding the sustainability performance and development over time of their business partners. In 2021, Leadec has received a bronze rating in the corporate social responsibility (CSR) rating of the independent assessment rating agency EcoVadis.



Informed sustainable supply chain decisions

Leadec positioned itself as 49th in its industry sector, with good results in Environment, Labor and Human Rights and great improvements in Ethics and Procurement, with a strong Governance performance compared to 2020. However, we stride for further improvement as in our Leadec vision we are considering the EcoVadis certification journey as an important step in providing transparency and value to our customers, partners, and different stakeholders.

For example, Leadec carries on supplier due diligence and due diligence and a risk assessment process, as well as training for purchasing staff on relevant sustainability topics. Moreover, we aim to further reduce our CO₂ emissions, for example through internal training on energy and resource efficiency and the further development of sustainable services for our customers. We also need to be continuously active in the areas of labor and human rights as well as ethics. The rollout of proactive measures to prevent discrimination and promote diversity and gender equality is planned. Regular targeted risk assessments and audits ensure that bribery and corruption are successfully prevented and combated.



Reporting on what matters

Environmental

34.1 million kWh

Total energy use

5.5 million kWh

Energy use from fuel

13.6 million kWh

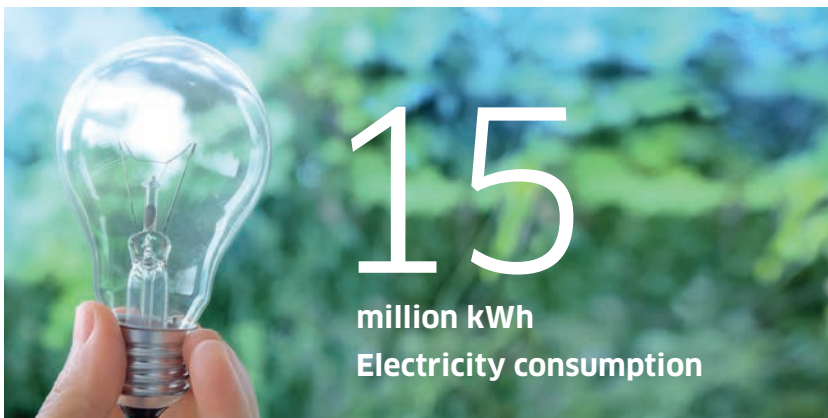
Natural gas consumption

5,832

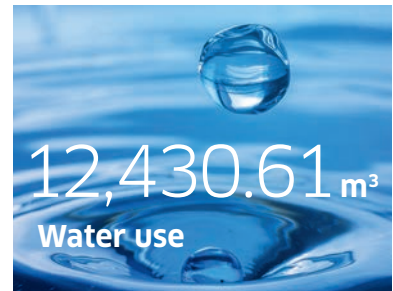
tonnes CO₂-eq
GHG emissions scope 1

5,196

tonnes CO₂-eq
GHG emissions scope 2



All data represents 2021.



19,872 tonnes

Total waste

290 tonnes

Hazardous waste

19,582 tonnes

Non-hazardous waste

92%

Total waste recycled

55% of sites

ISO 14001 certification

Social

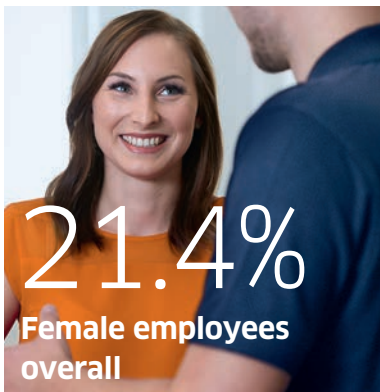
Health & Safety



Employee Data

18,703
Headcount

16,685
Full-time equivalents



*Globally relevant employees trained
We are working on extending the scope of our reporting. Therefore this data is subject to change.
Data represents 2021.

20.9%

Women in corporate leadership positions

Supplier Sustainability

71%

Top suppliers committed to sustainability since 2020

Governance

94.2%

Anti-bribery training*



89.3%

Cyber security training*



About this report

The Sustainability Report was prepared and published by the Global Sustainability & Resource Efficiency and Global Communications teams and approved for publication by the Board of Management. It provides a summary of our sustainability related activities in the 2021 calendar year, covers all Leadedc companies and it is published annually. The current report references the Global Reporting Initiative (GRI) 102: General Disclosures Standard. This report has been prepared in accordance with the GRI Standards Core option. The GRI content index is available in form of an appendix on our sustainability website, outlining the specific GRI Standard Disclosures addressed.

Leadedc wants to contribute to sustainable development aligning its operating framework with the EU Taxonomy, committed to give a substantial contribution and do no significant harm.

Being a signatory of the UN Global Compact, Leadedc is committed to aligning its business targets with the Sustainable Development Goals.

The report has not been subject to an external audit.

Note: All individuals shown in photographs in this report complied with the Covid-19 regulations in place in that country at the time the photographs were taken.

Contact

Sustainability & Resource Efficiency
Leadedc
Phone +49 711 7841 122
info@leadedc-services.com

Head Office

Leadec Holding BV & Co. KG
Meitnerstraße 11
70563 Stuttgart, Germany
Phone +49 711 7841 107
info@leadec-services.com

Global Automation & Engineering

Leadec Automation & Engineering GmbH
Meitnerstraße 11
70563 Stuttgart, Germany
Phone +49 711 7841 0
info@leadec-services.com

Austria

Leadec Austria GmbH
Betriebspark 21
4400 St. Ulrich
Phone +43 7252 41 600 0
info-austria@leadec-services.com

Brazil

Leadec Serviços Industriais do Brasil Ltda.
Av. das Nações Unidas, 22.833
Torre Ibirapuera, 1º andar, Unidade 11
Jurubatuba
04696-005 São Paulo|SP
Phone +55 11 5683 4444
info-brazil@leadec-services.com

China

Leadec Industrial Services (Shanghai) Co. Ltd.
Room 1501B, Building C
1582 GuMei Road
Shanghai 200233
Phone +86 21 3367 8811
info-china@leadec-services.com

Czech Republic

Leadec s.r.o.
Debřská 378/30
293 06 Kosmonosy
Phone +420 326 733 645
info-czech@leadec-services.com

Germany

Leadec Management Central Europe BV & Co. KG
Meitnerstraße 11
70563 Stuttgart
Phone +49 711 7841 0
info@leadec-services.com

Hungary

Leadec Kft.
Csipkegyári út 2-4
9025 Győr
Phone +36 96 550 640
info-hungary@leadec-services.com

India

Leadec India Pvt. Ltd.
2nd floor, Godrej Millenium,
Koregaon Park Road,
Pune 411001
Phone +91 20 4140 1000
info-india@leadec-services.com

Mexico

Leadec México S. de R.L. de C.V.
Blvd. Nazario Ortiz Garza 2060,
local 812 y local 813
Colonia los lagos, Saltillo, Coah., 25253
Phone +52 81 1505 1669
info-mexico@leadec-services.com

Poland

Leadec Sp. z o.o.
ul. Toszecka 101
44-100 Gliwice
Phone +48 32 33854 70
info-poland@leadec-services.com

Slovakia

Leadec s.r.o.
Drobného 27
841 02 Bratislava
Phone +421 2 6010 3901
info-slovakia@leadec-services.com

United Kingdom

Leadec Limited
Torrington Avenue
Coventry, CV4 9HL
Phone +44 1926 623550
info-uk@leadec-services.com

United States of America

Leadec (US) Corp.
9395 Kenwood Road, Suite 200
Cincinnati, OH 45242
Phone +1 513 731 3590
us.info@leadec-services.com

www.leadec-services.com

