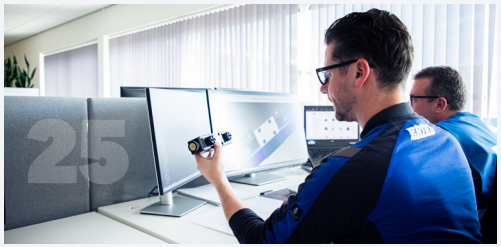
ERIKS

Sustainability Report 2025

Content



Foreword - Making Industry Perform Better

> “Our direction is clear: to be the performance partner our customers rely on, delivering on our promise every day.”

Victor Aquina | CEO

As we look back on 2025, one thing stands out clearly: our customers expect more from their industrial partners every year: more technical confidence, more speed, more reliability, and more answers that help them move forward. That is exactly where ERIKS delivers its strength. As an industrial component expert and trusted technical partner, we operate at the heart of our customers’ operations. This role demands courage, deep know-how, and a strong sense of accountability. It also gives us both the responsibility and the opportunity to act with purpose and help shape a more sustainable, resilient industrial ecosystem.

As customer focus increasingly shifts from incremental improvements to more complex energy, materials and compliance challenges, our sustainability strategy is intentionally aligned with areas where engineering expertise and system performance directly support customer value creation.

This year, we sharpened our commercial focus under New Horizons, our updated strategic direction, strengthened the foundations of our ESG governance, and continued to improve the quality and transparency of our data. These steps contribute to reducing risk for us and for our customers in a regulatory environment that continues to accelerate, customers increasingly seek clarity on PFAS, product composition, origin, compliance, and environmental performance. Our development of PFAS-free materials for demanding applications such as semiconductor manufacturing demonstrates how early technical innovation can turn regulatory uncertainty into tangible customer value. Taking ownership early ensures we stay ahead of expectations and maintain the trust placed in us.

> “Looking ahead, we will keep doing what works: staying close to customers, making their challenges ours, and solving them with engineering know-how.”

Safety continues to be a non-negotiable foundation of responsible operations. In 2025, we achieved zero life-changing incidents, reflecting the strength of our safety culture. At the same time, the increase in lost time injuries reminded us that safety requires continuous focus. We reinforced visible safety leadership, enhanced training, and introduced practical tools to keep safety embedded in daily routines across all sites.

Collaboration remains central to how we make our industry perform better. Partner initiatives demonstrate how engineering know-how and innovation can translate sustainability efforts into concrete performance gains for customers. We also advanced supplier due diligence, reinforcing responsible practices across our supply chain.

Looking ahead, we will keep doing what works: staying close to customers, making their challenges ours, and solving them with engineering know-how. We will continue improving our data quality, maturing our product stewardship, and scaling proven efficiency solutions where customer value and sustainability reinforce each other, while preparing for the sustainability expectations of the sectors we serve.

Our direction is simple: be the performance partner customers rely on by making good on our promise every day.

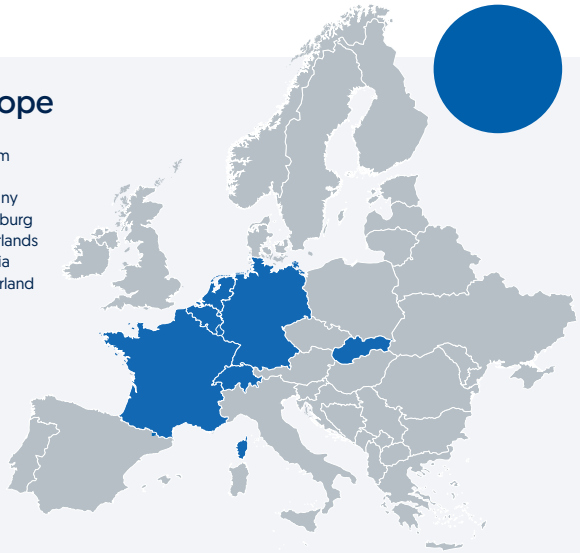
I want to thank all ERIKS colleagues for their hard work and for stepping up when it mattered most. Let’s keep moving, keep improving, and keep delivering, together.

Victor Aquina
CEO ERIKS N.V.

1. About ERIKS

Europe

Belgium
France
Germany
Luxemburg
Netherlands
Slovakia
Switzerland



Located in **10** countries

25,000 unique customers served

+500,000 items in the assortment

Deliveries to **75 countries**

> €800 million sales

Asia

China
Malaysia
Singapore

~3,000 FTE at year-end

20+ industry sectors

>45% of European sales handled online

7 patents

3.3 million shipments per year

Who we are

ERIKS is an industrial component expert, providing technical products, engineering know-how, and value-adding services to customers across Europe and selected international markets. Our vision is making industry perform better. We do this by combining our application know-how with a distribution network designed for reliability, operational efficiency, and technical assurance.

We support three key customer segments: Maintenance, Repair & Overhaul (MRO), Original Equipment Manufacturing (OEM) and Engineering, Procurement & Construction (EPC).

Across these segments, ERIKS helps customers reduce their Total Cost of Ownership (TCO) by optimizing energy efficiency and operational uptime, improving material-use, extending component lifecycles, and ensuring compliance with technical and regulatory standards.

What we offer

ERIKS' value proposition is built on a broad and high-quality product portfolio. Backed by our application know-how it enables us to design, engineer and supply the solutions our customers need to improve performance.

A-brands

We cooperate with leading A-brands and suppliers to offer products that meet high standards of quality, safety and technical performance, complementing our own portfolio and supporting reliable, cost-efficient customer operations.

Own brands

ERIKS develops selected own-brand ranges to complement A-brands with additional options that meet specific customer needs. Our own brands offer value in areas where customers require:

- **Cost-effective alternatives without compromising essential performance;**
- **Niche or specialized products not available from standard A-brand portfolios;**
- **Customized or engineered solutions tailored to unique applications;**
- **Improved availability and supply-security in critical product categories.**

By managing design and production standards, we ensure consistent quality, reliable performance, and full compliance with ERIKS' sustainability expectations.

How we improve industrial performance

ERIKS improves industrial performance by combining engineering expertise, application knowledge and a broad technical portfolio to help customers operate more reliably and efficiently. We enable our customers to prevent failures, reduce losses and extend service life across critical industrial applications.

How we operate

ERIKS' business model integrates sourcing, engineering, digital tools and distribution to deliver reliable, compliant and high-performing products and services. Working closely with responsible suppliers and technology partners, ERIKS ensures material integrity and product compliance and supports customers with application and engineering guidance to select solutions suited to their operational needs. This integrated operating model enables ERIKS to support customer reliability, efficiency and compliance across the full lifecycle of industrial operations, while strengthening long-term partnerships.

Inputs

Human capital
The technical, commercial, safety and leadership capabilities of our people.

Intellectual capital
The product, application and engineering know-how, frameworks, proprietary solutions and own brands that underpin ERIKS' role as an industrial expertise partner.

Social & relationship capital
Long-term customer partnerships, co-engineering relationships, and supplier networks built on trust, transparency and responsible sourcing.

Manufactured capital
Workshops, service centres, machining and testing facilities, clean manufacturing capabilities, digital platforms and ERIKS' logistics network.

Natural capital
Energy for operations, packaging and transport, and the limited materials used in our processing and service activities.

Digital & data capital
Product data, digital trading infrastructure, TCO tools, condition-monitoring capabilities and analytics assets.

Core Activities

- Supply & Storage of Industrial Components
- Technical Support & Engineering
- Customization, Assembly & Manufacturing
- Maintenance & Asset Monitoring
- Customer Training & Application Support
- Sourcing & Supplier Management

Outputs

What ERIKS delivers

- Products
- Engineered Solutions
- Customizing
- Service Solutions
- Digital Solutions
- Training & Courses

Outcomes

Outcome for customers

Direct benefits for customers

- > Operational reliability
- > Safety & compliance
- > Efficiency & optimisation
- > Sustainability performance improvements
- > Cost reduction

Outcome for ERIKS

Business value for ERIKS

- > Revenue & growth
- > Stronger customer relationships
- > Risk reduction
- > Innovation partnerships
- > Operational excellence

ESG Impact Areas

Strategic impact domains

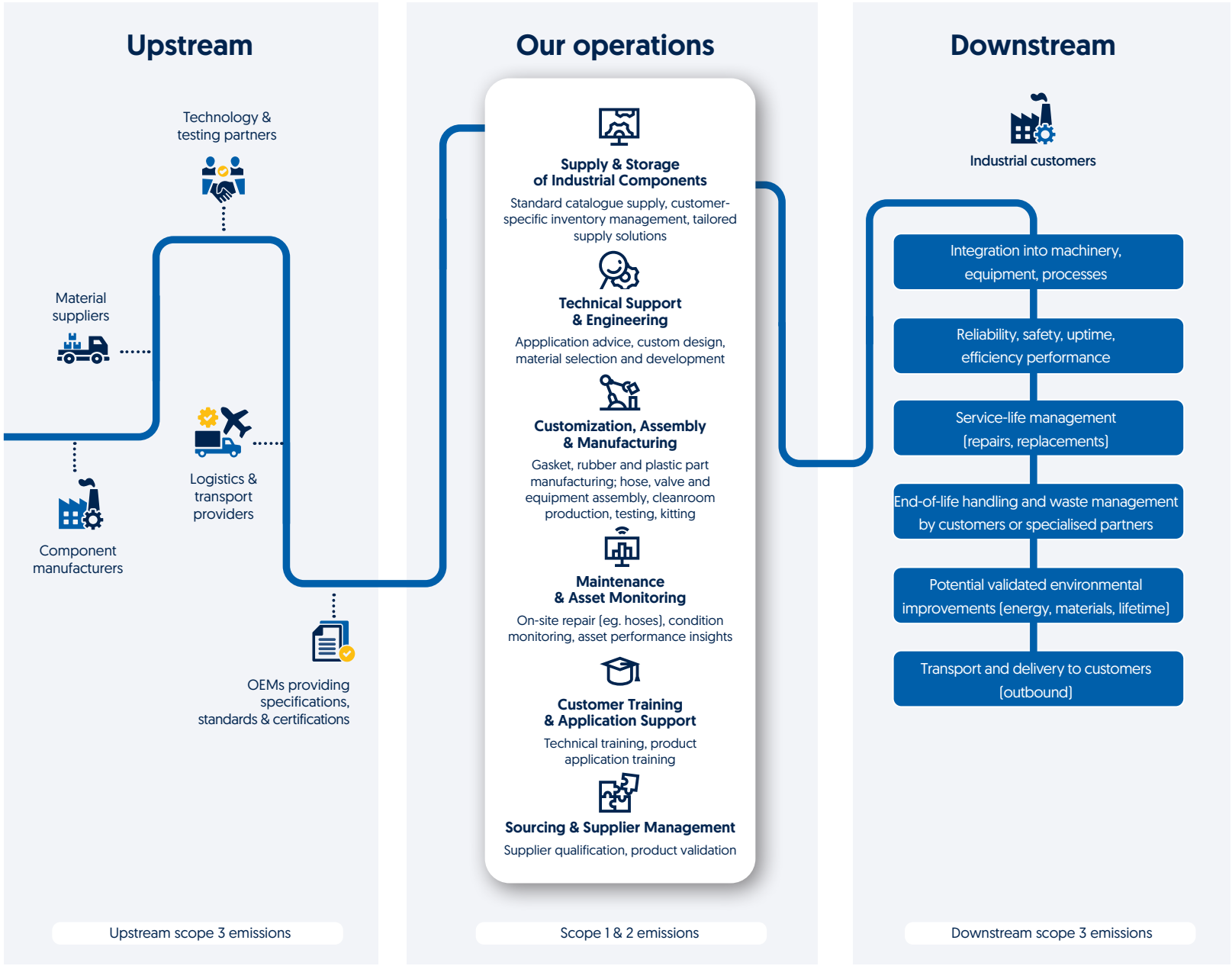
> Operational environmental impacts > Value chain impacts (upstream & downstream) > Customer sustainability contribution > Social & human rights impacts

Our value chain

ERIKS' value chain illustrates how engineering, product and service capabilities are applied across upstream, internal and downstream activities to enable end-to-end industrial support.

Upstream, ERIKS works with suppliers and technology partners to secure safe, compliant materials and reliable supply. Internally, these inputs are translated into value through engineering expertise, customized machining and assembly, cleanroom operations, and efficient warehousing and logistics. Downstream, ERIKS' products and services are embedded in customer equipment and processes, supporting reliability, safety, uptime and efficiency over the full service life of industrial assets.

Together, this value chain underpins long-term OEM. MRO & EPC partnerships and supports more sustainable industrial operations.



Where we operate

ERIKS operates across Europe through local sales offices, technical centers, and logistics hubs, supported by a strategic APAC footprint for global customers. This network enables fast service delivery, reduces transport distances, and creates opportunities for more circular, efficient operations.

The industries we support

ERIKS supports customers across a diverse range of industrial environments with differing operating conditions and risk profiles. While sector-specific requirements vary, customers consistently face shared challenges related to reliability, safety, efficiency, compliance and operational performance. ERIKS' cross-industry technical and application expertise enables the transfer of learnings between contexts, allowing proven solutions to be applied beyond a single sector. Through responsible sourcing, product transparency, engineering insight and application expertise, ERIKS supports customers in managing technical and regulatory risks, improving operational performance and preparing for evolving industry requirements.

Main industries we support

- Aviation
- Chemical
- Food & Beverage
- Hydrogen
- Machine construction
- Maritime
- Petrochemical
- Pharmaceutical
- Primary industry
- Renewables and new energies
- Semiconductors and high tech
- Transportation

2. What matters most to ERIKS

Our sustainability ambition (ESG framework)

ERIKS' sustainability ambition is to strengthen industrial performance for our customers by helping them operate more safely, efficiently and future-proof in an increasingly regulated and complex industrial environment. "Sustainability" describes how ERIKS creates long-term value. Our ESG framework provides the structure for managing environmental, social and governance performance. This ambition is fully aligned with our strategy launched in 2025, built around three principles: Customer First, Know-how Wins and Being Responsible. Sustainability is embedded as a driver of customer value and long-term business performance, not treated as a parallel agenda.

In practice, this means focusing ESG efforts on areas where ERIKS can make tangible impact for customers and partners, including:

- **Enabling better technical and sustainability decisions through reliable product, material and emissions information;**
- **Supporting customers in reducing operational, safety and regulatory risks across their assets and processes;**
- **Strengthening ERIKS' role as a trusted technical and engineering partner in industries facing increasing regulatory, materials, substances, and technology transitions.**

During 2025, ERIKS prioritized building robust foundations — including governance, data quality and clear ownership — to ensure that customer-focused sustainability solutions can be delivered credibly, consistently and at scale. This sequencing reflects the conviction that meaningful customer impact and long-term value creation require not only ambition, but reliable execution based on decision-useful data.

Our material topics

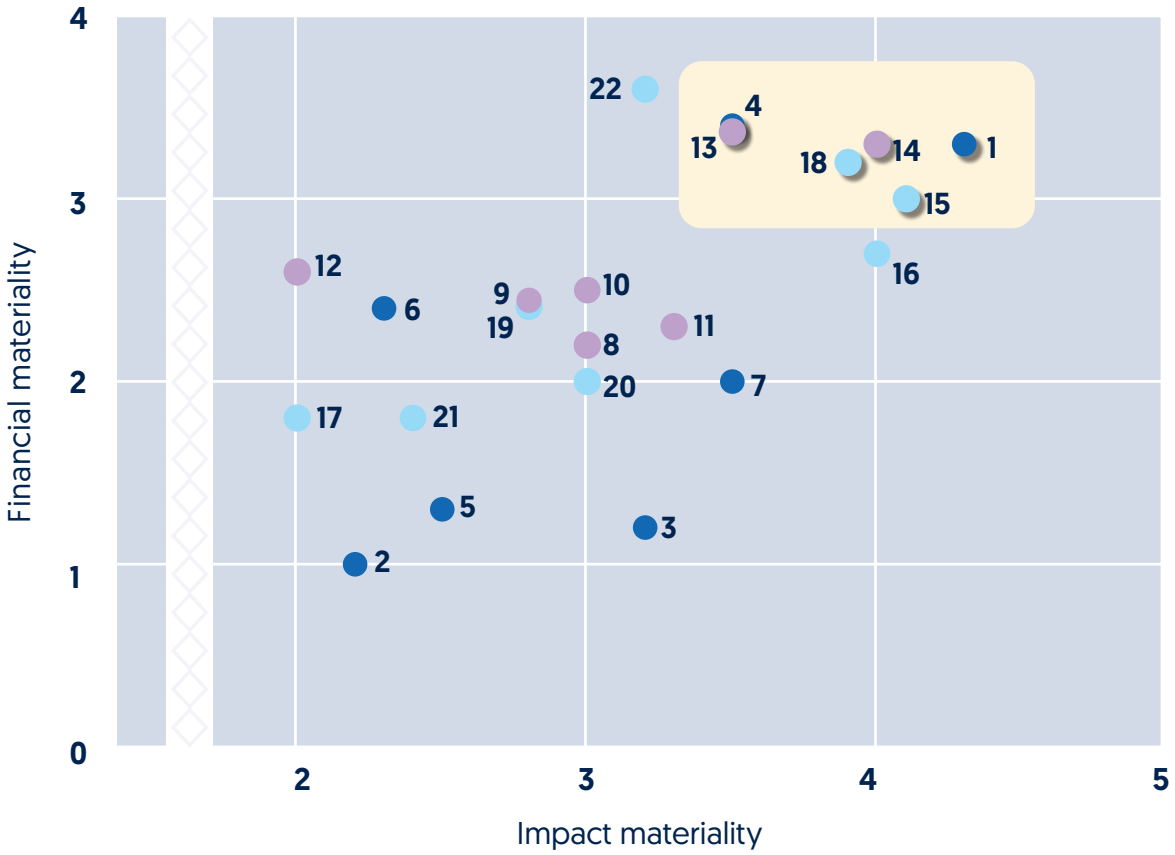
ERIKS' sustainability priorities are based on a Double Materiality Assessment (DMA) completed and published in 2024. The outcomes of this assessment remain applicable for the 2025 reporting year. Following a review of regulatory developments, including the CSRD Omnibus proposals, and changes to ERIKS' business footprint, the company concluded that a reassessment was not warranted.

ERIKS has therefore maintained the 2024 material priorities. The DMA will be revisited if there is further regulatory clarity or if material changes occur in the business, value chain or operating footprint.

Outside-in
Financial materiality

ERIKS

Inside-out
Impact materiality



1. **Healthy and safe work environment ***
2. Community rights
3. Training and development of employees
4. **Attraction and retention of employees ***
5. Working conditions own workforce
6. Human rights
7. Diversity, equity, and inclusion in own workforce
8. Financial stability
9. Customer health and safety
10. Digitalisation
11. Business regulations, ethics, and integrity
12. Business resilience
13. **Data privacy and cybersecurity ***
14. **Responsible procurement ***
15. **Sustainable innovation and customer solutions ***
16. Efficient and sustainable distribution
17. Biodiversity and ecosystems
18. **Climate change ***
19. Pollution
20. Waste management
21. Water stewardship
22. Circularity

** Six final highly material topics to report on*

Our sustainability strategy

ERIKS' sustainability strategy is structured around four pillars, directly reflecting the DMA outcomes and translating material topics into focused and manageable areas of action.

Product Stewardship & Design

As an industrial component expert operating at the heart of customer processes and engineering teams, ERIKS carries responsibility for offering safe, compliant and technically robust products and services. Product stewardship is therefore a core driver of value creation: clear product information, compliance assurance and material transparency reduce customer risk, improve decision-making and support reliable operations. In 2025, ERIKS developed a Sustainable Product Framework to structure this responsibility across its portfolio. This framework forms the basis for product and materials transparency, circularity considerations and future portfolio steering.

Material topics
- Product compliance
- Responsible sourcing
- Circularity

2025 status
Framework established

People

The people pillar safeguards employee wellbeing while building the capabilities required for long-term performance. Safety is non-negotiable. In 2025, ERIKS achieved zero life-changing incidents, reflecting strengthened safety leadership and governance.

Capability development including technical expertise, safety awareness and ESG-relevant skills supports consistent execution of ERIKS' strategy across markets, reduces operational disruption and strengthens continuity in customer service.

Material topics
- Health & safety
- Workforce development

2025 status
Governance levers strengthened

Climate & Environment

This pillar addresses ERIKS' approach to managing environmental impacts across its own operations and value chain. The focus is on credibility and decision-useful data, recognizing that the majority of emissions associated with ERIKS' activities occur during the use phase of customer equipment, and are strongly influenced by how that equipment is utilized in operation. In 2025, ERIKS strengthened Scope 1, 2 and 3 emissions baselines and environmental data governance. These steps underpin future climate target setting and abatement planning and support ERIKS' ability to help customers improve energy efficiency, reliability and asset lifetime. The climate approach and emissions profile are discussed in detail in Chapter 5.

Material topics
- Climate change
- Environmental impact

2025 status
Baseline measurement completed

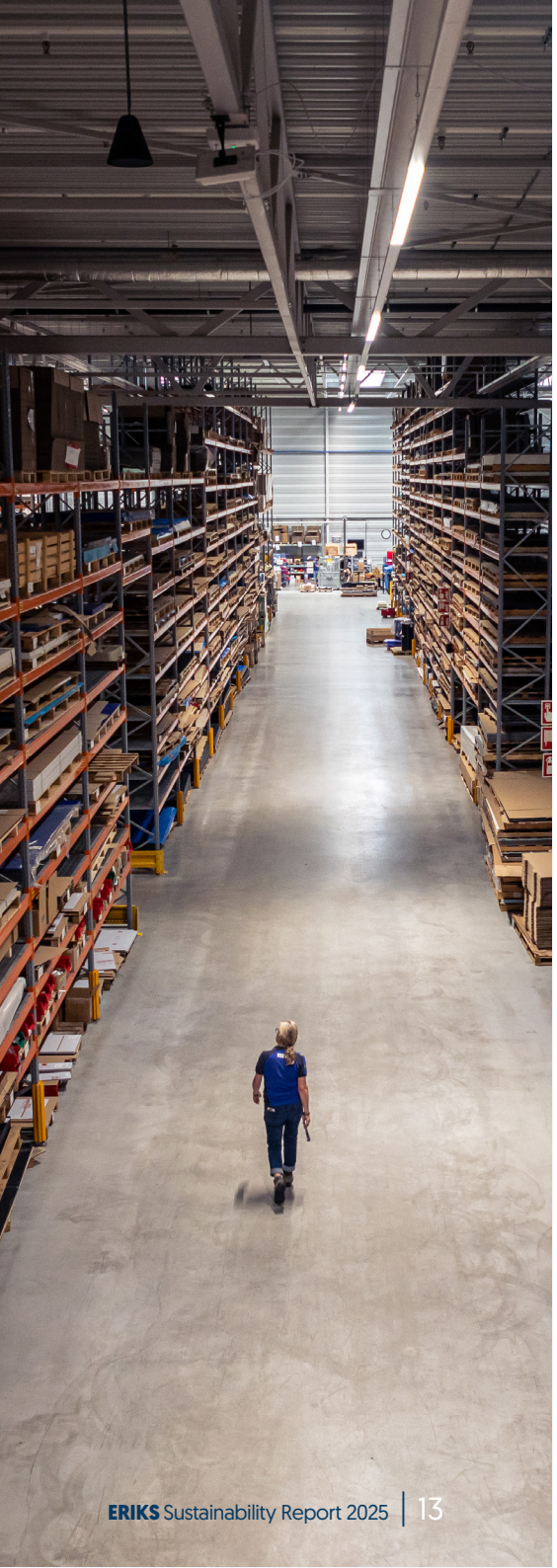
Governance

Strong governance ensures integrity, accountability and trust in how ERIKS operates. In 2025, ERIKS recorded zero incidents of material ESG-related non-compliance and further strengthened governance structures in preparation for CSRD requirements.

Clear ownershp of ESG topics, data and KPIs improves internal steering, reduces compliance risk and supports transparent engagement with customers, suppliers and investors.

Material topics (DMA)
- Business ethics & compliance
- Data privacy & cybersecurity

2025 status
Governance framework strengthened



Stakeholder engagement as strategic input

ERIKS engages with its key stakeholders through daily operations and structured interactions, including customer dialogues, employee development and safety programs, supplier onboarding and due diligence, and ongoing regulatory and industry engagement.

Beyond informing priorities, these interactions increasingly serve as a platform for joint problem-solving and capability building across value chains. Insights from customers, suppliers, industry initiatives and public-sector collaborations feed directly into ERIKS' materiality assessment, sustainability priorities and the development of new services and technical capabilities.

This approach ensures that strategic choices reflect customer needs, operational realities and evolving regulatory expectations, while enabling ERIKS to actively contribute to sector-level transitions where no single actor can drive change alone. This is put into practice through active collaboration with stakeholders across value chains.

Case study

> Stakeholder engagement in practice

Enabling circular and low-emission shipbuilding through maritime collaboration

Challenge

The maritime sector must reduce lifecycle emissions, improve material efficiency and transition from diesel-based systems to cleaner propulsion technologies, such as methanol, ammonia, hydrogen, batteries or nuclear solutions. These transitions involve multiple actors across the value chain, while shipyards and suppliers often lack consistent environmental data to guide circular design and sourcing decisions. As a result, progress depends on collaboration between shipbuilders, suppliers, operators and public initiatives.

Action

Collaborating across the maritime value chain

ERIKS engaged with shipyards, engine builders, operators and public partners to support circularity and lower-emission maritime operations. Within the EU-supported Circles of Life consortium, ERIKS collaborated with industry and research partners to conduct 135 lifecycle assessments (LCAs) for complex maritime components during 2024–2025 and contributed engineering expertise to the development of the Shipyard Environmental Performance Index (SEPI). This provided shipyards with a shared framework to identify environmental hotspots and guide more circular design choices.

In parallel, ERIKS worked directly with maritime stakeholders through industry platforms such as Europort, linking lifecycle insights to operational priorities including uptime, safety and material efficiency for frequently used components such as hoses, valves and mechanical parts. ERIKS engineering teams also supported engine builders and shipyards in the selection and validation of components for hydrogen-based propulsion systems, building on involvement in initiatives such as Future Proof Shipping. ERIKS is currently supporting multiple stakeholders in the selection of valves and materials for emerging low-emission propulsion applications.

Result

The LCA program established a scalable and repeatable approach for environmental assessment in shipbuilding and strengthened ERIKS' circularity expertise. Contributions to SEPI and LCA activities supported shipyards and project partners in identifying environmental hotspots and informing circular design discussions. Engagement with maritime partners, including at Europort, strengthened the shared understanding of priorities around uptime, safety, and circularity. ERIKS' engineering support for hydrogen-ready components contributed to increased preparedness for lower-emission vessel operations. Preparations also began for digitalizing and automating the LCA workflow, enhancing traceability and efficiency for future maritime assessments.

How sustainability supports business performance

Sustainability strengthens ERIKS' business performance by reducing operational and regulatory risk, improving decision-making quality, and reinforcing our role as a trusted technical partner. Clearer product information, ongoing strengthening of compliance processes and improved emissions data increase customer confidence and support informed technical choices that improve reliability, reduce downtime and extend asset lifetime. Together, these capabilities support continuity in operations, better long-term planning and more resilient customer and supplier relationships.

Our roadmap

With core governance, data foundations and frameworks in place, ERIKS is transitioning from a foundation phase to structured execution. The sustainability roadmap focuses on three priority areas for the period 2025–2027:

1 Compliance & transparency

Improving supply-chain and product transparency, harmonizing product information criteria and strengthening due-diligence processes, supported by the rollout of IntegrityNext, a leading supply chain due diligence platform, enhancing supplier risk management, from 2025.

2 Customer insight & portfolio direction

Building on ERIKS' product stewardship and sustainability framework, this area focuses on progressively strengthening insight into product materials, energy performance and lifecycle characteristics across the portfolio. These insights support customer discussions, product selection and longer-term portfolio steering as capabilities and data maturity evolve.

3 Climate & environmental data

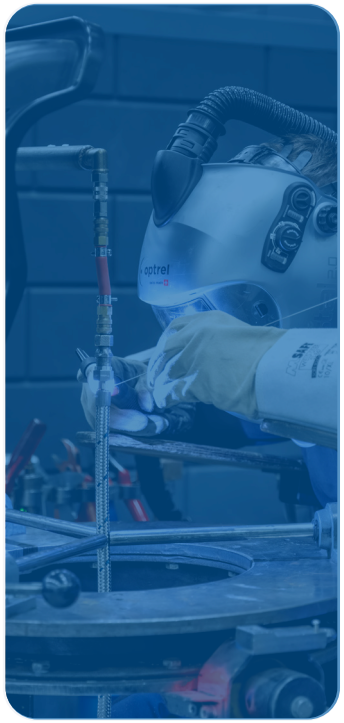
Strengthening Scope 1–2 consistency through mandatory site-level reporting and building on Scope 3 insights to support product-level and customer-relevant environmental analysis.

In parallel, ERIKS prepared for forthcoming regulatory requirements such as the EU Deforestation Regulation (EUDR) by identifying potentially in-scope product categories and reviewing our supply chain and its due diligence obligations. The detailed execution of this roadmap, including product stewardship, customer tools and innovation, is addressed in Chapters 3 and 5.

Sustainable development goals

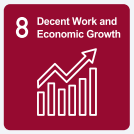
The United Nations Sustainable Development Goals (SDGs) provide a framework for global sustainability priorities. ERIKS notes some alignment between its business activities and the SDGs.

Based on ERIKS' material topics and business activities, the strongest alignment is with:



SDG 12
Responsible Consumption & Production
through repair, maintenance, material efficiency and circularity-oriented solutions;

SDG 9
Industry, Innovation & Infrastructure
via engineering expertise and components that improve system reliability and performance;



SDG 8
Decent Work & Economic Growth
through commitments to safety, workforce development and responsible business conduct;

SDG 13
Climate Action
by improving energy efficiency in operations and supporting customers in reducing energy use and emissions.

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.
https://www.un.org/sustainabledevelopment

3. Product stewardship

Our products & services

ERIKS' product and service offering supports customers across the full lifecycle of industrial operations, combining components with engineering expertise, application know-how and supporting services to improve reliability, safety and performance.

Our products

- Flow Control
- Gaskets
- Industrial Hoses
- Power Transmission
- Sealing & Polymers
- Engineered Plastics
- Tools, Maintenance & Safety
- Hydraulics

Our services

- Engineering
- Monitor & Inspect
- Supply chain solutions
- Production & assembly
- Training & courses
- System Solutions
- Maintenance

Supporting Safer Operations Through Updated Hose Standards (NPR 5527)

ERIKS contributed to the 2025 revision of NPR 5527 and hosted a technical session with industry, suppliers and the national standardization body. By sharing practical implications and best practices, ERIKS helped strengthen industry-wide safety and technical assurance.

Our approach to product stewardship

Product stewardship at ERIKS is centered on helping customers select and apply safe, reliable and compliant products, while enabling more efficient use of materials and resources over the product lifecycle. This approach integrates product compliance (product safety), responsible sourcing, circularity considerations and engineering know-how.

As regulatory requirements and customer expectations tighten, particularly around chemicals, materials and product transparency, ERIKS' role as a technical partner becomes more decisive. Clear product information, application guidance and compliance assurance reduce customer risk, improve decision-making and support long-term operational continuity.

Product safety and compliance

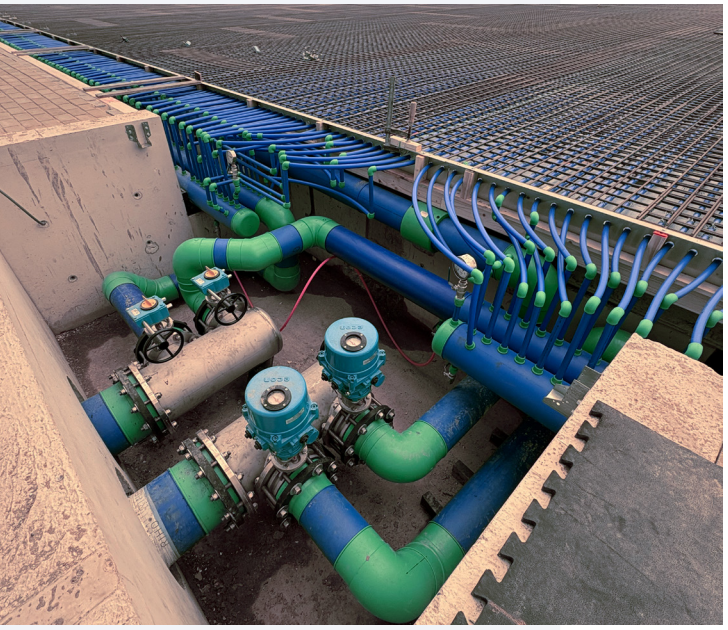
In 2025, ERIKS registered and processed centrally more than 750 customer product-compliance requests, reflecting a high demand for clarity on regulatory compliance. A significant share, more than 15%, of these requests relate to PFAS, underlining the relevance of chemical regulation for industrial customers, user safety, but also environmental safety.

ERIKS supports customers on PFAS by:

- **Providing insight into regulatory developments;**
- **Identifying PFAS-containing components;**
- **Advising on technically viable alternatives where available.**

This work directly reduces regulatory exposure and helps customers secure safe and future-ready operations.

Case study
> Product stewardship in practice



Reducing energy use in cooling systems at Ice Rink Haarlem (NL)

Challenge
Ice Rink Haarlem set out to expand its total ice surface area while reducing the environmental impact of its cooling operations. The project required replacing an ageing cooling system with a solution that would deliver higher energy efficiency, lower leakage risk and improved long-term operational reliability. Achieving these goals demanded a redesign of the thermal system using lower-impact materials and more efficient engineering methods.

Action
ERIKS collaborated with RIHO Climate Systems, Aquatherm and GEA to design a new cooling system using Aquatherm Blue Pipe, selected for its durability, low leakage risk and lower embodied carbon compared with steel. The system was engineered using BIM to optimize routing and installation and supported by prefabrication of key assemblies, improving build quality while reducing on-site complexity and material waste.

Result
The optimized cooling system delivered a 41% reduction in energy use compared to a traditional CO_2-injection system. The modernized facility now offers a larger and more reliable ice surface that supports multiple skating disciplines, with improved operational stability and a significantly lower environmental footprint.

Partner perspective

"We've worked with ERIKS for many years, and the ice rink project again showed why: they are a dependable partner who understands our challenges, acts proactively, and consistently delivers solutions that meet our quality expectations.**"**

Bram van der Ree | RIHO Climate Systems

Efficient Warehousing and Logistics (EVStock)

ERIKS supports customers in reducing unnecessary logistics movements and material waste through EVStock smart vending solutions. By enabling controlled 24/7 access and replenishment based on actual usage data, this solution helps prevent overstocking and stockouts, improves shop-floor flow and reduces avoidable transport and material handling. These efficiency gains contribute to lower operational waste and reduced downstream logistics emissions at customer sites.

Product stewardship is embedded in how this offering is applied in practice. ERIKS focuses on solutions where operational performance, regulatory compliance and sustainability considerations intersect. Within this context, energy-consuming components such as electric motors warrant specific attention, as they not only influence customer energy use but also represent a significant driver of ERIKS' downstream Scope 3 emissions due to their long lifetimes and high operating hours.

Circularity and material efficiency

Circularity and material efficiency are integral parts of ERIKS' product stewardship approach, particularly in applications where components are exposed to harsh conditions or long operating lifetimes.

In 2025, ERIKS strengthened its internal capability on Life Cycle Assessment (LCA) to improve insight into environmental hotspots across selected products. Initial LCAs were conducted for a limited number of own brand products to support material choices and identify improvement options. These pilots highlighted both the value of lifecycle insights and the need for structured data management and supplier engagement to scale this capability.

ERIKS also contributes to circular initiatives across key sectors. Within the Circular Business Program Semicon (CBPS), ERIKS supports repair, refurbishment and reuse initiatives together with ecosystem partners. In parallel, ERIKS shares technical input in industry programs focused on circular materials, such as rubber applications, helping to translate circular concepts into practical engineering solutions.

Innovation supporting product stewardship

ERIKS' innovation focuses on solving concrete technical challenges where safety, performance and sustainability directly affect customer operations. In 2025, ERIKS launched the Innovation Accelerator, generating pilots and first commercial traction in areas such as PFAS-free materials, circular solutions and new energy applications.

A practical example of this applied innovation is the use of sensor-enabled sealing solutions in critical industrial systems. Real-time insight into flange integrity supports early detection of performance issues, helping customers prevent leaks, reduce energy losses and avoid unplanned downtime, and illustrating how component-level innovation contributes to system reliability and safer operations.

Beyond material innovation, ERIKS supports customer innovation through (co-)engineering activities across sectors including semiconductor, hydrogen and industrial cooling systems. These activities typically focus on material compatibility, sealing performance, contamination control and operational reliability, helping customers reduce technical risk when introducing new designs or technologies.

Case study
> Innovation enabling material transition

PFAS free sealing for semiconductor manufacturing

Project Context
This innovation marks a significant step in accelerating the transition away from PFAS in semiconductor equipment. As many OEMs remain in the early stages of transition due to market uncertainty and regulatory complexity, ERIKS' combination of patented material innovation, cleanroom manufacturing and engineering support provides customers with early, credible pathways towards PFAS-free operation while maintaining performance, reliability, and compliance.

Challenge
Semiconductor manufacturers require sealing materials with exceptionally low outgassing, high purity and strong resistance to permeation and long sealing lifetime. Fluor elastomers (PFAS-based) have long been the industry standard because no PFAS-free alternative could meet the entire combination of demanding requirements, in particular outgassing of harmful volatiles in vacuum. The industry is now facing a complex, multiyear PFAS-free transition driven by growing ambition and the anticipation of fluor polymer supply-chain disruptions and underpinned by tightening regulation and customer policy while still requiring uncompromised performance, cleanliness, and reliability.

Action
In 2025, ERIKS developed a breakthrough PFAS-free rubber cleanliness process specifically for high-vacuum semiconductor environments. The material achieves semiconductor-grade cleanliness — a performance level not previously possible with PFAS-free elastomers and was first protected through a granted Dutch patent before being converted into a global (WO) patent application. Our invention allows ERIKS to commercialize elastomers for ultraclean high vacuum sealing that were previously off limits. To ensure purity and material consistency, ERIKS established a dedicated cleanroom process for mixing PFAS-free compounds, and moulding PFAS-free products.

This controlled environment minimizes particulate and molecular contamination and is a critical enabler of the innovation's performance.

Throughout 2025, ERIKS supported multiple semiconductor OEMs by mapping PFAS-containing components, assessing technical risks and identifying viable PFAS-free pathways. This end-to-end support includes component and material analysis, selection of PFAS-free alternatives, prototype development and validation, and engineering and implementation guidance.

Result
The new material demonstrates extremely low outgassing, superior permeation resistance compared to existing FKM solutions, and strong thermal and sealing lifetime. These properties enable early adoption in selected high vacuum applications, with ongoing validation for broader semiconductor use. ERIKS successfully developed and validated PFAS-free rubber components for a major Dutch semiconductor customer, demonstrating that high vacuum and purity requirements can be met without PFAS. Additional collaborations in adjacent industries, including semiconductor etch & physical vapor deposition processes, carbon capture & storage, and renewable energy, further broaden the applicability of the PFAS-free material platform.

Our sustainable product & services portfolio (2026 direction)

As part of Pillar 1 – Product Stewardship & Design, ERIKS has defined a clear strategic direction for a Sustainable Product & Services Portfolio. This portfolio builds on the Sustainable Product Framework developed in 2025 and reflects where ERIKS can most meaningfully support customer transitions while maintaining technical performance, safety and reliability.

Portfolio rationale

The portfolio direction is informed by structured dialogue with Product Groups, customer demand trends, regulatory developments and ERIKS' core engineering capabilities. Across industrial markets, customers are facing increasing pressure to reduce energy use, manage material and compliance risks, and prepare for structurally changing energy systems while simultaneously controlling costs and safeguarding operational reliability.

In many cases, customers have already addressed readily accessible efficiency measures. Further progress now increasingly depends on more complex, system-level interventions in energy-intensive and technically critical applications, where component selection, material choice, process knowledge and lifecycle performance are decisive. For ERIKS, this is a clear commercial opportunity. Our component expertise is a key differentiator, allowing us to translate engineering and application knowledge into tangible energy and cost savings for our customers.

Based on this assessment, three strategic categories define the forward-looking structure of the Sustainable Product & Services Portfolio.

Our sustainable product & services portfolio (2026 direction)

- **Electrification & energy reduction**
  Products and services that contribute to lower energy use or enable electrification by replacing, upgrading or optimizing energy-intensive systems. This includes applications such as electric motors and drives, steam and thermal systems, compressed air, cooling and other reliability-critical installations. As customers move beyond readily achievable efficiency measures, demand is shifting towards technically complex optimization and retrofit solutions where energy performance, uptime and total cost of ownership are tightly linked. ERIKS supports these transitions through engineering insight, system understanding and practical implementation capability, helping customers achieve both energy and cost reductions at scale.

- **Circularity & resource efficiency**
  Products and services that extend product lifetime, enable repair or refurbishment, or reduce material intensity across industrial applications. Increasing regulatory pressure around chemicals, materials and circularity is driving customer questions on compliant material choices, component design and lifecycle strategy. These challenges are often technically complex and application-specific. ERIKS brings product stewardship, materials expertise and engineering support to help customers navigate trade-offs between compliance, reliability, safety and cost, as illustrated by innovations such as PFAS-free material development and lifecycle-oriented component choices. As circular requirements mature, demand for this type of technical guidance is expected to grow.

- **New energies**
  Products and services designed for, or increasingly applied in, emerging energy systems such as hydrogen, ammonia, methanol, e-fuels and renewable energy generation or storage. The transition towards new energy carriers is expected to accelerate over time and is accompanied by significant technical challenges related to materials, sealing, safety, standards and system integrity. ERIKS' early involvement in these applications, combined with deep component and application know-how, supports customers in adopting new and lower-carbon technologies safely and reliably as these markets develop.

From 2026 onwards, ERIKS will apply stricter definitions and quantified improvement criteria to these categories. Strategically relevant parts of the portfolio will be mapped accordingly, forming the basis for future customer engagement, internal steering and, over time, measurement of product-related sustainability performance. While the strategic direction is clear, translating this portfolio structure into scalable, customer-ready offerings will require further data standardization, supplier engagement and prioritization across product groups.

Electrification & energy reduction

Products and services that reduce energy use or enable electrified alternatives to fossil-based systems

Circularity & resource efficiency

Products and services that extend lifetime, reduce material use or support repair, refurbishment or reuse

New energies

Products and services for emerging energy systems (e.g. hydrogen, ammonia, e-fuels, renewables)

Primary value delivered (customer & system level)

- ✓ **Lower energy consumption**
- ✓ **Improved efficiency**
- ✓ **Reduced emissions**

- ✓ **Material efficiency**
- ✓ **Supply security**
- ✓ **Reduced waste**

- ✓ **Safe operation**
- ✓ **Technical reliability**
- ✓ **Enablement of low-carbon technologies**

4. People

In 2025, ERIKS continued to strengthen its people and safety foundations, focusing on leadership, capability building and consistent standards across the organization. Safety performance, culture and governance remained key priorities, supported by targeted initiatives across all markets. During the year, portfolio and organizational changes affected workforce composition, which should be considered when interpreting certain year-on-year metrics.

Our People approach

ERIKS' people strategy focuses on building a safe, capable and performance-driven organization. Safety remains non-negotiable, and capability building is aligned with the emphasis on visible leadership, know-how, accountability and risk-based decision-making. Across all countries in 2025, we strengthened cultural foundations, behavioral expectations and development activities that enable safe, reliable and customer-focused operations. Our HSE (Health, Safety and Environment) approach is based not only on compliance with legal requirements, but on a risk-based policy and governance: assessing risks, prioritizing controls and taking proportionate measures to improve safety where this is reasonably achievable.

Health, safety and wellbeing

In 2025, ERIKS continued to strengthen occupational health and safety through a focused approach to leadership, competence development and governance. Key developments included:

Safety performance

- **LTIR (lost-time injury rate) and TRCF (total recordable case frequency) improved compared to 2024.**
- **Total days lost increased due to a limited number of prolonged incidents.**
- **From Q3 onwards, incident performance improved significantly, with this positive trend continuing into early 2026.**

Leadership and governance

- **Visible safety leadership remained a priority, with structured management safety visits further embedded across sites.**
- **Safety leadership will remain a 2026 focus area, including integration into performance objectives and remuneration for Group and country-level management.**

Competence development

- **Training and capabilities were strengthened through occupational health and safety training programs, including regionally recognized certifications, such as VCA (a Dutch safety certification for contractors) in the Netherlands.**
- **Mandatory safety onboarding training and HSE instructions were maintained.**
- **Internal and external audits, including customer audits, supported consistent safety standards and compliance.**

HSE capability and global footprint

ERIKS operates across a widely dispersed international footprint, meaning many HSE responsibilities are carried out locally by managers alongside their primary operational roles. This ensures day-to-day coverage but can lead to fragmentation as regulatory requirements and customer expectations regarding safety, compliance and sustainability increase. To address this, ERIKS is strengthening global governance by clarifying the division of roles and responsibilities across Health & Safety, Environment and ESG, without changing operational reporting lines. Operational H&S governance remains within the HSE organization, while the ESG Director focuses on sustainability strategy, data and embedding ESG responsibilities across functions. This approach supports more consistent standards and frees up capacity for specialized expertise where needed. Within ERIKS' forward-looking organizational scope, the company currently has 18 dedicated HSE professionals, complemented by a broader network of local managers who support day-to-day HSE responsibilities at site level. ISO management system maturity was assessed for operational sites only: 72% hold ISO 45001 (health & safety) and 56% hold ISO 14001 (environmental), supporting consistent risk management and compliance.

Key safety performance indicators – scope evolution (UK&I divestment)

Metric	2024 (incl. UK&I)	2025 (Ex. UK&I)
LTIR (Lost Time Injury Rate)	0.83	0.80
TRCF (Total Recordable Case Frequency)	1.38	1.1
Recordables	24	24
Days lost (lti workdays)	274	686
Safety visits	1410	342
Fatalities	0	0
Severe injuries	0	0
Near misses	235	42

Due to the divestment of ERIKS United Kingdom & Ireland in 2025, safety data for 2024 includes UK&I, while 2025 data excludes UK&I. As such, year-on-year movements are presented for transparency but are not fully comparable.

Supplementary disclosure – selected safety indicators including UK&I (January–October 2025)
The figures below are provided for transparency purposes only. They cover a partial reporting period and are not positioned as year-on-year comparable indicators. Rate-based indicators (LTIR and TRCF) are excluded due to denominator and comparability constraints.

Metric	2025 incl. UK&I (10 months)
Recordables	39
Days lost (lti workdays)	766
Safety visits	1058
Fatalities	0
Severe injuries	0
Near misses	215

Culture, inclusion & conduct

ERIKS continues to invest in a safe, inclusive and respectful working environment aligned with our strategy. In 2025, we reinforced expected behaviors with the launch of our new values and principles. Throughout 2026, all ERIKS colleagues will take part in a full-day workshop designed to bring these values and principles to life, followed by team sessions that connect individual and team contributions to our overall strategy.

Workplace standards are defined in ERIKS' Code of Conduct and supported by mandatory annual Ethics & Compliance training, which includes content on:

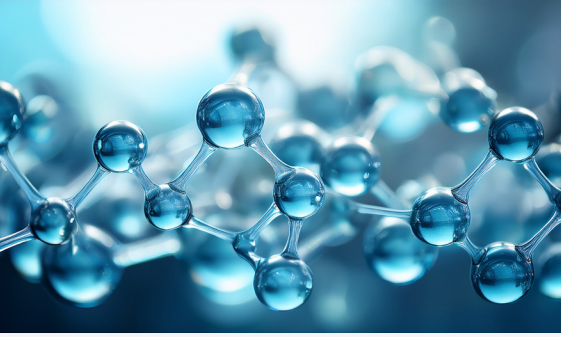
- **Harassment prevention**
- **Respectful conduct**
- **Diversity, equity & inclusion**
- **Conflicts of interest**
- **Protection of company assets**
- **Data protection & privacy**
- **Environment, health & safety**

New employees complete this training as part of their onboarding. These activities complement the governance approach described in Chapter 6 and ensure consistent behavioral expectations across markets.

Inclusion & engagement KPIs

As of year-end 2025, ERIKS' Supervisory Board consisted of three men, reflecting current representation at governance level. As part of its commitment to transparency and responsible employment practices, ERIKS reports gender pay gap metrics in line with the EU Pay Transparency Directive.

In 2025, the unadjusted gender pay gap was 6.4%, reflecting workforce composition across the organization. The adjusted gender pay gap, measured to assess pay equity within comparable roles, was approximately 4%. In the previous reporting year, ERIKS reduced its unadjusted pay gap from 7% to 6% and continues to work towards a long-term target of 5%, in line with regulatory expectations.



Building PFAS expertise in sealing and polymer materials

In 2025, ERIKS delivered an intensive, face-to-face training program for colleagues in the Sealing & Polymer business across all operating countries. The program was delivered as an intensive half-day, face-to-face training and combined regulatory developments with material science fundamentals, covering chemical and thermal resistance, why PFAS is used in many applications, and the practical limitations of PFAS-free alternatives. Although technically complex, the training was designed to translate this knowledge into clear, practical guidance, enabling teams to confidently advise customers on material selection and substitution.

Learning, skills & capability development

Learning supports ERIKS' ability to build and retain the specialist capabilities that differentiate us in the market. Our approach is guided by three principles:

- **Learning for all**
  accessible development opportunities across functions and levels
- **Learn for impact**
  prioritizing learning that strengthens operational performance and commercial outcomes
- **Learn for Engagement, Performance and Specialism**
  embedding technical expertise, customer focus and continuous improvement

Commercial and technical capability development

A core priority in 2025 was strengthening commercial and technical excellence. ERIKS Sales Training expanded across markets, supporting Inside Sales, Account Managers and Application Engineers in translating strategy into customer value, improving customer conversations and reinforcing solution selling. Building on the 2024 pilot, the 2025 rollout contributed to more consistent commercial execution.

Technical capability was further strengthened through the Product Group Know-how Framework, which defines the required depth of expertise per role, from basic awareness to advanced application and co-engineering. In 2025, progress was made on defining role-specific profiles, capturing practical, experience-based knowledge from employees and improving knowledge transfer.

Manager capability

The Manager Essentials program supported leaders in developing practical skills in performance management, prioritization, change leadership and team direction through short, targeted modules aligned with our strategy.

Why Learning & Development matters for our strategy

These activities directly support the People dimension of our strategy by:

- **Strengthening visible leadership through manager capability development**
- **Improving commercial performance through Sales Training**
- **Building technical depth and assortment knowledge through structured know-how development**
- **Reinforcing behavioral clarity through ethics and compliance learning**

Workforce & employment insights

Workforce movements in 2025 reflect a combination of normal hiring dynamics and structural portfolio changes. The figures below represent year-end employee numbers (FTE) within ERIKS' forward-looking organizational scope.

The reduction in total FTE compared to 2024 is primarily driven by the divestment of ERIKS UK&I, which was still included in the 2024 year-end figure. Underlying hiring activity continued across countries, supported by strengthened early-career pipelines and internal mobility. HR insights increasingly support capability planning and recruitment priorities.

Headcount increases related to acquisitions completed in late 2025 are not reflected in the 2025 year-end figure and are expected to be integrated during 2026.

Metric	FTE
Employees at year end 2025	2946
Employees at year end 2024	4786
Employees that left the business during 2025	1305
FTE from acquisitions to be integrated in 2026	276

5. Climate & Environment

Our climate & environmental approach

ERIKS' approach to climate and environmental topics is grounded in pragmatism and responsibility. As an industrial component expert operating at the heart of customer processes, ERIKS recognizes that environmental performance is closely linked to operational reliability, regulatory compliance and long-term customer value.

The focus is therefore on: reducing emissions under ERIKS' direct control; strengthening environmental data quality and consistency; and enabling customers to make technically and economically sound choices.

During 2025, ERIKS continued to strengthen the foundations for climate management by improving emissions data quality, clarifying organizational boundaries following portfolio changes, and identifying the operational and value-chain levers with the greatest potential impact. This approach reflects a deliberate choice to prioritize decision-useful data and credible execution before formal target setting.

Climate-related physical risks

In addition to managing emissions and transition-related topics, ERIKS recognizes that physical climate risks, such as extreme weather events, may affect industrial operations over time.

In 2025, ERIKS conducted a high-level screening of physical climate risks for its own operational sites, supported by third-party country-level risk assessments. This screening focused on geographic exposure and did not include site-level analyses, logistics exposure or supply-chain stress testing. Based on this assessment, no material physical climate risks were identified for ERIKS' operations at a country level at this stage.

This outcome reflects ERIKS' predominantly facility-based operations and geographic diversification. At the same time, the company recognizes that country-level screening lacks the granularity required to fully understand potential site-specific impacts. As methodologies, data availability and internal capabilities mature, ERIKS will assess the need for more detailed site-level physical risk assessments as part of its ongoing climate risk management approach.

Climate-related transition risks

In addition to physical climate risks, ERIKS recognizes that transition-related risks and opportunities, including changing customer requirements, evolving regulation, technology shifts and reputational expectations, are likely to be more material to the business over time.

ERIKS has not conducted a standalone, formal transition risk assessment to date. However, many transition-related considerations are already being actively addressed through ongoing business and sustainability initiatives. These include strengthening product stewardship and compliance capabilities, expanding the Sustainable Product & Services Portfolio toward energy efficiency, electrification and new energy applications (see Chapter 3), and improving emissions data quality and governance as preparation for future target setting (Chapter 6).

Customer demand for lower-carbon solutions, regulatory developments such as PFAS restrictions, and anticipated energy system transitions are already influencing product development, engineering support and portfolio direction. ERIKS' approach is therefore to act pragmatically on transition signals as they emerge, while continuing to build the data, governance and strategic clarity required to assess transition-related risks and opportunities more systematically over time.

Understanding our footprint

ERIKS' greenhouse gas footprint comprises emissions from its own operations (Scope 1 and 2) and indirect emissions across the value chain (Scope 3). Considerable effort has been invested in recent years to improve data completeness and comparability.

ERIKS' total electricity consumption decreased from approximately 12.8 GWh in 2024 to 12.2 GWh in 2025. Over the same period, Scope 1 and 2 emissions declined further, reflecting local energy efficiency measures, fleet changes and a growing, albeit still limited, share of renewable electricity.

In 2025, ERIKS completed a Scope 3 calculation using a spend-based methodology. The results confirm that the majority of value chain emissions arise during the use phase of energy-consuming products supplied to customers, particularly where energy-intensive and technically critical systems play a disproportionate role. This insight is central to how ERIKS prioritizes climate actions beyond its own operations and informs the further development of its sustainability narrative, offerings and measurement capabilities.

At the same time, converting these insights into consistent, customer-level interventions and measurable outcomes will take time and further maturation of data, tools and internal capabilities.

Organizational scope and comparability

In 2025, ERIKS' organizational reporting boundary changed following the divestment of ERIKS UK&I. As a result, climate data presented in this report reflects a transition in organizational scope.

Scope 1 and Scope 2 emissions for years prior to 2025 were historically collected on a consolidated basis including UK&I. A like-for-like restatement excluding UK&I was not performed, as it would provide limited decision-useful insight given historical scope changes. Newly acquired entities are included once integrated into reporting systems.

Scope 3 emissions are calculated based on this forward-looking organizational scope and therefore exclude UK&I. This scope will underpin future climate target setting and abatement planning.

Emissions related to ERIKS UK&I are excluded from 2025 Scope 1 and Scope 2 figures and are not disclosed separately, as partial-year data is not considered decision-useful for performance tracking.

Scope 1 and 2 GHG emissions – historical reference
(figures include UK&I for all years)

Year	Scope 1 & 2 (in kton CO_2e Market-based)
2019	24
2020	22
2021	20
2022	11.5
2023	12.3
2024	11.3

Scope 1 and 2 GHG emissions — 2025 baseline
(Figures exclude ERIKS UK&I operations and reflect the defined reporting boundary for 2025.

Category	2025 emissions (kton CO_2e)
Scope 1	1.8
Scope 2 (location-based)	3.0
Scope 2 (market-based)	4.5
Total Scope 1 & 2 (market-based)	6.3

This table provides additional context to historic emissions by showing the composition of Scope 1 and Scope 2 emissions for the most recent reporting year. It supports transparency on the underlying emission structure rather than indicating a like-for-like performance trend, given the change in organizational scope.

Differences between location-based and market-based Scope 2 emissions (respectively reflecting grid-average emission factors and supplier-specific electricity purchases) primarily reflect changes in electricity procurement choices and developments in grid emission factors across operating regions.

Operational emissions: energy, fleet and logistics

Reducing emissions from ERIKS' own operations remains a key focus area. Energy-efficiency improvements at ERIKS' facilities, supported by site optimization, lighting upgrades and local initiatives, continued to contribute to lower energy consumption in 2025.

ERIKS sources renewable electricity for part of its footprint, while remaining attentive to the distinction between market-based instruments and physical electricity availability. The company vehicle fleet also contributes to Scope 1 emissions; over time, fleet composition has increasingly shifted towards lower-emission alternatives like Electric Vehicles where operating conditions allow.

Transport efficiency is another relevant lever. In 2025, ERIKS initiated an order consolidation initiative as part of a broader cost-to-serve analysis, aimed at reducing fragmented shipments by improving order planning, combining order lines and optimizing handling and packaging configurations across inbound and outbound logistics.

Initial implementation with a selected customer showed that applying these consolidation principles can significantly reduce parcel movements. In this early application, the number of outbound parcels was reduced by approximately 25%, while the total shipped weight remained broadly unchanged. This illustrates the potential of order consolidation to reduce transport movements and associated emissions when applied structurally.

In parallel, ERIKS initiated the implementation of an inbound control tower in 2025, aimed at improving visibility and coordination across inbound logistics flows. This initiative focuses on streamlining inbound control, reducing unnecessary transport kilometers and improving oversight of routing and packaging decisions. During 2025, the inbound control tower entered its build-up and ramp-up phase, with further operational embedding continuing into 2026.

Together, these initiatives reflect ERIKS' shift towards more integrated logistics planning. While their full impact will materialize over time, the experience gained and foundations established in 2025 are critical to enabling more consistent logistics efficiency and emissions optimization from 2026 onwards.

Value chain emissions and customer impact

Scope 3 emissions represent the largest share of ERIKS' overall climate footprint. Based on a Scope 3 emissions analysis using 2024 activity data, conducted in 2025 and aligned with ERIKS' forward-looking organizational scope excluding United Kingdom & Ireland, total Scope 3 emissions amounted to 1,144 kton CO_2e. Emissions associated with the use of sold products account for approximately 74% of this total, while purchased goods and services contribute a further 25%. All other Scope 3 categories combined represent a comparatively limited share.

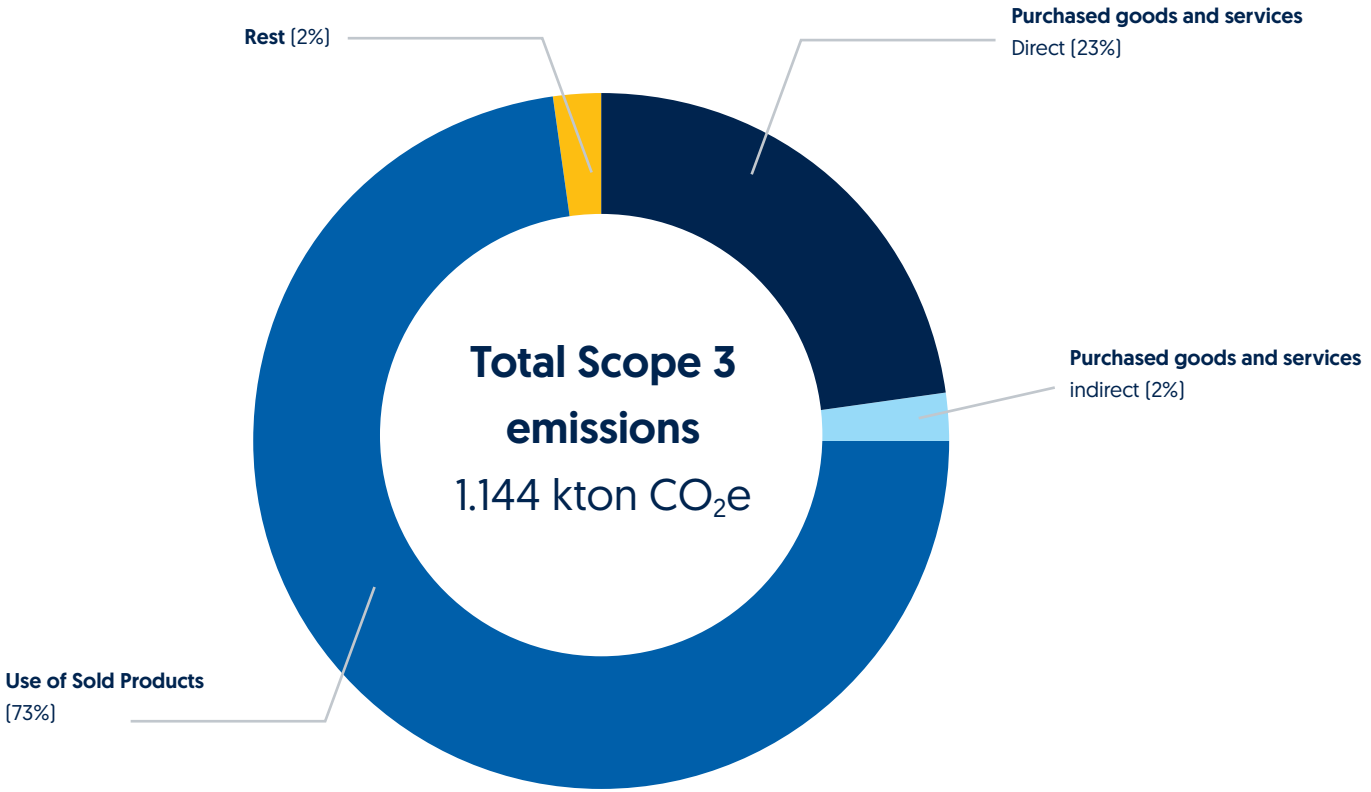
Electric motors as a scalable decarbonization lever

Electric motors are long-lived industrial assets and a major driver of energy use and emissions from the use of sold products. While efficiency improvements at component level may appear incremental, long operating hours mean that even small gains can deliver substantial energy savings over time. Despite stricter energy efficiency regulations for new equipment, many installed motors still operate below the highest efficiency levels available today, leaving significant efficiency potential in the existing installed base.

ERIKS supports customers at the point where repair, replacement or optimization decisions are made. By combining product knowledge with application and lifecycle insight, ERIKS helps customers improve energy efficiency where this makes operational and economic sense, reducing customer energy costs and associated value-chain emissions.

This emissions profile indicates that ERIKS' greatest potential to influence value chain emissions lies downstream, in how products perform during use at customer sites. Within this category, three-phase electric motors represent the dominant source of emissions, reflecting their long operational lifetimes, high operating hours and central role in industrial processes.

While ERIKS does not control customer operations, it can meaningfully influence outcomes through product selection, engineering guidance and lifecycle optimization. These choices directly affect energy efficiency, losses and lifetime performance. Climate considerations are therefore closely linked to Product Stewardship decisions (see Chapter 3), where lifecycle insight and product data are applied to address the most material sources of value chain emissions in a technically credible manner.



Climate targets & abatement planning

In preparation for future climate target setting, ERIKS focused in 2025 on strengthening its emissions baseline, improving data quality and governance, and identifying relevant abatement levers across own operations, logistics and the wider value chain. This work provides a robust foundation for informed decision-making and helps ensure that future targets are credible, measurable and actionable.

Formal decisions on the level of ambition, target structure and disclosure approach are planned for 2026, in line with ERIKS' internal governance and decision-making processes. Once decisions are taken, ERIKS intends to further disclose its climate targets, timelines and implementation priorities in line with regulatory requirements.

Environmental topics and boundary setting

Based on its double materiality assessment and the nature of its operations, ERIKS has defined clear boundaries for environmental reporting, focusing on topics with the greatest relevance and impact.

Water use is not considered a material topic, as ERIKS does not operate water-intensive industrial processes. While water consumption data is available for some sites, current coverage is insufficient to support decision-relevant group-wide disclosure.

ERIKS has no operational sites located in or adjacent to protected or biodiversity-sensitive areas, and no negative biodiversity impacts have been identified.

Waste is managed locally in compliance with applicable regulations. Waste-related data is collected for selected sites; however, group-wide harmonization is not yet sufficient to support consistent quantitative reporting. Improving data quality and transparency remains a longer-term improvement area rather than a current reporting priority.

These boundary choices reflect ERIKS' commitment to proportionate, decision-useful reporting aligned with materiality.

6. Governance

Ethics & responsible business conduct

ERIKS maintains a clear framework for ethical conduct, business integrity and regulatory compliance, supported by policies and procedures that apply group-wide. Compliance expectations for employees, leaders and business partners are communicated through policies and training.

Relevant Policies and Codes:

- **Code of Business Conduct Business Partners**
- **Code of Business Conduct Employees**
- **Data Privacy Policies and Procedures**

For actual information on our compliance approach including links to our Code of Business Conduct we refer to our corporate website and compliance statement.

Compliance governance & code of conduct

Our comprehensive compliance framework aims to uphold legal and compliance standards across our operations, with periodic review and refinement of policies, procedures, and internal controls where appropriate.

Our compliance program is built on our Code of Conduct and a suite of supporting compliance policies and procedures which are promoted by our Management Board, local management teams (MTs), and other senior management. Together, these policies and procedures cover the key compliance risk areas relevant to our business.

ERIKS General Counsel reports directly to the CEO and brings expertise to this management body and ensures that business ethics and compliance are regularly discussed in leadership meetings.

The Code of Conduct, together with its underlying policies, helps employees and non-employees in the workforce to put ERIKS's company values into practice by providing practical guidance on how to conduct ERIKS's business ethically, comply with legal requirements and maintain ERIKS's good reputation.

The Code of Conduct addresses key ethical and compliance topics relevant to ERIKS's business, including bribery and corruption, conflicts of interest, data protection, gifts and hospitality and facilitation payments. ERIKS's underlying policies provide further guidance on the application of these topics. Continuous efforts are made to convey the importance of adherence to the Code of Conduct and its underlying policies. In 2025 ERIKS published a General Compliance Statement, signed by our CEO, emphasizing and summarizing our commitment to complying with applicable laws and regulations across the markets in which we operate.

Training & awareness

A partnership with an external e-learning provider was established in 2025, enabling the launch of the first module, ERIKS Code of Conduct, in January 2026, and supporting future scalability. The Code of Conduct training consists of interactive e-learning modules with real-life scenarios, questions, and exercises covering key topics such as:

- **Conflicts of Interest**
- **Workplace Harassment**
- **Diversity, Equity, and Inclusion**
- **Protecting Company Assets**
- **Data Protection and Privacy**
- **Environment, Health, and Safety**

In addition to e-learning, ERIKS provides targeted live training sessions for operational teams, both proactively and upon request. During 2025, several sessions were delivered to sales departments focusing on practical compliance topics such as sanctions regulations, customer screening, dual-use and country requirements, and the importance of speaking up. These sessions aim to strengthen awareness of compliance obligations and foster a culture of integrity and accountability in daily business activities. Additionally, all new employees are required to join the (local) ERIKS onboarding day, which includes a dedicated compliance session, to ensure they understand ERIKS's expectations and how compliance applies to their daily work.

Speak Up

Trade compliance

ERIKS strictly adheres to international sanctions regulations and does not engage in work with sanctioned territories, restricted entities, or individuals. Various initiatives have been undertaken in 2025 to emphasize the importance of Trade compliance, including:

- **Trade compliance rules and restricted countries guidance was published across all ERIKS countries, and new End User guidance has been developed.**
- **ERIKS initiated several actions to improve customs processes, including the appointment of an external customs broker and the implementation of a central customs desk.**
- **We are updating our existing Trade Compliance Policy and will migrate this into a broader Internal Compliance Policy (in line with the format prescribed by customs authorities); this "ICP" will contain ERIKS overall trade compliance framework (including organization, screening processes and customs procedures) aimed at mitigating risks relating to trade sanctions and import/export controls.**

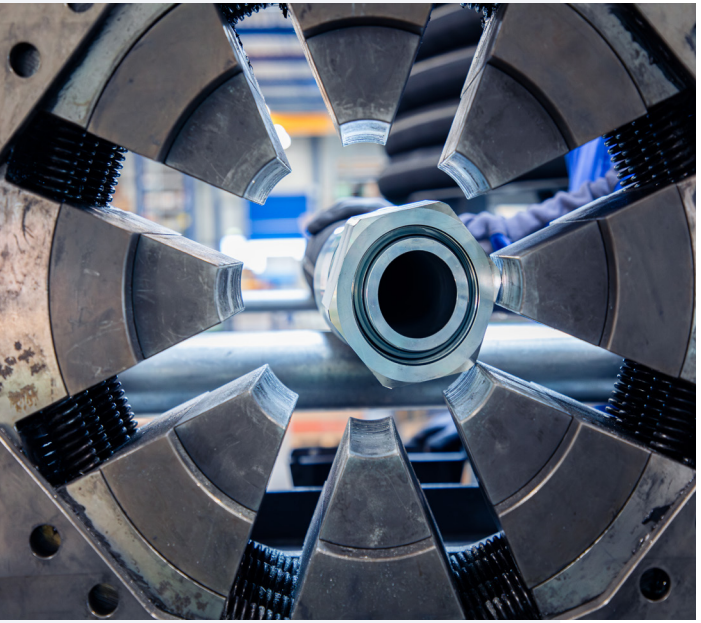
In 2025, ERIKS had 50 distributors worldwide and a limited number of agents (6 in total). These third parties undergo robust due diligence and ongoing monitoring, aligned with the ERIKS Policy, to manage compliance and operational risks. This includes regular screening through our screening tool and, when necessary, enhanced due diligence by an independent expert. For agents, enhanced due diligence by an external party is a mandatory requirement in the process. The appointment of agents and distributors is subject to prior approval by the ERIKS Management Board.

Speak Up & whistleblowing

At ERIKS we encourage employees, contractors, business partners, and customers to speak up if they suspect violations of our Code of Conduct, policies, or applicable laws and regulations, as this helps us maintain a safe, fair, and trustworthy work environment. Concerns can be raised through internal channels such as management, HR, the Compliance Officer, or the External Confidential Counsellor. Additionally, ERIKS has an independent Speak Up Platform which allows confidential and anonymous reporting and ensures the highest standards of data protection.

All reports are taken seriously, reviewed independently by a dedicated team (consisting of ERIKS General Counsel and the Compliance Director), and investigated where appropriate, with outcomes ranging from process improvements to disciplinary measures. ERIKS strictly prohibits retaliation against anyone who raises a concern in good faith and ensures that reports are handled confidentially, respectfully, and impartially, reinforcing our commitment to ethical conduct and accountability.

In 2025, ERIKS launched a speak up awareness campaign, including new visuals on every ERIKS location. Additionally, a new speak up platform was implemented, ensuring effective, user-friendly and safe reporting.



In 2025, ERIKS received 17 reports through its Speak Up procedure regarding potential violations of the Code of Conduct or its underlying policies. Approximately 70% of the reports were submitted anonymously. 1 report related to (perceived) discrimination or harassment, with 0 confirmed incidents. The remaining reports covered concerns such as environment, health & safety and accounting, auditing and business reporting. All reports were thoroughly investigated by The General Counsel and the Compliance Director and where necessary, appropriate organizational and/or disciplinary measures were implemented. As of the end of 2025, all cases were closed and adequately resolved. No reports resulted in fines, monetary penalties, or compensation for damages.

Human rights & due diligence

Governance & commitment

ERIKS recognizes the importance of respecting and promoting human rights throughout our supply chain. We are committed to progressively strengthening our approach in this area, including identifying and addressing key risks such as occupational health and safety, forced labor, child labor, and harassment. We are integrating human rights considerations into our internal practices and supply chain processes, in line with internationally recognized frameworks such as the ILO conventions and the UN Global Compact.

Training & awareness

In 2025, ERIKS contracted a new e-learning platform as part of its commitment to strengthening awareness and understanding of human rights across the organization. This platform forms a key element of our training plan and includes a comprehensive course on Human Rights, as well as a dedicated microlearning module on labor and Human Rights. These trainings are designed to help employees understand human rights risks, recognize potential violations such as forced labor, child labor, discrimination, and harassment, and reinforce their responsibility to act in line with ERIKS' values and standards.

Focus areas & policy development

ERIKS is committed to respecting human rights across its entire value chain and aligns its approach with internationally recognized standards, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

Based on our risk assessments, we have identified and prioritized several key human rights focus areas, including:

- **Occupational Health & Safety, particularly risks related to chemical handling and workplace safety;**
- **Prevention of forced labor and child labor;**
- **Prohibition of harassment, including sexual harassment and bullying.**

In addition, ERIKS recognizes the importance of preventing discrimination and promoting equal treatment, diversity, and inclusion in the workplace.

In 2025, we started the process of developing a formal Human Rights Policy, which will further strengthen our commitments, define our expectations of employees and business partners, and support the ongoing integration of human rights due diligence into our policies, procedures, and supply chain management.

Supply chain due diligence

In 2025, ERIKS prepared the rollout of IntegrityNext to strengthen supplier transparency and manage environmental and social risks. Supplier assessments and compliance reviews (e.g., REACH/RoHS/PFAS) continue to be integrated in sourcing and product stewardship.

A phased program will improve due diligence practices in 2026–2027 as part of ongoing CSRD readiness activities.

Data privacy & cybersecurity

Data privacy

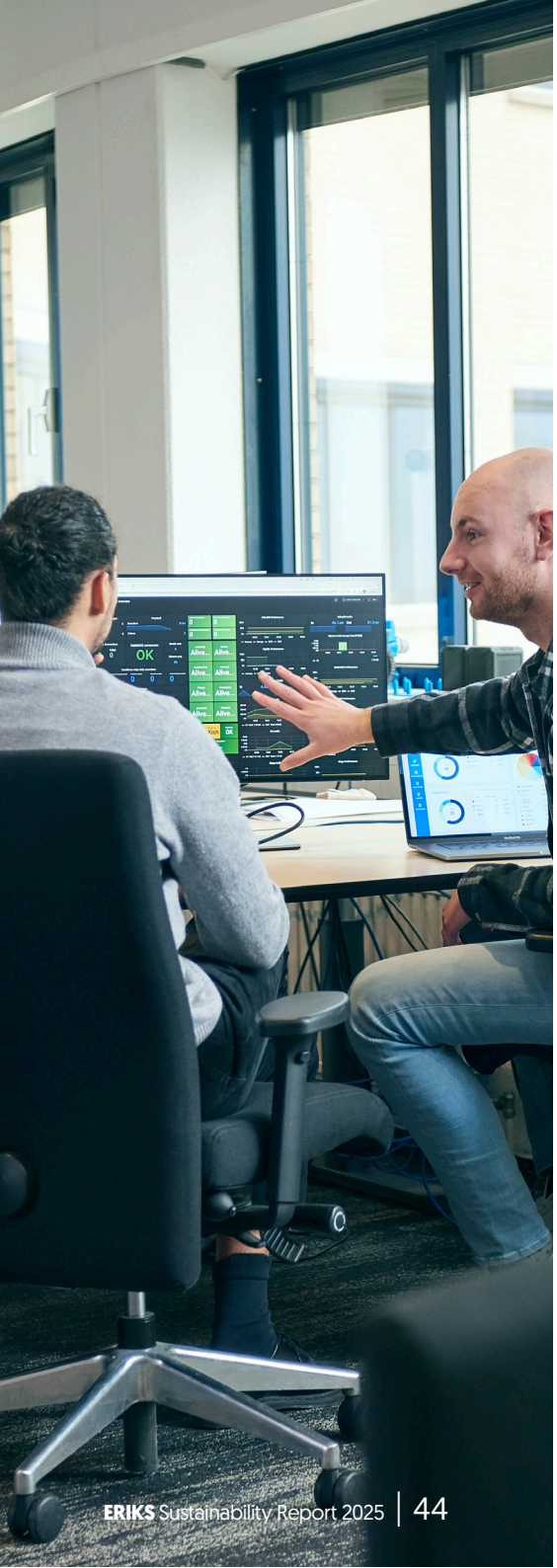
To support compliance with the EU General Data Protection Regulation (GDPR) and other applicable privacy laws, ERIKS has implemented a risk-based privacy framework, covering privacy statements, data protection agreements, data processing procedures, data breach management, and other means of safeguarding of personal information.

In 2025, all new engagements with external parties that processed personal data were subject to a privacy assessment and where necessary, data processing agreements have been implemented in line with GDPR Article 28 requirements.

In 2025, ERIKS contracted a new e-learning platform, which includes the rollout of two mandatory all-employee e-learning on data privacy and data security.

Strengthening our security foundation

ERIKS continued to advance IT security capabilities through targeted operational improvements, streamlined governance and structured testing initiatives. These activities reflect our commitment to safeguarding data, systems and stakeholder trust, and to building a mature IT security environment that supports reliable operations.



Building a security-aware culture

In the first half of the year, we rolled out organization-wide IT Security Awareness Training through automated campaigns delivered by an external provider. Covering topics such as phishing, malware and physical security, these trainings helped strengthen employee understanding of risks and reinforced a culture of vigilance. As employees form an essential part of our first line of defense, especially in recognizing and reporting suspicious activity, awareness remains a core pillar of our security posture.

Improving cybersecurity operations

Significant progress was made in our operational monitoring environment. A key improvement was the optimization of data ingestion and the reduction of event noise across our security monitoring tools. By improving signal-to-noise ratios, ERIKS enhanced detection accuracy and accelerated the identification of genuine cybersecurity threats.

Our incident response framework was comprehensively updated to reflect ERIKS' IT structure, evolving threat tactics and regulatory expectations. Scenario-based testing, including a ransomware simulation exercise, validated the revised plan and improved coordination across operational teams.

Enhancements to our vulnerability management processes further strengthened our operational resilience. Refinements in asset prioritization, remediation workflows and reporting increased effectiveness and transparency for infrastructure and application owners.

Validating and enhancing our defenses

To further validate our security posture, ERIKS conducted a cross-functional attack simulation exercise and commissioned an independent penetration test. Both activities provided actionable insights and confirmed the effectiveness of our controls, while also identifying targeted areas for improvement.

Detection capabilities were strengthened through ongoing refinement of security use-cases, ensuring continued coverage against relevant and emerging threat scenarios.

7. Methodology

This Report provides a consolidated overview of ERIKS' sustainability performance, structured through ESG for the 2025 reporting year. It focuses on transparency, comparability and readiness for future reporting requirements.

The narrative reflects ERIKS' forward-looking organizational scope, excluding UK&I following the divestment of this part of the business. To support transparency, selected UK&I data (e.g. HSE and HR) is included where explicitly labelled; such data is not part of the forward-looking baseline. Newly acquired entities are incorporated into this scope once integrated into reporting processes.

The reporting period covers 1 January to 31 December 2025. Data is consolidated at group level and supplemented with selected local data points. Where limitations in scope, data availability or methodology exist, these are disclosed.

This Report is not yet aligned with CSRD requirements. It is intended as a pragmatic interim step to strengthen data structure, governance and reporting maturity in preparation for future compliance.

Content was developed in collaboration with business units and topic owners and follows ERIKS' material topics.

For questions, please contact **sustainability@eriks.com**.

Scope and boundaries

- **Data year:** Unless stated otherwise, figures reflect the 2025 reporting year
- **Reporting scope:** ESG data covers ERIKS' ongoing operations following the 2025 portfolio changes. Countries are reported at group level; individual sites are not disclosed
- **Consolidation principle:** ESG data follows ERIKS' group entity scope based on operational and managerial control. The same entities are included across ESG topics unless explicitly stated otherwise
- **UK&I treatment:**
  - ERIKS UK&I, divested in October 2025, is excluded from the forward-looking ESG baseline
  - Selected HSE and HR indicators include UK&I data where explicitly stated, for transparency only
  - Scope 1 and Scope 2 emissions exclude UK&I for 2025 and do not disclose partial-year UK&I data
  - Scope 3 emissions are based on a 2024 activity-data profile excluding UK&I, conducted in 2025 for prioritization purposes

Boundary changes related to acquisitions or divestments are described below.

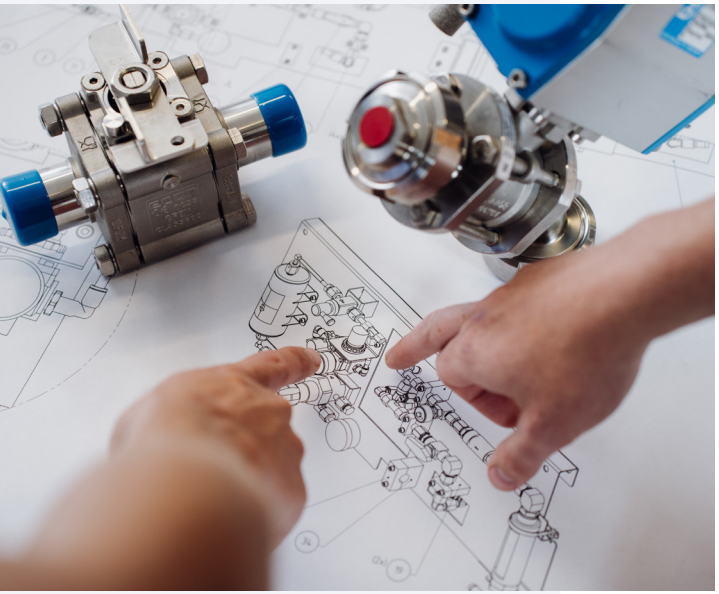
Acquisitions and divestments

Acquisitions

- **SERIC Technologie (France)**
  acquired 11 December 2025; valves, taps and fluid control equipment
- **REIFF Group (Germany, Belgium, Luxembourg, China)**
  acquired 15 December 2025; distributor of technical products

Divestments

- **ERIKS UK&I (United Kingdom & Ireland)**
  divested 31 October 2025 to Rubix; not included in the forward-looking organizational scope. Following divestment, ERIKS UK&I is excluded from all baseline climate metrics and included in selected people and safety indicators only where explicitly stated



Frameworks and standards

This report is informed by the 2024 Double Materiality Assessment and structured to support future alignment with the Corporate Sustainability Reporting Directive (CSRD). Full CSRD compliance is not in scope for this reporting cycle.

Assurance stance

No external assurance has been obtained. Internal reviews were performed by topic owners and the Global ERIKS ESG team. Selected indicators follow established internal control and sign-off procedures.

Limitations and forward-looking statements

Data gaps remain in several areas. Where data is incomplete, this is transparently disclosed; no assumptions or estimates are presented as results. In cases of structural scope change (e.g. UK&I divestment), historical data is presented for context only and not repositioned as performance trends.

Data integrity statement

ERIKS continues to strengthen ESG data quality, consistency and completeness. The information presented reflects the best available data at the time of reporting and has been reviewed internally. Data governance, internal controls and reporting processes will continue to mature as ERIKS prepares for CSRD-aligned reporting.

Glossary & Definitions

CSRD – Corporate Sustainability Reporting Directive
EU regulation requiring large companies to report on environmental, social and governance topics based on standardized European Sustainability Reporting Standards (ESRS).

DMA – Double Materiality Assessment
A process identifying sustainability topics that are material from both an impact perspective (how ERIKS affects people and the environment) and a financial perspective (how sustainability topics affect ERIKS' performance, risk and long-term value).

Downstream Scope 3 Emissions
Indirect greenhouse gas emissions that occur after ERIKS' products are sold, including downstream transport and distribution, processing of sold products, use of sold products, and end-of-life treatment.

ESG – Environmental, Social & Governance
A broad framework covering environmental performance, people-related topics, business conduct, risk management and responsible supply chains.

EUDR – EU Deforestation Regulation
EU regulation requiring companies to conduct due diligence on selected products to ensure they are not linked to deforestation or forest degradation.

Financial Control Approach
The consolidation method used to determine which ERIKS entities are included in Group reporting. Entities controlled by ERIKS are fully consolidated.

Green Electricity (Market-Based / Location-Based)
Market-based emissions reflect electricity purchased through contractual instruments such as certificates or power purchase agreements. Location-based emissions reflect the average emission intensity of the electricity grid where consumption takes place.

HSE – Health, Safety and Environment
The management of workplace health, occupational safety and environmental risks across ERIKS' operations.

Human Rights Due Diligence
Processes to identify, prevent, mitigate and account for potential human rights impacts in ERIKS' operations and supply chain.

IntegrityNext
ERIKS' supplier sustainability screening platform covering environmental, social and ethical compliance topics.

LCA – Life Cycle Assessment
A method for quantifying the environmental impact of a product across its full lifecycle, from raw material extraction through use to end-of-life.

LTIR – Lost Time Injury Rate
A safety metric representing the number of lost-time injuries per one million working hours.

Material Topic
A sustainability topic considered relevant and significant for ERIKS based on its impact profile and stakeholder expectations, identified through the Double Materiality Assessment.

PFAS – Per- and Polyfluoroalkyl Substances
A group of persistent fluorinated chemicals subject to tightening global regulation. ERIKS supports customers with PFAS identification, guidance and alternative solutions where applicable.

Scope 1, Scope 2 and Scope 3 Emissions
Greenhouse gas emissions categories defined by the GHG Protocol:

- Scope 1: Direct emissions from ERIKS' own operations (e.g. fuel use).
- Scope 2: Indirect emissions from purchased electricity and heating.
- Scope 3: Indirect emissions across the value chain, including purchased goods and services and the use of sold products.

Spend-Based Methodology
A methodology for estimating Scope 3 emissions using financial spend data combined with emission factors, applied where activity- or product-level data is not yet available.

TCO – Total Cost of Ownership
An approach to evaluating the full lifecycle cost of components, including purchase price, downtime, reliability, energy use, maintenance and replacement.

Transition Risk
Risks associated with the transition to a lower-carbon and more regulated economy, including changes in regulation, technology, customer requirements and market expectations.

TRCF – Total Recordable Case Frequency
A safety metric capturing all recordable incidents per one million working hours.

Upstream Scope 3 Emissions
Indirect greenhouse gas emissions that occur before ERIKS' products reach the customer, including emissions from purchased goods and services, upstream transport and distribution, waste generated in operations, and other supply-chain-related activities.

Use of Sold Products
A specific Scope 3 emissions category covering greenhouse gas emissions generated during the operational use phase of products supplied by ERIKS at customer sites over their lifetime.

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