

Sustainability Report 2025

About this report

This VMI Group Annual Sustainability Report 2025 addresses the sustainability approach, position, and performance of VMI Group, a subsidiary of TKH Group NV. It is meant for everyone with an interest in VMI's environmental, social, governance and economic performance. As a part of the TKH Group, VMI follows the sustainability goals and ESG objectives of the TKH Group.

Reporting period, boundary, and scope

This sustainability report refers to the fiscal year 2025 and encompasses the reporting period spanning from 1 January through 31 December 2025. This report covers all entities in which VMI holds a majority stake, including VMI's newly opened location in India.

The report is based on data of the year 2025, specifically focusing on sustainability. This dataset was acquired through a diverse range of research methodologies, including in-depth studies, interviews with relevant stakeholders, extensive surveys, and thorough desk research. These research efforts ensure that the report provides a comprehensive overview. This report provides an in-depth look at three aspects: environmental sustainability, social sustainability, and governance. It offers a comprehensive analysis of these key dimensions, presenting a wealth of information, assessments, and insights that highlight VMI's dedication to sustainability and its multifaceted strategies for addressing environmental, social, and governance issues. The report is intended to inform, inspire, and catalyze positive changes both within the organization and among its stakeholders.

Global Reporting Initiative (GRI) Standards

VMI has reported in accordance with the GRI Standards for the period from 1 January 2025 to 31 December 2025. It has applied the Reporting Principles from the GRI Standards to ensure high-quality and proper presentation of the reported information: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness and Verifiability. For a full list of disclosures reported, please refer to the GRI Content Index in the Appendix.

This report was compiled and overseen by VMI's CSR Officer Robert Louis, with support from Dazzle freelancers Beatriz Capelo Ramos on content, Viktoria Vero on alignment with EcoVadis criteria, and Gilda Castro Rios on design.

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Key Results 2025

Products

196

machines produced, including the new UNIXX Belt Maker and Can Washer 2.0

75%

of annual machine production volume is now covered by Life Cycle Assessments

Services

22%

average increase in annual tire production for clients following VPC interventions

348

machines upgraded, representing 10% of our installed base

1,288

hours of advanced training delivered to 227 customer operators

Operations

54%

reduction in market-based Scope 1 and 2 emissions compared to 2024

23%

of energy consumption is self-generated through on-site renewable installations

Employment

0.6

global LTIF, meeting the safety target of <1.0

100%

of employees earn a living wage

45.3

training hours completed per FTE, exceeding the goal of 16 hours

Supply Chain

100%

of strategic suppliers (spend >€1 million) have signed the VMI Code of Supply

94%

of selected suppliers completed the sustainability desktop assessment

Executive Summary

We can proudly say that 2025 was our best year yet in sustainability. This year's report highlights progress across our sustainability pillars, guided by the newly launched Sustainability Manifesto and the enterprise-wide program "We green it together".

With a long-term ambition to make all machines net-zero and recyclable by 2050, VMI remains dedicated to driving a better, more sustainable future for generations to come.



Key achievements in 2025

-  We achieved an EcoVadis Gold rating, placing us amongst the top 5% of companies assessed globally.
-  We kicked off our company-wide sustainability program, "We green it together," to embed sustainability into daily operations across six impact pillars.
-  We introduced two new machines—the UNIXX Belt Maker and the Can Washer 2.0.
-  Life Cycle Assessments (LCAs) now cover 75% of VMI's annual machine production volume, following the completion of the LCA for the REVOLUTE machine.
-  We achieved a 54% reduction in market-based Scope 1 and 2 emissions compared to a 2024 baseline, ensuring that we are on track to meet our 2030 net-zero target (in own operations).
-  In 2025, a feasibility assessment aligned with SBTi concluded that a 25% reduction in Scope 3 is achievable by 2030. In 2026, we will focus on developing roadmaps to tackle Scope 3 emissions and collaborating with suppliers and customers to make this a reality.
-  We hosted dedicated Supplier Days at our headquarters in Epe for over 250 suppliers and in Yantai for 95 suppliers, to communicate our sustainability strategy and explore collaboration.
-  We deepened our commitment to human rights by participating in the UNGC Business Accelerator program, ensuring that fair and safe working conditions are upheld throughout our global value chain.

Foreword from CEO

Reflecting on 2025: Our Best Year Yet for Sustainability

It is with great pride that we reflect on the progress VMI has made in 2025, a landmark year in which we celebrated our 80th anniversary. This milestone was not only an opportunity to look back on eight decades of pioneering technology, but also a catalyst to formalize our commitment to a sustainable future.

In 2025, we were awarded the EcoVadis Gold rating, placing VMI in the top 5% of best-performing companies worldwide. While we view this as a milestone rather than an endpoint, it confirms that our strategy of embedding sustainability at the core of our operations is being recognized. What truly made this year significant, however, was the launch of our Sustainability Manifesto and our company-wide program, “We green it together.” This initiative empowers our employees to actively contribute to our sustainability ambitions. I am also proud of our Family Day and Supplier Day, where sustainability took center stage.

2025 has been our best year yet for sustainability, marked by tangible progress, strong engagement, and a shared sense of purpose across the organization.

Our Path to Net Zero

In 2025, we achieved a 54% reduction in market-based Scope 1 and 2 emissions compared to our 2024 baseline, keeping us firmly on track to meet our 2030 net-zero target (in own operations).

But we also recognize that our impact extends far beyond our own operations. In 2025, we identified Scope 3 reduction targets of 25% by 2030 as achievable, looking specifically at the purchase of goods & services from our suppliers, and the energy consumption of our machines

at the customer site. These two areas are where we will focus our actions in the years ahead, reinforcing the need for stronger collaboration with both suppliers and customers.

Looking Ahead to 2026

Looking ahead to 2026, our focus will be on tackling the complexities of Scope 3 emissions by developing detailed reduction roadmaps. The work of our six pillar-focused improvement teams will continue to drive measurable results by translating our high-level strategy into concrete, day-to-day operational actions.

Together, we are building a company that not only leads in technology but also takes responsibility for its impact on the world—by making smart choices today and greening it together.

Harm Voortman
President & CEO, VMI Group



“
2025 has been our
best year yet for
sustainability.”

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About VMI



Who We Are

VMI is a leading Dutch manufacturer of high-quality machinery and equipment, serving a diverse range of industries worldwide. With more than eight decades of experience and innovation, VMI has established itself as a trusted partner for companies seeking advanced production solutions.

Locations

About 1,900 VMI employees worldwide continuously develop high-tech, innovative solutions to support customer success. Headquartered in Epe, the Netherlands (around 900 employees), VMI also operates in Poland, Germany, China, India, the USA, Malaysia, Thailand, and Brazil, ensuring close connections with customers around the world.

Certifications

Over the past decade, VMI has achieved several important certifications and recognitions, demonstrating VMI's commitment to excellence and sustainability in its operations. These include ISO 9001, ISO 14001, and ISO 45001 certifications, which demonstrate VMI's commitment to quality management, environmental sustainability, and occupational health and safety.

History

Founded in 1945, VMI's journey began with contributions to the post-World War II reconstruction of the Dutch railways. Over time, it diversified to become a market leader in the rubber, tire, can, and care industries. During the early 1970s, VMI achieved a significant milestone by installing the first washers and ovens in Europe, marking the start of a pioneering journey in technological advancement. In 1985, VMI took a strategic step forward by becoming a subsidiary of TKH Group NV. Today, sustainability is firmly embedded at the heart of VMI's strategy. Throughout its history, VMI has remained dedicated to providing proven, reliable equipment and solutions to meet the evolving needs of its clients.

Technology-driven

Innovation is at the core of VMI. As a recognized market leader, VMI continuously develops and enhances its machinery to help customers operate smarter and more efficiently. The company's mission is to make its customers more successful through innovative technology, while placing strong emphasis on sustainability and safety.

Continuous improvement is a daily practice at VMI—in design, materials, and the process flow. By spending over 5% of its annual turnover on R&D, VMI invests twice as much as the industry norm in new technology and solutions. This commitment has resulted in over 400 patented inventions, focused on improving performance, productivity, and quality. VMI's technologies enable customers to achieve higher efficiency while maintaining consistent, high-quality output in a rapidly evolving market.

Mission Statement

Making our customers more successful through innovative technology

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By spending over 5% of its annual turnover on R&D, VMI invests twice as much as the industry norm in new technology and solutions.

Market & Key Trends

VMI is benefiting from the regionalization of production, increasing sustainability demands, and the need for greater flexibility in processes, all of which are driving demand for its advanced technologies across multiple industries.

Production is increasingly shifting closer to European and North American end markets, driven by the need for lower logistics costs, greater supply chain resilience, and faster response to demand. This shift requires advanced automation due to labor scarcity and higher costs—areas where VMI's technology is well positioned.

Sustainability is another key driver, with tire manufacturers aiming to make their products more environmentally friendly. Efforts focus on reducing energy consumption and production waste, as well as developing technologies to produce tires with lower rolling resistance and the use of more sustainable materials. These developments require new production technologies, where VMI plays a strong enabling role.

At the same time, increasing product variety is driving the need for greater production flexibility and smaller batch sizes. VMI's new UNIXX Belt Maker addresses this trend, and the first machines using UNIXX technology are now in operation at several leading European tire manufacturers. Beyond the tire industry, sustainability trends—such as the shift away from plastic packaging—are driving investments in can production, supporting demand for VMI's can washers and ovens.

Highlights of 2025

VMI turned 80

We celebrated our 80-year anniversary with the global campaign "Around the World in 80 Years," organizing events across all VMI locations.

Innovation award at the Tire Technology Expo 2025

We received the Tire Manufacturing Innovation of the Year 2025 award for our integrated quality monitoring on MAXX and MILEXX platforms.

EcoVadis Gold sustainability rating

We achieved an EcoVadis Gold rating, placing us amongst the top 5% of companies assessed globally.

Supplier Day

We hosted a dedicated Supplier Day at our headquarters in Epe and in Yantai to communicate VMI's sustainability strategy and explore collaboration.

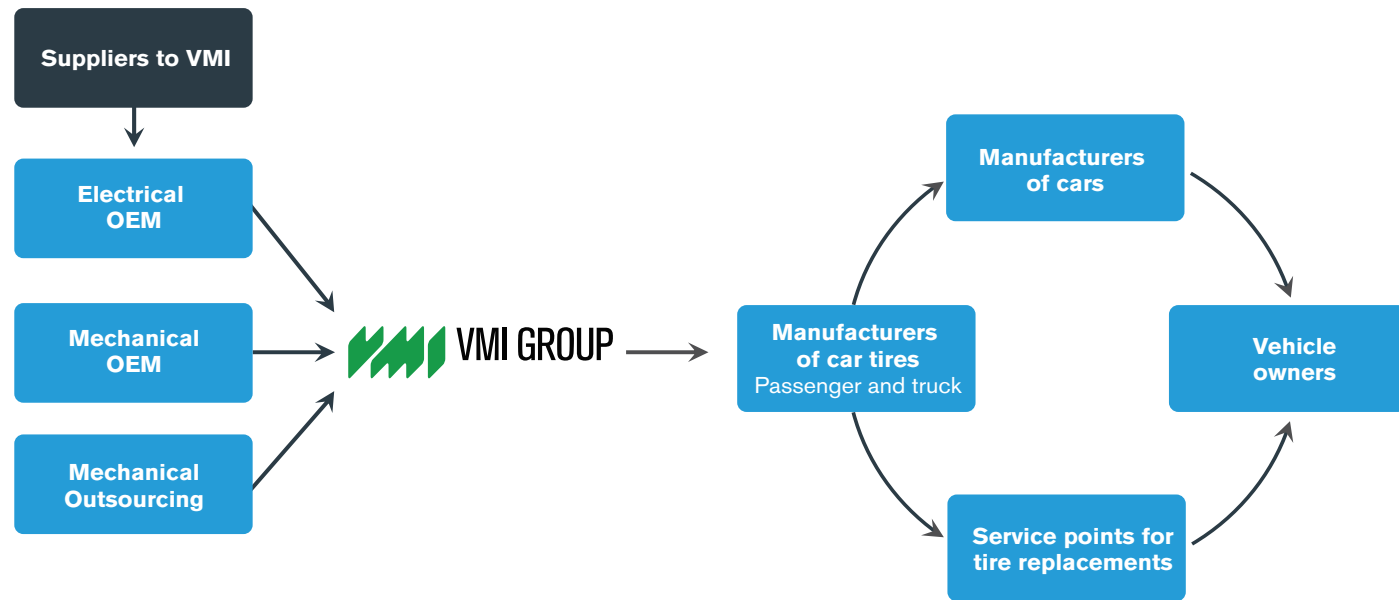
Sustainability Program

We kicked off our company-wide sustainability program, "We green it together," to embed sustainability into daily operations across six impact pillars.

Participated in multiple trade shows and industry events

We maintained a strong presence at international trade shows and industry events, including Tire Technology Expo (Germany), Interpack (Germany), Cannex & Fillex (USA), and CPHI (pharma events in Europe and North America).

Value Chain



Top 25 Tire Manufacturers



Overview of VMI Products & Services

VMI Group specializes in the design and production of advanced manufacturing machinery for the industries of tire, rubber, cans, and care, while also providing a range of accompanying services. There are over 1,500 VMI systems installed and operating in companies worldwide.

Tire

VMI Tire is a leading supplier of technology for the production of high-quality radial passenger car, light truck, and all-steel truck and bus tires. With deep market expertise, VMI has pioneered numerous innovations, particularly in single-stage tire building technology.



Rubber

VMI Rubber solutions are tailored to specific customer needs, offering precisely the combination required for each process. The portfolio includes a wide range of customized solutions for processing non-vulcanized rubber, from cooling, stacking, and cutting to retreading. VMI's cushion gum extrusion-smearing technology is widely used by bus and truck tire retreaders in the USA and Europe.



Can

VMI Can delivers high-quality can washers, washer-ovens, wash coaters, and hot water boilers for the two-piece beer, beverage, and food can industry. Its solutions are designed to minimize energy, water, and gas consumption, ensuring both cost efficiency and sustainability.



Care

VMI Care develops automated systems for the pharmaceutical and personal care industries. Its Automated Dose Packaging System improves quality, speed, cost efficiency, and accuracy in medication dispensing.



VMI Care has also developed solutions that automatically sort patient medication into easy-to-use pouch packs for each intake moment. This enhances efficiency, reduces distribution costs, and ensures a highly reliable, near error-free process.

Services

VMI Services works closely with customers to assess their maintenance needs and deliver tailored support programs, ranging from regular check-ups to full-service packages, all aimed at optimizing equipment performance. At the same time, VMI is expanding its service offering—including spare parts, retrofits, maintenance plans, and training—as a key pillar of its sustainability strategy.



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We are proud to report a customer satisfaction score of 8.2 for our China operations in 2025.

Overview – Selected VMI Machines

VMI Group offers a wide range of machines across the tire, can, and care industries—see our corporate website for more details.

LAT100

The VMI Laboratory Abrasion Tester (LAT100) is a cutting-edge device that predicts tire performance through simulated tire-road conditions, which was originally inspired by Dr. Karl Alfred Grosch's award-winning work. Its primary use is to test the abrasion resistance and frictional forces of tire treads under varying conditions. Importantly, it offers manufacturers, especially top-tier ones like VMI's key customers, vital data for tire models and simulations.

Given rising environmental concerns, there's a push for improved tire energy labeling and more rigorous testing. The LAT100 offers a more sustainable and cost-effective alternative to traditionally expensive, time-consuming outdoor tests. Its focus on tread compound, which is crucial for grip and abrasion, allows manufacturers to evaluate tire performance without producing a full tire.

In 2023, VMI introduced a dynamic testing feature to the LAT100. This development was driven by environmental concerns, specifically the need to reduce Tire Road Wear Particles (TRWP) emissions, a growing environmental challenge. By emphasizing laboratory measurements of rubber abrasion, VMI aims to cut down on tire wear measurements, contributing to sustainability.

The LAT100 typically measures abrasion, grip (in various conditions), and rolling resistance. While traditional tests only vary the traveling distance over time, the new dynamic testing capability lets operators adjust multiple parameters simultaneously during the test. In essence, the LAT100 facilitates a more sustainable and efficient approach to tire testing and development.

MAXX

The VMI MAXX radial passenger tire building machine maximizes output, quality, ergonomics, and flexibility. At the same time, set-up times, maintenance and machine complexity have been minimized, making it possible for just one person 'with hands-off eyes-off' to operate multiple systems.

MILEXX

The VMI MILEXX truck tire building machine delivers much higher output and efficiency from day one, compared to other systems, while providing a platform for continuous development and improvement into the future.

The MILEXX is developed in line with the MAXX technology principles and features several technical enhancements resulting in less operator interference, a higher automation level and an improved tire quality. This results in largely reduced number of rejects and scrap reduction.

UNIXX Belt Maker

The UNIXX Belt Maker produces high-quality endless steel belts using a precisely controlled extrusion process suitable for various compounds. Designed for hands-off production, it minimizes scrap during changes thanks to its narrow strip width. The automated process ensures consistent quality while enabling thinner materials, reducing both material use and CO₂ emissions.

REVOLUTE

REVOLUTE machine is transforming tire manufacturing with a strong focus on sustainability. It improves Bead Apex production while lowering energy use per bead and

reducing waste. The system also supports sustainable compounds, helping decrease rolling resistance and enhance overall environmental performance.

Can Washer 2.0

The VMI Can Washer 2.0 is a modular, flexible system tailored to customer needs. Its advanced monitoring enables hands-off operation, predicting issues to minimize downtime and boost productivity. The design also reduces energy, water, gas, and chemical use, while a smaller electrical cabinet and integrated piping create a cleaner, more efficient setup.

- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018



VMI Americas Inc
Stow, USA
40 employees
2% of VMI
Customer service support



VMI Holland BV |
Head Office
Epe, The Netherlands
Heerde, Almere
924 employees
56% of VMI
Production facility,
R&D, Engineering



VMI Poland Sp. z o.o.
Leszno, Poland
241 employees
14% of VMI
Production facility



VMI Yantai Ltd, VMI Ltd
Yantai, P.R. China
VMI Yantai Ltd VMI Ltd
359 employees 3 employees
22% of VMI
Production facility, Long term storage



TKH Deutschland GmbH
VMI Extrusion
Cham, Germany
23 employees
1% of VMI
Production facility



VMI Services India
Private Ltd.
Vadodara, India
53 employees
3% of VMI
Global Engineering
Service, maintenance
and upgrade center



VMI (Thailand) Ltd.
Chonburi, Thailand
5 employees
Customer Service Support
(point of contact for regional customers)



VMI South America Ltda
Itatiaia, Brazil
13 employees
1% of VMI
Production facility



VMI SEA Office Sdn Bhd
Shah Alam, Malaysia
4 employees
After Sales (directly managed by Epe or Cham)

Organizational Structure

VMI Group operates three main production sites in the Netherlands, Poland, and China, complemented by smaller facilities in Brazil, Germany, and the USA. Procurement activities are based in the Netherlands and China, while service locations are established in Thailand and Malaysia.

The three main production sites account for more than 90% of VMI's total workforce (FTE), with the remaining workforce located across auxiliary production sites and service centers in Brazil, Germany, the USA, India, Thailand, and Malaysia.

Governance

Meet the Holding Company

TKH Group N.V. is a leading technology company specializing in the creation of innovative, client-centric technology systems that drive success in automation and digitization, namely Smart Vision, Smart Manufacturing and Smart Connectivity technology. With approximately 7,000 employees, TKH works closely with customers to create one-stop-shop, plug-and-play innovations, combining software and Artificial Intelligence.

TKH Executive Board

The Executive Board oversees the overall management of TKH, developing and implementing its long-term strategy. It is responsible for meeting predefined objectives, improving performance, company financing, and corporate social responsibility. The Executive Board works closely with – and is accountable to – the Supervisory Board.



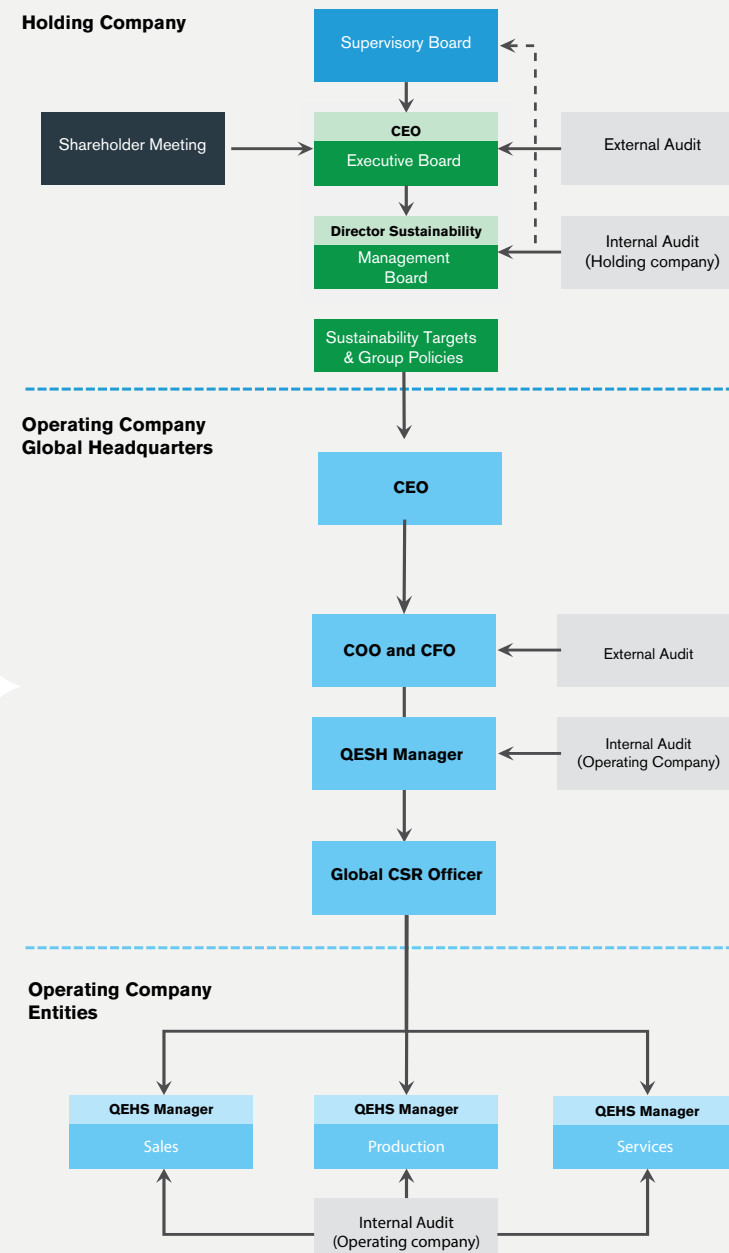
J.M.A. (Alexander) van der Lof
CEO



E.D.H. (Elling) de Lange
CFO



H.J. (Harm) Voortman
Member



The VMI Global Executive Board

Ultimate responsibility for sustainability at VMI rests with the VMI Group President & CEO, who is also a member of the TKH Executive Board. Within VMI, executive oversight is divided across key functions: the COO is responsible for sustainability in Products & Services, Operations, and Procurement, while the CFO oversees sustainability aspects related to Facilities and Human Resources.

The execution of VMI's sustainability strategy is delegated to the Vice Presidents of HR, Products & Services, and Global Supply Chain, together with the Global QEHS Manager. These roles are responsible for setting policies, targets, and KPIs. Implementation is carried out across all business entities, supported by local QEHS Managers and monitored through internal and external audits.

Day-to-day coordination is led by the Global Sustainability (CSR) Officer, who acts as the central point of contact for all VMI entities. This role is responsible for developing sustainable policies, ensuring compliance, integrating stakeholder expectations, and leading sustainability reporting, including the development of this report. The Global Sustainability Officer reports to the Global QEHS Manager, who in turn reports to the COO, ensuring alignment with executive leadership and ultimately the CEO.

Management Cycle

Sustainability policies are reviewed annually, with goals and budgets integrated into the VMI business plan. Vice Presidents monitor progress against targets, review KPIs, and report quarterly to the Board. Middle management ensures that sustainability is embedded in employees' day-to-day activities and decision-making. Progress on the business plan is also reviewed with TKH Group during quarterly corporate business plan meetings.

Meet the VMI Management

VMI Group is a subsidiary of TKH Group and represents its largest operating company, active within the Smart Manufacturing segment.



Harm Voortman
President & CEO



Mike Norman
Chief Commercial Officer



Jeroen Slobbe
Chief Operating Officer



Arend Buter
Chief Financial Officer

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Sustainability at VMI

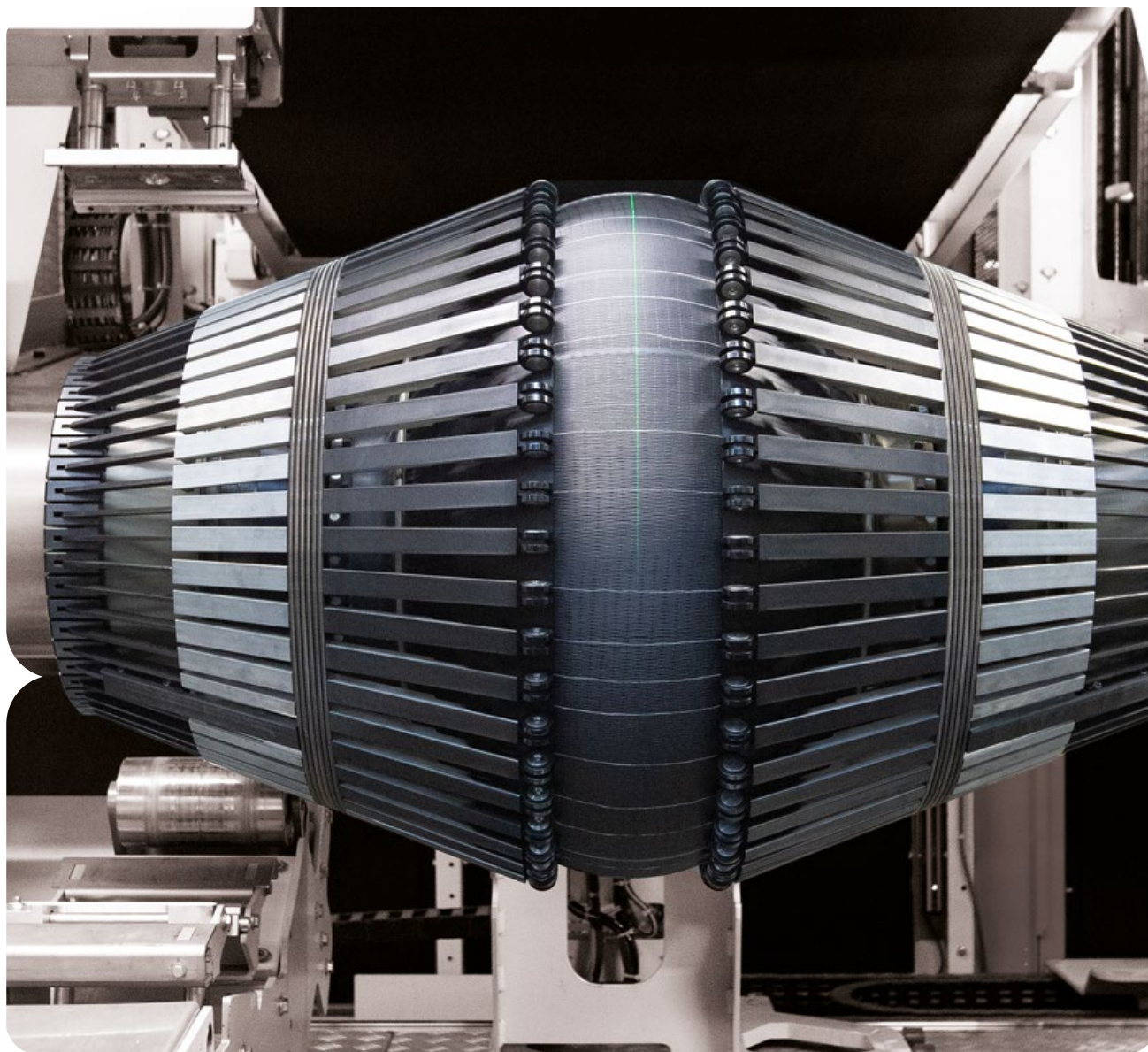


2.1 Materiality Assessment

A materiality assessment helps us focus our time and resources on the sustainability issues that matter the most to our stakeholders and business.

To focus our sustainability efforts more effectively, VMI conducted a materiality assessment in 2023. This analysis provided valuable insights into the topics that matter most to our organization, enabling us to prioritize our time and resources accordingly.

The materiality assessment began with the identification of 12 key topics relevant to VMI, based on extensive desk research. We then engaged both internal and external stakeholders through surveys and interviews. The results were used to develop the materiality matrix, which guides us in prioritizing and addressing the sustainability issues most important to VMI.



2.1.1 Data Collection & Methodology

To determine which topics are most material and understand their impact, VMI engaged stakeholders through six interviews and received 142 survey responses.

Interview participants included VMI's Leadership Team, as well as a key client. The survey respondents were selected based on an overview of internal and external stakeholders.

A conscious decision was made to select a broad range of management executives, employees, and relevant external stakeholders. Survey respondents included Executive Managers and functional Global Leads within VMI (e.g., Head of Human Resources), employees (e.g., R&D and Sales) and external stakeholders (e.g., academic

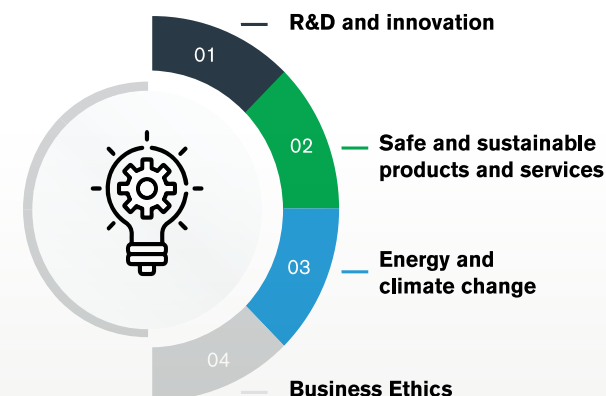
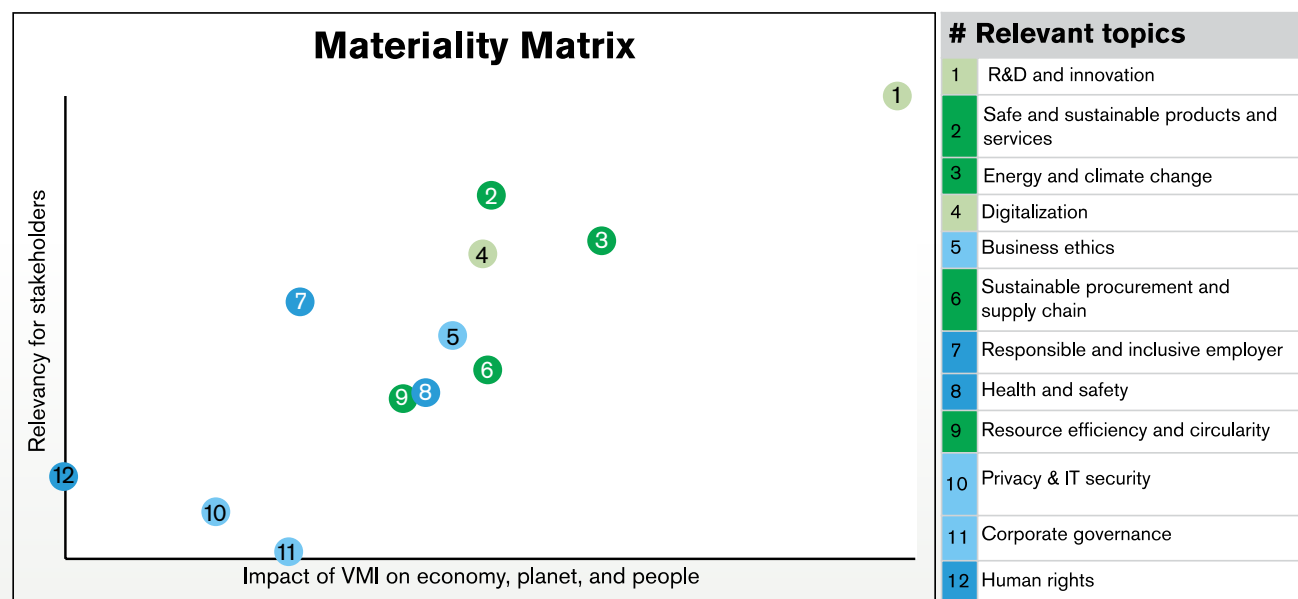
institutions and suppliers). Based on this stakeholder survey, VMI defined an initial materiality matrix below.

Next, the top material topics were validated through additional interviews. The interview insights and survey results were aligned regarding the top material topics: R&D and Innovation, Safe and Sustainable Products and Services, Energy and Climate Change. However, additional interviews also identified Business Ethics as a material topic for VMI. Business Ethics is central to our global operations

and underpins other key areas, including Human Rights. At the same time, given the nature of our industry, protecting our intellectual property (IP) and that of our clients is critically important and forms a core part of our commitment to business ethics and responsible conduct.

As a result, the decision was made to move down Digitalization in its ranking, with Business Ethics taking fourth place.

Environment Economic Social Governance



2.1.2 Materiality Assessment Results

Topping the list of VMI's sustainability priorities are:

- **R&D and Innovation:** Themes of R&D and Innovation emerged as key priority topics, underlining the central role innovation plays in VMI's sustainable growth. R&D and Innovation serve as the driving forces behind the development the technology that enhances VMI's products and services, enabling us to adapt to changing customer needs and maintain our competitive edge. Many of these technologic innovations also support environmental performance, reinforcing the link between innovation and positive environmental impact.
- **Safe and Sustainable Products and Services:** Our impact lies in delivering sustainable solutions that help our clients reduce their environmental footprint. VMI integrates sustainability throughout the entire machine lifecycle—from the use of sustainable materials and optimized energy efficiency to minimizing production waste and extending machine lifespan. In addition, we design machines that operate more efficiently and support customers in producing more sustainable end products, such as low rolling resistance tires.
- **Energy and Climate Change:** VMI is committed

to reducing its carbon footprint by improving energy efficiency across its operations. By installing energy-saving solutions, optimizing resource use, and actively monitoring greenhouse gas emissions, we are proactive in reducing our footprint and achieve net-zero targets. Our efforts not only align with global sustainability goals but also strengthen our operational resilience and long-term competitiveness.

- **Business Ethics:** Operating as a global business makes it essential to maintain strong business ethics. For VMI, upholding ethical principles is fundamental in guiding our business relationships and activities. We adhere to strict policies and guidelines to prevent corruption, bribery, fraud, financial risks, human rights violations, and negative social or environmental impacts, in our own operations and that of our supply chain. In addition, as noted earlier, we are diligent in safeguarding both our IP and our customers' IP.

Our approach to sustainability is built around these four material topics, which show up in our strategy, mission and vision, as well as targets.

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Innovation plays a central role in VMI's sustainable growth and hence it is a key material topic.

2.2 Our Sustainability Strategy

VMI aspires to be a global leader in sustainable development. Our strategy focuses on the areas where we can create meaningful real-world impact, beginning with our operations and supply chain and extending that impact to customers.

Our sustainability strategy is guided by three areas of action:

Own Operations

Minimizing our environmental footprint while cultivating a safe and inclusive workplace where our people thrive

Firstly, we must look at the impact of our own operations. We are committed to making a positive difference for people and the planet through the way we conduct our business. Every business decision is evaluated not only on profitability, but also on its impact on our employees, stakeholders, and the environment.

Our path to net zero is a key part of this ambition: We aim to achieve net zero in Scope 1 and 2 emissions by 2030 (see section Our Path to Net Zero). In addition, our Business Ethics Policy guides us in conducting business responsibly across all our global operations. We are equally committed to fostering a safe and inclusive workplace for all employees and actively take steps to support this commitment (see chapter on Employment).

Supply Chain

Embedding sustainability across our value chain through responsible sourcing and collaborative partnerships

Beyond our own operations, we extend the responsibility to our supply chain, upholding the same standards we apply to our own activities and employees. We aim to reduce upstream emissions by actively engaging suppliers and collaborating on concrete actions, while making sure to uphold safe and fair working conditions for workers in the value chain. We further detail our policies and initiatives in the Supply Chain chapter of this report.

Clients

Delivering innovative products and services that empower our customers to accelerate their own sustainability ambitions

Sustainability is an integral part of our corporate strategy, providing a strong long-term foundation for doing business with our customers. Our greatest impact lies in delivering solutions that enable clients to reduce their environmental footprint. By leading in sustainability, technology, and innovation, we stay ahead of the competition while strengthening relationships with customers who increasingly prioritize sustainable performance.

In the following sections, we outline our mission and vision as defined in our Sustainability Manifesto, which supports our sustainability strategy. Implementation is driven through our Sustainability Program, introduced in 2025.

On maintaining an open dialogue with stakeholders

VMI prioritizes active stakeholder engagement to support informed decision-making and to continuously evaluate and refine its strategy. Our key external stakeholders include suppliers and customers. Other important stakeholders are governments, shareholders, lenders, employees, our parent company TKH Group and its affiliated companies, trade associations, and local communities and community organizations.

To ensure stakeholders can freely communicate their concerns, aspirations, and feedback, VMI has established multiple channels for open and transparent dialogue.

We maintain regular meetings with suppliers and customers to exchange insights and strengthen collaboration. In addition, we organize an Supplier

Day at our headquarters in Epe and at VMI China, providing a platform for knowledge-sharing, innovation discussions, and partnership development based on mutual feedback.

For employees, we foster engagement through initiatives such as our Family Day, during which employees and their families are invited to our offices. This event not only celebrates our shared achievements but also provides an opportunity to reflect on our future direction.

VMI also encourages employee-driven innovation through a structured suggestion program. Ideas can be submitted via email, as outlined in the employee handbook and as explained on our Intranet NEXXUS. A dedicated committee evaluates submissions twice a year, and the most impactful idea is recognized with a financial incentive.

Feedback from customers on product functionality, suggestions from employees on operational improvements, and perspectives from local communities on VMI's societal impact all contribute to our continuous improvement.

These interactions regularly lead to innovative solutions and inform strategic decision-making.



2.2.1 Our Sustainability Manifesto: Mission and Vision

In 2025, we developed VMI's Sustainability Manifesto, a strategic document that clearly articulates our purpose-driven mission and vision.

The Manifesto serves as our compass, defining the positive impact we aim to create in the world. It is grounded in a Theory of Change (ToC) - a recognized framework that explains how inputs and activities lead to measurable outputs, outcomes, and ultimately long-term societal impact.

Developed through workshops with senior management and formally approved by leadership, the Manifesto forms the foundation of our sustainability strategy. By setting a clear mission and vision, it provides direction and inspires us to act with purpose.

Our mission

Across all the sectors we serve, our focus is the same: designing machines that enable more sustainable production and support the creation of products for a greener future.

Many of our customers are taking bold steps to improve the sustainability of their production processes, and we are proud to support them in achieving their goals, whether it's reducing material waste or increasing energy efficiency. We also enable our customers to develop innovative products, including low-rolling resistance tires, that minimize the environmental impact of road mobility.

Our mission in a nutshell.

We're innovators at heart,
continuously seeking smarter
ways to design machines for a
greener future.



Our vision

Our vision is for a world where smart choices drive a better future. Specifically, we have defined three areas of positive impact on people & planet, based on the three sectors in which we operate. The impact detailed below reflects the cumulative effect of our efforts and those of our clients. For more details on our vision, please read our full Manifesto [here](#).

Promoting cleaner, greener road mobility

We help our clients create tangible impact for end consumers by enabling the production of tires with lower rolling resistance, which reduce emissions and improve the overall driving experience. Additionally, our machines enable our customers to make better quality tires with less material and support the use of bio-based materials in tire production, helping to reduce microplastic emissions from tire wear that can harm both the environment and human health.

Safeguarding the food safety of cans

We help ensure that cans meet the highest food safety standards by integrating quality cleaning control in our machine design. While these efforts may happen behind the scenes, they protect consumers and their health.

Simplifying medication management for patient use

Our clients provide solutions that simplify and improve the medication administration process. By packaging pills according to specific intake times, the risk of patient making an error is significantly reduced. This reduces health complications from incorrect medication use and gives patients greater confidence and peace of mind.

2.2.2 Our Sustainability Program: Putting Strategy into Action

In 2025, VMI launched a company-wide Sustainability Program designed to increase awareness and further embed sustainability into daily operations.

The Sustainability Program, under the tagline “We green it together”, empowers all employees to contribute to our sustainability mission and vision, and integrates sustainability more deeply into our day-to-day work.

The governance of the program is structured around six pillars - Products, Services, Supply Chain, Operations, Employment, and Commerce, with a Steering Committee providing oversight to ensure alignment and delivery.

Pillar Teams

Our six Pillar Teams are at the heart of the Sustainability Program. These functional teams translate ambition into concrete actions that create measurable impact, often generating cost efficiencies as well as positive environmental impact. Each team is led by a Pillar Lead.

All Pillar Leads meet regularly (every 6 weeks) to share progress, best practices, and lessons learned.

Steering Committee

A Steering Committee, led by VMI's sustainability team, monitors progress across all six pillars, ensuring consistency and alignment with our company-wide sustainability strategy. The committee also drives sustainability awareness throughout the company through structured internal and external communication efforts.

To measure the effectiveness of the Sustainability Program, we conducted a baseline assessment of employee sustainability awareness and have scheduled a follow-up measurement for mid-2026 to track progress. We look forward to sharing the results.

Program Highlights in 2025

We reinforced internal awareness of our sustainability strategy and program by displaying signs and banners throughout the office.

We completed our Sustainability Global Intranet in English, Dutch, Polish and Chinese to keep our VMI employees informed and involved.

We hosted a sustainability stand as part of VMI's 80th anniversary Family Day, themed “What makes your green heart beat faster?” to gather employee ideas through an interactive installation.

We published a 15-page sustainability newspaper to introduce the Sustainability Program, highlighting ongoing sustainability initiatives at VMI.

We launched a LinkedIn campaign, “Road to 2030”, sharing our ambitions and targets, and reaching customers, partners, and broader stakeholders.

We developed and delivered a client presentation outlining VMI's sustainability performance and key ambitions, receiving very positive feedback.

2.2.3 Our Key Targets

Products & Services

Net-Zero

and recyclable machines across their lifetime (meeting 25% of relevant criteria by 2030, 100% by 2050)

15%

reduction in average machine energy consumption in the use phase at the customer site by 2030

10%

reduction in the average scrap rate in the tire building process by 2030

Enable customers to design and produce tires with a 10% lower rolling resistance by 2030

Enable customers to design and produce tires with less materials by 2030

Operations

Net-Zero

operations by 2030

100%

renewable electricity sourced across all VMI facilities by 2030

Zero

natural gas consumption across all VMI facilities by 2030

Supply Chain

100%

of strategic suppliers (with purchase volume of > €1 million) have signed the VMI Code of Supply

80%

of selected suppliers (representing over 80% of total spend) have received and returned a desktop assessment (=sustainability questionnaire)

100%

of selected suppliers have received an on-site assessment within 5 years of signing

Zero

incidents of human rights violations in our supply chain and LTIR less than 1 for all suppliers

Employment

Zero

work-related incidents and LTIF < 1.0

7.5+

Employee satisfaction score maintained at all times

16+

hours of training completed per FTE per year

90%

of employees receive an annual performance review

15%

women in VMI's total workforce and at least 25% in executive and senior management by 2030

2.2.4 Our Path to Net Zero: Aligning Targets to SBTi

In 2025, we started the process to align net-zero targets with the Science Based Targets initiative (SBTi).

The SBTi is considered the gold standard for setting credible Greenhouse Gas (GHG) emissions reduction targets and our parent company TKH is exploring alignment. At the same time, expectations from our clients encouraged VMI to align its emissions reduction targets with climate science.

In 2025 we initiated an assessment to better understand the feasibility of aligning with SBTi requirements both in the interim and the long-term, and to determine what level of ambition is both credible and achievable for VMI.

Current Targets (Scope 1 and 2) and SBTi

VMI has already committed to achieving 100% net zero in its own operations (Scope 1 and 2) by 2030 (this is also a TKH goal). Under the SBTi framework, near-term targets typically require a reduction of at least 42% for Scope 1 and 2 emissions and 25% for Scope 3 emissions within a 5–10-year timeframe (aligned with a 1.5°C pathway).

In 2025, we already achieved a 54% reduction in Scope 1 and 2 (compared to SBTi base year 2024), which means we are aligned with SBTi methodology. We have developed a clear plan to phase out fossil fuel vehicles, eliminate the use of natural gas, and ensure that all electricity sourced is renewable. These initiatives are led by VMI's Sustainability team, in close collaboration with the Operations Pillar. See chapter on Operations for more details.

Scope 3 Challenges and Next Steps

For Scope 3 emissions, a feasibility assessment aligned

with SBTi concluded that both a 25% reduction target by 2030 and 90% reduction by 2050 is achievable. In 2026, VMI will develop more detailed plans to reduce its upstream and downstream Scope 3 emissions.

For example, focusing on machine design that reduces energy consumption during the production process at the client site (the achievable reduction partly depends on the energy mix of customers—the greener the energy mix, the greater the potential reduction in CO₂ emissions). As part of this effort, VMI is also considering interim targets, such as a 5% annual reduction in the machine carbon footprint through design improvements. This is a top priority and a key next step for 2026. More information can be found in the Products chapter.

Scope 3 and SBTi Plus

Our SBTi Plus approach combines science-based targets for our own operations with customer-focused climate impact targets. This includes:

- Reducing customer scrap through improved machine efficiency.
- Lowering the amount of compound required for high-quality tire production.
- Enhancing tire performance characteristics such as rolling resistance to reduce vehicle energy consumption and associated emissions.

Collaboration with clients will be key to set targets in these areas. Impact in these areas is strongly aligned with the mission and vision set by our Sustainability Manifesto.

“

A feasibility assessment, aligned with SBTi, concluded that a 25% reduction in Scope 3 is achievable by 2030.

2.3 Sustainability Risk Management

For VMI, risk management is not just about identifying potential problems but also about creating strategies to counteract or mitigate risks.

Operational Risks

Because of VMI's global footprint, we have to manage an intricate web of suppliers spanning across various regions. A single hiccup in this expansive supply chain can significantly disrupt the rhythm of production. To safeguard against this, VMI finds it beneficial to collaborate with a diverse range of suppliers and maintain a backup of crucial components.

One of VMI's core strengths is its pool of skilled professionals. The departure of pivotal team members or a temporary shortage of expertise could pose challenges. Recognizing this, VMI emphasizes continuous training for its team, offers competitive salaries, and has strategies in place to ensure leadership roles are always filled by competent individuals.

Furthermore, VMI's infrastructure, encompassing new machinery and well-maintained facilities, is foundational to its success. By committing to regular maintenance and periodic upgrades, the company ensures a seamless operational flow. Through proactive planning and early problem detection, VMI remains ahead, minimizing potential disruptions.

Technological Risks

In the dynamic world of machinery, VMI stands as a beacon of innovation. Yet, this advanced stance brings its set of technological challenges. The rapid pace of the industry means today's top-tier technology might be outdated tomorrow, posing a risk of obsolescence for VMI's offerings. As new technologies are being introduced, smooth integration with existing systems becomes essential to avoid operational disruptions.

Furthermore, as digital operations expand, cybersecurity emerges as a pivotal concern. Protecting VMI's intellectual assets and data is crucial to maintain trust and safeguard financial interests. Relying too heavily on specific tech vendors can also be precarious, emphasizing the need for flexibility and contingency plans.

Financial Risks

Operating globally, VMI grapples with financial challenges. Currency fluctuations can impact profits, given the company's diverse geographic operations. Changes in commodity prices might squeeze production costs, while economic downturns can decrease demand for VMI's offerings. On the client side, credit risks arise when payments are delayed or defaulted, affecting cash flow. And, as VMI ventures into new markets or innovations, investment risks are ever-present. These financial intricacies underscore the need for prudent planning and proactive financial strategies.

Environmental and Social Risks

VMI, operating in the machinery landscape, is not immune to the environmental and social challenges affecting businesses globally. From an environmental perspective, there is pressure to ensure that manufacturing processes are sustainable and have minimal ecological impact. Regulatory bodies are increasingly stringent, and non-compliance can result in financial penalties and reputational damage. Moreover, efficient use of resources and waste management are vital not just for compliance but for corporate responsibility.

Socially, VMI operates in a world that's ever conscious of ethical operations. Stakeholder expectations revolve

around fair labor practices, positive community relations, and inclusive workplace policies. Any missteps or perceived negligence can lead to public relations challenges, consumer backlash, or even boycotts. In an age of social media and instant news, VMI's reputation, built over years, can be questioned overnight.

VMI's commitment to sustainability extends to its supply chain, but this brings challenges. If a supplier falls short in ethical or environmental standards, VMI's reputation could suffer, even if the lapse is external. Tightening global regulations mean any supplier's non-compliance could result in penalties. Additionally, consumers now demand supply chain transparency and can shift loyalty if they perceive unsustainable practices. While sourcing sustainably might increase costs, not doing so can compromise VMI's standing. Balancing sustainability with efficiency and cost in the supply chain is thus critical for VMI's continued success.

Legal and Regulatory Risks

Failure to comply with laws and regulations, including international guidelines, can result in damage. Global operations may expose VMI to bribery and corruption risks. Undesirable or unethical conduct by employees can result in unacceptable behavior towards other employees or fraud-related issues. Violation of local regulations can result in significant penalties and reputational damage.

To mitigate such risks, VMI conducts an annual business ethics risk assessment, and emphasizes continuous awareness raising for its team, including signing the employee code of conduct and regular training sessions.

ISO Standards & Risk Management

VMI is certified for ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety) in our three primary production facilities in the Netherlands, China, and Poland—representing over 90% of our global workforce.

Although this means that only 3 out of 5 operational sites (production sites) are ISO certified, it does represent the great majority of our workforce. We can thus say that 90% of our employees are operating under quality, environmental and safety management systems verified by ISO standards. We undergo external annual audits by Lloyds (LQRA) to maintain these standards.

These internationally recognized standards provide a structured framework for managing product quality, environmental impact, and workplace safety, and form the foundation of the policies and management systems described throughout this report.

Additionally, our QEHS department performs regular internal environmental and health & safety risk assessments. These assessments are carried out at 60% of our operational sites, covering approximately 90% of employees.

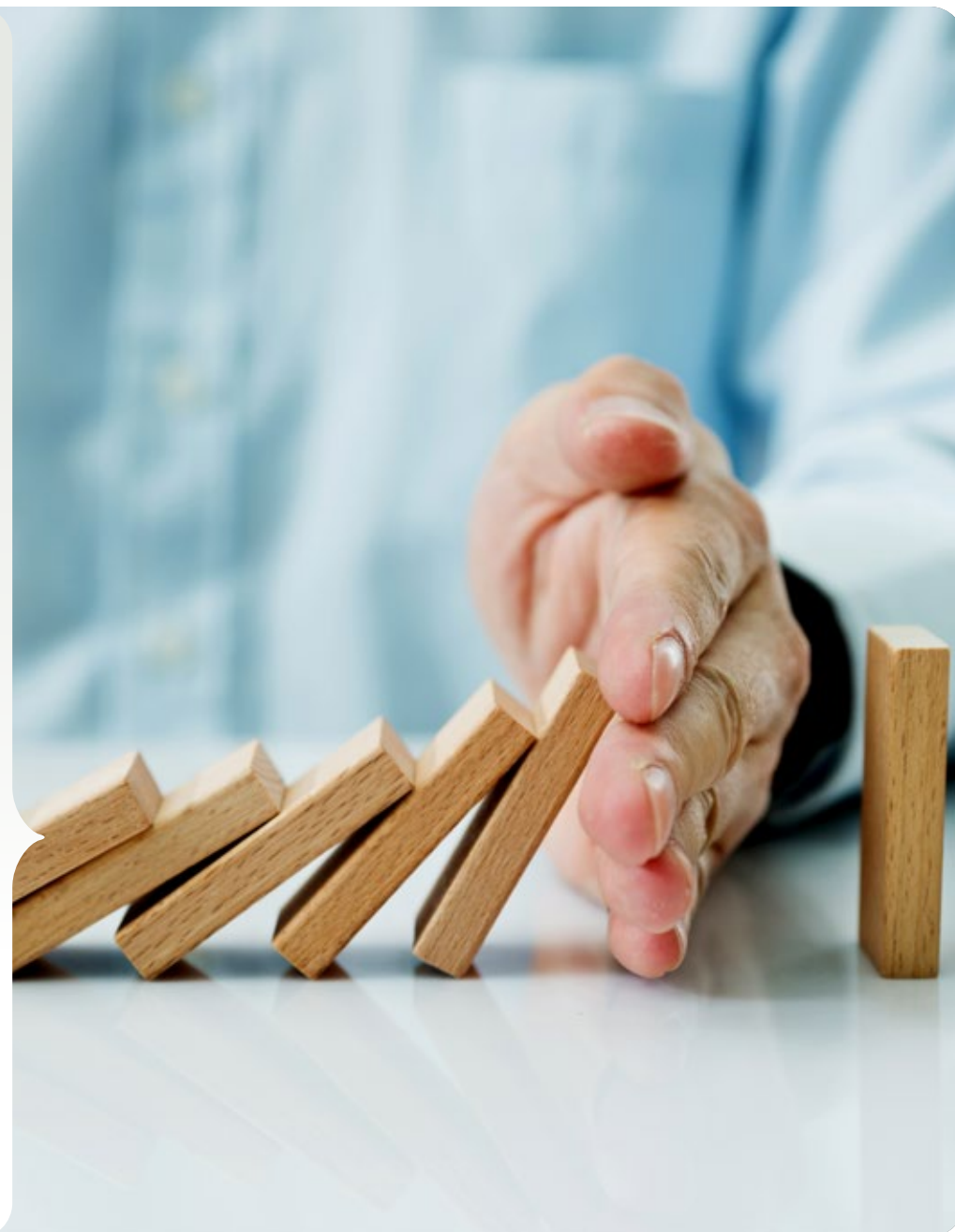
In summary:

60%

of operational sites are certified to ISO 9001, 14001, 45001, covering our facilities in the Netherlands, Poland, and China

60%

of operational sites are covered by annual environmental and health & safety risk assessments, covering our facilities in the Netherlands, Poland, and China



2.3.1 Sustainability Policies

VMI's sustainability policies are supported by defined targets, governance, and robust monitoring processes.

Environmental Policy

Scope: VMI's operations & products

Goal & Topics:

VMI Group's Environmental Policy provides the framework for integrating sustainability across our global operations and product design. It focuses on topics such as safe and sustainable products, energy and climate change, and resource efficiency and circularity. The policy defines clear commitments and targets for each of these topics. It also more broadly defines roles and responsibilities and stipulates monitoring and reporting principles in line with regulations such as CSRD.

Key (selected) targets:

- Achieve Net-Zero in Scope 1 & 2 by 2030
- 25% reduction in Scope 3 by 2030

Review & Governance:

VP of Products; VP of Operations; VP of Services.

More information about the implementation of these policies and results can be found in the Chapter – Products, Services and Operations.

Externally verified data

Environmental performance data is collected and reviewed quarterly, and reported to management and VMI's parent company, TKH, as part of CSRD requirements for TKH. VMI submits ESRS data to TKH, which performs internal checks and is itself subject to external audit by an independent accountant. This means that VMI's CSRD-related data in this report is independently assured, ensuring accuracy and compliance.

Labor & Human Rights Policy

Scope: VMI internally

Goal & Topics:

VMI's Labor & Human Rights Policy recognizes employees as the company's most valuable asset and promotes sustainable employability, as well as well-being, training, and social responsibility beyond legal requirements. The policy applies to all employees and it is reviewed annually and updated on a needs-based, based on risk assessments.

It includes detailed targets covering the following topics: Health & Safety, Wellbeing, Employment Relations, Employee Development, Career Management & Training, Child Labor & Forced Labor, Diversity, Equity & Inclusion.

Key (selected) targets:

- Maintain zero work-related incidents and LTIF < 1.0
- Ensure 100% of employees receive annual safety training

Review & Governance:

VP of HR.

More information about the implementation of these policies and results can be found in the Chapter – Employment.

Business Ethics Policy

Scope: Sales employees and purchasing, and all other employees.

Goal & Topics:

VMI's Business Ethics Policy establishes a framework for conducting business with a high degree of integrity and ensuring the company operates fairly. It is reviewed annually and updated where necessary, with potential adjustments made based on annual risk analyses.

The policy includes detailed guidelines and targets covering the following topics: Anti-bribery and Anti-corruption, Competition Laws, Data Privacy and Security, Conflicts of Interest, Gifts and Hospitality, Fraud Prevention, Anti-Money Laundering, and Workplace Conduct.

Key (selected) targets:

- Achieve zero legal violations related to business ethics
- Respond to 100% of workplace misconduct complaints within 48 hours and complete investigations within 6 weeks

Review & Governance:

VP of Sales and VP of Supply Chain. Monitoring and Support from the VMI's sustainability team. Implementation supported by the HR department.

More information about the implementation of these policies and results can be found in the Section 2.3.2 – Responsible Business Conduct.

Sustainable Procurement Policy

Scope: VMI's supply chain.

Goal & Topics:

VMI's Sustainable Procurement Policy is designed to provide a supply chain that empowers the company to “rethink the machine together” by ensuring the most positive environmental, social, and economic impacts possible over the entire life cycle.

The policy focuses on a step-by-step approach to drive the transition toward a carbon-neutral and circular supply chain through close collaboration and shared commitment with its partners. It is reviewed annually and updated as needed based on annual risk assessments.

It includes detailed targets covering the following topics: Supplier Engagement & Due Diligence, Carbon Footprint Management (Scope 3), Circularity & Recycled Materials, Human Rights & Labor Standards, Responsible Mineral Sourcing (Conflict Minerals), and Chemical Compliance (REACH).

Key (selected) targets:

- 100% of strategic suppliers have signed the VMI Code of Supply
- 100% of suppliers have received and returned a desktop assessment (=sustainability questionnaire)

Review & Governance:

VP of Supply Chain.

More information about the implementation of these policies and results can be found in the Chapter – Supply Chain.

2.3.2 Responsible Business Conduct

Business Ethics Policy

VMI's commitment to integrity is formalized through its Business Ethics Policy 2024 presented in the section before. The Policy establishes a comprehensive framework for maintaining transparency and legal compliance across all global operations and it applies to all VMI employees but in particular Sales and Purchasing employees, as these are considered high-risk roles to ethics issues.

UNGC – Human Rights Accelerator Program

VMI participates in the United Nations Global Compact (UNGC) through its parent company, TKH Group, and is committed to aligning its operations with the initiative's ten universally recognized principles. As part of this commitment, VMI joined the UNGC Business Accelerator Program on Human Rights in 2025. More information can be found in the Supply Chain chapter.

Measures

To move from policy to practice, VMI has implemented several systemic measures to embed these principles into daily employee behavior:

- **Employee Code of Conduct:** VMI follows the parent company TKH Group's Code of Conduct, which is reinforced by its own Business Ethics policy, covering anti-corruption, competition law, conflicts of interest, and anti-money laundering.
- **Code of Supply:** Defines a zero-tolerance policy on bribery and corruption with suppliers.
- **Annual Risk Assessments:** VMI conducts annual business ethics risk assessments at its production sites in the Netherlands, Poland, and China to identify and mitigate potential operational vulnerabilities.
- **Grievance Mechanisms:** Employees have access to confidential officers at all sites to share concerns in a safe environment. VMI targets a 100% response rate

to misconduct complaints within 48 hours, with full investigations completed within six weeks.

- **Whistleblower Mechanism:** VMI uses TKH's whistleblower mechanism to report misconduct.

Information Security

Information security is a strategic priority due to VMI's market position and reliance on automated systems and sensitive data (intellectual property, financial, customer, and employee information).

VMI applies comprehensive security measures across protection, detection, response, and recovery, covering both digital and physical safeguards. The company performs regular risk assessments aligned with industry best practices, updates its Global Cyber Security Roadmap annually, and maintains an incident response procedure and record retention policies to ensure compliance and resilience.

Next Steps

In the second quarter of 2026, a business ethics assessment performed by an external assessor was conducted at five of our eight sites (China, India, Poland, the Netherlands, and Malaysia). This means 62,5% of our sites have been assessed/audited internally on specific business ethics issues. Throughout 2026, we will analyze results from the business ethics and corruption risk assessments and identify improvement measures (if necessary).

KPI	2023	2024	2025	TARGET
% Employees signed the Code of Conduct	96	96	97	100
% Employees in high-risk roles that completed the Anti-Corruption Training	96	96	97	90
% of employees that completed an Anti-Harassment & Workplace Etiquette Training in its 2024 release year	n/a	83.7	89	90

Key Results 2025

100%

of strategic suppliers (with purchase volume of more than €1 million) signed the Code of Supply

ZERO

breaches of the Code of Conduct and zero Whistleblower filings for 3 consecutive years

95%

of targeted employees complete the Information Security Awareness training annually, exceeding the 90% target

97%

of employees signed the Code of Conduct, with a continuous target of reaching 100%

97%

of employees in high-risk roles completed the Anti-Corruption Training in 2025

2.3 Memberships & Ratings

Memberships and ratings for VMI demonstrate the company's commitment to aligning its operations with globally recognized principles and standards in areas like human rights, labor, environmental sustainability, and anti-corruption.



UN Global Compact

VMI is a participant in the United Nations Global Compact (UNGC), having committed to align its operations and strategies with ten universally acknowledged principles in areas such as of human rights, labor, environment, and anti-corruption. In 2025, we participated in a UNGC Business Accelerator program focused on Human Rights.



SMETA

VMI has recently undergone a SMETA (SEDEX Members Ethical Trade Audit) audit, which represents a significant stride towards ensuring ethical business practices within its operational framework. SMETA is a globally recognized audit procedure that examines companies on various aspects including labor rights, health and safety, the environment, and business ethics. By participating in the SMETA audit, VMI demonstrates a robust commitment to maintaining a high standard of ethical conduct in its business operations.



Sustainalytics

TKH Group, the parent company of VMI, has received an ESG risk score of 23.7 from Sustainalytics. This is a notable achievement, as Sustainalytics is a globally recognized leader in ESG evaluations. The assessment by Sustainalytics is also an indicator of VMI's dedication to sustainable and responsible business practices.

Other memberships & ratings

VMI also participated in the Carbon Disclosure Project (CDP) and continues to screen its supplier in line with the Responsible Minerals Initiative (RMI). TKH has obtained a CDP score of A- and has maintained an AA MSCI score in 2025.

Sustainable Development Goals



SDG 9

In today's rapidly evolving world, the key to achieving long-term success and creating a positive impact lies in embracing a sustainable, multi-faceted strategy. Central to VMI's ethos is leveraging cutting-edge innovative technology. VMI constantly invests in research and development, keeping an eye on emerging technological trends.



SDG 4, 5, and 8

At the core of VMI's efforts lie its people. We believe that a motivated and diverse workforce is the backbone of any successful enterprise. With this in mind, VMI has established comprehensive training programs that does not just focus on skills but also generates a deep understanding of sustainable practices.



SDG 12

Transitioning to a Circular Economy is another key aspect of VMI's strategy. By adopting a model where resources find a new life - whether they are reused, repurposed, or recycled - VMI is taking significant steps to reduce wastage and promote sustainable consumption. VMI is actively incorporating circular design principles in its products.



SDG 7 and 13

VMI's commitment to the environment is further expressed in its stance on Climate and Energy. VMI is keenly aware of the urgent need to reduce its carbon footprint. By adopting energy-saving measures and investing heavily in renewable energy sources such as solar and geothermal energy, VMI is actively combating climate change.



SDG 8 and 13

Lastly, the integrity of VMI's Supply Chain remains predominant. VMI believes in a transparent and responsible supply chain where every stage is aligned with its sustainability objectives. Through regular surveys, VMI ensures its suppliers resonate with environmental and ethical standards.

2.4 Compliance Overview

At VMI, we welcome regulatory frameworks such as CSRD and CBAM as an opportunity to strengthen our sustainability practices and provide more transparency in reporting.

Regulatory frameworks around sustainability are evolving rapidly and we actively monitor these developments to ensure that our operations remain fully compliant. We are prepared for the implementation of key European regulations, including the Corporate Sustainability Reporting Directive (CSRD) and Carbon Border Adjustment Mechanism (CBAM).

- The CSRD introduces a requirement for comprehensive sustainability reporting, including a double materiality assessment, which considers both how sustainability issues affect our business and how our business impacts the environment and society. At VMI, we are integrating a double materiality assessment approach into our reporting processes. All environmental data collected is subject to rigorous verification, including independent external assurance, to ensure compliance with CSRD requirements.
- Additionally, the CBAM aims to ensure that the carbon cost of imported goods reflects EU standards and will apply its definitive regime from 2026. VMI is actively engaging with this framework to understand potential implications for our supply chain in the coming years.

By staying ahead of these regulatory developments and having a proactive approach, we are not only ensuring compliance but also strengthening our sustainability strategy, helping us deliver measurable positive impact for people and the planet.



3

Products



3.1 Overview, Subtopics & Targets

We are in the business of developing and providing cutting-edge products and technologies that enable our customers to minimize the environmental impact of their production processes and create more sustainable products.

We're committed to continuously improving our machines to ensure we meet our customers' needs and in doing so, upholding the highest standards of quality, innovation, and cost-effectiveness. Sustainability is part of this commitment, not only because it is the right thing to do, but also because it makes business sense.

To enhance the sustainability of our machines, we focus on several key areas. This begins with the design of VMI machines, followed by optimizing material and energy

consumption during the customer's production process, and extends to enabling our customers to manufacture more sustainable products.

This chapter details VMI's approach to products from a sustainability perspective, encompassing three subtopics:

3.1.1 Design of VMI Machines

3.1.2 Material and Energy Consumption during Customers' Production Processes

3.1.3 Enabling our Customers to Make More Sustainable Products.

The following pages describe the journey and progress VMI has made in 2025 to achieve our goals.



Our ambition:
Providing solutions that enable our customers to minimize their environmental impact through improved products and processes

TARGETS

VMI Products:

NET-ZERO

and recyclable machines across their lifetime (meeting 25% of relevant criteria by 2030, 100% by 2050)

AT LEAST 90%

of VMI machine portfolio covered by LCAs by 2030

5%

reduction of the machine carbon footprint (LCA of the machine) every year until 2030

VMI Products in Customer Operations:

15%

reduction in average machine energy consumption in the use phase at the customer site by 2030

10%

reduction in the average scrap rate in the tire building process by 2030

Customer Products:

BY 2030

enable customers to design and produce tires with a 10% lower rolling resistance

BY 2030

enable customers to design and produce tires with less materials

Our Products – An Overview

In 2025, VMI produced a total of 196 machines across a range of specialized applications.

These machines support multiple industries, including tire manufacturing, pharmaceutical production, and industrial can washing, demonstrating VMI's broad technological capabilities and diversified portfolio.

A large share of the machines produced are designed for tire manufacturing, including solutions for passenger car and truck tire production as well as other advanced tire-building applications. In addition, VMI develops specialized equipment for pharmaceutical processing and can washing systems.

This production volume reflects VMI's continued commitment to delivering high-performance equipment while integrating innovations that support efficiency, quality, and sustainability in manufacturing processes.

Type of Machines Produced in 2025 – Overview

Type of Machine
MAXX & EXXIUM
APEXER & REVOLUTE
Cantilever
Retread
PHARYS & INDIVION
MILEXX & VAST
ACE
LAT100
UNIXX Belt Maker
Can Washer
Extruder



Gerlof Korte
Vice President Global R&D

3.1.1 Design of VMI Machines

VMI integrates sustainability into product design through New Product Development and Introduction (NPDI) processes, EcoDesign, and Lifecycle Assessments (LCAs).

NPDI process

NPDI encompasses all the processes that are needed to bring a new product to market, from conceptualizing, designing, and planning a new product, to producing, launching, and selling the product to consumers.

By integrating environmental impacts of its machines into the NPDI process, VMI ensures that these impacts are considered during the earliest stages of the design process.

EcoDesign

EcoDesign is a design approach that integrates environmental concerns in every step of product development. This approach aims to create products that have the least possible negative impact on the environment throughout their entire lifecycle, from ideation to when they're no longer in use.

By embracing EcoDesign principles, VMI's lead engineers are better equipped to develop products that not only work well and make economic sense but also contribute positively to environmental sustainability.

For example, for the oldest MAXX machines, in production since around 2010 and currently only at mid-life, VMI has worked to ensure recyclability on the article level, namely by introducing modular design for repair and upgrade, as well as creating awareness with clients that certain coatings may prohibit recycling.

Besides EcoDesign, VMI regularly participates in the CIRCO track training, to investigate options for circularity in the VMI supply chain.

Lifecycle Assessments

Since 2022, VMI regularly conducts LCAs on VMI machines. We started out with an LCA for VMI's MAXX tire building machines for personal cars and vans, and in 2023 and 2024, conducted an LCA for the MILEXX machines. This marked a pioneering effort in the tire manufacturing industry, as VMI became the first manufacturer to undertake such an analysis specifically for tire building machines.

In 2025, VMI conducted an LCA on the REVOLUTE machine. These three LCAs cover more than 75% of the machine volume that VMI produces annually. VMI's objective is to conduct a LCA on all machines and aim to reduce their CO₂-footprint by 25% over the next five years.

This cradle-to-grave analysis examines the entire lifecycle of the machine, covering raw material extraction, component manufacturing, machine assembly, distribution, and the end-of-life phase. At each stage, it meticulously assesses the environmental impact, aiming to pinpoint areas for sustainability improvements.

These evaluations translate insights into actionable steps to reduce the machine's environmental footprint. For example, in the case of MAXX, VMI has identified more than 150 improvement possibilities through the LCA, which a group within VMI's R&D team is now working on to implement. The recommendations focus on three key areas (scrap rate, use of renewable energy, and improve energy efficiency during use of the machine), for which indicators have been defined to measure progress.

Product KPIs

%

reduction in scrap generated in customer tire building processes

%

reduction in material consumption per tire produced

%

of recovered or recycled input materials used in machine construction

%

of eco-friendly or bio-based materials used in machines

%

reduction in total machine weight compared to previous machine generations

%

reduction in hazardous substances used in machine components or processes

%

kg of hazardous waste generated per machine produced

3.1.2 Material and Energy Consumption during Customers' Production Processes

VMI designs its machines with a central objective of improving the efficiency and hence the sustainability of customers' manufacturing processes.

A key focus is reducing material consumption, waste generation, and energy use during production, helping customers lower the environmental footprint of their operations, while improving production efficiency and product quality, not to mention economic benefits. Two examples that illustrate this approach are the **UNIXX Belt Maker** and the **Can Washer 2.0**.

CASE STUDY 1

UNIXX Belt Maker

The UNIXX Belt Maker produces high quality endless steel belts by means of an innovative and accurately controlled extrusion process that can handle a wide range of compounds. The system is optimally suited for hands-off eyes-off production. Scrap and waste are reduced because of the limited width of the extruded strip. Finally, the UNIXX Belt Maker allows to produce thinner materials, contributing to lower material consumption and CO₂ emission levels.

Environmental Impact - in a Nutshell

550

tons less
material use per
machine per year

100

tons less of
belt material
waste annually

1 million

in cost savings per
machine per year



“

With the UNIXX Belt Maker, we can significantly reduce CO₂ emissions per tire as well as reduce material costs and Quality Control costs.

— Piet Meijers, R&D Manager

CASE STUDY 2

Can Washer 2.0

In 2025, VMI introduced the next generation **Can Washer 2.0**. Beyond productivity and flexibility, the Can Washer 2.0 was developed with sustainability in mind. It significantly reduces the consumption of water, gas, electricity, and chemicals, while also lowering material use through a more compact electrical design.

Environmental Impact - in a Nutshell

67%

reduction in water consumption

25%

reduction in gas usage

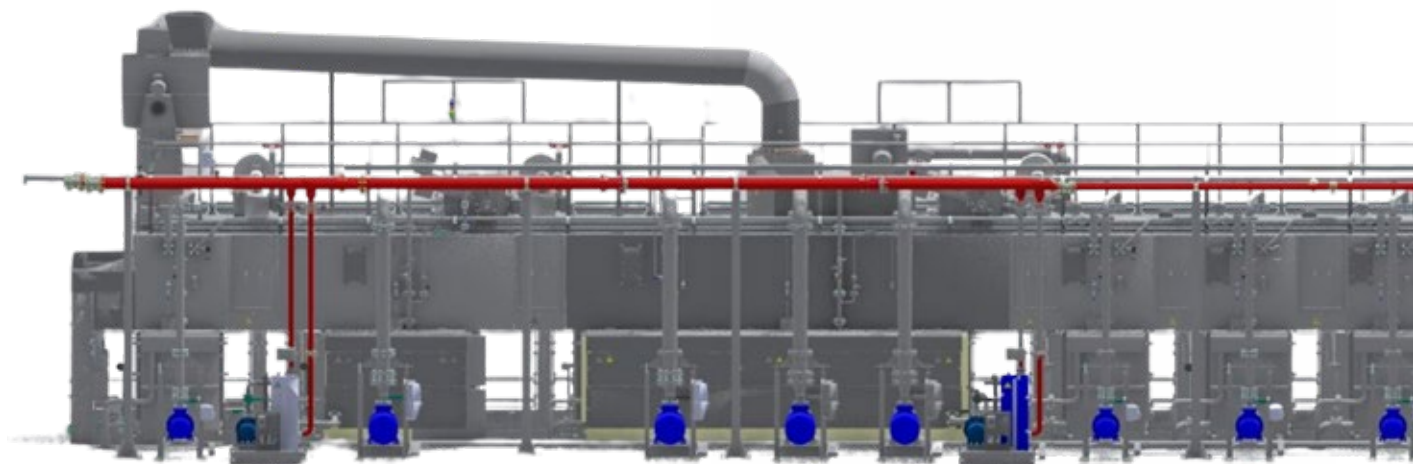
Lower energy demand through heat recovery from the RTO and optimized motor control using VFDs

Reduced electricity consumption via smart software and demand-based operation

Lower chemical usage thanks to improved stage separation and oil removal (coalescers)

Reduced material footprint with a 60% smaller electrical cabinet

“Sustainability drives our product design: from using responsible materials to reducing energy use at the customer site during the production process.”



3.1.3 Enabling our Customers to Make More Sustainable Products

VMI supports its customers in developing more sustainable products by providing advanced manufacturing technologies.

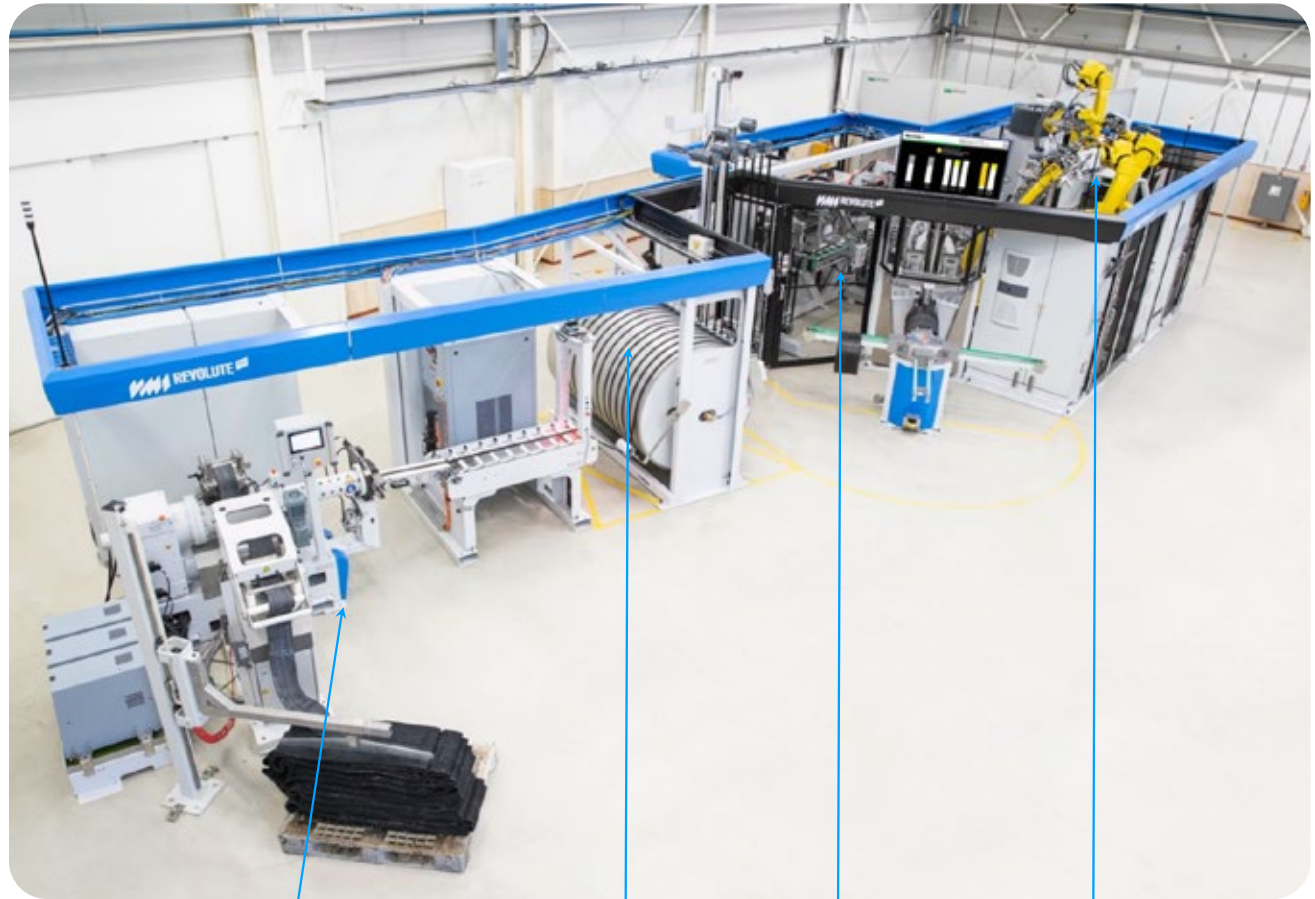
In the tire industry in particular, VMI machines have enabled tire manufacturers to design and produce tires that use less material, more sustainable compounds, and have improved performance characteristics such as lower rolling resistance and reduced wear.

CASE STUDY 1

REVOLUTE

VMI's groundbreaking REVOLUTE machine is reshaping tire manufacturing with a strong focus on sustainability. Its revolutionizing Bead Apex production significantly reduces energy consumption per bead. This innovative machine also minimizes waste, making tire production more efficient and eco-conscious.

Additionally, it allows for the use of sustainable compounds, reducing rolling resistance and improving overall sustainability performance. In essence, REVOLUTE not only boosts efficiency and quality but also plays a vital role in advancing the tire industry's sustainability efforts.



Low energy need due to balanced machine uptime and reduced use of compressed air

Low Overall Scrap: more reliable process, eliminating cyclic scrap and additional triangle cut-out

Ability to handle new, challenging and sustainable compounds

Flexible process can supply JIT, reducing storage and expired stock

3.2 Key Actions and Results: Summary

75% of the machines that VMI produces annually are now covered by LCAs (with the goal of 90% by 2030)

MAXX improvements: Smart Run Empty (SRE) and Splice optimization software solutions

MILEXX improvements: Automatic BP splice and Order Change

A key milestone was the **LCA of the Revolute in 2025**, establishing baselines for product impact and informing targeted reduction and EcoDesign measures

REVOLUTE improvements: Leading end scrap reduction and reduction in the number of extruders (from 2 extruders to 1 extruder)

Enhanced ability for customers to produce more sustainable tires with the **REVOLUTE**

As part of the company-wide **Sustainability Program**, we created a dedicated Products pillar team for improvements

Launched the UNIXX Belt Maker: Up to 550 tons of compound material savings per machine per year through high-accuracy extrusion processes

Brainstormed with other pillar teams on identifying and **rolling out improvements**

Launched Can Washer 2.0: 60% reduction in the electrical cabinet size, which lowers material use in the production of the machine

What we are going to focus on in 2026:

Train engineers to use design software that provides them with direct feedback on the carbon impact of their design choices in their day-to-day work

Develop an internal dashboard to monitor and report on progress against pillar targets (e.g., CO₂ savings)

Perform the LCA on the UNIXX Beltmaker or the UNIXX Hybrid

Deploy the Obeya method in the design process, to initiate, monitor and speed up improvement actions

VMI is advancing several improvement projects across multiple machines based on insights from existing LCAs

4 Services



4.1 Overview, Subtopics & Targets

In the Services Pillar, we collaborate with our customers to drive sustainability gains across the existing installed base. Because we recognize that how a machine is operated is just as important as how it is designed.

Within this pillar, VMI focuses on four key service subtopics. Regular maintenance plays a critical role in ensuring machines operate efficiently and reliably, with potential issues identified and addressed before they escalate into major problems.

Through consultancy, VMI goes beyond regular maintenance and works closely with customers to improve operational performance, aiming for measurable environmental and cost benefits.

Training is another important component. The VMI customer training program helps upskill in-house staff within customer organizations and supports safe and efficient machine operation.

In addition, upgrades and retrofits allow existing machines to benefit from technological improvements, further extending machine lifetime and enhancing performance.

The key subtopics for the Services Pillar are the following:

4.1.1 Regular Maintenance

4.1.2 Consultancy

4.1.3 Training

4.1.4 Upgrades & Retrofits

VMI is currently working on establishing a baseline to better understand the impact of its service activities. This will support the development of measurable targets and guide future improvements in service delivery.



Our ambition:

Deliver the most sustainable machine performance at our customers' facilities

4.1.1 Regular Maintenance

Ensuring reliable and efficient machine performance throughout the lifetime of our machines is one of our key responsibilities, and one we take seriously.

We take a proactive approach to maintenance, with regular service intervals that allow potential issues to be identified early before they escalate into major failures. This approach minimizes operational downtime and prevents the waste associated with sudden machine breakdowns, ultimately contributing to a more stable and sustainable production environment for our clients.

VMI delivers maintenance services through VMS and VMSplus:

- VMS services include mechanical alignments, critical item checks, on-the-job training, spare part assemblies and kits, and improvements to maintenance plans.

- VMSplus services focus on data-based maintenance using error logs, software checks and implementation of release notes, as well as additional training and basic process improvements.

In 2025, VMI carried out 305 days of onsite preventative maintenance activities across 13 customers, an increase of 79 days compared to 2024.

We aim to conduct remote support as much as possible. This enables the same level of technical support without requiring travel, helping to reduce travel-related emissions.

“

In 2025, VMI carried out 305 days of onsite preventative maintenance activities across 13 customers.



4.1.2 Consultancy

In addition to regular maintenance, VMI started a service called VMI Performance Consultancy (VPC) in 2022, which is an industry first. While maintenance keeps the machine running, consultancy is designed to deliver measurable gains.

In 2025, we almost doubled our consultancy activities compared to 2024 (see graph). This growth underscores the importance of the Services Pillar, as optimizing the existing installed base is a critical component of our sustainability strategy.

What a VPC Activity Entails

In 2025, VMI carried out 17 VPC projects at different customer sites. Each project involves a visit during which the current machine performance is investigated and analyzed. Based on this assessment, improvement opportunities are identified and implemented—primarily through adjustments to machine settings, operating practices, and targeted operator training. The process concludes with a follow-up analysis to measure the achieved improvements and resulting savings. VPC activities follow a structured DMAIC (Define, Measure, Analyze, Improve, Control) methodology to ensure that improvements are sustainable rather than temporary.

Measurable Hard and Soft Benefits

For every VPC intervention, consultants measure both qualitative and quantitative results. Namely, hard benefits such as improved tire output or reduced down-time, and soft benefits such as improved skills of the client's crew.

- **Hard Benefits:** These are tangible, data-driven improvements in production. In 2025, VPC visits showed significant increases in tire production, with gains averaging 22% in the number of tires produced.
- **Soft Benefits:** These focus on human performance and collaboration. By training crews, VMI improves the understanding between the customer and VMI, ensuring that the client's team has the skills to sustain a high

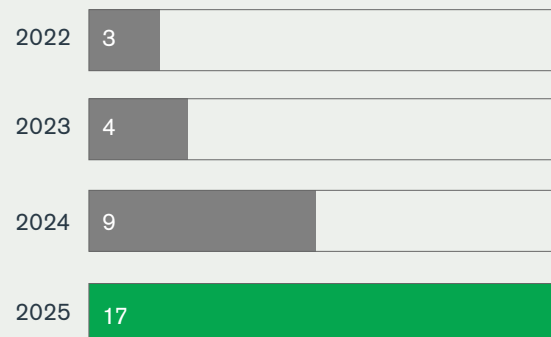
performing, safe, and efficient production environment.

Refer to the case study below for more information on how VPC drives efficiency improvements while delivering both economic value and positive environmental impact.

Machine Dashboard for Environmental Performance

VMI Services team is working on introducing a dashboard to monitor machine performance (already done at the beginning of 2026), with a focus on environmental metrics (e.g., energy per tire, air consumption per tire), in collaboration with the industrial engineering team. This initiative will lay the foundation for data-driven optimization at scale and, over time, evolve into a core product management requirement—ultimately becoming a standard, fully integrated feature across all machines as part of the product roadmap.

Growth of VMI Performance Consultancy (VPC) activities over the last 4 years.



CASE STUDY 1

How VMI Consultancy Drives Efficiency and Decarbonization

In a controlled analysis of machine performance, VMI achieved a structural output increase of 10.6%; this essentially means being able to produce more tires in the same amount of time, resulting in an additional 85 tires per day, which scales to over 29,600 extra tires annually.

Impact: Reducing the Environmental Footprint and Costs

- By providing more tires using the same amount of energy, VMI helps customers lower their carbon footprint. This results in a 7% reduction in CO₂ intensity per tire. These efficiency gains lead to a total saving of nearly 2,000 kg of CO₂ per machine per year.
- The ability to produce more tires generates a productivity gain of around €2,500 per day. This adds up to nearly €1M in annual productivity gains for the customer.

Results

€1 million
in annual productivity
gains within one year

29,600
additional tires
produced annually

7%
reduction in CO₂
intensity per tire

4.1.3 Training

VMI provides training for customer operators to ensure the safe and effective operation of its machines.

Initial safety training is delivered during the installation and handover phase, with the aim that all customer operators complete this training. In addition, the Technical Manual provided with each machine contains detailed safety guidelines for both operation and maintenance. Through the VMI Training Academy, a range of training programs is offered to support customers in developing the required operational and technical expertise.

- Average training duration is **1 day (approximately 6 hours)**
- Advanced training totaled **1,266 hours and was delivered to 227 customer operators**

Training Type	Description
Basic Instruction	▪ An essential part of the installation and commissioning phase. ▪ Covers the key knowledge required by operators and mechanical, electrical, and software personnel during the first year of machine operation. ▪ Focuses on safe machine operation and fundamental maintenance practices.
Advanced Training	▪ An essential part of the installation and commissioning phase. ▪ Covers the key knowledge required by operators and mechanical, electrical, and software personnel during the first year of machine operation. ▪ Focuses on safe machine operation and fundamental maintenance practices. ▪ Includes hands-on training so that knowledge can be immediately applied at the customer's facility. ▪ Training materials are also available on CD and in the Technical Manual. ▪ A follow-up to the Basic Instruction program. ▪ Provides more in-depth knowledge for mechanical, electrical, software, and technology personnel after the machine has been in operation. ▪ Supports effective plant operation by reducing downtime, improving yield, and maintaining end-product quality. ▪ Includes training on improved adjustments, preventive maintenance, and operational optimization. ▪ Helps develop on-site experts and well-trained operational teams.
Customized Training	▪ Tailored to the specific needs and operational context of individual customers. ▪ Delivered through a blended approach combining classroom, on-site, and remote training. ▪ Includes assessments and certification. ▪ Uses dedicated training materials adapted to the customer's facility and staff.

4.1.4 Upgrades & Retrofits

VMI continuously works to make technological developments available for earlier machine models. This enables customers to benefit from improved technology without the need to replace entire machines.

Through upgrades and retrofits, customers can enhance machine performance, extend equipment lifetime, and reduce operational costs and environmental impact, for example by reducing scrap rates. In 2025, 348 machines in our installed base were upgraded.

In managing obsolete components, VMI aims to secure the longest possible life cycles and support periods from suppliers. Careful component selection and machine design help maximize component lifespan while maintaining cost efficiency.

VMI also recognizes the operational and financial impact of replacing obsolete systems. Therefore, the company works closely with customers to identify suitable alternatives and, where possible, phase replacements over time. In some cases, a hybrid approach is applied, where selected systems are upgraded while others remain in operation. This allows replaced components to be retained as spare parts, helping ensure continuity should other legacy systems fail.

Type of Services	Quantity (Number of Machines)
Upgraded (retrofitted)	348
Repair	353

Note: VMI does not have refurbished machines as part of our strategy.



4.2 Key Actions and Results: Summary

305

days of preventative maintenance activities delivered across multiple customer sites

17

VPC projects at different customer sites, nearly doubling consultancy engagements compared to 2024

22%

increase in annual tire production for clients (average) as a result of VPC visits

1,266

hours of advanced training were delivered to 227 customer operators

As part of the company-wide **Sustainability Program**, we created a dedicated Services pillar team for improvements

What we are going to focus on in 2026:

Define clear targets for the Services pillar

Further strengthen VPC services, with increased focus on delivering environmental benefits and accurately calculating both carbon and cost savings

Introduce a dashboard to monitor machine environmental performance (already done at the beginning of 2026), which will eventually become part of the product roadmap

Develop an internal dashboard to track and report progress against the pillar targets

5 Operations



5.1 Overview, Subtopics & Targets

We are on track to meet our 2030 net-zero goal in our own operations. This means actively managing and reducing the environmental impact of our activities on a daily basis.

Our approach includes investing in renewable energy and improving energy efficiency, electrifying our fleet and promoting sustainable travel, and adopting energy-efficient digital solutions. We also manage materials responsibly throughout our assembly processes, reduce and recycle waste, conserve water, and minimize air pollution by phasing out harmful substances and transitioning to clean energy.

By implementing innovative solutions and adhering to high environmental standards, we aim to continuously improve our environmental performance and contribute to a more sustainable future.

To achieve this, VMI's strategy on Operations is structured around 7 subtopics:

- 5.1.1 Energy & Climate:** Investing in renewable energy and reducing energy consumption to mitigate long-term climate impact.
- 5.1.2 Mobility:** Electrifying the vehicle fleet and promoting sustainable travel habits to reduce fuel consumption.
- 5.1.3 Sustainable IT:** Adopting energy-efficient hardware and cloud solutions to reduce power use and e-waste.
- 5.1.4 Material Use:** Managing resources (steel and others) responsibly in the machine assembly process.
- 5.1.5 Waste:** Reducing and recycling production and packaging waste.
- 5.1.6 Water:** Conserving water through responsible usage and monitoring.
- 5.1.7 Air Pollution:** Reducing air pollution by phasing out harmful substances and transitioning to clean energy for heating and cooling.

The following pages provide deeper insight into the efforts we're making to meet our targets.



Our ambition:
Minimize the environmental footprint of VMI operations

TARGETS

NET-ZERO

operations by 2030

100%

renewable electricity across all VMI facilities by 2030

BY 2030

Eliminate natural gas consumption across all VMI facilities

BY 2030

Fully electric company vehicle fleet

ZERO

air pollutant emissions from own operations by 2040

~13 m³

Water consumption at or below current levels (~13 m³ per FTE per year)

5.1.1 Energy & Climate

VMI is committed to reducing GHG emissions through energy efficiency and renewable energy, aiming to achieve net zero in its own operations by 2030.

Energy Consumption and Efficiency

Energy consumption at VMI is largely driven by baseload demand from office activities such as heating, cooling, and lighting, which remain relatively stable throughout the year. Year-to-year variations are primarily influenced by machine testing activities.

To reduce energy consumption and improve efficiency, VMI applies the Trias Energetica approach: minimizing energy demand where possible, maximizing the use of residual or waste energy, and prioritizing renewable energy sources.

VMI continuously invests in improving the energy performance of its facilities. Nearly all office buildings have an energy label A or higher. In 2025, several energy efficiency measures were implemented at our Yantai facility, including:

- Installation of intelligent lighting control systems
- Transition to gas-free heating and cooling through electric air conditioning systems
- Installation of fast-acting doors to reduce heat loss

Decarbonization Strategy

As part of VMI's ambition to achieve net zero in Scope 1 and 2 emissions by 2030, we have launched a strategic roadmap to eliminate natural gas consumption across our main sites, including our headquarters in Epe.

A key element of this transition is the replacement of conventional gas-based heating systems with electric heat pumps. In 2025, two heat pumps were installed in Epe. In parallel, we are electrifying our vehicle fleet, which reached 49% electric vehicles in 2025.

Key Progress and Results 2025

5%

less total energy consumed (compared to 2023). Further reductions are expected in 2026 due to 2025 initiatives

100%

of electricity at VMI China is sourced from renewable sources (through green certificates)

23%

of VMI's total global energy consumption is self-generated, primarily through on-site renewable installations

Energy usage	Units	2023	2024	2025
Heating	MWh	5,046	4,238	4,242
Transportation passenger cars	MWh	895	709	579
Auxiliary equipment (diesel)	MWh	310	36	38
Electricity - purchased	MWh	3,680	4,201	4,118
Electricity - self generated	MWh	786	986	1211
Electricity - total consumed	MWh	4,466	5,187	5,329
Total energy usage	MWh	10,717	10,171	10,188
Self-generated / total consumed electricity	%	18%	19%	23%
Total energy usage - FTE	MWh	8,732	8,226	8,239
Reduction total energy consumption ref baseline 2019	%	21%	26%	26%
Total energy usage - Volume buildings	MWh	10,680	7,376	7,388
Reduction total energy consumption ref baseline 2019	%	4%	34%	34%
Total energy usage - revenue	MWh	8,277	6,831	7,654
Reduction total energy consumption ref baseline 2019	%	26%	39%	31%

CASE STUDY 1

Installation of Heat Pumps in Epe

In 2025, VMI reached a milestone in its energy transition by making the first two industrial heat pumps fully operational at the Epe site.

VMI will continue to progressively install additional heat pumps through 2030 until the Epe facility is entirely gas-free. This initiative serves as a blueprint for VMI's other global locations, with a similar decarbonization plan currently in development for the Yantai facility.

Results

30%

reduction in natural gas
consumption at the Epe facility

18.2%

reduction in CO₂
emissions

ZERO

air pollutant emissions
(NO_x and SO_x)

Our Carbon Footprint

We are committed to achieving net-zero operations by 2030. In 2025, we conducted a feasibility assessment to align our near and long-term climate targets with SBTi. This assessment forms the basis for detailed emission reduction plans to be developed in 2026.

Upstream and downstream emissions are our primary focus areas in the coming years, with detailed reduction roadmaps to be developed in 2026. Further information on ongoing initiatives can be found in the Products and Supply Chain chapters.



Wouter Platje
Facilities Coordinator

CO ₂ emissions – Scope 1 and 2	Units	2023	2024	2025
Scope 1	ton CO ₂	1,217	956	923
Scope 2 - Location based	ton CO ₂	3,068	3,566	2,276
Scope 2 -Market based	ton CO ₂	1,331	1,423	175
Scope 1 and 2 - Location based	ton CO ₂	4,285	4,522	3,199
Scope 1 and 2 - Market based	ton CO ₂	2,547	2,380	1,098
Reduction ref baseline 2019	%	49%	53%	78%

CO ₂ emissions - Intensity by FTE	Units	2023	2024	2025
Scope 1	ton CO ₂	991	773	790
Scope 2 - Location based	ton CO ₂	2,500	2,884	2,395
Scope 2 -Market based	ton CO ₂	1,084	1,151	188
Scope 1 and 2 - Location based	ton CO ₂	3,491	3,657	3,185
Scope 1 and 2 - Market based	ton CO ₂	2,076	1,925	978
Reduction ref baseline 2019	%	59%	62%	81%

CO ₂ emissions – Scope 3	2023		2024		2025	
	Tn CO ₂ e	% of total	Tn CO ₂ e	% of total	Tn CO ₂ e	% of total
Upstream – Total	90,202	25%	117,681	31%	113,022	38%
1. Purchased goods and services	82,899	23%	108,652	29%	97,382	33%
2. Capital goods	2,810	1%	1,488	0%	2,447	1%
3. Fuel- and energy-related activities	194	0%	999	0%	728	0%
4. Upstream transportation and distribution	635	0%	594	0%	4,623	2%
5. Waste generated in operations	0	0%	245	0%	458	0%
6. Business travel	3,051	1%	2,683	1%	2,897	1%
7. Employee commuting	529	0%	3,020	1%	4,487	2%
8. Upstream leased assets	84	0%	-	0%	-	0%
Downstream – Total	265,735	75%	259,466	69%	183,358	62%
9. Transportation and distribution	2,348	1%	2,101	1%	405	0%
10. Processing of sold products	-	0%	-	0%	-	0%
11. Use of sold products	262,728	74%	256,263	68%	182,027	61%
12. End-of-life treatment of sold products	659	0%	1,103	0%	925	0%
13. Downstream leased assets	-	0%	-	0%	-	0%
14. Franchises	-	0%	-	0%	-	0%
15. Investments	-	0%	-	0%	-	0%
Total	355,937	100%	377,147	100%	296,380	100%

Note:

Conversion factors and key assumptions were significantly revised in 2025 compared to the 2024 base year. In line with the GHG Protocol, the 2024 base year will be recalculated in 2026 if deemed necessary.

Upstream transportation & distribution: In 2025, intra-company transport is included in this category; it was not included in the 2024 figures.

Use of sold products: In 2024, energy consumption was assumed to be equal across all machines. In 2025, calculations are based on machine-specific energy consumption.

Results 2025**54%**

reduction in Scope 1 and 2 emissions (vs. 2024), driven by a combination of operational improvements and the procurement of renewable electricity certificates, particularly for our China operations. Further details on these initiatives are provided in this chapter

99%

of our carbon footprint lies outside our direct operations, with 62% downstream and 33% upstream

61%

of emissions are driven by the use of sold products, while 33% originate from purchased goods and services. These categories highlight the importance of collaboration with both suppliers and customers to reduce our overall carbon footprint

5.1.2 Mobility

Mobility is a key focus area in reducing the environmental impact of our operations, looking at both fleet electrification and business travel.

Fleet Electrification

Since 2022, every new vehicle added to our fleet has been exclusively electric. Currently, 49% of our 74-car fleet is fully electric, which puts us on track to meet the target of having a 100% electric fleet by 2030.

Business Travel

VMI is committed to reducing the environmental impact of business travel by promoting more sustainable alternatives and increasing awareness across the organization. To limit unnecessary travel, employees are encouraged to use digital solutions such as telephone and video conferencing whenever possible.

For local commuting in Epe, VMI supports lower-emission options by providing shuttle bus services and loaner bicycles. In addition, travel by public transport is fully reimbursed in accordance with internal policy, further encouraging employees to choose more sustainable commuting options. A dedicated shuttle service operates between Klaarbeek bus station and VMI, and OV bicycles are available at the station to facilitate the final leg of the journey.

Where long-distance travel is necessary, more sustainable modes of transport are actively encouraged. Building awareness around travel-related emissions remains an ongoing focus area, with initiatives in 2026 aimed at influencing employee behavior and decision-making.

In 2025, VMI's leadership team—including the COO and Vice Presidents—demonstrated this commitment by traveling by train from Epe, the Netherlands, to Cham, Germany. This set a strong example internally of conscious travelling.



Key Progress and Results 2025

49%

of our 74-car fleet is fully electric, which puts us on track to meet the target of having a 100% electric fleet by 2030

25.1 million km

total distance travelled in 2025 (+4.9% vs. 2024)

24.4 million km (97.5%)

by air, remaining the dominant mode of transport

Description	2024	2025
Number of cars	74	74
Number of new cars	23	24
Number of cars classified as hybrid or electric	41	52
Number of (fully) electric cars	29	36

Description	2024	2025	% (of Total)
Total business travel by air in kilometers	23,622,102	24,424,651	97,5%
Total business travel by rail in kilometers	19,798	9,624	0,0%
Total business travel by bus in kilometers	5,066	12,660	0,1%
Total business travel by automobile in kilometers	243,537	613,783	2,4%
Total	23,890 503	25,060 718	100,0%

5.1.3 Sustainable IT

VMI is focused on increasing the energy efficiency of its IT operations and reducing the environmental impact of technology by adopting energy-efficient hardware and promoting digital solutions that decrease the need for physical resources.

Strategic Approach: Cloud Computing

The primary driver for VMI's IT sustainability is cloud computing, which utilizes the economy of scale and the sustainability initiatives of major providers like Microsoft and AWS. These providers are committed to reaching 100% renewable energy for their public cloud offerings, which helps VMI reduce its overall carbon footprint and energy consumption compared to maintaining its own data centers.

Operational Improvements and Waste Reduction

- **Consolidation:** VMI is actively reviewing and replacing server hardware with virtual or cloud services to reduce

energy consumption and electronic waste (e-waste).

- **Resource Utilization:** Utilizing cloud services allows for improved resource sharing among multiple users, leading to more efficient utilization and lower overall resource requirements.
- **E-waste Mitigation:** By shifting to scalable cloud services, VMI reduces the need to procure and manage its own hardware, which minimizes the generation of obsolete e-waste.

Current and Future Digital Platforms

VMI has already implemented several cloud platforms for global collaboration and business processes, including

Microsoft M365, Talentsoft eLearning, Cobra HR, MobileExpense, and MS CRM.

According to the future roadmap, VMI plans to migrate several more applications to the cloud, including:

- Moving the ERP system (Infor LN) to the AWS cloud.
- Implementing digital time registration for VMI Epe.
- Expanding the use of M365 for a global intranet and document management.
- Enhancing the Business Intelligence (BI) platform for advanced reporting, data analysis, and KPIs.



5.1.4 Material Use

VMI aims to ensure that the materials used in the production of its machines are sourced in an environmentally responsible manner, while striving to minimize overall material use.

The annual production of VMI's machines requires close to 8,000 tons of steel, with VMI's annual material consumption reaching almost 10,000 tones across all materials. To put this into perspective, this total amount is slightly higher than the total weight of the Eiffel Tower (source: La Tour Eiffel).

This only highlights the importance of continuously working to reduce material use and improve material efficiency. Both in the design of our machines and in the way they are assembled and tested. The total weight of materials decreased in 2025, reflecting a lower number of machines produced during the year.

Total Weight of VMI Machines, Retrofitting and Spares in 2025

Material	Total weight 2024 (ton)	Total weight 2025 (ton)
Steel	8,861	7,858
Electronics	1,885	1,654
Aluminum	315	272
Plastic	132	95
Rubber	22	20
Copper	15	13
Wood	28	29
Total	11,257	9,941

Note: Wood refers to packaging material for transport to customer locations. Rubber is used for nominal testing.

Design for Recyclability & Circularity

VMI has set an ambitious target to make 100% of its machines recyclable by 2050. To support this goal, circularity principles are increasingly integrated into machine design and engineering. See Chapter on Products for more information.

- **Modular Design:** VMI machines are designed in modular structures, typically consisting of 10 to 15 modules per machine. This approach enables easier dismantling, repair, and replacement of components, extending the useful life of machines and facilitating recycling at the end of their 20–30 year operational lifetime.
- **LCAs:** Through LCAs, VMI identifies environmental hotspots across the lifecycle of its machines. These analyses support efforts to reduce the overall weight of machines and minimize the use of scarce or high-impact materials, including rare earth minerals.

Responsible Material Sourcing

VMI's production activities primarily consist of assembling semi-finished components, with limited direct use of raw materials. Most materials are therefore sourced from suppliers in the form of half-fabricates. As VMI relies on a global supply chain, the company maintains high expectations for suppliers regarding environmental responsibility and ethical sourcing practices. Additional details can be found in the Supply Chain chapter.

- **Recycled Content:** VMI prioritizes suppliers that incorporate recycled materials into their products. Currently, the steel and aluminum used already contain

“

The total weight of materials decreased in 2025, reflecting a lower number of machines produced during the year.

at least 30% recycled content, in line with regulatory requirements. VMI is also exploring opportunities to transition towards low-carbon or green steel.

- **Conflict Minerals (RMI):** In alignment with the Responsible Minerals Initiative (RMI), VMI assesses its supply chain for the presence of conflict minerals (tin, tungsten, tantalum, and gold – 3TG) as well as cobalt. Suppliers are asked to complete annual Letters of Expectation and provide Conflict Minerals Reporting Template (CMRT) statements. In 2024, 30% of relevant suppliers shared their CMRT statements with VMI.
- **Regulatory Compliance:** VMI also evaluates suppliers for compliance with REACH Article 33, identifying the presence of Substances of Very High Concern (SVHCs) above the regulatory threshold of 0.1% weight by weight.

The Use of Rubber

VMI uses rubber for testing the tire building machines. The amounts of rubber consumption can vary considerably per year, depending on machine order intake and customer requirements for testing.

After testing, VMI ensures that the rubber products are collected for recycling. Almost always the rubber will be recycled in a specialized facility: rubber produced by VMI is not vulcanized, and therefore it is relatively easy to recycle. In very few cases, a customer may demand that the used rubber is destroyed because of Intellectual Property associated with the rubber compound.

Hazardous Materials & Compliance

Significant progress has already been made in reducing

the use of higher-risk chemicals in the production of VMI machines. Currently, 90% of the paints used in VMI's machines are water-based, reducing the use of solvent-based alternatives. In addition, 58% of high-risk glues and degreasers have been replaced with lower-risk products, while a further 8% are currently undergoing testing for substitution. Hazardous material is not included in the table above.

In 2024, VMI strengthened its management of dangerous goods by appointing an external Safety Advisor (ADR) to conduct mandatory yearly audits and annual reports. Additionally, all employees involved in receiving, handling, and shipping hazardous substances received specialized awareness training in 2024 regarding the safe handling and transport of these materials.



5.1.5 Waste

Because VMI is primarily an assembly-focused manufacturer, the volume of waste generated directly during the production process is very low. However, we maintain a strategy to manage existing waste through recycling and reduction initiatives.

VMI identifies its main waste streams as the following:

- **Wood, Paper and Cardboard (39%):** The most significant source of waste at VMI originates from the incoming packaging materials of goods. To address this, VMI proactively engages with its suppliers on packaging initiatives, and this source of waste has significantly decreased over the years as a result. You can find more details in the Supply Chain chapter.



Rianne Mensink
Facility Employee

- **Steel (23%):** In relation to steel (which represents 79% of total material use), the waste of steel is actually quite low: only 2% of steel is wasted. We continuously strive to further reduce this percentage, including through collaboration with suppliers to minimize production errors.
- **Other Materials (19%):** Other materials include residual waste (e.g. coffee grounds and other non-recyclable waste). In 2024, every VMI employee worldwide received a personalized coffee mug and thermos flask to reduce the use of single-use cups across all locations. As a result, VMI saves approximately 830,000 single-use plastic cups annually, contributing to a reduction in other materials waste. In 2025, total waste amounted to 77 kg per employee per year, equivalent to

just 0.4 kg per employee per day.

- **Other Plastic (16%):** This category mainly consists of rubber used for testing, which is almost entirely recycled. The increase in 2025 is primarily driven by specific activities, including the Family Day, where we hosted a tire-making demonstration process, and the launch of a new machine (UNIXX Hybrid), as this required significant testing.

Waste diverted from landfill

The majority of our waste is recycled and incinerated (64%). However, the percentage of unknown waste processing is still 35%. This means that we can estimate that at least 64% of waste is diverted from landfill, with only 1% of waste going to landfill.

Waste	Units	2023	2024	2025
Copper	kg	10,139	11,595	6,711
Plastics (e.g. PVC, XLPE, PE)	kg	41,809	36,645	4,910
Other plastics	kg	not recorded	26,100	124,090
Steel	kg	83,350	172,131	177,772
Aluminium	kg	1,928	2,317	4,095
Wood	kg	260,387	282,480	190,735
Paper + board	kg	126,965	126,098	111,827
Electronics	kg	352	1,569	2,011
Hazardous	kg	2,989	8,893	4,009
Other materials	kg	119,580	179,227	147,171
Total	kg	647,499	847,055	773, 331

Note: as of 1-1-2024, the data has been collected as per CSRD requirements. The scope has changed, resulting in higher numbers for steel, wood, and other materials.

5.1.6 Water

Water supply companies and governments have warned of potential water shortages around 2030. In response, VMI is taking proactive measures to reduce water consumption and improve efficiency.

Faucets are equipped with automatic shut-off systems to prevent unnecessary water use and looking ahead, the use of rainwater for sanitary purposes is being explored. In addition, VMI aims to promote responsible and environmentally conscious water use among employees.

Total water consumption in 2025 amounted to 22,757 m³, compared to 25,281 m³ in 2024. Water consumption per FTE remained relatively stable at 13.7 m³ per FTE.

VMI does not operate in water-stressed areas; therefore, formal water stress assessments are currently not considered necessary.

Water	Units	2023	2024	2025
Water	m ³	20,665	25,281	22,757
Water consumption/FTE	m ³ /FTE	13,6	13,3	13,7



5.1.7 Air Pollution

Our ambition is to reach zero air pollution in our own operations by 2040. To achieve this goal, we will eliminate natural gas consumption at all VMI facilities by 2030 and use only natural coolants across all global facilities by 2040.

Heating Transition: Phasing out Natural Gas

Heating and cooling systems in buildings are a primary source of air pollution beyond CO₂ emissions. Currently, many facilities rely on central heating systems powered by natural gas, which emit not only CO₂ but also NO_x and SO_x.

VMI is actively phasing out these systems in favor of electric heat pumps, which eliminate on-site air pollution from heating. The objective is to replace all natural gas-based heating systems with heat pumps by 2030. Refer to case study on Heat Pump Installation for more information.

In 2025, total gas consumption remained relatively stable at **434,225 m³**, while the total heated building volume decreased due to the rental of temporary halls in 2024.

Importantly, gas consumption intensity has improved over time. Gas use per cubic meter of building declined from **0.713 in 2019 to 0.474 in 2024**, highlighting increased efficiency in heating.

Cooling Systems for Facilities

VMI's cooling systems currently utilize hydrofluorocarbons (HFCs). Leakage of these refrigerants represents a source of air pollution, as they have a high Global Warming Potential (GWP). In 2024, fugitive emissions accounted for 2.8% of total Scope 1 and 2 emissions.

To mitigate this impact, VMI conducts regular inspections and maintenance to minimize leakage and is systematically replacing high-GWP HFCs (such as R410A) with lower-

impact alternatives. The long-term ambition is to transition to 100% natural refrigerants across all global facilities by 2040, eliminating the use of synthetic refrigerants.

Indoor Air Quality: BAOPT and IonAir

To ensure a healthy indoor environment, all office buildings are equipped with advanced air management systems:

- **BAOPT:** This system utilizes diffusion to ensure air flows throughout entire rooms, reaching even extreme corners to provide fresh air without significant temperature variations.
- **IonAir:** This purification technology significantly enhances air quality by eliminating approximately 95% of bacteria, germs, and mold spores. It also delivers a 50% reduction in odor-causing volatile organic compounds (VOCs) and halves airborne particulates. This efficiency allows for greater air recirculation, reducing the need for continuous external air exchange by 10-25%.

Energy	2023	2024	2025
Cubic meters buildings	665,389	914,375	897,404
Consumption of natural gas	516,543	433,810	434,225
M3 gas per m3 building	0.776	0.474	0.484
Reduction compared to baseline 2019	-22%	39%	32%



Robert Louis
Global CSR Officer

5.2 Key Actions and Results: Summary

54%

decrease in Scope 1 and 2 market-based emissions compared to 2024, supporting our goal of achieving net zero operations by 2030

25%

Our SBTi feasibility assessment study resulted in a near term target reduction alignment of 25% for Scope 3 emissions by 2030

2

industrial heat pumps at the Epe facility, which are projected to reduce natural gas consumption by 30% at the site

23%

of VMI's total energy consumption is self-generated, primarily through on-site renewable installations

9%

decrease in total waste, with a significant 33% reduction in wood driven by new packaging solutions

49%

of our fleet is fully electric

What we are going to focus on in 2026:

We will continue to work on reducing material use through modular machine design, LCAs, and use of recycled materials

We will continue our ongoing reduction program for reaching net zero in Scope 1&2 in 2030

Detailed emission reduction plans to be developed in 2026 for Scope 3 emissions

6 Supply Chain



6.1 Overview, Subtopics & Targets

Much of a VMI machine's environmental impact lies in its supply chain. We focus on improving supplier sustainability while ensuring strong human rights, health, and safety standards across our value chain.

VMI's supply chain is complex, with a wide variety of components produced in relatively low volumes. We manage the impact of our supply chain through close engagement with suppliers via our Code of Supply, sustainability questionnaires, and ongoing dialogue. These assessments cover topics such as recycled materials, product recyclability, responsible mineral sourcing (RMI), and last but not least, human rights.

Our suppliers play a key role not only in reducing upstream impacts, but also in enabling downstream improvements by supporting our technological ambitions. In 2026, in line with our Scope 3 emission reduction goal of 25%—

which considers the impact of purchased goods and services plus the use of products at the customer site—we strengthened collaboration with suppliers by setting clearer expectations to “rethink the machine together”.

The following sections outline our approach, progress, and key focus areas within the Supply Chain pillar, covering:

6.1.1 Goods & Services

6.1.2 Packaging

6.1.3 Transport

6.1.4 Due Diligence on Human Rights in the Supply Chain, Risk Analysis, Audits and Visits

6.1.5 Training

The next sections explain the journey and progress that we are making in meeting our targets.



Our ambition:
Towards a
carbon-neutral and
fair supply chain

TARGETS

100%

of strategic suppliers (with purchase volume of > €1 million) have signed the VMI Code of Supply

80%

of selected suppliers (representing over 80% of total spend) have received and returned a desktop assessment (=sustainability questionnaire)

100%

of strategic suppliers have received and returned a desktop assessment (=sustainability questionnaire)

100%

of strategic suppliers have received an on-site assessment within 5 years of signing

ZERO

incidents of human rights violations in our supply chain

LTIR

less than 1 for all suppliers

TKH classifies suppliers with annual spend above €1 million as strategic. Given that this threshold is relatively high for our context, we also include selected suppliers, accounting for 80% of total spend, in our targets. This represents 170 VMI suppliers.

6.1.1 Goods & Services

In 2025, we started a dialogue with our suppliers to work proactively to identify and integrate more sustainable articles into our machine designs.

This approach is supported by strong cross-functional horizontal collaboration between our R&D department and the Supply Chain team. The Supply Chain team plays a key bridging role by translating R&D requirements into supplier discussions, assessing feasibility with partners, and enabling the practical implementation of solutions.

Collaboration with Suppliers: Letter of Expectations

The foundation of our collaboration is the Supplier Letter of Expectations, which was updated in 2025. This letter serves as a detailed Code of Conduct, moving beyond basic compliance to outline specific sustainability performance targets. By signing this letter, our partners commit to a shared sustainability journey. This letter serves as a foundation for our dialogue on key improvement areas across People, Planet, & Ethics.

We focus on looking for alternatives for scarce raw materials, increasing use of recycled inputs, alongside efficiency improvements such as optimized packaging. Efforts also include lowering energy use and improving resource efficiency at the end-product, and more.

The Supplier Day: A Forum for Dialogue

A key moment of dialogue was our dedicated Supplier Day in 2025. This event brought together approximately 250 suppliers and served as a forum to communicate VMI's sustainability strategy and explore collaborative opportunities to improve environmental performance across the entire supply base.

The Supplier Day featured key presentations from VMI's VP Global Procurement and VP R&D, as well as external

keynote speakers who provided insights on topics such as 'Hidden Impact' and EcoDesign.

Co-Innovating for Sustainable Machines

Sustainable procurement for VMI involves more than just selecting vendors; it is about "rethinking the machine together". Through supplier visits and audits, we have moved beyond checking quality and logistics, to identifying specific technical improvements for our machine articles.

In 2024, we identified 13 improvement opportunities in collaboration with our suppliers. This number increased to 24 in 2025. Several of these ideas have already been implemented in 2025, including two improvements related to packaging, three related to products (see case studies below), and one related to transport.



Zoë Christiaans
Global Sourcing Buyer

CASE STUDY 1

Advanced Cooling for Electrical Cabinets

Starting in 2026, VMI will introduce a new, more sustainable air-conditioning unit for its machines' electrical cabinets. Because these units often run 24/7 at customer sites, efficiency is key.

Results

38% energy use reduction, significantly reducing CO₂ emissions throughout the machine's 30-year lifespan.

CASE STUDY 2

Recycled Conveyor Belt

VMI is introducing Eco Fiber belts made from recycled PET bottles, replacing standard conveyor belts. Already five have been integrated into the standard MAXX BOM, with further rollout planned for 2026.

Results

30% lower CO₂ footprint, at the same price as conventional alternatives. Sustainability at no extra cost.

CASE STUDY 3

FESTO Energy Efficiency Module

Through Festo's energy efficiency module, VMI engineers were able to monitor and optimize air consumption in the Revolute machine, reducing its operating pressure from 6 to 4 bar. All of this without compromising machine performance.

Results

22% reduction in air consumption, resulting in a 22% annual cost saving.



6.1.2 Packaging

VMI prioritizes the use of environmentally responsible packaging solutions, with a strong focus on reducing waste and enabling reuse.

Beyond selecting sustainable materials - such as recycled inputs and wood from responsibly managed forests - VMI is increasingly transitioning from single-use packaging to durable, reusable alternatives. These initiatives not only lower CO₂ emissions and material waste but also deliver cost savings. Close collaboration with suppliers plays a key role in implementing these improvements and scaling sustainable packaging solutions throughout our operations.



CASE STUDY 1

Reusable Steel Transport Crates

Wooden crates used for global sourcing from China are being replaced with steel, foldable, reusable containers. Unlike wood—which is often disposed of after use—these crates offer greater durability, improved resistance to weather conditions, and reduced damage during transport.

CASE STUDY 2

Foldable Wooden Transport Frames

Fixed wooden transport frames are being replaced with foldable alternatives that can be collapsed when empty, significantly reducing transport volume. This results in lower transport costs and improved space efficiency. The initiative generates substantial annual savings of approximately €40k.

CASE STUDY 3

Introduction of Plastic Containers

It was noted that a significant number of cardboard boxes were used by our logistics partner TKH-L when supplying VMI Leszno and Epe. These have now been replaced with standardized, reusable blue containers. This initiative delivers annual cost savings, with an estimated return on investment of approximately 3.5 years, and reduces CO₂ emissions by 2,500 kg annually (equivalent to driving 10,000–15,000 km in a typical car).

CASE STUDY 4

Transition to VCI Packaging

VMI traditionally used multi-layer aluminum foil for corrosion protection when shipping machines. This material is non-recyclable and generates residual waste. In 2025, a more sustainable alternative—VCI foil—was selected and validated through two successful tests. The transition is expected to reduce packaging costs by approximately 15% (around €150k annually). Full implementation is planned for 2026.

6.1.3 Transport

VMI's logistics operations include two key aspects: Firstly, there's the intracompany transport of machine modules during the manufacturing process. Secondly, there is the outbound transport of finished machines to customer locations.

In its logistics approach, VMI prioritizes selecting transportation methods that reduce environmental impact, such as sea transport, which significantly lowers emissions compared to other modes. VMI also utilizes road transport (trucks) for more localized shipments, striving for efficiency and sustainability at every step of the journey.

Air transport is used for shipments between China and Epe, and at present, a more efficient alternative has not yet been identified.

In terms of intracompany transport, air transport represents only 19% of total transport activity but accounts for 79% of total CO₂ emissions, highlighting its significantly higher carbon intensity compared to sea and land transport.

Intracompany Transport	Ton-km	Share (%)	CO ₂ Emissions (tons)	Share
By air	4,299,961	19%	2,150	79%
By sea	16,582,008	74%	332	12%
Over land	1,633,167	7%	245	9%
Total	22,515,135	100%	2,727	100%

In 2025, outbound transport of machines and parts to clients worldwide was carried out primarily via sea freight, with limited use of road transport.

Intracompany Transport	Ton-km	Share (%)
By sea	88,868,731	98%
Over land	1,523,560	2%
Total	90,392,291	100%

For 2026, the focus will be on tracking and reporting kilometers avoided as part of transport optimization and emission reduction efforts, looking at reducing air transport primarily.

“

Air transport represents only 19% of total transport activity but accounts for 79% of total CO₂ emissions, highlighting its significantly higher carbon intensity compared to sea and land transport.

6.1.4 Due Diligence on Human Rights in the Supply Chain, Risk Analysis, Audits and Visits

A responsible supply chain is not only about environmental impact—it's about protecting the people in it, and promoting safe and ethical working conditions. In 2025, VMI participated in the United Nations Global Compact (UNGC) Business Accelerator on Human Rights, further strengthening its commitment to a fair supply chain.

The Basics: Supplier Code of Conduct + Letter of Expectations

VMI's approach to supplier ethics is anchored in the Code of Supply and the VMI Supplier Expectations Letter, which together mandate strict adherence to internationally recognized standards, specifically the key International Labor Organization (ILO) conventions:

- Freedom of Association and Collective Bargaining (Conventions No. 87 and 98).
- Equal Remuneration and Non-Discrimination (Conventions No. 100 and 111).
- Occupational Safety and Health (Convention No. 155).
- Elimination of Forced and Child Labor (Conventions No. 29, 105, 138, and 182).

To ensure supplier reliability and integrity, VMI conducts a rigorous due diligence procedure on every new supplier to ensure they adhere to the same high standards of quality, ethics, and sustainability that VMI upholds, namely:

- **Zero-Tolerance Policy:** VMI is steadfast in providing a safe and respectful working environment and demands the same from its suppliers and business partners. The company maintains a zero-tolerance policy toward corruption, bribery, child labor, forced labor, modern slavery, harassment, discrimination, and intimidation across its entire global operations and supply chain.

- **Promotion of Rights and DEI:** VMI actively promotes freedom of association, the right to collective bargaining, and equal rights. We advocate for equal pay and equal opportunities for all individuals, regardless of gender, age, nationality, ethnicity, disability, or sexual orientation.
- **Third-party certification:** We look at certifications such as ISO 14001, ISO 45001, and other ISO certifications, as well as EcoVadis assessment ratings (or equivalent). We have a clear preference for suppliers with such certificates and a high performance or ratings.



Key Progress and Results 2025

The Supplier Base of VMI constitutes of four main groups:

- Electrical OEM (e.g., PLCs, cameras, sensors)
- Mechanical OEM (e.g., gear boxes, valves, pneumatics, pumps)
- Mechanical Outsourcing (e.g., welded constructions, machined parts, painting)
- MRO/NPR (maintenance, repair, and overhaul / non-product related supplies) (e.g. consumables, packaging material, external services)

Note: For the VMI sites in Epe and Leszno the purchasing is done from Epe; VMI Yantai has also several local suppliers.

100%

of strategic suppliers (with purchase volume of > €1 million) signed the Code of Supply, which includes environmental, labor, and human rights clauses

94%

of selected suppliers received and filled in the desktop assessment in the form of a sustainability questionnaire

53%

of strategic suppliers received an on-site assessment within 5 years after signing

Sustainability Questionnaire: E&S Risk Analysis

In 2023, VMI introduced a bi-annual Environmental & Social (E&S) Risk Analysis for selected suppliers, based on a sustainability questionnaire. These selected suppliers represent 80% of our total spend (approximately 100 suppliers). The questionnaire is designed to provide in-depth insight into suppliers' policies, procedures, and compliance with sustainability, safety, and ethical standards.

In 2024, the questionnaire was sent to 97% of VMI's strategic suppliers. Of these, 93% completed the questionnaire in full, providing valuable input for the sustainability risk analysis. Based on the results, suppliers were positioned in a Risk Profile matrix, with suppliers with the highest risk profile prioritized for sustainability visits and audits. A new risk analysis will be conducted in 2026.

The overall conclusion of the questionnaire results was that sustainability risks were low. There are however a limited number of suppliers actively reducing emissions in their operations and products. Given VMI's own emissions reduction ambitions, this presents a potential risk. In response, a Supplier Day was organized, and the Letter of Expectations was updated in 2025 (see Section Goods & Services).

In 2025, VMI participated in the UNGC through its parent company, TKH Group. As part of this commitment, VMI joined the UNGC Business Accelerator Program on Human Rights. Through this Program, VMI conducted an initial human rights risk assessment of its suppliers and developed a structured action plan to strengthen ethical practices within its own operations and across its supply chain.

Looking ahead, VMI aims to complete its participation in the accelerator by 2026, ensuring that human rights principles are fully embedded throughout its global value chain.

Due Diligence on Human Rights: Going beyond the Basics

Our goal is clear: zero incidents of human rights violations in our supply chain. To support this ambition, and as part of our participation in the UNGC, we have incorporated the following questions into our supplier questionnaire:

- Does your company have a policy on discrimination, harassment, aggression, and intimidation?
- Is your company aware of, and does it have a policy on, human rights (e.g. child labor, forced labor), including labor rights?
- Is your company aware of, and does it have a policy on, anti-bribery and anti-corruption?
- Is your company aware of, and does it have a policy on information and data security (e.g. privacy, intellectual property)?
- Has your company assessed human rights risks in its own supply chain (e.g. child labor, forced labor, inequality)?
- Does your company provide training and maintain records on:
 - Safety awareness
 - Harassment and intimidation
 - Discrimination and inequality
 - Anti-corruption and bribery

In 2026, we will continue gathering data on these topics and identify follow-up actions, such as conducting SMETA audits, where relevant. Looking ahead, we aim to further strengthen our approach by expanding our supplier engagement strategy and targets to include minimum requirements for health and safety training hours, anti-corruption measures, and diversity metrics.

Supplier Visits and Audits

Our target is that 100% of strategic suppliers receive an on-site assessment within five years of signing. In

2025, 53% of strategic suppliers had received an on-site assessment, indicating that we are on track to meet this target.

VMI maintains a supplier audit plan based on supplier performance. Suppliers that are underperforming—for example, due to late deliveries or a high number of delivery errors—are prioritized for audits. Sustainability is a standard topic included in these audits. During these visits, VMI identifies areas for improvement and requires suppliers to take corrective actions to strengthen their practices.

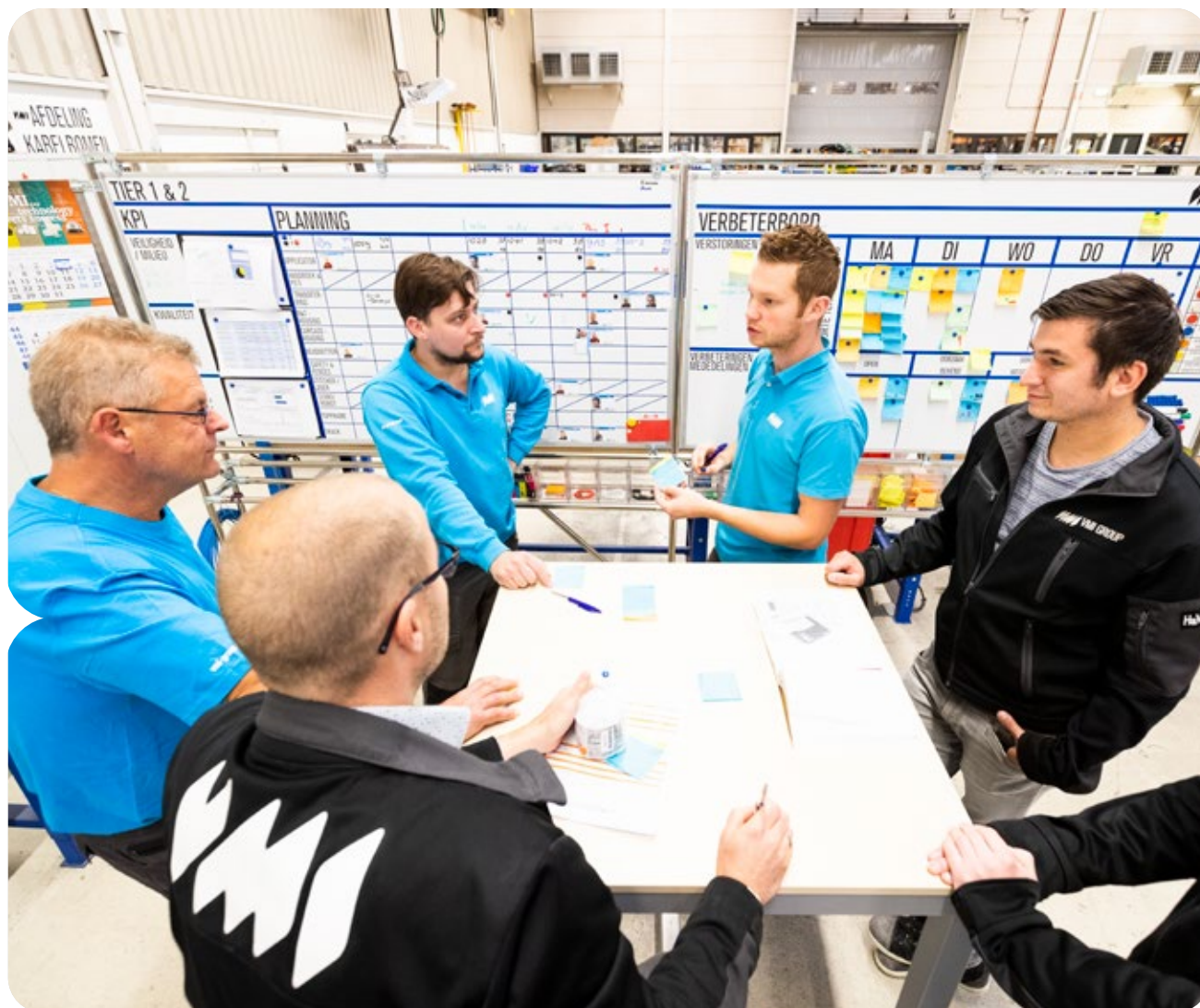
“
In 2024, the sustainability questionnaire was sent to 97% of VMI's strategic suppliers. Of these, 93% completed the questionnaire in full.”

6.1.5 Training

We foster a culture of continuous learning through training, helping our sourcing teams build sustainability knowledge and skills.

In 2024, sourcing buyers from both VMI The Netherlands and VMI China received in-depth training on carbon footprint, including Scope 1, 2, and 3 emissions, as well as related reduction measures. Additionally, sourcing buyers in VMI The Netherlands participated in further training on VMI's sustainability strategy, the energy reduction features of VMI machines, and key sustainability aspects within the supply chain.

In 2025, a more extensive training program was launched, consisting of 10 sessions and 30 hours of training across topics such as EcoDesign, systems thinking, sustainable development, lifecycle thinking, and ethics. All strategic buyers at VMI (23 participants) are currently enrolled in this training, which is led by an external consultant.



6.2 Key Actions and Results: Summary

100%

of strategic suppliers (with a purchase volume > €1 million) signed the Code of Supply

94%

of strategic suppliers completed the desktop assessment via the sustainability questionnaire

53%

of strategic suppliers received an on-site assessment within five years of signing

24

improvement opportunities have been identified with suppliers by 2025

3

product-related improvements were implemented in 2025, including the introduction of a recycled conveyor belt

VMI participated in the **UNGC Accelerator Program**, resulting in the integration of human rights questions into the sustainability questionnaire and increased supplier engagement on these topics

250

people (representing different suppliers) participated in the Supplier Day, which focused on sharing VMI's environmental ambition

100%

of VMI buyers participated in an in-depth 30-hour training program covering topics such as EcoDesign (starting in 2025 and continuing into 2026)

As part of VMI's company-wide **Sustainability Program**, we created a dedicated Supply Chain pillar team for improvements

What we are going to focus on in 2026:

Operationalize our 25% reduction target by 2030 for Scope 3 emissions – Purchased goods and services, by setting CO₂ reduction targets per buyer

Increase collaboration with R&D to identify and source more sustainable alternatives, particularly looking at steel and electronics

Follow-up on supplier questionnaire responses on human rights topics and identify next steps for engagement and improvement

Implement a software solution to collect, centralize, and analyze all supplier data covering environmental, social, and due diligence aspects

Develop an internal dashboard to monitor and report on progress against pillar targets

7 Employment



7.1 Overview, Subtopics & Targets

VMI regards its employees as part of a family, and places great value on their safety, professional development and wellbeing.

Work safety is embedded in VMI's DNA and culture, alongside a strong focus on employees' mental and physical wellbeing. An active Vitality Program supports health and fitness, while regular surveys show high engagement—over 90% of employees are proud of their work and employer.

To maintain its position as a technology leader, VMI invests in continuous training and development through the VMI Academy, supporting both employees and customers worldwide. The company is also committed to upholding

human rights across its operations, ensuring fair, ethical, and safe treatment, supported by clear policies to prevent harassment, intimidation, and discrimination.

This chapter details VMI's approach to employment looking at five subtopics:

7.1.1 Health & Safety

7.1.2 Employee Satisfaction

7.1.3 Learning & Development

7.1.4 Diversity, Equity & Inclusion (DEI)

7.1.5 Human Rights

The following pages describe the journey and progress VMI has made in 2025 to achieve our targets.



Our ambition:
Ensure a safe and inclusive workplace for our employees

TARGETS

Health & Safety

- **Zero** work-related incidents
- **LTIF** less than 1.0
- **100%** of employees received annual safety training

Employee Satisfaction

- **7.5** employee satisfaction at all times
- **100%** of employees earn a living wage annually
- **100%** of employees covered by Collective Labor Agreements (where applicable) annually
- **Zero** complaints related to intimidation, harassment, aggression, and violence in the workplace annually

Learning & Development

- **16** hours minimum of training per FTE per year
- **90%** of employees receive an annual performance review

DEI & Human Rights

- **15%** women in VMI's total workforce
- **25%** women in executive and senior management by 2030
- **Zero** reported incidents annually

7.2.1 Health & Safety

Safety First is part of our DNA. VMI's three main production facilities in the Netherlands, China, and Poland—representing around 90% of all employees—operate under safety management systems certified to the ISO 45001 standard and are audited annually.

In 2025, we completed 125 Safety Walks at our Epe operations. In addition, board members and senior management conducted seven safety talks, demonstrating strong leadership commitment to safety.

Absenteeism remains well below the industry average at 3.1%, partly driven by our Vitality programs. More information about the Vitality Programs can be found in the Employee Satisfaction section.

Personal Protective Equipment (PPE)

VMI provides PPE in line with local regulations and prioritizes safety through regular training. The working environment is monitored annually for factors such as noise, temperature, and air quality to ensure a safe and healthy workplace.

VMI follows occupational health and safety standards, focusing on hazard prevention, employee health, and safety awareness. Each facility has an Emergency Response Team responsible for first aid, firefighting, and evacuation.

Safety Awareness Training

In 2025, all employees completed refresher safety training with a focus on two-way communication between employees and management, resulting in actionable improvements.

At VMI Poland, new hires receive introductory and on-the-job safety training, followed by periodic training with knowledge assessments.

TIER Boards

VMI uses a five-level TIER system to manage operational, health & safety, and environmental issues. Issues are addressed at team level (TIER 1–2), escalated to multidisciplinary teams (TIER 3), senior management (TIER 4), and ultimately the Board (TIER 5) if needed.

The system operates daily across all locations, enabling quick identification and resolution of issues globally.

Results 2025

2025 marks a strong year for safety, with significant reductions in both LTIF and TRIR across locations:

- In Epe, a safety culture survey introduced in 2024 led to the implementation of targeted actions in 2025, resulting in a substantial reduction in LTIF (from 2.6 to 0.6) in 2025.
- In VMI Poland, similar initiatives were implemented, leading to a sharp decrease in both LTIF and TRIR.
- In VMI China, we are proud to report zero lost-time incidents in 2025

At all VMI sites, incidents are reported in accordance with procedure O.05-12 Global Safety Incident Reporting.

Lost Time Injury Frequency Rate (LTIF)	2023	2024	2025	Goal
LTIF VMI Netherlands	1.07	2.64	0.6	<1
LTIF VMI China	1.05	0.98	0.0	<1
LTIF VMI Poland	15.8	13.2	2.4	<4
LTIF VMI total	2.9	3.2	0.6	<1
Total Recordable Injury Rate (TRIR)	2023	2024	2025	Goal
TRIR VMI Netherlands	23.7	24.6	12.2	<20
TRIR VMI China	20	8.8	4.3	<20
TRIR VMI Poland	54	40	14	<24
TRIR VMI total	23.2	18.7	8.9	<20
Absentee rate	2023	2024	2025	Goal
Absentee rate VMI Netherlands	3.9	3.8	3.4	<%4
Absentee rate VMI China	0.7	0.8	0.7	<%4
Absentee rate VMI Poland	4.3	5.9	5.4	<%4
Absentee rate VMI total	3.2	3.6	3.1	<%4

7.1.2 Employee Satisfaction

VMI is committed to fostering a supportive, fair, and healthy work environment, driven by equitable compensation, strong labor practices, and a focus on employee well-being.

Living Wage

VMI is committed to ensuring fair and adequate compensation for all employees globally. In 2025, 100% of our operational sites were covered by a living wage analysis. Based on the most recent benchmarks from the WageIndicator Foundation, used in alignment with IDH - The Sustainable Trade Initiative standards, we can confirm that 100% of our employees are paid above the living wage.

As a result, zero employees are paid below the living wage threshold, and the average wage gap for employees below the living wage benchmark is 0%. This reflects VMI's structural approach of conducting annual assessments to ensure that the lowest wages at each location consistently meet or exceed living wage standards.

Vitality Policy

VMI strives to create a work environment that is both healthy and supportive, so that VMI's employees can better manage stress, maintain their energy levels, and develop healthy lifestyle habits. This leads to increased productivity, reduced absenteeism, and a higher level of job satisfaction.

VMI's Vitality Policy has been incorporated into a Vitality Plan and focuses on various aspects of employee health and well-being, such as healthy nutrition, physical activity, stress management, work-life balance, and financial fitness. The activities offered in the Vitality Plan include personal coaching, workshops, (accessible) sports activities, and support to become and stay financially fit. VMI actively stimulates and supports these local initiatives.

A voluntary, third-party certified Periodic Medical Examination (PME) was conducted in 2025 as part of the Vitality Plan. This initiative was offered to all employees as a preventive measure to support health, safety, and overall wellbeing, with a participation rate of 47% in Epe (433 employees)

We are happy to report that among participants:

96%
rated their
relationship with
colleagues as good

88%
reported feeling
highly engaged with
the organization

In 2025, 127 colleagues began working with a personal coach to achieve individual goals in areas such as sleep, nutrition, mental fitness, physical activity, and energy levels.

Results 2025

100%

employees earn a living wage: our goal is to maintain this result year on year

100%

of employees covered by Collective Labor Agreements (where applicable)

7.5

score in our employee survey; to be renewed in 2026

ZERO

complaints related to intimidation, harassment, aggression, and violence in the workplace



Employee Satisfaction Survey (ESS)	
Description & Targets	Results
Conducted every 3–4 years to assess working conditions, leadership, engagement, and well-being. Insights are used to improve policies, productivity, and employee satisfaction. Target: satisfaction score >7.5.	Score: 7.5 (2023–2025). Insights led to the introduction of the Vitality Policy, including workshops and one-on-one coaching.
Employment Handbook	
Description & Targets	Results
Comprehensive handbook outlining employment terms, rights, responsibilities, compensation, leave arrangements, and codes of conduct. Also promotes employee retention through benefits such as additional leave based on tenure and local support (e.g., childcare and nursing leave in China). Aims to inform employees and recognize long-term contributions.	Implemented across entities; strengthens employee awareness, consistency, and retention through structured benefits and clear policies.
Works Councils / Labor Unions	
Description & Targets	Results
Legally established employee representation bodies ensuring dialogue between employees and management. Includes participation in the TKH Works Council. In China, labor unions operate in line with national legislation.	Active in the Netherlands, China, and Poland; ensures employee representation and transparent communication at both local and group levels.
Collective Labor Agreements (CLA)	
Description & Targets	Results
Employment conditions governed by agreements with trade unions, including affiliation with the Metalektro CLA in the Netherlands. Target: 100% coverage where applicable to ensure fair treatment and equal opportunities.	100% coverage achieved (2022–2025).
Salary Structure & Living Wage	
Description & Targets	Results
Salaries exceed CLA standards to remain competitive. Entry salaries ~6% above CLA; up to ~15% higher at maximum scale. Commitment to paying a living wage globally, benchmarked using WageIndicator Foundation methodology aligned with IDH - The Sustainable Trade Initiative.	100% of employees earned at least a living wage in 2025.
Retirement & Career Transition Programs	
Description & Targets	Results
Includes early retirement scheme (RVU) under the Dutch pension agreement and Generation Pact under the Metalektro CLA. Supports sustainable careers, knowledge transfer, and workforce renewal.	Programs implemented in the Netherlands; supports balanced career transitions and succession planning.
Long Service Leave (ADV)	
Description & Targets	Results
Additional vacation days granted based on tenure (e.g., +1 day after 5 years, up to +3 days after 25 years). Aims to recognize loyalty, prevent burnout, and promote well-being.	Implemented; supports retention, employee well-being, and recognition of long-term contributions.

Vitality Policy & Plan	
Description & Targets	Results
Focus on employee well-being, including health, stress management, work-life balance, and financial fitness. Includes workshops and individualized coaching based on ESS outcomes.	Implemented in Epe with coaching, workshops, and local initiatives.
Periodic Medical Examination (PME)	
Description & Targets	Results
Preventive health assessments conducted at least every 3 years (annually in some locations) to monitor and support employee health and wellbeing.	PME conducted in 2025.
Personnel Fund (Medical Expenses)	
Description & Targets	Results
Financial support for uncovered medical expenses, co-funded by employees and VMI. Provides additional financial security.	Available to Dutch employees; enhances financial safety net.
Health Insurance	
Description & Targets	Results
Private medical insurance offered globally, with optional participation and additional benefits depending on location.	Available at all VMI locations.
Disability Insurance	
Description & Targets	Results
Income protection in case of incapacity, aligned with CLA provisions (Netherlands), with shared employer-employee contributions.	Available under CLA framework.
Anti-Harassment Policy & Training	
Description & Targets	Results
Zero-tolerance policy on harassment, bullying, and discrimination, supported by training and preventive measures.	No complaints reported over the past 6 years.
Confidential Advisor	
Description & Targets	Results
Independent and confidential support channel for employees to report concerns and seek guidance.	Widely used; supports early issue resolution and contributes to zero complaints.
Workplace Misconduct Complaints	
Description & Targets	Results
Monitoring of complaints related to intimidation, harassment, aggression, and violence. Target: 0 annually.	0 complaints across all locations (2019–2025).

7.1.3 Learning & Development

VMI supports continuous employee development through a structured approach that combines onboarding, learning programs, leadership development, and performance management.

VMI Onboarding Program

To support the integration and retention of new employees, VMI has developed a structured onboarding program.

The program is organized three to four times per year for groups of up to 15 participants with a VMI contract or those moving towards permanent employment. The program helps new employees better understand the organization, build relationships with colleagues, and gain confidence in their roles. It also provides HR with valuable feedback to continuously improve the onboarding experience.

VMI Academy

The VMI Academy is VMI's in-house Learning Management System that offers a broad range of (e-)learning courses for employees and, increasingly, for customers. Training topics include health and safety, mental wellbeing, personal development, human rights, and business ethics.

BOOST Program

BOOST is an internal development program for selected employees with strong growth potential. The program focuses on strengthening technical expertise or preparing employees for future leadership roles. Participants are paired with experienced mentors, creating opportunities for knowledge exchange that supports personal and professional development.

Leadership & Management Development

VMI organizes ongoing leadership programs aimed at strengthening leadership competencies within the management team and middle management. New leaders enter through a dedicated onboarding program before joining the annual leadership learning trajectory.

In addition, a personal leadership program supports functional managers in their daily responsibilities and prepares them for potential career advancement.

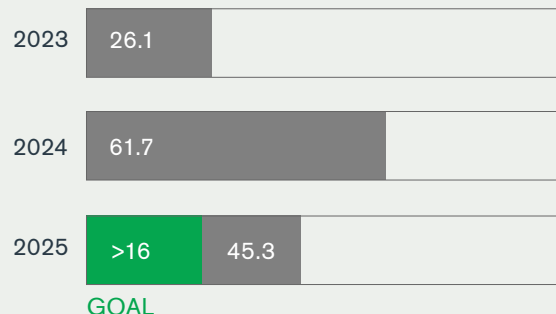
Local Trainings

In addition to company-wide programs, local teams regularly organize training sessions to develop both technical and soft skills. These trainings complement mandatory courses such as health and safety awareness and business ethics.

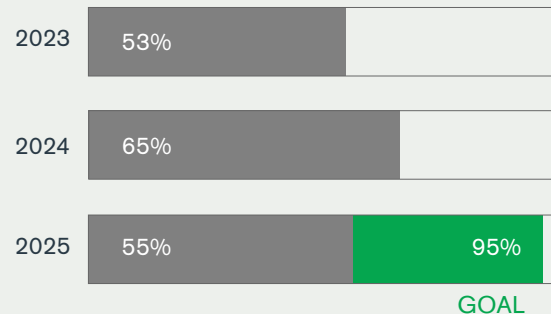
Annual Performance Review

VMI conducts annual performance review conversations between managers and employees. These discussions focus on overall performance, sustainable employability, competencies, and personal development. During these meetings, objectives for the coming year are set. Additional tools such as Personal Development Plans (PDPs), HR cycle instruments, and 360-degree feedback can be used to further support employee development.

Number of training hours per FTE



% of employees receiving a performance review



7.1.4 Diversity, Equity, and Inclusion (DEI)

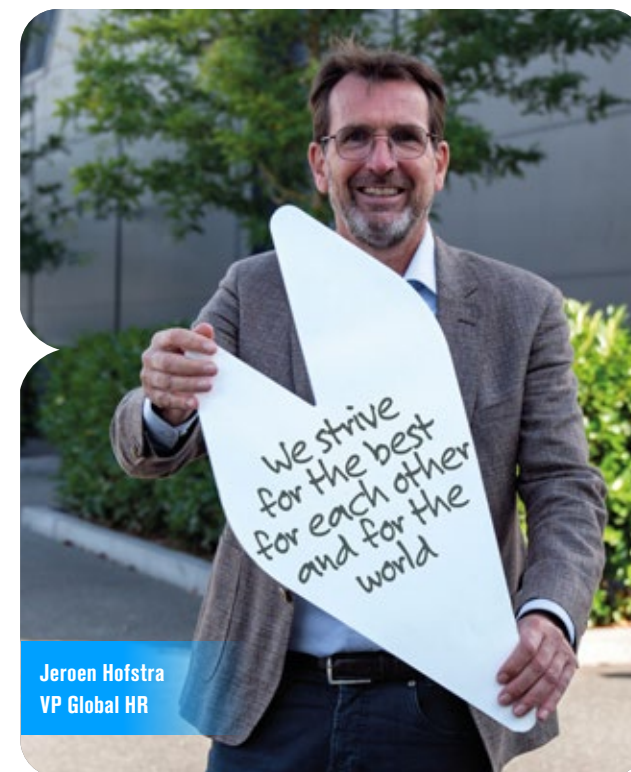
Our DEI strategy looks at both women participation in the workforce and people with a distance to the labor market, aiming to create a workplace where all employees have the opportunity to reach their full potential.

Gender

We want to actively increase female representation in both technical and managerial roles. We recognize that gender diversity strengthens decision-making and contributes to a balanced and inclusive work culture. In 2025, we laid the foundation for a DEI program to ensure that women employees feel safe and valued in the workforce. Two candidates were identified to lead the program, with the final selection to be made. This initiative will be prioritized in 2026.

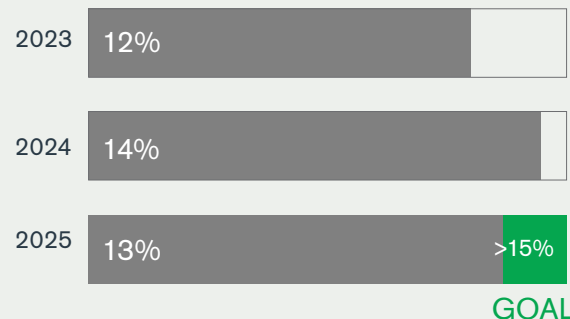
Distance to Labor Market

We are committed to providing opportunities for people with a distance to the labor market (with disabilities), by offering appropriate support, training, and workplace adjustments. To this effect, VMI has established a dedicated department where employees with a distance to the labor market can perform meaningful work. Through job carving, tasks are tailored to employees' skills and capabilities. This approach allows highly qualified technical staff to focus on more complex activities while increasing job satisfaction across the organization. A specialized job coach supports these employees in their daily work and professional development.

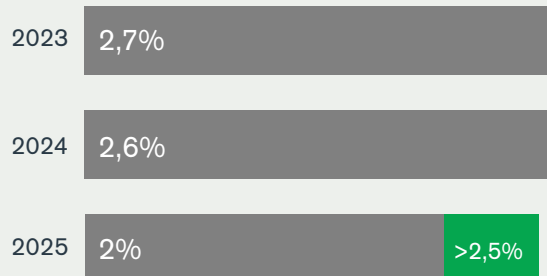


Jeroen Hofstra
VP Global HR

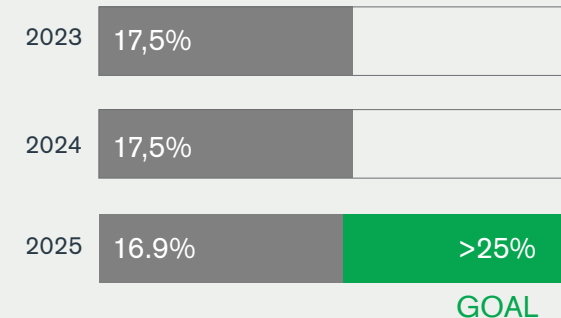
Women in total workforce



Employees with disabilities (of total workforce)



Women in executive and senior management teams



7.1.5 Human Rights

As a signatory of the United Nations Global Compact, VMI is committed to upholding high human rights standards across all business activities.

As a global company, VMI recognizes its responsibility to respect and protect the rights of all individuals affected by its operations, including employees, suppliers, and local communities. VMI expects its suppliers and business partners to adhere to the company's human rights standards. See Chapter on Supply Chain for more information.

VMI supports and follows the core principles of the International Labor Organization, including:

- ILO Convention No. 138
- ILO Convention No. 182
- ILO Convention No. 29
- ILO Convention No. 105

These conventions form part of the ILO Declaration on Fundamental Principles and Rights at Work, which VMI fully endorses. In addition, VMI complies with national labor legislation, including the Dutch Working Hours Act and the Dutch Working Conditions Decree, particularly with regard to young workers. In relation to young workers, we have implemented the following practices:

Age Limit

Children under the age of 16 (14 and 15) are generally not allowed to work with machinery or dangerous equipment. Only light office work is allowed. There are also restrictions regarding working hours: maximum 7 hours per day and 35 hours per week, where school hours are equal to working hours. Interns of this age must have an internship agreement signed by the school, the company and by the child's parents/caretakers.

Young workers fall into the age category of 16 or 17 years old. These are, for example, students of the BBL training who follow a learning-work path, or on-call workers and warehouse employees engaged in order picking or goods receiving. The working hours for young employees are capped at 40 hours per week, with school time counted as working hours.

There are certain activities that are prohibited for young employees to ensure their safety. They are not allowed to work with products that could cause organ damage, impair fertility, or are identified as long-term harmful or toxic. They are also prohibited from working in environments where they would be exposed to higher noise levels of 85 dB(A) or more, or peak sound pressure of 140 dB(A) or more.

Exposure to harmful vibrations is not allowed. Additionally, working with hazardous machinery, such as forklifts, stackers, or overhead cranes is off-limits for them. These measures are put in place to ensure the safety and well-being of young employees as they navigate the early stages of their working lives.

Supervision and Instruction

In companies employing youth, an employer must designate an experienced employee, aged 18 or older, to provide expert supervision, ensuring safety and proper task assignment. This supervisor has the authority to intervene for safety and should consider the young worker's characteristics when assigning tasks. Working hours for those Under the age of 18 are regulated, with no night shifts allowed. At VMI, the workday is 8 hours with limited overtime, aligning with these guidelines.

Labor Inspection

The Dutch Labor Inspection (Inspection SZW) oversees labor conditions and compliance with laws and regulations regarding young workers.

Training

Young employees have the right to education and guidance to perform their work safely and competently. VMI also recognizes the importance of protecting the rights of employees in all its activities and will ensure access to fair wages and safe working conditions. VMI works towards preventing and addressing any form of labor exploitation, including withholding wages or imposing excessive working hours.

Compliance, Incidence Response and Reporting

In all its activities, VMI complies with all applicable laws and regulations and works towards continuously improving its human rights performance. VMI is also transparent about its human rights practices and information about its policies and procedures is available publicly (and through this report). In particular, in Poland and China, VMI ensures compliance with all local laws and regulations and works closely with local communities to ensure that its activities do not adversely impact human rights. VMI takes immediate action to address any violations of this policy and does not tolerate retaliation against an employee for reporting a violation or cooperating with an investigation.

7.2 Key Actions and Results: Summary

0.6 LTIF

achieved, successfully meeting the target of remaining below 1.0

125

Safety Walks completed in 2025, plus seven conducted with higher management

433

employees participated in the a voluntary third-party certified PME conducted in 2025 as part of the Vitality Policy and Plan

45.3

training hours per FTE delivered in 2025, significantly exceeding the annual goal of >16 hours, including an in-depth 30-hour training program for VMI Buyers

55%

of employees received an annual performance review

14%

women participation in the total workforce and 17.5% within executive and senior management teams

2025

marked the foundation of a DEI program to ensure women employees feel safe and valued; two candidates were identified to lead the program, with final selection pending, and the initiative prioritized for 2026

ZERO

reported human rights violations

What we are going to focus on in 2026:

Conduct an employee satisfaction survey in 2026 (every three years)

Further develop and implement the DEI program

Identify measures based on the PME results, which feeds into the Vitality Program

8

Society and Partnerships



8.1 Overview

Being Responsible Neighbors

VMI recognizes that it operates within a rural environment where others live and that its continued growth may have an impact on the surrounding community. The organization is aware that its activities can potentially cause inconvenience in the immediate environment.

To maintain a positive and constructive relationship with its neighbors, VMI aims to proactively communicate about future changes and developments that may affect their living conditions. Whether it involves the construction of a new hall or the potential introduction of a roundabout, VMI considers transparency and open communication essential. By providing timely and clear information, VMI seeks to reduce concerns and uncertainties among residents and to reassure them that their interests are taken seriously.

In addition, VMI contributes to a safe living environment by actively supporting initiatives such as the installation of speed bumps and speed monitoring systems. The organization acknowledges that its operations generate traffic, which can affect local safety. Therefore, VMI has taken proactive measures to enhance traffic safety in the area.

For example, VMI has initiated a request to change the zoning designation of 12 hectares of surrounding agricultural land that it owns, to allow for a new access road to the factory. The primary objectives of this request are to improve traffic safety, strengthen connections to public transport, and create a shorter access route to VMI via the provincial road, thereby reducing the distance traveled by trucks.

Through these efforts, VMI aims to demonstrate that it is not only a growing organization, but also a responsible and considerate neighbor.



8.2 Charitable Causes

VMI places great importance on supporting charitable causes. Each year, employees select a charity to support, with the aim of making a positive societal impact and strengthening community engagement within the organization.

To raise funds, VMI participates in or organizes sporting events and other activities. These initiatives not only contribute to fundraising but also promote team spirit, a healthy lifestyle, and awareness of social issues among employees. In addition, VMI is committed to promoting education and awareness in technology.

The company regularly organizes tours for schools and students at various educational levels, as well as for other interested groups, to showcase its work and inspire interest in the field. VMI also participates in events such as TechniekWeek and Science Weekend, offering factory tours to highlight the importance and appeal of technology.

A key part of this commitment is VMI's partnership with Solar Team Twente, a group of students developing highly efficient solar-powered vehicles. Through this collaboration, VMI supports sustainable innovation and aims to inspire the next generation of engineers.

Ultimately, VMI strives to raise awareness of technology and encourage young people to pursue careers in the field, contributing to the development of future talent.

2025 Highlight – Miles for Life

Miles for Life was an employee-led fundraising event, organized as part of our 80th anniversary. During this 3-day challenge in the Netherlands, we cycled, ran, or walked to raise money for cancer research (KWF).

We aimed to collectively cover 40,000 km—equivalent to

traveling around the world—reflecting our “Around the world in 80 years” anniversary theme.

VMI Americas - Miles for Life Golf Outing

On 14 July VMI Americas held their annual golf outing, raising \$12,500 for the Miles for Life fundraiser. Nearly 100 golfers from VMI and companies nearby came out to Silver Lake Country Club to support the cause. To make things fun, on certain holes, golfers had the chance to see if they could come within 10 feet of the pin and see how far they could hit a marshmallow. After golfing, everyone came inside for a nice cookout themed luncheon where they could buy raffle tickets for the opportunity to play at Firestone Country Club or Silver Lake Country Club.

efforts successfully raised significant funds for cancer care while fostering employee participation and social impact.



VMI Poland – Grass-Cutting and Weed Removal Plus Charity Cake

Employees organized two impactful fundraising initiatives to support cancer research and patients. The first, a grass-cutting and weed-removal campaign, combined outdoor work with charitable giving, with proceeds benefiting KWF and contributing to research and prevention programs. The second initiative, “Charity Cake for Coffee,” involved employees baking and selling homemade cakes at the office and partner locations, showing how small, collective efforts can make a meaningful difference.



Building on this success, the company plans to expand its fundraising activities with new initiatives to further engage employees and raise awareness in the fight against cancer. Continued support and involvement remain key to making a positive impact for those in need.

VMI India – Car & Bike Wash event

VMI India conducted a four-day Cancer Care CSR initiative featuring community engagement activities, including a Panipuri fundraiser and a Car & Bike Wash event. These



8.3 Partnerships

Energiekoplopers Apeldoorn in Epe

VMI Netherlands participates in the regional partnership Energiekoplopers Apeldoorn en Epe, a network of more than 20 companies in the process and manufacturing industry working together to reduce energy consumption. The initiative is supported by the province of Gelderland.

Perron038

Perron038 is an open innovation center for the manufacturing industry in Zwolle. Here, VMI collaborates with companies, technicians, and students to drive innovation in high-tech manufacturing through research, experimentation, and knowledge sharing. VMI has been a partner since its inception.

Platform Techniek

Platform Techniek is a regional collaboration between businesses, educational institutions, and government, focused on encouraging young people to pursue technical careers since 2001. VMI actively contributes to this partnership; Jeroen Hofstra represents VMI as a board member and chairman on behalf of companies. VMI also supports the development of the TechTalk magazine.

Techniek Academie

The Techniek Academie was established by technical companies, Platform Techniek Noordwest-Veluwe, and Landstede MBO to encourage students to pursue technical careers and to align education with industry needs. VMI is a co-founder and board member. The academy now includes around 140 member companies, offers job guarantees for students, and serves as a recruitment channel for VMI.

OBM Oost (Metal Training Company East)

VMI is an active member and co-owner of OBM Oost, which focuses on training and developing employees for metal companies in the eastern Netherlands. In collaboration with Regional Education Centers, OBM Oost provides practice-oriented vocational training. Through its involvement, VMI invests in the future workforce and supports the development of skilled professionals.



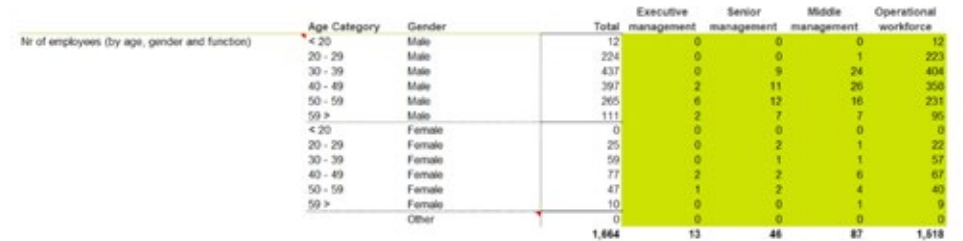
9

Appendix

GRI Content Index

Statement of use	VMI Group has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI 2 General Disclosures

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission																																																																																																									
2-1	Organizational details	Who We Are																																																																																																										
2-2	Entities included in the organization's sustainability reporting	About this report Organizational Structure Governance																																																																																																										
2-3	Reporting period, frequency and contact point	About this report	VMI publishes a sustainability report annually since 2022. Each report covers a calendar year from 1 January to 31 December, in line with VMI's financial year. For any information about this report, please contact Robert Louis at rlouis@vmigroup.com .																																																																																																									
2-4	Restatements of information		There are no restatements of information in our 2025 Sustainability Report with respect to our 2024 report.																																																																																																									
2-5	External assurance																																																																																																											
2-6	Activities, value chain and other business relationships	Products & Services																																																																																																										
2-7	Employees	Organizational Structure 7.1.4 Diversity, Equity & Inclusion (DEI)	 Nr of employees (by age, gender and function) <table><thead><tr><th>Age Category</th><th>Gender</th><th>Total</th><th>Executive management</th><th>Senior management</th><th>Middle management</th><th>Operational workforce</th></tr></thead><tbody><tr><td>< 20</td><td>Male</td><td>12</td><td>0</td><td>0</td><td>0</td><td>12</td></tr><tr><td>20 - 29</td><td>Male</td><td>224</td><td>0</td><td>0</td><td>1</td><td>223</td></tr><tr><td>30 - 39</td><td>Male</td><td>437</td><td>0</td><td>9</td><td>24</td><td>404</td></tr><tr><td>40 - 49</td><td>Male</td><td>397</td><td>2</td><td>11</td><td>26</td><td>358</td></tr><tr><td>50 - 59</td><td>Male</td><td>265</td><td>6</td><td>12</td><td>16</td><td>231</td></tr><tr><td>59 ></td><td>Male</td><td>111</td><td>2</td><td>7</td><td>7</td><td>95</td></tr><tr><td>< 20</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Female</td><td>25</td><td>0</td><td>2</td><td>1</td><td>22</td></tr><tr><td>30 - 39</td><td>Female</td><td>59</td><td>0</td><td>1</td><td>1</td><td>57</td></tr><tr><td>40 - 49</td><td>Female</td><td>77</td><td>2</td><td>2</td><td>6</td><td>67</td></tr><tr><td>50 - 59</td><td>Female</td><td>47</td><td>1</td><td>2</td><td>4</td><td>40</td></tr><tr><td>59 ></td><td>Female</td><td>10</td><td>0</td><td>0</td><td>1</td><td>9</td></tr><tr><td>Other</td><td></td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td></td><td></td><td>1,664</td><td>13</td><td>46</td><td>87</td><td>1,518</td></tr></tbody></table>	Age Category	Gender	Total	Executive management	Senior management	Middle management	Operational workforce	< 20	Male	12	0	0	0	12	20 - 29	Male	224	0	0	1	223	30 - 39	Male	437	0	9	24	404	40 - 49	Male	397	2	11	26	358	50 - 59	Male	265	6	12	16	231	59 >	Male	111	2	7	7	95	< 20	Female	0	0	0	0	0	20 - 29	Female	25	0	2	1	22	30 - 39	Female	59	0	1	1	57	40 - 49	Female	77	2	2	6	67	50 - 59	Female	47	1	2	4	40	59 >	Female	10	0	0	1	9	Other		0	0	0	0	0			1,664	13	46	87	1,518
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2-7	Employees	Organizational Structure 7.1.4 Diversity, Equity & Inclusion (DEI)	<table><tr><th></th><th>Age Category</th><th>Gender</th><th>Total</th><th>China</th><th>Germany</th><th>India</th><th>Netherlands</th><th>Poland</th><th>United States of America</th><th>Other</th></tr><tr><td rowspan="14">Nr of employees (by age, gender and country)</td><td>< 20</td><td>Male</td><td>12</td><td>8</td><td>0</td><td>0</td><td>12</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Male</td><td>221</td><td>30</td><td>5</td><td>14</td><td>121</td><td>59</td><td>1</td><td>0</td></tr><tr><td>30 - 39</td><td>Male</td><td>440</td><td>119</td><td>3</td><td>22</td><td>212</td><td>83</td><td>11</td><td>0</td></tr><tr><td>40 - 49</td><td>Male</td><td>396</td><td>135</td><td>4</td><td>8</td><td>187</td><td>46</td><td>7</td><td>3</td></tr><tr><td>50 - 59</td><td>Male</td><td>289</td><td>47</td><td>7</td><td>3</td><td>172</td><td>27</td><td>7</td><td>2</td></tr><tr><td>59 ></td><td>Male</td><td>111</td><td>0</td><td>2</td><td>0</td><td>99</td><td>5</td><td>3</td><td>2</td></tr><tr><td>< 20</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Female</td><td>271</td><td>1</td><td>0</td><td>4</td><td>14</td><td>4</td><td>0</td><td>0</td></tr><tr><td>30 - 39</td><td>Female</td><td>491</td><td>15</td><td>0</td><td>2</td><td>27</td><td>11</td><td>4</td><td>1</td></tr><tr><td>40 - 49</td><td>Female</td><td>795</td><td>22</td><td>0</td><td>0</td><td>31</td><td>18</td><td>2</td><td>1</td></tr><tr><td>50 - 59</td><td>Female</td><td>461</td><td>3</td><td>1</td><td>0</td><td>31</td><td>8</td><td>4</td><td>1</td></tr><tr><td>59 ></td><td>Female</td><td>105</td><td>0</td><td>0</td><td>0</td><td>9</td><td>0</td><td>1</td><td>0</td></tr><tr><td>Other</td><td></td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td></td><td></td><td></td><td>1,884</td><td>362</td><td>22</td><td>53</td><td>915</td><td>241</td><td>40</td><td>18</td></tr></table> <table><tr><th></th><th>Age Category</th><th>Gender</th><th>Total</th><th>China</th><th>Germany</th><th>India</th><th>Netherlands</th><th>Poland</th><th>United States of America</th><th>Other</th></tr><tr><td rowspan="14">Nr of permanent hires (by age, gender and country)</td><td>< 20</td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Male</td><td>154</td><td>5</td><td>5</td><td>12</td><td>83</td><td>47</td><td>1</td><td>0</td></tr><tr><td>30 - 39</td><td>Male</td><td>360</td><td>66</td><td>3</td><td>21</td><td>197</td><td>58</td><td>11</td><td>0</td></tr><tr><td>40 - 49</td><td>Male</td><td>390</td><td>113</td><td>4</td><td>8</td><td>181</td><td>44</td><td>7</td><td>5</td></tr><tr><td>50 - 59</td><td>Male</td><td>259</td><td>47</td><td>7</td><td>3</td><td>166</td><td>26</td><td>7</td><td>2</td></tr><tr><td>59 ></td><td>Male</td><td>105</td><td>0</td><td>2</td><td>0</td><td>94</td><td>4</td><td>3</td><td>2</td></tr><tr><td>< 20</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Female</td><td>117</td><td>0</td><td>0</td><td>4</td><td>9</td><td>4</td><td>0</td><td>0</td></tr><tr><td>30 - 39</td><td>Female</td><td>40</td><td>7</td><td>0</td><td>2</td><td>24</td><td>9</td><td>4</td><td>1</td></tr><tr><td>40 - 49</td><td>Female</td><td>60</td><td>17</td><td>0</td><td>0</td><td>31</td><td>10</td><td>2</td><td>1</td></tr><tr><td>50 - 59</td><td>Female</td><td>40</td><td>2</td><td>1</td><td>0</td><td>30</td><td>8</td><td>4</td><td>1</td></tr><tr><td>59 ></td><td>Female</td><td>105</td><td>0</td><td>0</td><td>0</td><td>9</td><td>0</td><td>1</td><td>0</td></tr><tr><td>Other</td><td></td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td></td><td></td><td></td><td>1,462</td><td>259</td><td>22</td><td>50</td><td>824</td><td>216</td><td>40</td><td>18</td></tr></table> <table><tr><th></th><th>Age Category</th><th>Gender</th><th>Total</th><th>China</th><th>Germany</th><th>India</th><th>Netherlands</th><th>Poland</th><th>United States of America</th><th>Other</th></tr><tr><td rowspan="14">Nr of temporary hires (by age, gender and country)</td><td>< 20</td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Male</td><td>50</td><td>15</td><td>0</td><td>2</td><td>21</td><td>12</td><td>0</td><td>0</td></tr><tr><td>30 - 39</td><td>Male</td><td>72</td><td>31</td><td>0</td><td>1</td><td>15</td><td>5</td><td>0</td><td>0</td></tr><tr><td>40 - 49</td><td>Male</td><td>50</td><td>22</td><td>0</td><td>0</td><td>6</td><td>2</td><td>0</td><td>0</td></tr><tr><td>50 - 59</td><td>Male</td><td>6</td><td>0</td><td>0</td><td>0</td><td>5</td><td>1</td><td>0</td><td>0</td></tr><tr><td>59 ></td><td>Male</td><td>2</td><td>0</td><td>0</td><td>0</td><td>1</td><td>1</td><td>0</td><td>0</td></tr><tr><td>< 20</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Female</td><td>4</td><td>1</td><td>0</td><td>0</td><td>3</td><td>0</td><td>0</td><td>0</td></tr><tr><td>30 - 39</td><td>Female</td><td>13</td><td>8</td><td>0</td><td>0</td><td>3</td><td>2</td><td>0</td><td>0</td></tr><tr><td>40 - 49</td><td>Female</td><td>7</td><td>5</td><td>0</td><td>0</td><td>0</td><td>2</td><td>0</td><td>0</td></tr><tr><td>50 - 59</td><td>Female</td><td>2</td><td>1</td><td>0</td><td>0</td><td>1</td><td>0</td><td>0</td><td>0</td></tr><tr><td>59 ></td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Other</td><td></td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td></td><td></td><td></td><td>198</td><td>103</td><td>0</td><td>3</td><td>64</td><td>28</td><td>0</td><td>0</td></tr></table> <table><tr><th></th><th>Age Category</th><th>Gender</th><th>Total</th><th>China</th><th>Germany</th><th>India</th><th>Netherlands</th><th>Poland</th><th>United States of America</th><th>Other</th></tr><tr><td rowspan="14">Nr of employees with non-guaranteed hours (by age, gender and country)</td><td>< 20</td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>30 - 39</td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>40 - 49</td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>50 - 59</td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>59 ></td><td>Male</td><td>4</td><td>0</td><td>0</td><td>0</td><td>4</td><td>0</td><td>0</td><td>0</td></tr><tr><td>< 20</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>30 - 39</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>40 - 49</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>50 - 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49</td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>50 - 59</td><td>Male</td><td>1</td><td>0</td><td>0</td><td>0</td><td>1</td><td>0</td><td>0</td><td>0</td></tr><tr><td>59 ></td><td>Male</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>< 20</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>20 - 29</td><td>Female</td><td>4</td><td>0</td><td>0</td><td>0</td><td>4</td><td>0</td><td>0</td><td>0</td></tr><tr><td>30 - 39</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>40 - 49</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>50 - 59</td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>59 ></td><td>Female</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Other</td><td></td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td></td><td></td><td></td><td>23</td><td>0</td><td>0</td><td>0</td><td>23</td><td>0</td><td>0</td><td>0</td></tr></table>		Age Category	Gender	Total	China	Germany	India	Netherlands	Poland	United States of America	Other	Nr of employees (by age, gender and country)	< 20	Male	12	8	0	0	12	0	0	0	20 - 29	Male	221	30	5	14	121	59	1	0	30 - 39	Male	440	119	3	22	212	83	11	0	40 - 49	Male	396	135	4	8	187	46	7	3	50 - 59	Male	289	47	7	3	172	27	7	2	59 >	Male	111	0	2	0	99	5	3	2	< 20	Female	0	0	0	0	0	0	0	0	20 - 29	Female	271	1	0	4	14	4	0	0	30 - 39	Female	491	15	0	2	27	11	4	1	40 - 49	Female	795	22	0	0	31	18	2	1	50 - 59	Female	461	3	1	0	31	8	4	1	59 >	Female	105	0	0	0	9	0	1	0	Other		0	0	0	0	0	0	0	0				1,884	362	22	53	915	241	40	18		Age Category	Gender	Total	China	Germany	India	Netherlands	Poland	United States of America	Other	Nr of permanent hires (by age, gender and country)	< 20	Male	0	0	0	0	0	0	0	0	20 - 29	Male	154	5	5	12	83	47	1	0	30 - 39	Male	360	66	3	21	197	58	11	0	40 - 49	Male	390	113	4	8	181	44	7	5	50 - 59	Male	259	47	7	3	166	26	7	2	59 >	Male	105	0	2	0	94	4	3	2	< 20	Female	0	0	0	0	0	0	0	0	20 - 29	Female	117	0	0	4	9	4	0	0	30 - 39	Female	40	7	0	2	24	9	4	1	40 - 49	Female	60	17	0	0	31	10	2	1	50 - 59	Female	40	2	1	0	30	8	4	1	59 >	Female	105	0	0	0	9	0	1	0	Other		0	0	0	0	0	0	0	0				1,462	259	22	50	824	216	40	18		Age Category	Gender	Total	China	Germany	India	Netherlands	Poland	United States of America	Other	Nr of temporary hires (by age, gender and country)	< 20	Male	0	0	0	0	0	0	0	0	20 - 29	Male	50	15	0	2	21	12	0	0	30 - 39	Male	72	31	0	1	15	5	0	0	40 - 49	Male	50	22	0	0	6	2	0	0	50 - 59	Male	6	0	0	0	5	1	0	0	59 >	Male	2	0	0	0	1	1	0	0	< 20	Female	0	0	0	0	0	0	0	0	20 - 29	Female	4	1	0	0	3	0	0	0	30 - 39	Female	13	8	0	0	3	2	0	0	40 - 49	Female	7	5	0	0	0	2	0	0	50 - 59	Female	2	1	0	0	1	0	0	0	59 >	Female	0	0	0	0	0	0	0	0	Other		0	0	0	0	0	0	0	0				198	103	0	3	64	28	0	0		Age Category	Gender	Total	China	Germany	India	Netherlands	Poland	United States of America	Other	Nr of employees with non-guaranteed hours (by age, gender and country)	< 20	Male	0	0	0	0	0	0	0	0	20 - 29	Male	0	0	0	0	0	0	0	0	30 - 39	Male	0	0	0	0	0	0	0	0	40 - 49	Male	0	0	0	0	0	0	0	0	50 - 59	Male	0	0	0	0	0	0	0	0	59 >	Male	4	0	0	0	4	0	0	0	< 20	Female	0	0	0	0	0	0	0	0	20 - 29	Female	0	0	0	0	0	0	0	0	30 - 39	Female	0	0	0	0	0	0	0	0	40 - 49	Female	0	0	0	0	0	0	0	0	50 - 59	Female	0	0	0	0	0	0	0	0	59 >	Female	0	0	0	0	0	0	0	0	Other		4	0	0	0	4	0	0	0		Age Category	Gender	Total	China	Germany	India	Netherlands	Poland	United States of America	Other	Nr. of interns/stagaries (by age, gender and country) - on the payroll	< 20	Male	2	0	0	0	2	0	0	0	20 - 29	Male	16	0	0	0	16	0	0	0	30 - 39	Male	0	0	0	0	0	0	0	0	40 - 49	Male	0	0	0	0	0	0	0	0	50 - 59	Male	1	0	0	0	1	0	0	0	59 >	Male	0	0	0	0	0	0	0	0	< 20	Female	0	0	0	0	0	0	0	0	20 - 29	Female	4	0	0	0	4	0	0	0	30 - 39	Female	0	0	0	0	0	0	0	0	40 - 49	Female	0	0	0	0	0	0	0	0	50 - 59	Female	0	0	0	0	0	0	0	0	59 >	Female	0	0	0	0	0	0	0	0	Other		0	0	0	0	0	0	0	0				23	0	0	0	23	0	0	0
	Age Category	Gender	Total	China	Germany	India	Netherlands	Poland	United States of America	Other																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
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not on the payroll											< 20	Male		3	0	0	0	3	0	0	0	20 - 29	Male		60	17	0	0	43	0	0	0	30 - 39	Male		53	35	0	0	18	0	0	0	40 - 49	Male		41	29	0	0	12	0	0	0	50 - 59	Male		29	12	0	0	16	0	0	0	59 >	Male		24	6	0	0	18	0	0	0	< 20	Female		2	0	0	0	2	0	0	0	20 - 29	Female		2	0	0	0	2	0	0	0	30 - 39	Female		6	1	0	0	5	0	0	0	40 - 49	Female		6	0	0	0	6	0	0	0	50 - 59	Female		4	3	0	0	1	0	0	0	59 >	Female		5	5	0	0	1	0	0	0	Other	Other		0	0	0	0	0	0	0	0				238	111	0	0	124	0	0	0	Age Category		Gender	Total	China	Germany	India	Netherlands	Poland	United States of America	Other	Nr of new employees (by age, gender and country)											< 20	Male		12	0	0	0	12	0	0	0	20 - 29	Male		84	2	1	0	73	0	0	0	30 - 39	Male		26	3	0	3	20	0	1	0	40 - 49	Male		11	3	0	1	8	1	2	0	50 - 59	Male		7	0	0	0	7	0	0	0	59 >	Male		4	0	0	0	3	1	0	0	< 20	Female		0	0	0	0	0	0	0	0	20 - 29	Female		14	0	0	0	12	0	0	0	30 - 39	Female		12	3	0	1	7	0	1	0	40 - 49	Female		4	1	0	0	1	1	1	0	50 - 59	Female		1	0	0	0	1	0	0	0	59 >	Female		0	0	0	0	0	0	0	0	Other	Other		0	0	0	0	0	0	0	0				178	11	1	10	144	3	5	0	Age Category		Gender	Total	China	Germany	India	Netherlands	Poland	United States of America	Other	Nr of employees left (by age, gender and country)											< 20	Male		0	0	0	0	0	0	0	0	20 - 29	Male		56	0	0	2	44	0	0	0	30 - 39	Male		17	1	0	1	11	4	0	0	40 - 49	Male		11	1	0	0	3	5	1	0	50 - 59	Male		5	0	0	0	3	1	1	0	59 >	Male		12	0	0	0	17	1	1	0	< 20	Female		0	0	0	0	0	0	0	0	20 - 29	Female		10	0	0	0	9	2	1	0	30 - 39	Female		3	1	0	0	2	0	0	0	40 - 49	Female		5	2	0	0	1	2	0	0	50 - 59	Female		4	0	0	0	3	1	0	0	59 >	Female		3	0	0	0	2	0	1	0	Other	Other		0	0	0	0	0	0	0	0				140	5	1	3	101	25	5	0	Age Category		Gender	Total	Retirement	Discontinued with current job	Discontinued with company	New job	Personal reasons	Other (voluntary leave)	Temporary contract	Underperformer	Position abolished	Other (dismissal due to misconduct)	Death in service	Reason for leaving the company (by age and gender)															< 20	Male		0	0	0	0	0	0	0	0	0	0	0	0	20 - 29	Male		10	0	0	0	0	0	0	0	0	0	0	0	30 - 39	Male		11	0	0	0	11	0	0	0	0	0	0	0	40 - 49	Male		10	0	0	0	1	2	0	0	0	0	0	0	50 - 59	Male		5	0	0	0	0	1	2	0	0	0	0	0	59 >	Male		12	0	0	0	0	0	0	0	0	0	0	0	< 20	Female		0	0	0	0	0	0	0	0	0	0	0	0	20 - 29	Female		10	0	0	0	0	0	0	0	0	0	0	0	30 - 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2-8	Workers who are not employees		Omitted due to unavailable information. VMI does not currently track this data.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
2-9	Governance structure and composition	Governance	VMI Group's Global Executive Board consists of the President & CEO, Chief Financial Officer, Chief Commercial Officer, and Chief Operating Officer. VMI Group's CEO is also part of the Management Board of VMI Group's parent company, TKH Group. TKH Group's Management Board furthermore consists of the Chairman of the Executive Board & CEO and the CFO. The Supervisory Board oversees the way the Executive Board defines and implements TKH's strategy to achieve the identified objectives of the company and its affiliated companies.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-10	Nomination and selection of the highest governance body		Due to confidentiality constraints indicated by internal parties, VMI choses to omit this disclosure.
2-11	Chair of the highest governance body	Governance	
2-12	Role of the highest governance body in overseeing the management of impacts	Governance	
2-13	Delegation of responsibility for managing impacts	Governance	
2-14	Role of the highest governance body in sustainability reporting	Governance	The Global CSR Officer is responsible for creating and consolidating the contents of the report. Before publication, VMI Group's Global Executive Board and TKH Group's Management Board reviews and approves the information shared in the report, including the organization's material topics.
2-15	Conflicts of interest		TKH Group has a Code of Conduct in place that every employee, including the highest governance body, is expected to adhere to, to ensure that conflicts of interest are prevented and mitigated. We also conduct due diligence on our suppliers, partners and third parties we work with. During the reporting period, no conflict of interest was identified.
2-16	Communication of critical concerns	Responsible Business Conduct	To report any misconduct, the TKH Group has a whistleblower mechanism in place, which can be used by VMI employees also. Employees may also report concerns directly to the TKH Executive Board. If needed and appropriate, concerns may be reviewed by highest governance body.
2-17	Collective knowledge of the highest governance body	Governance	The Supervisory Board is regularly updated on the progress of sustainability initiatives and developments. The Supervisory Board is convinced that ESG has become more relevant strategically and needs to be further integrated into TKH Group's processes and structures.
2-18	Evaluation of the performance of the highest governance body	Governance	The Supervisory Board convened a closed meeting to discuss its own performance and that of its committees and individual members for the year 2024. An evaluation by each individual member of the Supervisory Board is carried out by an external advisor. The outcome of this evaluation is reported to the Supervisory Board. The evaluation covered the Board's composition, independence, expertise, and team effectiveness, as well as the quality of information provision, the role of the chairman, and relations with the Executive Board.

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-19	Remuneration policies	TKH Group Annual Report 2025 / Governance / Remuneration report	
2-20	Process to determine remuneration	TKH Group Annual Report 2025 / Governance / Remuneration report	
2-21	Annual total compensation ratio		Due to confidentiality constraints indicated by internal parties, VMI chooses to omit this disclosure.
2-22	Statement on sustainable development strategy	2. Sustainability at VMI	
2-23	Policy commitments	2.3.1 Sustainability Policies	
2-24	Embedding policy commitments	2.3.1 Sustainability Policies	
2-25	Process to remediate negative impacts	2.3.2 Responsible Business Conduct	To report any misconduct, the TKH Group has a whistleblower mechanism in place, which can be used by VMI employees also.
2-26	Mechanisms for seeking advice and raising concerns	2.3.3 Responsible Business 7.1.2 Employee Satisfaction	Employees can consult the Confidential Officer (the "Confidential Officer") of the company they are working for about suspicions of possible misconduct. An Employee can discuss his or her concerns with the Confidential Officer in confidence. If requested by the Employee, the Confidential Officer could inform the Central Compliance Officer of TKH Group NV ("Compliance Officer") to take the matter further.
2-27	Compliance with laws and regulations	2.3.2 Responsible Business	
2-28	Membership associations	2.3 Memberships and ratings	

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-29	Approach to stakeholder engagement	2.2 Our Sustainability Strategy	
2-30	Collective bargaining agreements	7.1.2 Employee satisfaction	

GRI 3 Material Topics

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
3-1	Process to determine material topics	2.1 Materiality Assessment	
3-2	List of material topics	2.1 Materiality Analysis	
3-3	Management of material topics	2.1 Materiality Analysis 3. Products 4. Services 5. Operations 6. Supply Chain 7. Employment	

GRI 205 Anti-corruption 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
205-1	Operations assessed for risks related to corruption	2.3.2 Responsible Business Conduct	
205-2	Communication and training about anti-corruption policies and procedures	2.3.2 Responsible Business Conduct	
205-3	Confirmed incidents of corruption and actions taken	2.3.2 Responsible Business Conduct	

GRI 301 Materials 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
301-1	Materials used by weight or volume	5.1.4 Material Use	
301-2	Recycled input materials used	5.1.4 Material Use	As per the chapter 'Material Use, most of the material VMI uses is steel and aluminum which has at least 30% recycled content by law, but the data on this is not yet comprehensively tracked. VMI has started working on transitioning to using more green steel in the future.
301-3	Reclaimed products and their packaging materials	6.1.2 Packaging	Information only available regarding the reuse of packaging.

GRI 302 Energy 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
302-1	Energy consumption within the organization	5.1.1 Energy & Climate	
302-2	Energy consumption outside of the organization	5.1.1 Energy & Climate	
302-3	Energy intensity	5.1.1 Energy & Climate	
302-4	Reduction of energy consumption	5.1.1 Energy & Climate	
302-5	Reductions in energy requirements of products and services	3.1.2 Material and Energy consumption during Customers' Production Process	

GRI 303 Water and Effluents 2018

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
303-1	Interactions with water as a shared resource	5.1.6 Water	VMI does not use water in the production process. The water usage consists primarily of sanitation and consumption (coffee and tea). Hence, the annual water consumption is well below average: the average water consumption per FTE is approximately 13 m3 per year.
303-5	Water consumption	5.1.6 Water	

GRI 305 Emissions 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
305-1	Direct (Scope 1) GHG emissions	5.1.1 Energy & Climate	
305-2	Energy indirect (Scope 2) GHG emissions	5.1.1 Energy & Climate	
305-3	Other indirect (Scope 3) GHG emissions	5.1.1 Energy & Climate	
305-4	GHG emissions intensity	5.1.1 Energy & Climate	
305-5	Reduction of GHG emissions	5.1.1 Energy & Climate	
305-6	Emissions of ozone-depleting substances (ODS)	5.1.7 Air Pollution	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	5.1.7 Air Pollution	Omitted due to unavailable information. VMI does not currently track this data.

GRI 306 Waste 2020

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
306-1	Waste generation and significant waste-related impacts	5.1.5 Waste	
306-2	Management of significant waste-related impacts	5.1.5 Waste	
306-3	Waste generated	5.1.5 Waste	
306-4	Waste diverted from disposal	5.1.5 Waste	
306-5	Waste directed to disposal	5.1.5 Waste	

GRI 308 Supplier Environmental Assessment 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
308-1	New suppliers that were screened using environmental criteria	6. Supply Chain	
308-2	Negative environmental impacts in the supply chain and actions taken	6. Supply Chain	

GRI 403 Occupational Health & Safety 2018

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
403-1	Occupational health and safety management system	7. Employment	

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
403-2	Hazard identification, risk assessment, and incident investigation	7. Employment	
403-3	Occupational health services	7. Employment	
403-4	Worker participation, consultation, and communication on occupational health and safety	7. Employment	
403-5	Worker training on occupational health and safety	7. Employment	
403-6	Promotion of worker health	7. Employment	
403-8	Workers covered by an occupational health and safety management system	7. Employment	
403-9	Work-related injuries	7. Employment	
403-10	Work-related injuries Work-related ill health	7. Employment	

GRI 404 Training and Education 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
404-1	Average hours of training per year per employee	7.1.3 Learning & Development	

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
404-2	Programs for upgrading employee skills and transition assistance programs	7.1.3 Learning & Development	
404-3	Percentage of employees receiving regular performance and career development reviews	7.1.3 Learning & Development	

GRI 405 Diversity and Equal Opportunity 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
405-1	Diversity of governance bodies and employees	7.1.4 Diversity, Equity, and Inclusion (DEI)	

GRI 406 Non-discrimination 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
406-1	Incidents of discrimination and corrective actions taken	7.1.3 or 2.3.2 Responsible business conduct	There were no incidents of discrimination reported in the reporting year.

GRI 408 Child Labor 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
408-1	Operations and suppliers at significant risk for incidents of child labor	6.1.4 Due Diligence on Human Rights in the Supply Chain, Risk Analysis, Audits & Visits 7.1.5 Human Rights	

GRI 409 Forced or Compulsory Labor 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	6.1.4 Due Diligence on Human Rights in the Supply Chain, Risk Analysis, Audits & Visits 7.1.5 Human Rights	

GRI 414 Supplier Social Assessment 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
414-1	New suppliers that were screened using social criteria	6. Supply Chain	
414-2	Negative social impacts in the supply chain and actions taken	6. Supply Chain	

GRI 416 Customer Health & Safety 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
416-1	Assessment of the health and safety impacts of product and service categories		Omitted due to unavailable information. VMI does not currently track this data.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		Omitted due to unavailable information. VMI does not currently track this data.

Summary of VMI policies aligned to EcoVadis topics.

Policy	Scope	EcoVadis Topics	Targets (Selected)	Review/ Governance	Results
Environmental Policy	VMI's operations & products	Energy Consumption & GHG (H); Water (M); Air Pollution (M); Materials; Chemicals & Waste (M); Product Use (M)	Achieve Net-Zero in Scope 1 & 2 by 2030 Set SBTi-verified Scope 3 targets by 2025 (Done: 25% reduction in Scope 3 by 2030)	VP of Products; VP of Operations; VP of Services.	Chapter – Products, Services, Operations.
Labor & Human Rights Policy	VMI internal employees	Employee Health & Safety (H); Working Conditions (M); Social Dialogue (M); Career Management & Training (M); Child Labor, Forced Labor & Human Trafficking (M)	Maintain zero work-related incidents and ensure 100% of employees receive annual safety training Guarantee 100% payment of minimum living wages and equal pay for all employees	VP of HR	Chapter – Employment.
Sustainable Procurement Policy	VMI's supply chain	Supplier Environmental Practices (M). Supplier Social Practices (M)	25% reduction in Scope 3 emissions Provide carbon footprint training to 100% of relevant suppliers VP of Supply Chain	VP of Supply Chain	Chapter – Supply Chain
Business Ethics Policy	VMI Sales and Purchasing Employees (and all other employees)	Corruption (M); Responsible Information Management (M)	Achieve zero legal violations related to business ethics Respond to 100% of workplace misconduct complaints within 48 hours and complete investigations within 6 weeks	VP of Sales and VP of Purchasing.	Section 2.3.3 – Responsible Business Conduct



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