

# Environmental, Social & Governance Report

2025

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# Message to our stakeholders



# Message to our stakeholders

We are proud to present Netceed's first Environmental, Social & Governance (ESG) Report, a major milestone in our journey toward greater sustainability, transparency, and accountability. This report reflects the steps we have taken over the past two years and reaffirms our long-term commitment to responsible and resilient business practices.

In 2024, we laid the foundations of our sustainability strategy with the creation of a dedicated Group Sustainability function and the deployment of our first Group-wide sustainability roadmap. This framework now guides our actions across the organization and provides the structure needed to integrate sustainability into our day-to-day decisions.

In 2025, we received clear confirmation that we are on the right track. Among this year's achievements, we are particularly proud of:

- the publication of our first ESG Report,
- the validation of our climate targets by the Science Based Targets initiative (SBTi),
- our inaugural submission to CDP,
- the third-party verification of our carbon footprint data, and
- continued positive recognition through the EcoVadis rating.

These milestones demonstrate the growing maturity of our sustainability management system and reinforce our ambition to build a lower-carbon, more transparent, and more resilient business.

This report has been prepared not only to inform, but to engage. With evolving European

reporting standards and a shifting global regulatory landscape, we believe that transparency is not merely an obligation, it is our responsibility. Strengthening data quality, improving comparability, and building trust will remain central to our efforts in 2026 and beyond.

Our journey is far from complete. But this report marks a meaningful step forward. We will continue to refine our roadmap, deepen collaboration with suppliers and customers, invest in our people, and embed sustainability into every part of our operations so that progress becomes both measurable and lasting.

To our investors, customers, partners, and employees: thank you for your continued trust, engagement, and partnership. We are excited to pursue this journey with you as we work toward a more responsible and sustainable future, **together**.

# 2025 ESG highlights

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## Environment

51%

reduction emissions (all scopes)  
vs 2022 baseline

70%

of our suppliers by spend  
engaged in climate action

1st

climate risk  
analysis performed

## Social

23%

women in senior management

+1700

hours of training vs. 2024

1.09

accident rate per 100 FTE

## Governance

Verified Launch 95%

carbon footprint data by  
a third party

of Sustainability Supplier  
Engagement Program

of employees with  
Code of Conduct training

## Recognition (EcoVadis medals)



Netceed France



Netceed Austria, Denmark,  
Belgium and Netherlands



Netceed UK



Netceed Portugal

# Part 1

## About us

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# Netceed at a glance

Netceed is a global infrastructure supply chain solutions platform that enables the critical networks modern society depends on and connects the world through integrated products and services across broadband, data center, and energy markets. The company is locally invested and globally connected, with more than 80 locations in 21 countries.

With more than 30 years of experience, we deliver end-to-end, customized solutions that solve complex build and upgrade challenges by creating long-term value. Through organic growth, international expansions, and strategic acquisitions, we've been positioning ourselves as a leader in the field and expanded into the Energy and Data Center industries. Our teams work every day to support the systems modern society relies on.



**Our mission:** Enabling cutting-edge solutions that power smarter, stronger, and more sustainable connectivity through collaboration, commitment, and excellence.



**Our vision:** Leading the way in sustainable innovation and automation, empowering us to redefine connection, driving progress, unlocking possibilities, and shaping a smarter world for generations.





## Netceed in key figures



**± 1,500**

experienced and dedicated team members



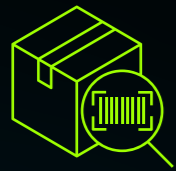
**19,000 +**

customers worldwide



**± 1,500**

global sourcing and supply partners



**90,000 +**

SKU's of network materials



**600,000 +**

network product deliveries annually



**1**

winning team

## What we do

Netceed offers a comprehensive range of network infrastructure products for the telecom, broadband, energy, and transportation sectors, including fiber optics, cables, and connectivity components. Our services extend beyond distribution, providing global supply chain management, technical

engineering, and end-to-end support for network planning, deployment, and life-cycle management. Through value-added solutions like asset refurbishment and system integration, we are a full-service partner for building and maintaining critical network infrastructure.

# Our approach

At Netceed, we're building the future of global communication networks with reliability, innovation, and sustainability at the core. We recognize that long-term success, for us and our partners, depends on more than just performance; it depends on creating lasting value for people and the planet.

## a. Roadmap and targets

### Double Materiality Assessment: Defining what matters the most

In 2024, Netceed conducted its first Double Materiality Assessment (DMA), in line with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

The process involved surveys and interviews with key stakeholder groups, including investors, employees, suppliers, customers, and regulators. The results were reviewed and approved by the ESG Committee and the Board of Directors. To ensure continued relevance in

a dynamic regulatory and operational context, a light refresh of the DMA was conducted in 2025. The assessment resulted in the identification of seven material sustainability matters, each associated with relevant impacts, risks, and opportunities across Netceed's value chain.

These are summarized in the table below and serve as the foundation for our sustainability disclosures under ESRS:

Sustainability matter	Description	Location in value chain	Time horizon
<b>ESRS E1 Climate change and energy</b>			
<b>Climate change</b> Negative impact (actual)	Impact on climate change through GHG emissions from nonrenewable energy use across the value chain and own operations, particularly in material sourcing, product manufacturing, product energy demand, and transportation and warehousing activities.	Upstream, own operations, and downstream	Short, medium, and long term
<b>Climate change</b> Risk	Risk of climate-related physical disruptions, such as extreme weather events which may impact operations, transport, and supply chains, leading to higher product and risk mitigation costs.	Own operations	Short, medium, and long term
<b>Climate change</b> Opportunity	Opportunity to reach new or existing customers by offering low-carbon products and services, responding to growing climate awareness and demand supporting revenue growth and reputation.	Own operations	Short, medium, and long term
<b>ESRS E5 Circular economy and resource use</b>			
<b>Resource use</b> Negative impact (actual)	Impact on the availability of nonrenewable resources, such as rare earth metals in IT equipment and batteries, which are used in Netceed's traded products.	Upstream	Short and medium term
<b>Resource use</b> Negative impact (potential)	Impact on the availability of nonrenewable/virgin resources used as packaging material for transportation purposes (including plastic, cardboard, pallets).	Upstream and own operations	Short and medium term
<b>Resource use</b> Risk	Risk of unavailability of key materials or components due to resource depletion and excessive prices resulting from shortages.	Upstream and own operations	Short and medium term
<b>Resource use</b> Opportunity	Opportunity to design and trade products in line with circular economy and eco-design principles and offer repair and refurbishment which might create additional revenue streams and improve reputation among customers.	Own operations and downstream	Short, medium, and long term

Sustainability matter	Description	Placement in value chain	Time horizon
<b>ESRS S1 Own workforce</b>			
<b>Health and safety</b> Negative impact (actual)	Impact on employee health and safety is particularly relevant in warehousing and transportation, where workers may face risks from machinery, heavy lifting, noise, and vibrations.	Own operations	Short, medium, and long term
<b>Diversity, equity, and inclusion</b> Positive impact (actual)	Impact on employee well-being and satisfaction through a strong culture of DEI, fair remuneration, and antidiscrimination measures.	Own operations	Short, medium, and long term
<b>Employee development</b> Positive impact (actual)	Impact on employee efficiency and well-being by offering training and career development, helping build a skilled workforce and supporting attraction, retention, and motivation.	Own operations	Short, medium, and long term
<b>Employee development</b> Opportunity	Opportunity to enhance human capital and retention, supporting performance and positioning Netceed as an employer of choice.	Own operations	Short, medium, and long term
<b>ESRS S2 Workers in the value chain</b>			
<b>Work-related rights at suppliers</b> Negative impact (potential)	Impact on the (violation of) human rights of employees at our suppliers and subcontractors.	Upstream and downstream	Short, medium, and long term
<b>ESRS G1 Business conduct</b>			
<b>Management of relationships with suppliers</b> Positive impact (potential)	Impact on suppliers by promoting responsible practices through engagement, screening, and due diligence, with a focus on managing key supplier relationships critical to Netceed's operations.	Upstream	Short and medium term
<b>Management of relationships with suppliers</b> Opportunity	Better ESG performance can lead to a competitive advantage by meeting customer expectations, which could lead to an increase in revenue.	Own operations	Short, medium, and long term
<b>Business ethics and conduct</b> Negative impact (potential)	Impact on markets, people, and planet, by noncompliance with standards for business conduct. It could result in loss of trust, leading to public unrest.	Upstream, own operations, and downstream	Short, medium, and long term
<b>Business ethics and conduct</b> Opportunity	Opportunity to access green financing by demonstrating good ESG practices.	Own operations	Short, medium, and long term

The outcomes of the assessment inform our sustainability strategy, target-setting, and reporting scope, ensuring that we focus on the most material topics and align our actions with stakeholder expectations and regulatory requirements.

# Our roadmap

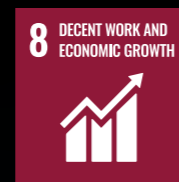
To manage our material impact, risks, and opportunities, we've set a roadmap with clear targets to help us achieve our ambition to deliver solutions that drive progress in connectivity and energy infrastructure, while making a positive impact on our planet and communities.

## Climate action



Measure and continue reducing our impact on climate change

## Our people



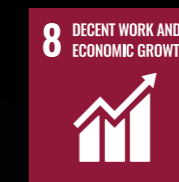
Be the employer of choice through an ambitious talent management approach

## Sustainable offer



Increase our sustainable product and services offer by working with our suppliers and innovating

## Business ethics



Reinforce our corporate ethics culture

## Our group targets

**-63%**  
scope 1&2 by 2035 (vs. 2022)

**-67%**  
/unit value added scope 3 use of sold product by 2035 (vs 2022)<sup>1</sup>

**30%**  
women in senior management position by 2030

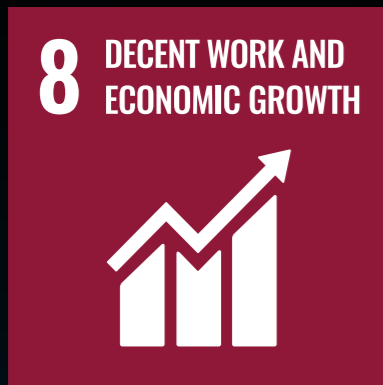
**≤1**  
accident rate per 100 FTEs by the end of 2026

**70%**  
of suppliers covering purchased goods to have science-based targets by 2030<sup>1</sup>

**100%**  
of our employees have certified against Code of Conduct

<sup>1</sup> The target boundary includes land-related emissions and removals from bioenergy feedstocks.

# Contributing directly 4 of the 17 United Nations Sustainable Development Goals



## SDG 8: Decent work and economic growth

We foster decent work and economic growth by creating a fair and inclusive workplace and development opportunities for our employees and suppliers.



## SDG 10: Reduce inequalities

We are committed to diversity, equity, and inclusion and do not tolerate unequal treatment or disadvantage in any areas of our business, and across the totality of our operations.



## SDG 12: Responsible production and consumption

We are committed to increasing our sustainable product and service offerings by working with our suppliers and innovating to find better solutions. We are reducing waste and offer services for circularity to our customers.



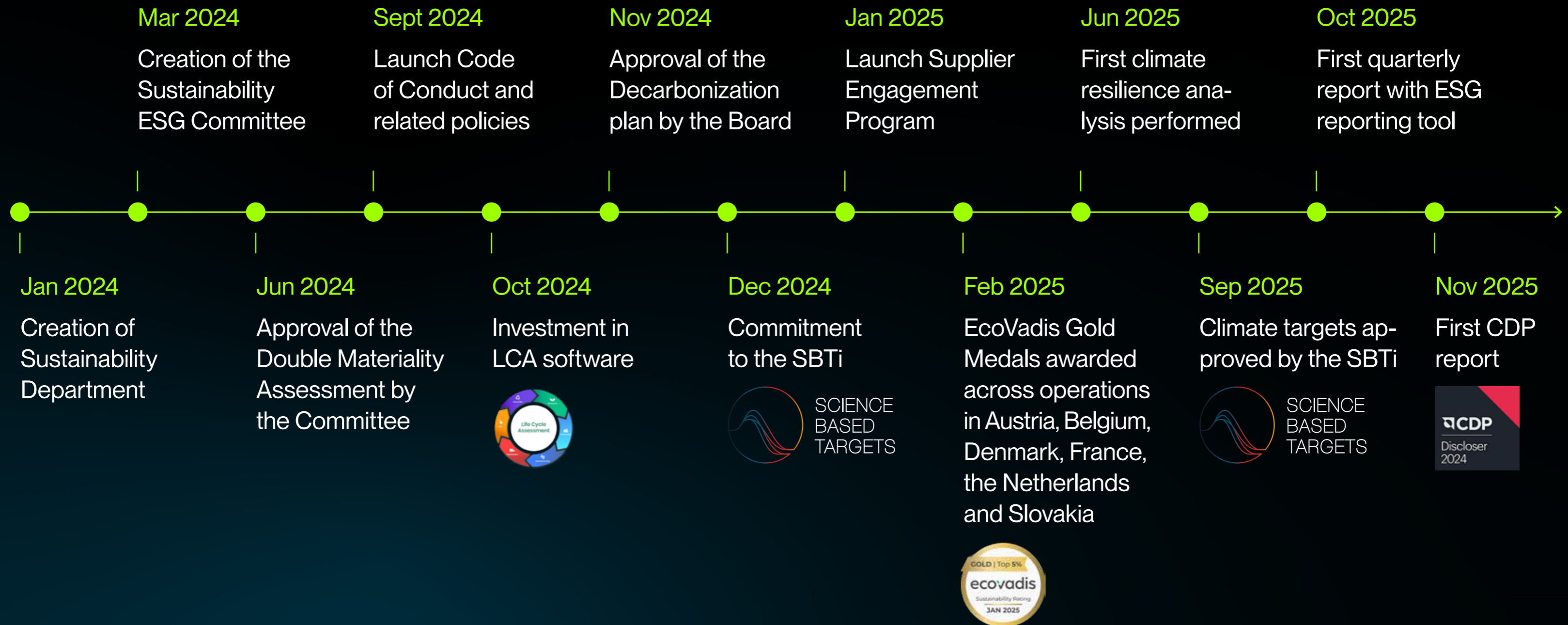
## SDG 13: Climate action

We have set science-based carbon reduction targets approved by the SBTi. We monitor and report our greenhouse gas (GHG) emissions, and strengthening collaboration with our suppliers on decarbonization remains a top priority.

# Our sustainability journey so far



novata



## b. Sustainability governance

The Sustainability function is headed by the Group Head of Sustainability, a member of the Extended Executive Committee, and falls under the responsibility of the Group Transformation Officer, a member of the Executive Committee. Progress against our roadmap is reviewed on a regular basis by the ESG Committee, chaired by the Group Head Sustainability, and is formed of internal stakeholders across our global footprint.

During these meetings, the status of strategic programs is assessed and, where required, corrective measures are defined and implemented. Information, results, and strategic issues are communicated to the Board of Directors on a regular basis. As of 31 December 2025, ESG oversight was a collective responsibility of the Board.

All actions are operationalized, and efforts led across functions and countries where the organization is present. Targets have been set at global level and are cascaded at country level to contribute to the achievement of ambition.



## c. About this report

This report includes voluntary sustainability information for the Netceed Group. While it is not intended to constitute a comprehensive regulatory filing, it has been prepared to enhance transparency and comparability across our value chain.

The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards (2021). In addition, it follows the disclosure architecture of the European Sustainability Reporting Standards (ESRS), as adopted by the European Commission under Delegated Regulation (EU) 2023/2772. As Netceed is not subject to mandatory reporting under the Corporate Sustainability Reporting Directive (CSRD) for the 2025 reporting period, this report does not constitute a formal statement of compliance with ESRS. Rather, it reflects a proportionate application of the standards, focused on material impacts, risks, and opportunities identified through our Double Materiality Assessment. A detailed GRI and ESRS cross-reference index is provided in the annex.

This report is also aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Netceed recognizes its contribution to the United Nations Sustainable Development Goals (SDGs), particularly SDG 13 (Climate Action), through its decarbonization strategy and science-based targets.

To enhance data credibility, Netceed's 2025 carbon footprint data (Scope 1, 2, and 3) underwent limited assurance by an independent third party.

For any questions related to this report, please contact: [sustainability@netceed.com](mailto:sustainability@netceed.com).

# Part 2

# Environmental



# Our commitment to Climate Action: Science-based decarbonization

In 2024, Netceed published its Decarbonization Plan, outlining a clear roadmap to reduce greenhouse gas (GHG) emissions in line with climate science and to stay on track with the 1.5°C pathway of the 2015 Paris Agreement.

As part of this commitment, Netceed has set the following science-based targets:

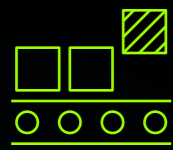
- Reduce absolute Scope 1 and 2 GHG emissions by 63% by 2035, from a 2022 baseline
- Reduce Scope 3 GHG emissions from the use of sold products by 67% per unit of value added by 2035, from a 2022 baseline<sup>1</sup>
- Ensure that 70% of suppliers by spend (covering purchased goods and services) have science-based targets in place by 2030<sup>1</sup>

In December 2024, Netceed officially committed to the Science Based Targets initiative (SBTi), and in September 2025, our emissions reduction targets were formally validated by SBTi.

In 2025, Netceed took a significant step forward in our sustainability journey by reporting to CDP at Group level for the first time and obtaining third-party assurance of our carbon footprint data, marking a key milestone in the maturity and transparency of our climate reporting practices.

<sup>1</sup> The target boundary includes land-related emissions and removals from bioenergy feedstocks.

To meet our targets, we have defined a series of actions across our business and value chain. They are summarized below.



## Production

- Engage Top suppliers to set their own reduction targets

### Engagement rate:

70% of supplier by spend covering purchased goods and services by 2030

Scope 3



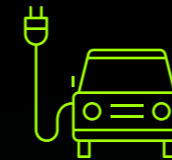
## Operations

- Electrification of our facilities
- Source green electricity
- Increase energy efficiency

### Expected emissions reduction:

59% by 2035 (vs 2022)

Scope 1 & 2

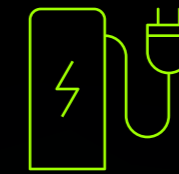


## Car & trucks fleet

- Electrification of our car fleet
- Biofuel for our truck fleet

### Expected emissions reduction:

8% by 2035 (vs 2022)



## Use phase

- Advocate for energy efficiency
- Benefit from the transition to renewables

### Expected emissions reduction:

67% by 2035 (vs 2022)

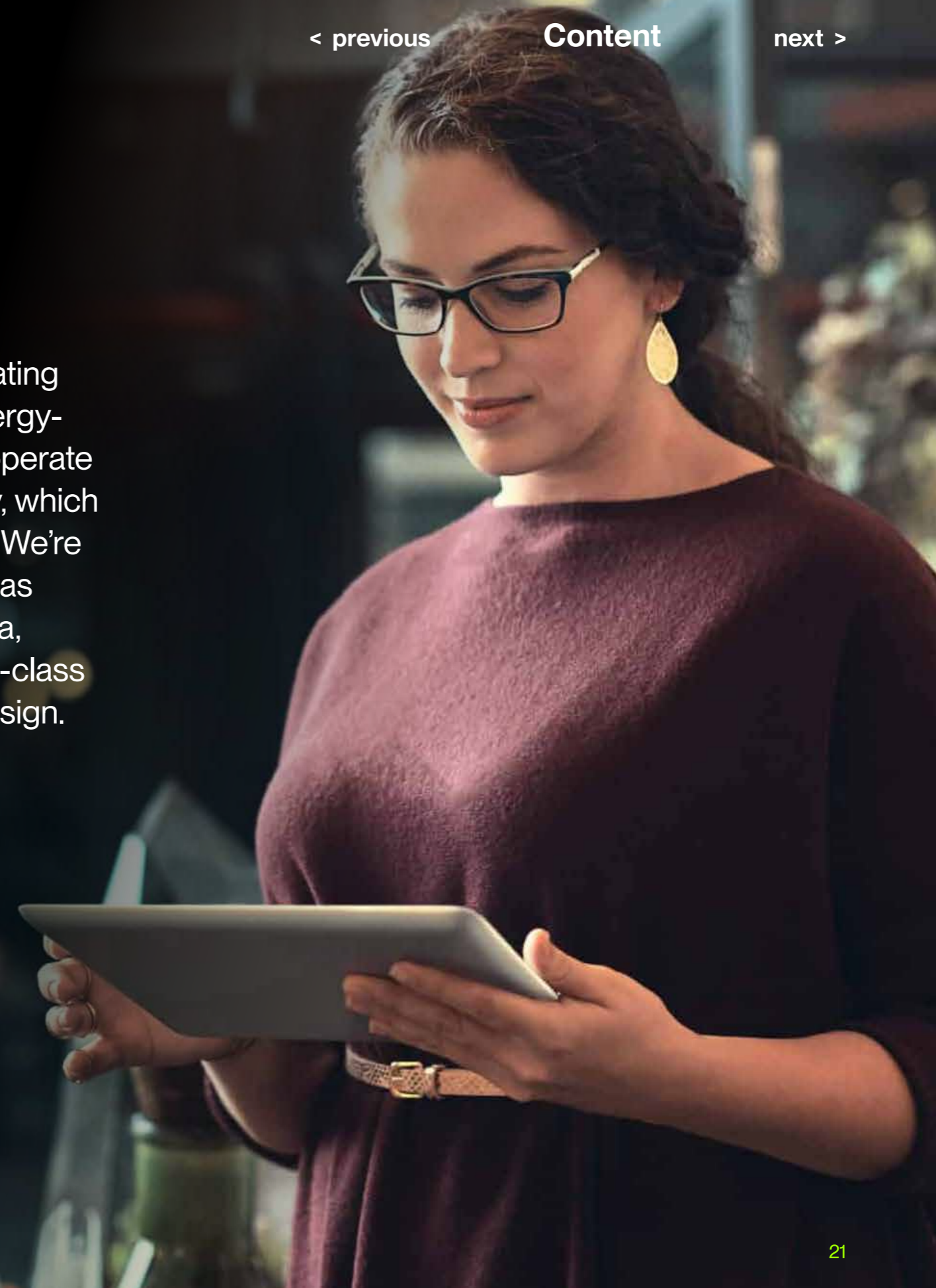
Scope 3

## a. Reducing Scope 1 & 2 emissions: Progress through energy and efficiency

Since the launch of our Decarbonization Plan in 2024, Netceed has made steady progress in reducing Scope 1 and 2 greenhouse gas emissions by transitioning to cleaner energy sources and investing in more efficient infrastructure.

Netceed monitors energy consumption across all its buildings, warehouses, and offices at Group level, enabling us to identify sites where heating, primarily powered by natural gas, is a major emissions source. We cross-reference this data with property ownership to determine where efficiency improvements can be directly

implemented. In parallel, we are accelerating the shift to renewable electricity and energy-efficient infrastructure. Many sites now operate on renewable power, including Germany, which transitioned to green electricity in 2025. We're also investing in efficient buildings, such as our sites in Rijkevorsel, Belgium, or Breda, Netherlands, which demonstrate best-in-class energy performance and sustainable design.

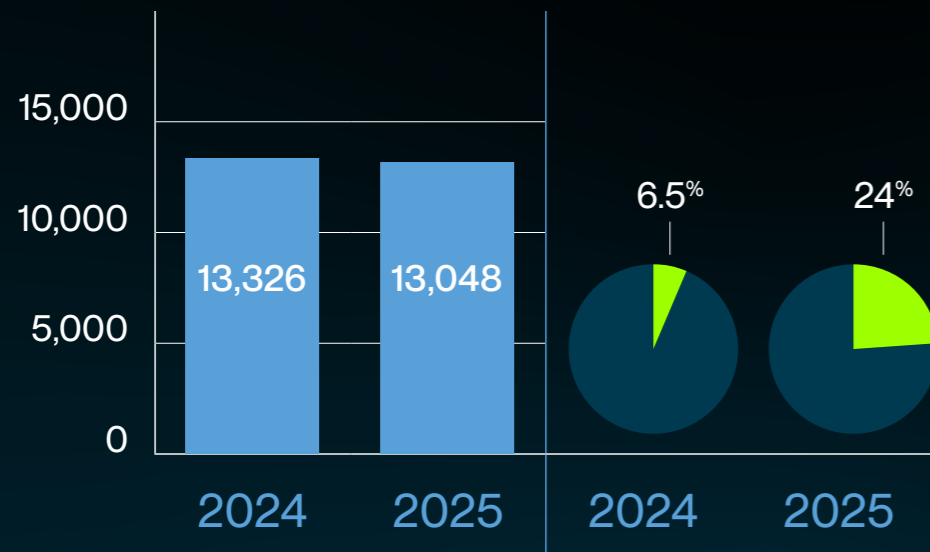


In 2024, Netceed’s vehicle fleet accounted for 38% of Scope 1 emissions, with 37% linked to light vehicles and 1% to a smaller heavy truck fleet operating in the USA. To address this, we set ourselves the objective of reaching 80% electric vehicles (EVs) by 2035.

In 2025, 26% of the fleet was electrified, double the figure for 2024. To further reduce emissions from our heavy-duty fleet in the USA, we are also assessing the feasibility of introducing B20 biodiesel. However, implementation has not yet begun due to limited fuel availability in the country.

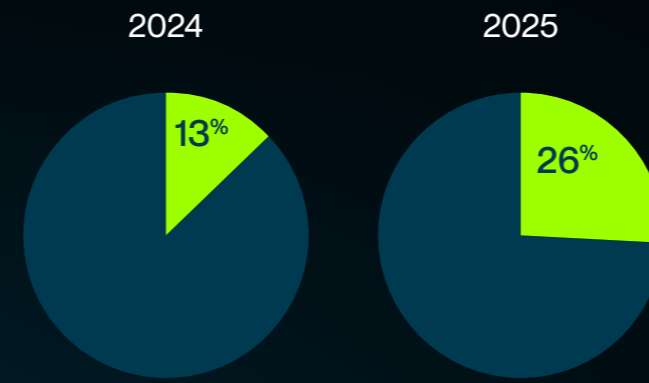
Together, these actions reflect our commitment to science-based emissions reduction and to building a lower-carbon, more resilient business.

Energy consumption



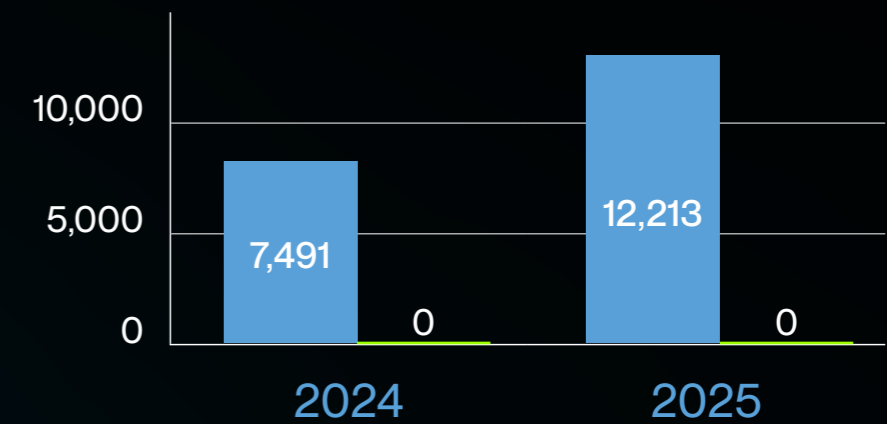
■ Total energy consumption (megawatt hours)  
■ Renewable energy consumption (%)

Vehicle fleet (<3.5 t)



■ Electric vehicles (%)

Water



■ Water use (tonnes)  
■ Emissions to water

\*GHG emissions in tonnes CO<sub>2</sub> e

	(base year) 2022	2023	2024	2025	% Δ 2022–2025	(target year) 2035
Scope 1&2	5,301	5,953	5,409	4,310	-19%	-63%
Scope 1	2,940	3,521	2,682	2,891	-2%	n.a.
Scope 2 – market based	n.a.	2,150	2,164	1,133	n.a.	n.a.
Scope 2 – location based	2,361	2,432	2,727	1,419	-40%	n.a.

\* The country mix was applied in the calculation of Scope 2 market-based emissions. As of 31 December 2026, the residual mix will be required for this calculation, and the baseline will therefore need to be recalculated accordingly.

Since 2022, Scope 1 and Scope 2 performance has remained on track toward our target, supported by progress in fleet electrification and the expansion of green electricity procurement practices.

Building for efficiency – Rijkevorsel, Belgium

Late 2024, Netceed officially opened a new 11,000 m<sup>2</sup> warehouse in Rijkevorsel, Belgium, a major step forward in both our operational growth and sustainability journey. The site is a dedicated assembly hub for our Points of Presence (PoPs) and other telecom and energy solutions, featuring three custom-designed halls and a demonstration room for showcasing product innovation. Sustainability was central to the project:

- 2,000 rooftop solar panels power the facility with renewable energy
- Multiple EV charging stations support our low-emission mobility goals
- Efficient systems from Netceed subsidiaries were used in construction

This state-of-the-art site strengthens our regional capabilities while actively contributing to our Scope 1 and 2 emissions reduction targets.



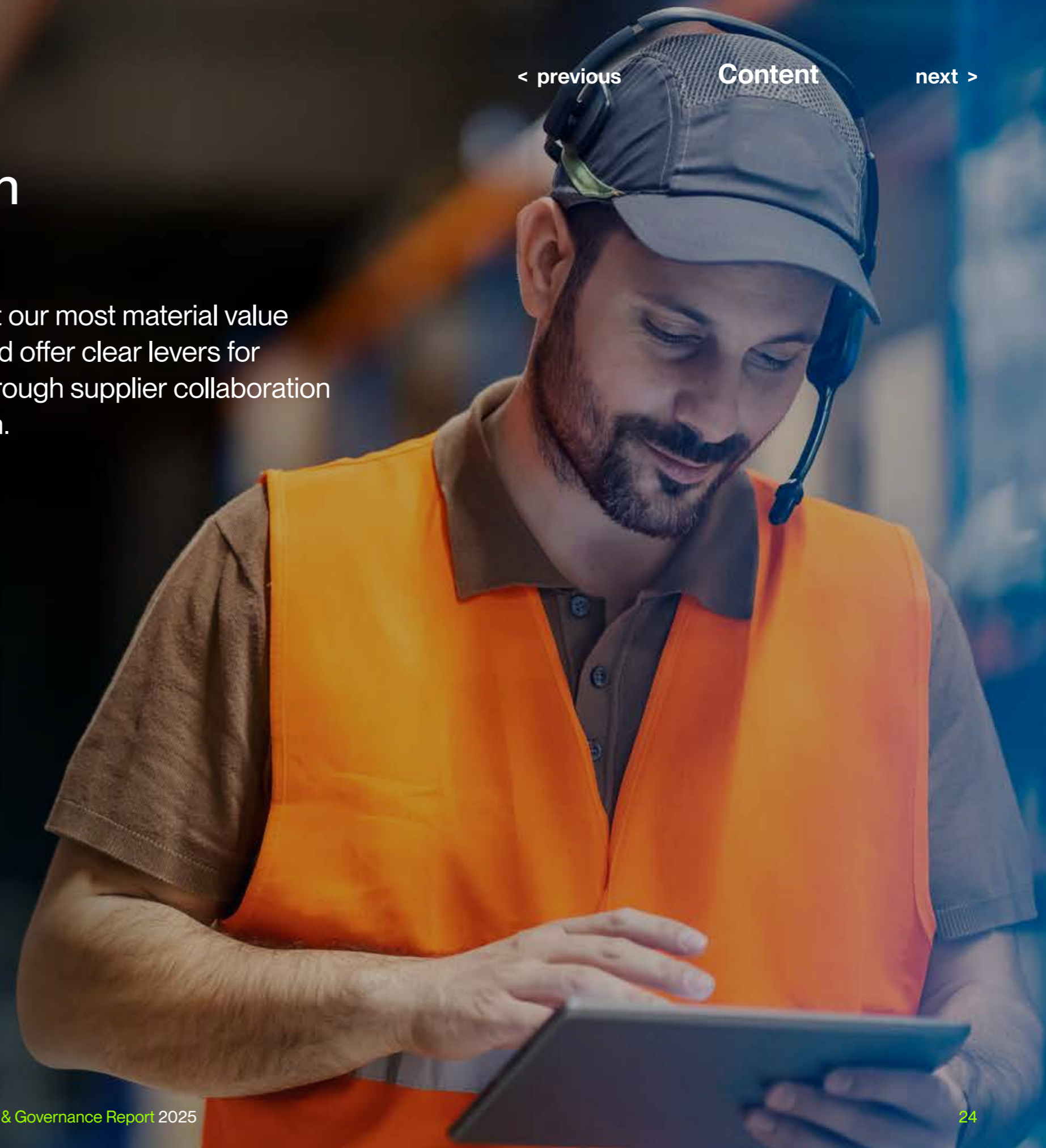
## b. Driving Scope 3 emissions reduction

Netceed's Scope 3 emissions represent the largest share of its carbon footprint, and as part of our yearly carbon footprint assessment, we screen Scope 3 categories to identify the most relevant for our activity.

In line with our Decarbonization Plan and SBTi-approved targets, we focus our efforts on three priority categories where we can take meaningful action:

- Category 1 – Purchased Goods and Services
- Category 5 – Waste Generated in Operations
- Category 11 – Use of Sold Products

These areas reflect our most material value chain emissions and offer clear levers for decarbonization through supplier collaboration and product design.





# Category 1 – Purchased Goods and Services: Supplier engagement

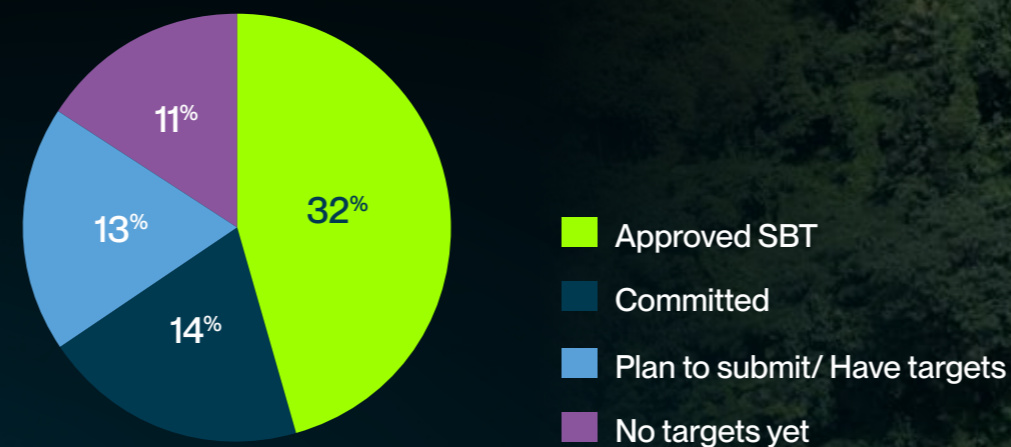
In 2025, over 59% of Netceed’s total supplier spend came from vendors that either have approved science-based targets, are committed to the Science Based Targets initiative (SBTi), or intend to commit. Our target is to increase this figure to 70% by 2030, specifically focusing on suppliers of purchased goods and services.

To meet this target, Netceed is implementing a structured supplier engagement program that includes:

- Engaging top suppliers (representing 70% of our spend) to adopt science-based targets
- Tracking and reporting annual progress
- Integrating carbon performance into supplier due diligence processes

This program allows Netceed to drive upstream emissions reductions while strengthening supplier relationships and aligning procurement practices with long-term climate goals.

Climate targets overview from Netceed top suppliers



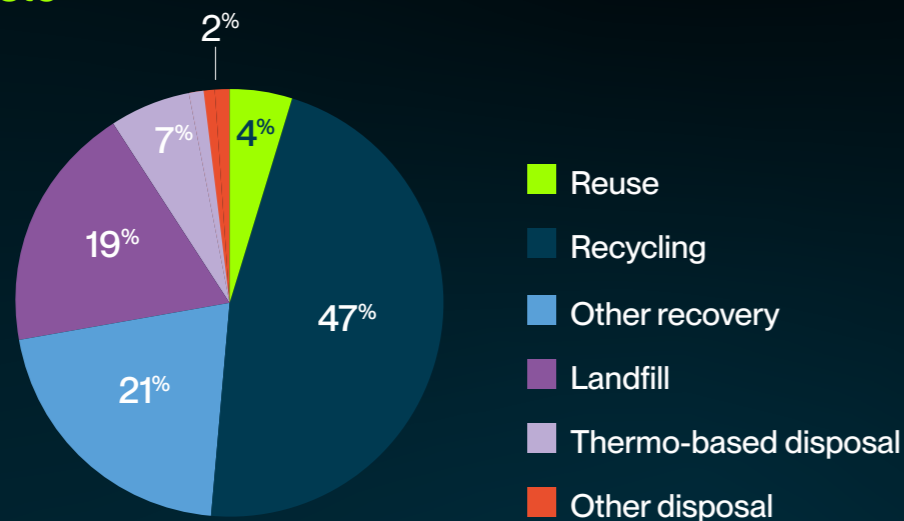
## Category 5 – Waste Generated in Operations

Netceed’s approach to waste management focuses on minimizing environmental impact through local operational improvements, increased reuse, and the promotion of circular practices. While waste represents a relatively small share of our overall environmental footprint, it is a relevant impact area in the context of Scope 3, Category 5 (Waste Generated in Operations) and contributes to our broader resource efficiency goals.

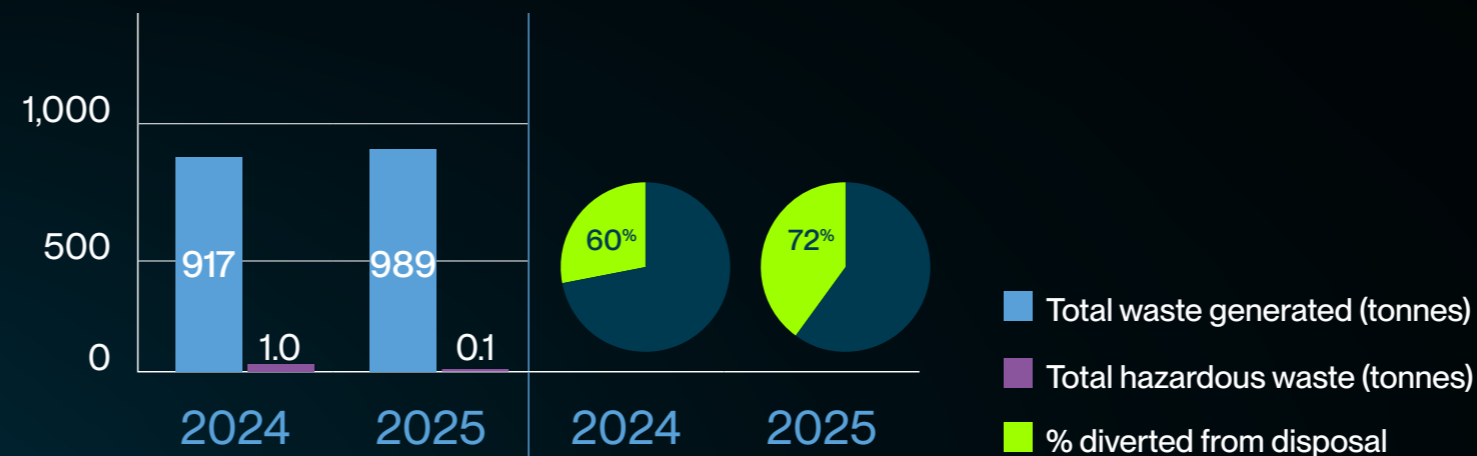
In 2025, Netceed initiated Group-wide waste mapping to improve visibility into waste generation across sites and identify improvement levers, particularly in packaging. The mapping includes an evaluation of the types of waste generated, disposal methods, and potential reuse or recycling opportunities. In parallel, we’re also improving operational efficiency at the local level. In Gelsenkirchen (Germany) and Breda (Netherlands), teams installed shredders

to repurpose damaged cardboard boxes into-cushioning for shipments. This reduces waste, cuts costs from paper bin rentals, and improves packaging quality, supporting both emissions reduction and resource efficiency. In the United States, we further reduced plastic use by transitioning from conventional plastic shipping tape to recyclable paper-based tape, enhancing the recyclability of our packaging.

Waste



Waste



# Category 11 – Use of Sold Products: Energy efficiency and life-cycle impact

Reducing emissions from the use phase of our products is a key pillar of our Scope 3 strategy. Netceed has committed to a 67% reduction in emissions per unit of value added by 2035, using 2022 as the baseline.

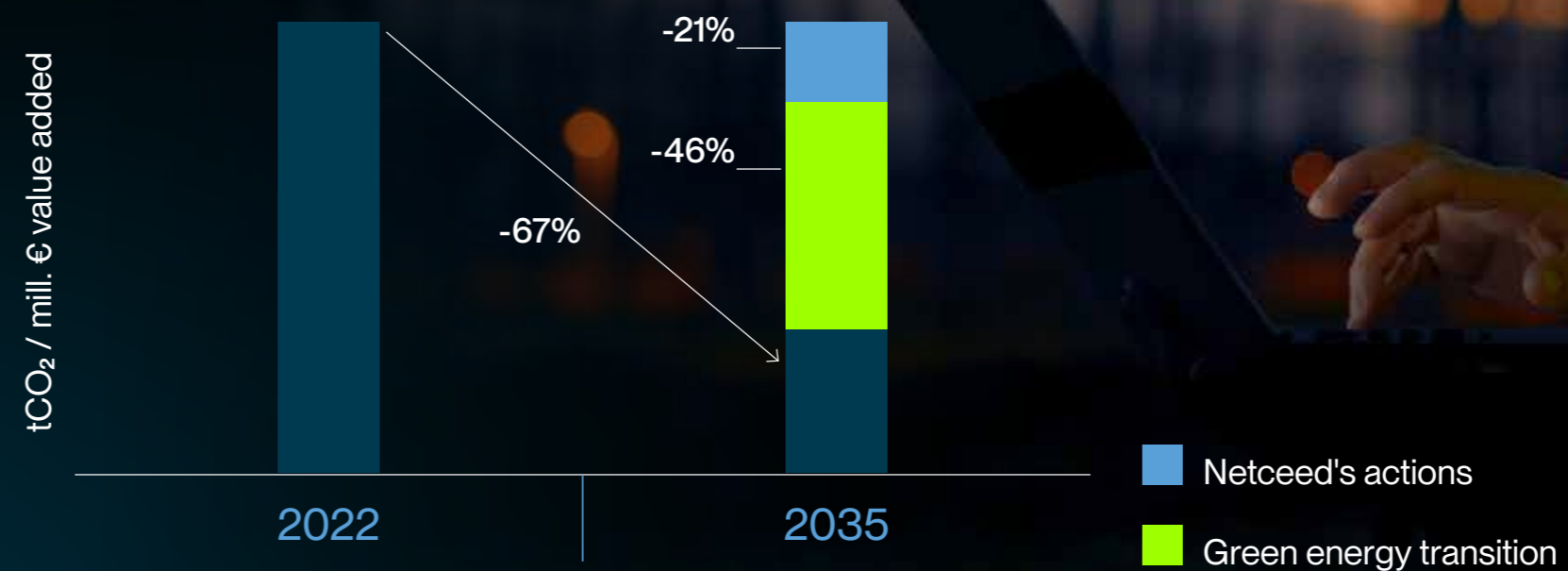
This category is particularly important given the role our portfolio plays in customer infrastructure and long-term energy consumption. We estimate that approximately 46% of the targeted reduction will result from the global decarbonization of electricity grids, while 21% will be driven by Netceed’s direct actions, including product innovation, supplier engagement, and customer guidance. To support this ambition, key actions we aim to implement include:

- Improving product-level carbon data visibility
- Embedding energy performance considerations in procurement and buyer–supplier dialogues

- Promoting energy-efficient products in our active sales portfolio
- Supporting customers in selecting low-energy consumption solutions

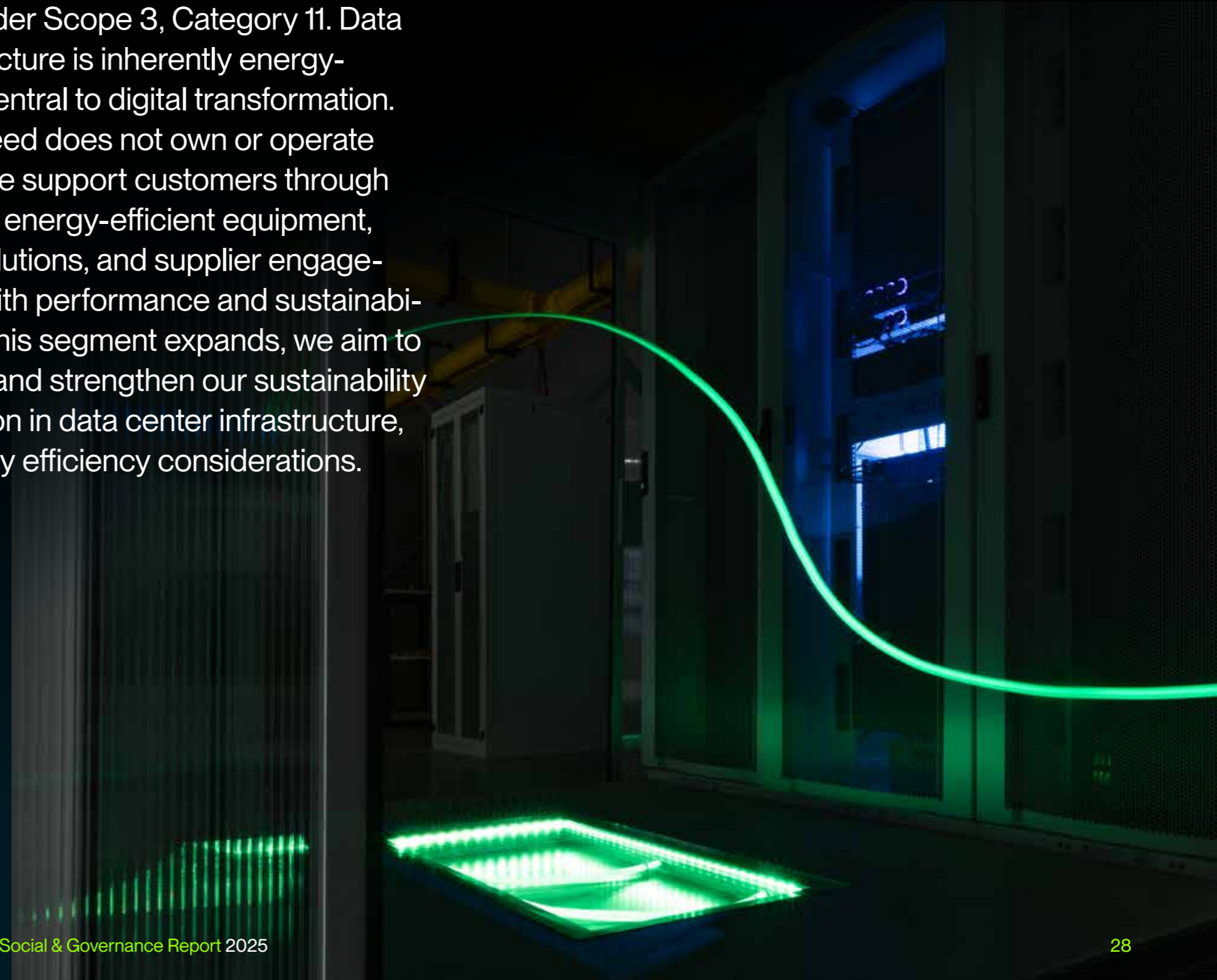
At the end of 2025, emissions from the use of sold products remained broadly stable, while a decrease in gross profit led to the USP intensity indicator temporarily exceeding its intended trajectory.

## Emission reduction drivers



Beyond product-level optimization, our business units also help enable more energy-efficient infrastructure. Netceed's Energy business unit supports the deployment of infrastructure that facilitates cleaner energy use. Through collaboration with utilities, contractors, and developers, we contribute to strengthening electrical grids, modernizing energy and water systems, and accelerating the rollout of low-carbon technologies such as EV charging networks. While these activities are expected to support downstream emission reductions, we do not yet quantify the emissions avoided with these solutions.

Similarly, our growing Data Center activities are relevant under Scope 3, Category 11. Data center infrastructure is inherently energy-intensive and central to digital transformation. Although Netceed does not own or operate data centers, we support customers through the provision of energy-efficient equipment, connectivity solutions, and supplier engagement aligned with performance and sustainability criteria. As this segment expands, we aim to further assess and strengthen our sustainability value proposition in data center infrastructure, including energy efficiency considerations.



## GHG emissions in tonnes CO<sub>2</sub> e

	(base year) 2022	2023	2024	2025	% Δ 2022–2025	(target year) 2035
Category 1	378,103	202,714	193,686	182,882	-52%	70% spent with SBTs
Category 2	1,119	1,619	2,160	3,278	+192%	n.a.
Category 3	1,269	1,391	1,113	976	-23%	n.a.
Category 4	23,106	12,430	5,296	1,584	-93%	n.a.
Category 5	1,532	1,267	2,709	1,212	-20%	n.a.
Category 6	1,031	1,129	983	878	-15%	n.a.
Category 7	2,001	3,551	2,914	1,848	-8%	n.a.
Category 8	0	0	0	0	0	n.a.
Category 9	2,925	2,848	1,475	351	-88%	n.a.
Category 10	0	0	0	0	0	n.a.
Category 11	419,291	225,770	181,655	205,740	-51%	-67%
Category 12	12,090	9,006	12,487	8,491	-30%	n.a.
Category 13	0	0	0	0	0	n.a.
Category 14	0	0	0	0	0	n.a.
Category 15	0	0	0	0	0	n.a.

## c. Climate resilience

In 2025, Netceed conducted a comprehensive climate resilience assessment to evaluate the material risks, opportunities, and impacts of climate change across our operations and value chain. This assessment aligns with the Corporate Sustainability Reporting Directive (CSRD) and the Task Force on Climate-Related Financial Disclosures (TCFD) frameworks and builds on the foundation of Netceed’s Decarbonization Strategy finalized in 2024.

The analysis enables us to proactively identify and manage both physical risks (e.g., extreme weather events such as floods or heatwaves) and transition risks (e.g., policy, legal, market, and reputational risks related to the shift to a low-carbon economy).

### Transition risks and opportunities

We assessed fifteen transition risks and nine transition opportunities across Netceed’s business activities. These include regulatory changes, evolving customer expectations,

and the need to adapt product portfolios and operations to meet decarbonization goals. The analysis also identified opportunities to innovate, reduce costs, and strengthen relationships through climate-aligned solutions.

Category	Risk	Potential impact
Policy and legal	Stricter GHG emissions regulations	Future climate regulations could impose stricter limits on greenhouse gas emissions. Noncompliance could lead to fines or restrictions.
	Product-specific environmental standards	New rules may target the carbon footprint or energy performance of specific products. Failure to adapt could result in lost market share.
Market	Rising logistics costs	Increases in fossil fuel prices and carbon taxes (especially in Europe) may raise shipping and logistics costs, impacting margins.
	Market fragmentation	Diverse national regulations may restrict certain products in some markets, complicating operations and limiting global product offerings.
Technology / Market	Development of low-carbon product offerings	Positioning Netceed as a provider of energy-efficient, regulation-compliant products can strengthen competitiveness and drive market growth.
Reputation / Finance	Improved access to sustainable finance	A strong climate strategy may unlock favorable financing conditions and attract ESG-focused investors.
	Enhanced ESG recognition	Achieving strong performance in ESG benchmarks (e.g., EcoVadis, CDP, SBTi) can open access to new customers, partnerships, and markets.

To address climate-related risks and support our decarbonization goals, Netceed is progressively integrating climate considerations into its operations. In 2025, our science-based targets were officially validated by the Science Based Targets initiative (SBTi), marking a key milestone. We are actively monitoring regulatory developments to anticipate changes that could affect logistics, emissions, and product compliance. At the same time, we are improving product data visibility to support more accurate emissions reporting and evolving market requirements. We are also assessing our logistics flows to identify opportunities for reducing both costs and emissions, particularly in response to rising fuel prices and carbon-related costs. These actions reinforce our commitment to building a more resilient, low-carbon business.

### Physical risks

Physical climate risks have been assessed across all Netceed sites. Overall, exposure was found to be limited, largely due to the nature of our operations and the geographical distribution of our assets. Heatwaves emerged as the most frequent and potentially disruptive risk, particularly in urban areas in Europe. Other localized risks, such as floods in the USA and Belgium, and wildfires in Southern Europe, were identified but received moderate criticality scores.

As Netceed's facilities are primarily warehouses and not dependent on local natural resources, the overall vulnerability to chronic climate conditions remains low. However, to ensure preparedness and resilience, we will engage with local teams at site level to raise awareness and implement targeted mitigation measures where relevant.

Detailed methodologies and a full risk and opportunity register are included in the annex of this report.

# Circular economy

At Netceed, we recognize the importance of transitioning to a circular economy as part of our broader commitment to sustainable resource use. In line with ESRS E2 material topics, we are working to embed circularity principles across our value chain, from product design and supplier engagement to customer solutions and data transparency.

## Eco-design and life-cycle thinking

For our Netceed-designed products, we have developed eco-design principles that place sustainability at the core of the development process. Our aim is to reduce raw material use, improve energy efficiency, extend product life cycles, and facilitate disassembly and reuse. In 2024, we invested in a life-cycle assessment (LCA) software tool that enables us to calculate the environmental footprint of our products, including both product carbon footprint and full life-cycle indicators. This tool helps us identify environmental hotspots, improve product design, and provide transparent data to our customers. Looking ahead, we plan to organize training sessions for our procurement managers and product designers to strengthen internal capacity and knowledge on eco-design principles.

## Supplier engagement on circularity

For the broader product portfolio, we are advancing circularity through our Sustainability Supplier Engagement Program. Our procurement teams actively collaborate with suppliers to improve product composition and recyclability, encourage the use of recycled and recyclable packaging, and align practices with circular economy principles. Beyond these efforts, we are partnering with suppliers to co-develop circularity roadmaps, ensuring that together we can meet the evolving sustainability expectations of our customers and the markets we serve.



### Circular services and solutions

We are expanding and strengthening the value proposition of our sustainable services and solutions to better support circularity for our customers. A key example is our state-of-the-art Repair and Refurbishment Center in Aveiro, Portugal, which has been operational since 2022 and serves as the main hub for Europe, with additional activities in the US. In 2025, Netceed refurbished over 2.6 million items of telecom equipment (including customer premise equipment, power supply units, etc.), offering cost-effective and resource-efficient alternatives to purchasing new devices. Our services cover a wide range of telecom equipment, including fiber and IP technologies, and are supported by comprehensive lab and testing platforms to ensure quality and performance.

Through these services, we extend the life of network components via repair, testing, and redeployment, reducing waste and environmental impact while helping our customers lower costs and meet their own sustainability goals. We estimated that through our activities in Aveiro, we helped avoid 37,511 tonnes CO<sub>2</sub>e<sup>2</sup> and 28 kg of CO<sub>2</sub>e per refurbished Optical Network Terminal (ONT) in 2025. The majority of savings result from avoided manufacturing and material use.

These efforts represent an important step toward reducing resource use, minimizing waste, and supporting circular business models throughout our industry.



<sup>2</sup> Based on Netceed calculations using average emissions avoided per refurbished ONT, extrapolated to the total refurbishment activity for 2025 in Aveiro, Portugal.

# Part 3

## Social

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# Our people

Netceed operates across 21 countries and had a total of 1,496 employees at the end of 2025, a 14% reduction compared to 2024.

This change reflects a strategic realignment in response to evolving business conditions and a focus on operational efficiency.

In a constantly evolving marketplace, our four core values provide a consistent foundation that enables us to stay true to our purpose and to build a team of expertise to face new challenges of our industry.



Number of employees, including contractors, per region

	2024	2025
<b>US</b>	363	211
<b>EMEA</b>	1,335	1,276
<b>Other*</b>	52	9
<b>Total</b>	1,750	1,496

\*Israel, Dominican Republic

## a. Employee engagement and development

At Netceed, we strive to be an employer of choice by fostering a high-performance, inclusive, and purpose-driven work environment. Our talent management approach supports employees at every stage of their journey, from onboarding to leadership development, with the goal of attracting, engaging, and retaining the best talent in the industry.

To strengthen employee engagement, we enhanced our internal communications and routines in 2025. Initiatives included regional townhalls (e.g., EMEA, US), increased visibility through our global intranet, and dedicated communication for new starters, developing a consistent employee experience across markets.

Our employee turnover rate in 2025 was 38%, underscoring the importance of continued efforts to retain talent through meaningful development and engagement strategies. In 2025, we launched and expanded several key programs:

- A structured performance management process, embedding regular reviews and appraisals into our culture. 76% of employees completed their annual performance for the year 2025,
- A Group-wide talent management program to proactively support career progression and succession planning,
- Mandatory training for all our employees,
- Certification programs, including in the US, to upskill our workforce in line with market needs,

- Focused investment in critical skills for our growth areas, notably Data Centers and Energy, and strategic roles in sales, IT, and procurement.

These initiatives form the foundation of our human capital investment strategy, supporting Netceed’s transformation and long-term growth. Looking ahead, we aim to strengthen employee engagement by reinforcing alignment around the Netceed Strategy, Purpose, and Vision, ensuring that all employees understand the direction of the business and their role in delivering it.

Employee development	2024	2025
Total training hours	11,360	13,143
Average hours of training per employee	6.49	8.78
Expenses related to training (euros)	132,897	238,957
Mandatory Group trainings	0	2

## b. Health and safety

At Netceed, we are committed to creating a safe and healthy workplace for all our employees and stakeholders. We recognize health and safety as integral to our sustainable business operations and overall corporate responsibility.

In 2025, we launched our first global health and safety (H&S) program to harmonize our approach across all geographies. This included the rollout of our Global Health & Safety Policy, which establishes minimum standards and expectations for all entities within the Group.

To assess the alignment of current practices with our policy, we conducted a comprehensive survey and a series of interviews across all entities. The results showed that the vast majority of our sites are already in full compliance with the policy. Where minor gaps were identified, action plans are being developed to address them.

Looking ahead, in 2026, we will focus on:

- Closing identified compliance gaps at the local level.
- Strengthening H&S governance structures in the EMEA region.
- Rolling out targeted training programs.
- Enhancing prevention and awareness through structured near-miss reporting, analysis, and follow-up actions.

These efforts reflect our commitment to continuous improvement and alignment with best practices in health and safety management across our global operations.

### Health and safety

	2024	2025
Fatalities	0	0
Incidents	57	16
Days lost	597	265
Near misses	Not reported	7
Average FTE over the year	1,783.4	1,465.4
Accident rate per 100 FTEs	3.19	1.09

## Promoting inclusion through health and safety excellence

In 2025, several Netceed operations delivered strong health and safety results, reflecting the growing maturity of our Group-wide safety culture. US operations stood out as a leading example of how proactive governance, regular training, and a prevention-first mindset can be embedded across all levels.

Importantly, zero work-related injuries were reported in the US in 2025, highlighting the impact of a disciplined and engaged safety approach.



## c. Creating an inclusive and diverse organization

As a global company operating in 21 countries, our strength lies in the diversity of cultures and talent. We believe that diverse and inclusive teams are essential to building a high-performing and future-ready organization. That's why we're committed to fostering, cultivating, and preserving a culture of diversity, equity, inclusion, and belonging.

In 2024, we set a clear direction by launching our first Group Diversity, Equity, Inclusion, and Belonging Policy, establishing a common standard and shared expectations across all regions. This policy lays the foundation for promoting equity, embracing difference, and fostering a culture where everyone can thrive. We also set our target to improve gender representation in senior management positions (30% in 2030).

While 2025 saw limited progress in implementation, we took initial steps to raise awareness and build leadership capability. This included inclusive leadership training delivered across several regions, helping managers understand how to lead diverse teams and create inclusive environments.

Additionally, we are proud of the work led by our local teams to promote an inclusive workplace throughout the year. Initiatives such as Pink October in Portugal, in partnership with the Portuguese League Against Cancer, and collaboration with ESAT in France to support the employment of people with disabilities, reflect our commitment to fostering awareness, solidarity, and equal opportunity for all.

### Promoting inclusion through awareness: Pink October in Portugal

As part of our commitment to inclusion and community well-being, Netceed Portugal partnered with the Portuguese League Against Cancer to mark Breast Cancer Awareness Month. The initiative aimed to raise awareness, encourage early detection, and support research in this critical area of women's health.

Employees were invited to participate in awareness sessions led by the Vencer e Viver movement, a powerful moment of sharing, learning, and solidarity.

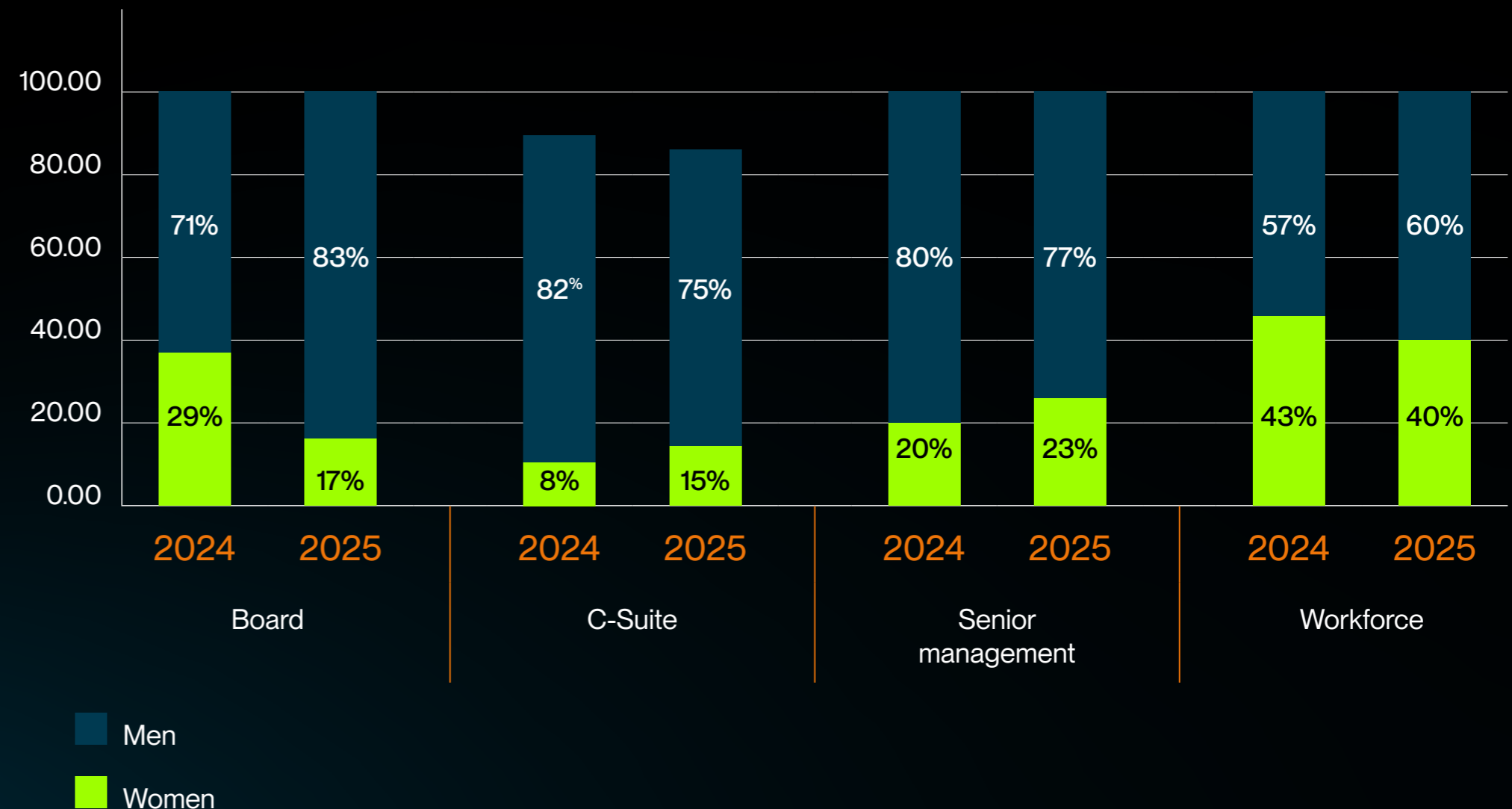


By supporting this initiative, we celebrated inclusion not just as a workplace value, but as a commitment to the health, dignity, and strength of all individuals.

Looking ahead, we will continue our journey and align our commitment to an inclusive and diverse workforce with our business transformation priorities. As we expand into new sectors such as Data Centers and Energy, we are actively seeking diverse skill sets and experiences to support this evolution. Our key priorities for 2026 include:

- Embedding inclusive recruitment practices to attract a broader talent pool aligned with our growth sectors
- Improving gender diversity across the organization, especially in underrepresented functions and leadership roles.

Global employees gender diversity



# Sustainable supply chain

The sustainability challenges we face extend beyond our own operations. To drive meaningful impact across our value chain, we actively engage with our suppliers as strategic partners in advancing environmental and social performance.

In line with this commitment, we have embedded ESG considerations into our supplier due diligence processes. All new suppliers entering into a contract with Netceed are required to sign our Supplier Code of Conduct (SCC), which sets out clear expectations on environmental responsibility, human rights, business ethics, and compliance. They are also required to complete a sustainability questionnaire, assessing their alignment with the SCC principles.

Since 2024, these steps have become mandatory for all new supplier agreements. In cases where gaps or nonconformities are identified, our Sustainability team leads a structured review and follow-up process, ensuring continuous improvement and risk mitigation.

In 2025, we took a major step forward by launching our Sustainability Supplier Engagement Program, a recognized initiative designed to build stronger collaboration with our suppliers on critical ESG topics. The program targets the suppliers representing 70% of our total spend, focusing on:

- Due diligence. All suppliers part of the program must sign our SSC and complete the supplier sustainability questionnaire.

- Climate action and emissions data collection. Through the program we want to support and incentivize suppliers to engage in climate action and set climate targets. At the end of 2025, 59% of our suppliers by spend had climate targets in line with science or are planning to set targets in the next two years.
- Eco-design integration across key product categories. With our suppliers, we are building capacity and developing a product carbon database to enhance our responsiveness to customer sustainability requests and support more data-driven product decisions. Our database comprises life-cycle assessments (LCAs), environmental product declarations (EPDs), and material passports.



Looking ahead, we will continue to strengthen our supplier partnerships, monitor ESG performance, and drive shared value through a more sustainable and resilient supply chain. We aim to fully embed sustainability into procurement processes and supplier onboarding.

### Supplier Sustainability Engagement Program (Sustainable Procurement)

#### Targets

70% of total spend have science-based targets by 2030

100% of top suppliers\* have signed the Supplier Code of Conduct

100% of top suppliers\* have completed Netceed supplier sustainability questionnaire

Number of LCAs and EPDs in our database

#### 2025

32%

86.7%

61.2%

50

\*Supplier part of the Sustainability Supplier Engagement Program representing 70% of spend

# Part 4

# Governance

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# Acting with integrity

At Netceed, integrity is the foundation of how we operate and make decisions. In 2024, we achieved a major milestone in strengthening our culture of ethics by launching our first Group-wide Code of Conduct. Our Code of Conduct sets the standard for ethical behavior across the organization and serves as a daily reference point for how we do business.

To further reinforce our governance framework, we also developed and implemented a suite of eight Group-level policies:

- ESG Policy
- Health & Safety Policy
- Diversity, Equity, Inclusion, and Belonging (DEI&B) Policy
- Supplier Code of Conduct
- Anti-Corruption and Anti-Bribery Policy

- Third-Party Due Diligence Policy
- Sanctions and Export Control Policy
- Speak-Up Policy

To support the rollout of the Code and these policies, we launched a global training program, marking a critical step in unifying our standards and expectations across all entities. As part of this initiative, we have set ambitious targets for 2025:

- 100% of employees certified against the Code of Conduct
- At least 80% of employees trained in person across all locations

Training formats were adapted based on employee roles and local contexts, tailored sessions for warehouse teams and office staff, delivered in formats that reflected operational realities and cultural needs.

As a result of this training, employees are now better informed on how to identify and report incidents. This increased awareness likely contributed to the increased numbers of incidents reported in 2025 compared to 2024, reflecting stronger engagement with our reporting mechanisms rather than a rise in underlying issues.

Together, these policies and actions reinforce our commitment to doing business responsibly, respecting human rights, and promoting transparency across our operations and value chain.

## Governance breaches

	2024	2025
Number of complaints filed through channels for people in workforce to raise concerns	2	4
Incidents of corruption	0	0
Money laundering incidents	0	0
Number of anticompetitive legal actions	0	0
Whistleblower incidents	0	0
Percentage of employees who completed the Code of Conduct training	n.a.	95%
Percentage of employees who certified against the Code of Conduct	n.a.	91%

# Cybersecurity and data privacy

In today’s digital environment, safeguarding our data and employee privacy from cyber threats is critical. In line with this responsibility, we continue to invest in robust cybersecurity protocols and employee education to reduce risk exposure and strengthen our organizational resilience.

Our cybersecurity strategy is aligned with our broader ESG values, particularly our commitment to data privacy and responsible digital practices. We are mindful of employee privacy and only process personal data in line with applicable legal frameworks and for legitimate business purposes.

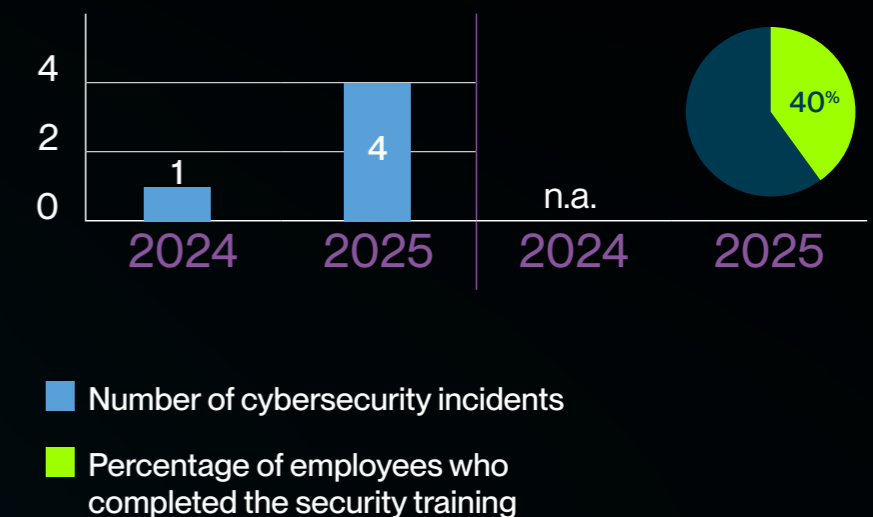
In 2025, we launched a comprehensive Security Awareness Program in partnership with a leading cybersecurity training platform. The program is designed to foster a strong

internal culture of cyber vigilance, a true “human firewall,” by equipping all employees with the knowledge to recognize and appropriately respond to cyber threats, particularly phishing attempts.

By the end of 2025, 40% of employees had completed the 30-minute general security training module. Going forward, we will strengthen enforcement to ensure broader participation and increase overall cybersecurity readiness. In addition to general training, employees in high-risk or specialized roles receive targeted, role-specific training to address the specific threats they may face. To reinforce learning, we conduct monthly phishing simulations across the organization and have introduced a Phish Alert Button, making it easier for employees to report suspicious emails and enabling faster, more accurate incident response. These awareness efforts are supported by

our IT department, which maintains a robust cybersecurity infrastructure, conducts regular system audits, and ensures timely incident response. Together, these actions form a key part of our operational resilience and reinforce our long-term commitment to digital responsibility and trust.

## Cybersecurity



# Product quality and safety

We are committed to responsible product stewardship and to ensuring that products we deliver meet the highest standards of quality, safety, and compliance.

While we primarily operate as a distributor, with only a limited number of products designed or assembled in-house, we recognize the important role we play in the value chain when it comes to safeguarding end users and maintaining trust with our customers.

In line with applicable product safety legislation across the regions where we operate, Netceed is committed to placing only safe and compliant products on the market. This responsibility begins with the careful selection and qualification of suppliers, where we evaluate their adherence to safety standards, certifications, and regulatory requirements. For the small proportion of products we assemble internally, we ensure full compliance with safety directives and maintain rigorous control processes. Since 2024, we only reported one product recall. In 2025, a cable product supplied was found to have failed

a performance test after installation; the case was promptly escalated to the manufacturer for root-cause analysis and review of internal testing protocols, while maintaining transparent communication with the customer and reinforcing supplier quality oversight processes.

Looking ahead, we will continue to strengthen our collaboration with suppliers to promote transparency, traceability, and continuous improvement in product safety and regulatory compliance.

## Product quality and safety

	2024	2025
Number of product-related incidents	0	0
Number of product-related fatalities	0	0
Number of product recalls	0	1

# Advocacy

As part of our commitment to advancing sustainability beyond our own operations, we actively engage in industry collaboration and advocacy. Through participation in sectoral initiatives and working groups, we help shape the future of sustainable digital infrastructure.

In 2025, we continued to strengthen our voice within the industry by participating in the following forums:

- **FBA Sustainability Working Group:** Contributing to the development of shared sustainability standards and best practices within the fiber broadband industry in North America.
- **NL Connect:** Supporting the transition to sustainable telecom infrastructure in the Netherlands by engaging with peers, regulators, and stakeholders to drive innovation and environmental responsibility.

- **FTTH Council Europe:** Advocating for future-proof, energy-efficient fiber networks across Europe, while contributing to discussions on life-cycle impact, energy use, and circularity in fiber deployment.
- **Industry events:** At ANGA COM 2025, Netceed played a leading role in the “Beyond Compliance” panel by demonstrating how structured supplier engagement, SBTi alignment, and ecodesign-driven innovation can translate reporting standards into measurable Scope 3 reductions across the value chain.
- **Customer events:** We build sustainable connections through dedicated customer events, such as the one held in Brussels, Belgium. During this event, we showcased our sustainable solutions, and several of our key suppliers presented their own innovations to customers and the Netceed team.

Through these platforms, we aim to foster dialogue, exchange knowledge, and promote alignment on environmental and social priorities across our sector. We believe that collaboration is essential to accelerating the transition to a more sustainable and connected future.

# Part 5

# Annexes

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# Independent limited assurance report issued by one of the statutory auditors on selected ESG information

Financial year ended 31 December 2025

To the Chairman,  
In our capacity as statutory auditors of your Company, we have performed procedures with the objective of expressing a limited assurance conclusion on the greenhouse gas emissions inventory (Scopes 1, 2 and 3) voluntarily determined and prepared by PARISIAN MIDCO (hereinafter the “Entity”), with reference to the accompanying methodological note (hereinafter the “Criteria”), for the financial year ended 31 December 2025 (hereinafter the “Information”).

## Limited assurance conclusion

Based on the procedures we have performed, as described in the section “Nature and extent of the work”, and on the evidence we have obtained, nothing has come to our attention that causes us to believe that the Information has not been prepared, in all material respects, in accordance with the Criteria.

## Preparation of the Information

The absence of a generally accepted and commonly used reference framework or established practices on which to base the evaluation and measurement of the Information allows different, yet acceptable, measurement techniques to be used, which may affect comparability

with those of other entities and over time. The Information must be read and understood by reference to the Criteria used by PARISIAN MIDCO to prepare the Information.

## Inherent limitations in the preparation of the Information

The Information may be subject to inherent uncertainty due to the state of scientific knowledge and the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in its preparation. Furthermore, the quantification of greenhouse gas emissions is inherently uncertain, as the scientific knowledge used to determine emission factors and the values required to aggregate emissions from different gases is incomplete.

## Responsibility of the Entity

The Information has been prepared under the responsibility of Management, which is responsible for:

- selecting or establishing appropriate criteria for the preparation of the Information (i.e. the Criteria);
- preparing the Information in accordance with the Criteria; and
- designing, implementing and maintaining internal control that it considers necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

## Responsibility of one of the statutory auditors

Our responsibility is to:

- plan and perform procedures to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Criteria and is free from material misstatement, whether due to fraud or error;
- express an independent conclusion based on the procedures performed and the evidence obtained; and
- communicate our conclusion to the Entity’s Management.

As we are required to express an independent conclusion on the Information prepared by Management, we cannot be involved in the preparation of the Information, as this could compromise our independence.

## Professional standards applied

Our work described below was performed in accordance with the professional guidance of the French National Association of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes – CNCC) applicable to this engagement, and with International Standard on Assurance Engagements ISAE 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the IAASB (International Auditing and Assurance Standards Board).



This engagement does not constitute an audit or a limited review as defined by the French professional standards (NEP). It also does not constitute certification in accordance with the guidelines of the High Authority for Audit (H2A).

### Independence and quality control

Our independence is defined by the provisions of the French Commercial Code, the Code of Ethics for statutory auditors, and the IESBA Code of Ethics for Professional Accountants (including Independence Standards). It is based on compliance with the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

In addition, we have implemented a quality control system including documented policies and procedures designed to ensure compliance with ethical requirements, professional standards, applicable legal and regulatory requirements, as well as the professional guidance of the CNCC applicable to this engagement.

### Nature and extent of the work

We planned and performed our procedures, as described below, considering the risk of material misstatement of the Information. As part of our limited assurance engagement, and based on our professional judgment, we:

- updated our understanding of the Entity and its environment, including relevant internal control elements related to the preparation of the Information;
- assessed the appropriateness of the Criteria about their relevance, completeness, reliability, neutrality and understandability, taking into consideration, where appropriate, industry best practices;

- assessed whether the methods used by the Entity to prepare the Information are appropriate about the Criteria;
- verified that the Information was prepared within the scope specified in the Criteria;
- selected, based on our professional judgment, the Information considered most significant, and for this Information we:
  - performed detailed tests on a sample basis or using other selection methods, consisting of verifying the correct application of the calculation methods and assumptions described in the Criteria and reconciling underlying data to supporting documentation;
  - for estimates, obtained an understanding of the calculation methods for estimated data through interviews with the ESG management, and assessed the appropriateness and consistent application of these methods, as well as the appropriateness of the information sources used.
- assessed the overall consistency of the Information with our understanding of the Entity.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. The procedures performed in a limited assurance engagement are less extensive than those required for a reasonable assurance engagement conducted in accordance with the professional guidance of the CNCC; a higher level of assurance would have required more extensive procedures.

### Restriction on distribution and use

This report is prepared for your attention in the specific context described in the first paragraph and should not be used, distributed or quoted for any other purpose. The procedures performed in the context of this report are not designed to substitute for the inquiries and procedures that third parties having access to this report might otherwise undertake, and we do not express an opinion on their adequacy for such purposes.

In our capacity as statutory auditors of PARISIAN MIDCO, our responsibility to PARISIAN MIDCO and its shareholders is defined by French law, and we accept no extension of our responsibility beyond that provided for by French law. We accept no responsibility towards any third party. We cannot be held liable for any damage, loss, cost or expense resulting from wilful misconduct or fraud committed by the directors, officers or employees of PARISIAN MIDCO.

This report is governed by French law. French courts have exclusive jurisdiction over any dispute, claim or litigation arising from our engagement letter or this report, or any related matter.

Paris La Défense, 10 April 2026

Signed by Hélène de Bie,  
*Partner and one of the statutory auditors Deloitte & Associés*

Deloitte & Associés  
6 place de la Pyramide  
92908 Paris-La Défense Cedex  
France  
Téléphone : + 33 (0) 1 40 88 28 00  
www.deloitte.fr

# Additional metrics

Employee data 2025	2025
Total number of full-time equivalents (FTE) at end of previous year (including contractors)	1,719
Total number of full-time equivalents (FTE) at end of year (including contractors)	1,454
Average number of full-time equivalents (FTE) at end of year (including contractors)	1,465
Total number of employees at end of year (including contractors)	1,496
Total number of contractors	217
Total number of part-time employees	108
Net change in FTEs due to mergers, acquisitions, and divestitures	0
Organic Net New Hires	-265
Organic Gross New Hires	355
Voluntary employee departures in FTE	176
Turnover number (voluntary and involuntary departures)	658
Annual percent turnover (turnover number/FTE 2024)	38%
Annual percent attrition (voluntary leavers only/FTE 2024)	10%
Number of hours worked for employees	2,889,962

Energy consumption in megawatt hours	2025
Consumption from nuclear sources	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	4,432
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	2,398
Consumption of self-generated non-fuel renewable energy	288
Fuel consumption from coal and coal products	0
Fuel consumption from crude oil and petroleum products – excluding transport (e.g., company vehicles, fleet)	136
Fuel consumption from natural gas	5,405
Fuel consumption from other fossil sources	0
Fuel consumption from renewable sources, including biomass	388
<b>Total energy consumption</b>	<b>13,048</b>
<b>% renewable energy consumption</b>	<b>24%</b>

Waste category	Type	Amount
Total waste generated (tonnes)		989.6
Total hazardous waste (tonnes)		0.108
Total diverted from disposal waste ratio (%)		72
Diverted from disposal (tonnes)	Hazardous	0.08
	Preparation for reuse	0
	Recycling	0.08
	Other recovery operations	0.0
	Nonhazardous	716.7
	Preparation for reuse	45.5
	Recycling	462.6
	Other recovery operations	208.6
Directed to disposal (tonnes)	Hazardous	0.02
	Thermal-based disposal	0
	Landfill	0.1
	Other disposal operation	0.02
	Nonhazardous	261.9
	Thermal-based disposal	66.35
	Landfill	186.5
Final destination unknown (tonnes)	Other disposal operation	18.2
	Nonhazardous	2.17

# European Sustainability Reporting Standards (ESRS) and GRI cross-reference index

Reporting perimeter: Consolidated

Reporting period: FY2025

GRI option: With reference to the GRI Standards (2021)

## General disclosures and governance

ESRS topic	ESRS reference	GRI cross-reference	Location in report	Page
Reporting period, frequency, and contact point	ESRS 2 BP-1	GRI 2-3	About this report	17
Reporting boundary and value chain boundary	ESRS 2 BP-2 / BP-3	GRI 2-2	About this report	17
External assurance	ESRS 2 BP-2 (Assurance)	GRI 2-5	About this report – Limited assurance on Scope 1, 2, and 3	17
Governance structure	ESRS 2 GOV-1	GRI 2-9	Sustainability governance	16
Role of administrative, management, and supervisory bodies	ESRS 2 GOV-2	GRI 2-12	Sustainability governance; TCFD governance	16
Sustainability in remuneration	ESRS 2 GOV-3	—	Not integrated in remuneration	n.a.
Statement on due diligence and policy commitments	ESRS 2 GOV-4	GRI 2-23	Governance – Policies section	43
Remediation and grievance mechanisms	ESRS 2 GOV-4	GRI 2-25 / 2-26	Speak-Up Policy; Governance breaches	43
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Risk management and internal control systems	ESRS 2 GOV-5	—	TCFD section; Governance notes	53
Strategy and business model	ESRS 2 SBM-1	GRI 2-1 / 2-22	Part 1 – About us; Message to stakeholders	4, 8–9
Interests and views of stakeholders	ESRS 2 SBM-2	—	Double Materiality Assessment	10
Material impacts, risks, and opportunities	ESRS 2 SBM-3	GRI 2-6	What we do; DMA results table	11–12
Political engagement and membership associations	ESRS G1-5	GRI 2-28	Advocacy section	46

## Materiality and impact management

ESRS topic	ESRS reference	GRI cross-reference	Location in report	Page
Process to identify and assess material impacts, risks, and opportunities (Double Materiality Assessment)	ESRS 2 IRO-1	GRI 3-1	Double Materiality Assessment section	10
Description of material impacts, risks, and opportunities (IROs)	ESRS 2 IRO-1	GRI 3-2	DMA results table	11–12
Integration of material IROs into strategy and business model	ESRS 2 SBM-3	GRI 3-2	DMA results table; What we do	10–13
Policies related to material IROs	ESRS 2 IRO-2	GRI 3-3	Climate, Circular economy, Social, Governance sections	19–46
Actions and resources allocated to manage material IROs	ESRS 2 IRO-3	—	Decarbonization Plan; Supplier Engagement Program; H&S program	19–21, 25, 37
Targets related to material IROs	ESRS 2 IRO-4	GRI 3-3	SBTi targets; Supplier SBT coverage target; DEI target	13
Monitoring and tracking of progress	ESRS 2 IRO-4	GRI 3-3	KPI tables across Environmental, Social, and Governance sections	22–29, 36–45

## Climate and energy

ESRS topic	ESRS reference	GRI cross-reference	Location in report	Page
Transition plan for climate change mitigation	ESRS E1-1	—	Decarbonization Plan	19–20
Climate-related policies	ESRS E1-2	GRI 2-23	ESG Policy; Climate section	19
Climate action plans and resources	ESRS E1-3	—	Scope 1 & 2 reduction initiatives; Supplier Engagement Program	20–27
Climate targets (Scope 1, 2, and 3; supplier engagement)	ESRS E1-4	GRI 305-5	SBTi validated targets; Climate section	19
Energy consumption and energy mix	ESRS E1-5	GRI 302-1	Energy tables; Annex (ESRS E1-5 data)	22, 48
Gross GHG emissions – Scope 1	ESRS E1-6	GRI 305-1	Scope emissions table (2022–2025)	23
Gross GHG emissions – Scope 2 (market and location-based)	ESRS E1-6	GRI 305-2	Scope emissions table	23
Gross GHG emissions – Scope 3 (Categories 1–15)	ESRS E1-6	GRI 305-3	Scope 3 emissions table	29
GHG emissions reduction progress	ESRS E1-6	GRI 305-5	Scope comparison 2022–2025; Decarbonization Plan	23, 29
Climate-related risks and opportunities	ESRS E1-9	—	Climate resilience section	30–31
Scenario analysis (IPCC SSP2-4.5)	ESRS E1-9	—	TCFD reporting; Climate methodology	54–55
Anticipated financial effects from climate risks and opportunities	ESRS E1-9	—	Climate resilience section (qualitative)	30–31
Internal carbon pricing	ESRS E1-8	—	Not applicable	n.a.
Carbon removals and storage	ESRS E1-7	—	Not applicable	n.a.

## Circular economy and waste

ESRS topic	ESRS reference	GRI cross-reference	Location in report	Page
Policies related to resource use and circular economy	ESRS E5-1	GRI 3-3	Circular economy section	32
Actions and resources related to circular economy	ESRS E5-2	GRI 306-2	Eco-design principles; Supplier Engagement Program; Repair & Refurbishment Center	32–33
Circular economy targets	ESRS E5-3	—	Circular economy section (qualitative commitments)	32
Resource inflows (materials, packaging, product components)	ESRS E5-4	—	Circular economy section; Waste	32
Waste generation and significant waste-related impacts	ESRS E5-5	GRI 306-1	Waste section – Category 5 (Scope 3)	26
Total waste generated (hazardous and nonhazardous)	ESRS E5-5	GRI 306-3	Waste tables 2024–2025	26, 48
Waste diverted from disposal (recycling, reuse, recovery)	ESRS E5-5	GRI 306-4	Annex – Waste breakdown	48
Waste directed to disposal (landfill, incineration, other)	ESRS E5-5	GRI 306-5	Annex – Waste breakdown	48
Measures to prevent waste generation	ESRS E5-2	GRI 306-2	Waste mapping initiative; Cardboard shredders (DE/NL); Recyclable tape (US)	26
Circular services and product life extension (refurbishment activities)	ESRS E5-2	—	Repair & Refurbishment Center (Aveiro); Avoided emissions disclosure	33
Anticipated financial effects from resource-related risks and opportunities	ESRS E5-6	—	Not disclosed	n.a.
Actions and resources allocated to manage material IROs	ESRS 2 IRO-3	—	Decarbonization Plan; Supplier Engagement Program; H&S program	19–21, 25, 26, 32–33, 36–37
Targets related to material IROs	ESRS 2 IRO-4	GRI 3-3	SBTi targets; Supplier SBT coverage target; DEI target	13, 19, 25, 37
Monitoring and tracking of progress	ESRS 2 IRO-4	GRI 3-3	KPI tables across Environmental, Social, and Governance sections	22–29, 36–45, 48

## Own workforce (S1)

ESRS topic	ESRS reference	GRI cross-reference	Location in report	Page
Policies related to own workforce (H&S, DEI, Code of Conduct)	ESRS S1-1	GRI 2-23	H&S Policy; DEI Policy; Code of Conduct	37, 38, 43
Processes for engaging with own workforce and workers' representatives	ESRS S1-2	—	Townhalls; Internal communications; Engagement initiatives	36
Processes to remediate negative impacts and grievance mechanisms	ESRS S1-3	GRI 2-26	Speak-Up Policy; Governance breaches table	43
Actions and resources related to own workforce	ESRS S1-4	—	H&S rollout; Talent programs; Training initiatives	36–37
Targets related to own workforce	ESRS S1-5	—	DEI target (30% women in senior management by 2030)	13
Workforce characteristics (headcount, FTE, regional breakdown)	ESRS S1-6	GRI 2-7	Social – Our people; Annex – Employee data	35, 48
Characteristics of non-employees (contractors)	ESRS S1-7	—	Annex – Employee data (where applicable)	48
Collective bargaining coverage and social dialogue	ESRS S1-8	—	Not disclosed	n.a.
Diversity metrics (gender representation at Board, C-Suite, senior management, workforce level)	ESRS S1-9	GRI 405-1	Gender diversity tables	36
Training and skills development	ESRS S1-13	GRI 404-1 / 404-2	Training tables; Talent management section	37
Health and safety metrics (injuries, accident rate, fatalities, days lost)	ESRS S1-14	GRI 403-9	H&S data tables	37
Work-related ill health	ESRS S1-15	—	H&S data tables	37
Remuneration adequacy / pay gap	ESRS S1-16 / S1-17	—	Not disclosed	n.a.

## Workers in the value chain (S2)

ESRS topic	ESRS reference	GRI cross-reference	Location in report	Page
Policies related to workers in the value chain (Supplier Code of Conduct)	ESRS S2-1	GRI 414-1	Supplier Code of Conduct; Supplier onboarding process	40
Processes for engaging with workers in the value chain	ESRS S2-2	—	Sustainability Supplier Engagement Program	40–41
Processes to remediate negative impacts in the value chain	ESRS S2-3	—	Supplier due diligence and follow-up process	40
Actions to address material impacts, risks, and opportunities in the value chain	ESRS S2-4	GRI 414-2	Supplier sustainability questionnaire; Structured review process	41
Targets related to workers in the value chain	ESRS S2-5	—	Target: 70% of supplier spend covered by science-based targets by 2030	25, 41
Metrics related to value chain workers	ESRS S2-6	GRI 414-1	% suppliers signing SCC; % completing sustainability questionnaire	41
Incidents and severe human rights impacts in the value chain	ESRS S2-7	—	0	40

## Business conduct (G1)

ESRS topic	ESRS reference	GRI cross-reference	Location in report	Page
Corporate culture and business conduct policies (Code of Conduct, anti-corruption, etc.)	ESRS G1-1	GRI 2-23	Governance – Code of Conduct and Group policies	43
Mechanisms for reporting concerns (Speak-up)	ESRS G1-1	GRI 2-26	Speak-Up Policy; Governance breaches table	43
Management of relationships with suppliers (ESG integration)	ESRS G1-2	GRI 414-1	Sustainability Supplier Engagement Program	40-41
Anti-corruption and anti-bribery policies and training	ESRS G1-3	GRI 205-2	Code of Conduct training program	43
Confirmed incidents of corruption or legal breaches	ESRS G1-4	GRI 205-3 / 2-27	Governance breaches table	43
Anticompetitive behavior and legal actions	ESRS G1-4	GRI 206-1	Governance breaches table	44
Political engagement, lobbying, and membership associations	ESRS G1-5	GRI 2-28	Advocacy section	46
Payment practices (average payment period, late payments)	ESRS G1-6	—	Not disclosed	n.a.
Cybersecurity and data privacy governance	(Covered under G1 governance narrative practice)	—	Cybersecurity and data privacy section	44

# Task Force on Climate-related Financial Disclosures (TCFD)

TCFD pillar	TCFD disclosure	Location in report
1. Governance	a) Describe the Board's oversight of climate-related risks and opportunities.	The Board of Directors holds overall responsibility for ESG, including climate-related risks and opportunities. The Netceed Decarbonization Plan was reviewed and formally approved by the Board in November 2024. Updates on progress and strategic decisions are communicated regularly.
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	The Plan is led by the Group Head of Sustainability under the Group Transformation Officer. An ESG Committee (chaired by the Head of Sustainability) oversees implementation across functions and geographies, tracking progress and recommending actions.
2. Strategy	a) Describe climate-related risks and opportunities over short, medium, and long term.	A climate resilience assessment was conducted in 2025, using a time horizon to 2040. Risks (e.g., regulations, fuel prices, market fragmentation) and opportunities (e.g., product innovation, financing, ESG branding) are categorized on page 31 of this report.
	b) Describe the impact on business, strategy, and financial planning.	Impacts on logistics costs, product compliance, customer preferences, and access to financing are discussed on page 30 and 31 of this report.
	c) Describe resilience of strategy using climate scenarios.	Scenario analysis used IPCC SSP2-4.5 ( $\approx 2.7^\circ\text{C}$ scenario), assessing exposure to physical risks across sites through 2040. See pages 30, 54-55 of this report.
3. Risk Management	a) Describe processes for identifying and assessing climate-related risks.	A dedicated climate resilience assessment was conducted in 2025, aligned with CSRD and TCFD. Risks are identified and categorized (policy, market, physical, etc.). See pages 30, 54-55 of this report.
	b) Describe processes for managing climate-related risks.	Climate risks are addressed through actions including regulatory monitoring, product compliance efforts, logistics optimization, and efficiency programs. See pages 19-21 and 30-31 of this report.
	c) Describe integration into overall risk management.	Climate-related risks are discussed at the Executive Committee level.
4. Metrics & Targets	a) Disclose metrics used to assess risks and opportunities.	Metrics include Scope 1, 2, and 3 GHG emissions, share of supplier spend with SBTs, fleet electrification rates, and energy use per site. See pages 22-29 of this report.
	b) Disclose GHG emissions (Scope 1, 2, 3).	Scope 1, 2, and 3 emissions disclosed for base year 2022. Targets through 2035 are validated by SBTi. See pages 23, 29 of this report.
	c) Describe targets and performance.	Science-based targets approved by SBTi in 2025. Supplier engagement, product energy efficiency, and emissions reduction targets are defined. See pages 19, 23, 27 of this report.

# Methodology for climate impact, risk, and opportunity assessment

## Transition risk methodology

To evaluate climate-related risks and opportunities, Netceed applied a structured scoring methodology based on two key dimensions: occurrence probability and potential impact. This approach enables consistent, comparable, and transparent prioritization of both risks and opportunities across the business.

The analysis of transition risks and opportunities was based on the formula:

$$\text{Criticality} = \frac{(\text{Occurrence probability} * \text{Potential impact} - 1)}{18.5} + 1$$

The overall criticality of a risk or opportunity is derived from combining these two scores, resulting in a criticality scale from 1 (lowest) to 5 (highest).

A comprehensive list of climate-related risks and opportunities was first identified and classified according to the Task Force on Climate-Related Financial Disclosures (TCFD) categories. To support a more informed assessment, each item was accompanied by examples of potential aggravating factors, helping teams to evaluate both probability and impact within the specific context of Netceed's current and future operations. The same methodology was applied to assess transition opportunities, allowing Netceed to identify areas where climate action could drive value creation or competitive advantage.

## Physical risk methodology

Netceed conducted a physical climate risk assessment using the intermediate global warming scenario SSP2-4.5 from the Intergovernmental Panel on Climate Change (IPCC), which projects a global average temperature increase of approximately 2.7°C by 2100. The time horizon for the analysis was set to 2040, in line with medium-term climate risk planning.

The assessment was performed asset by asset and location by location, covering Netceed's portfolio of properties, which primarily consists of warehouses and office buildings located across the United States, Europe, and the Middle East.

The criticality of physical risks was calculated using the following formula:

$$\text{Criticality} = \frac{\text{Likelihood} * \text{Exposure} * \text{Vulnerability} - 1}{18.5} + 1$$



This yields a criticality score on a scale from 1 to 5, where 5 represents the highest level of risk. The scoring system is based on three key components:

#### Likelihood:

The probability that a specific physical hazard (e.g., flood, heatwave, wildfire) will occur in the asset's location, based on the SSP2-4.5 scenario. Likelihood is scored from 1 to 3, using open-source regional-level physical climate risk assessment tools.

#### Exposure:

This reflects the degree to which an asset is situated in a hazard-prone area, and the size of the asset itself. Exposure is scored from 1 to 5, based on the exact geographic location and analysis of satellite imagery. To reflect greater financial and operational risk, owned assets are given a +1 adjustment to their exposure score (capped at 5).

#### Vulnerability:

This measures the potential severity of damage to both assets and employees if a hazard were to occur. It considers the physical characteristics of the buildings (e.g., construction materials), as well as the existence of mitigation and safety measures (e.g., emergency plans, fire-resistant structures). Vulnerability is scored from 1 to 5 and was assessed internally by Netceed's operational teams, leveraging their knowledge of the facilities and implemented safeguards.

The combination of these three factors allows Netceed to identify physical risk hot spots and prioritize site-specific mitigation actions.

### Colofon

This Environmental, Social & Governance Report covers the activities of the Group for the financial year 2025 and was published in April 2026.

This report includes forward-looking statements that are subject to risks and uncertainties.

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