ESG Highlights 2025

01.01.2025 — 31.12.2025

SVANEHØJ
An ITT Company

About the ESG 2025 highlights
This Environmental, Social, and Governance (ESG) highlights covers the activities of Svanehoj for the financial year January 1, 2025 to December 31, 2025. Our efforts and performance of 2025 as well as our future ambitions are presented in this report. The report represents the corporate social responsibility of Svanehoj as required by sections 99a and 99b of the Danish Financial Statements Act.

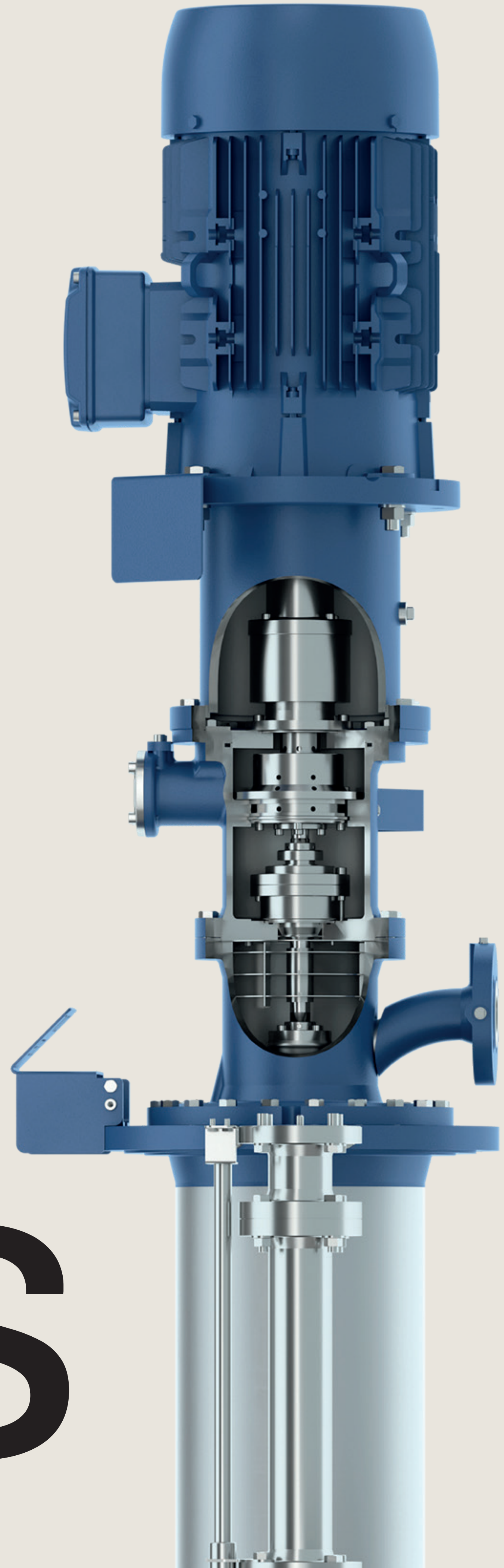
Contents

Svanehoj traces its roots back to 1928, while the foundation for much of its current success, the deepwell pump for liquefied gases, was developed in the 1960s.

Today, the Svanehoj designs and manufactures specialized deepwell and submerged marine pumps for critical applications in fuel systems, cargo handling, and offshore operations. The portfolio also includes engine room pumps, complete pump room systems, and fire water pump packages for a wide range of vessel types, compressors, and tank gauging systems for LNG and LPG storage for ships and land-based terminals. In addition, Svanehoj is a leading full-scope provider of inspection, servicing, and verification of cargo equipment on gas carriers and product and chemical tankers.

Svanehoj's mission is to help power a better future by offering solutions and services that support a rapid transition to renewable energy.

Our business



An ITT Company

Svanehoj is owned by ITT Inc., a U.S.-based industrial manufacturing leader of customized technology solutions for the transportation, industrial, nutrition and health, and energy markets. Svanehoj is part of ITT's Flow Technologies (FT) business, a global leader focused on highly engineered pumps, valves, and aftermarket services.

With ITT's support and global reach, and united by a dedication to industry excellence, we remain well-positioned to continue developing Svanehoj as a global leader in marine pumps and solutions for all types of liquefied gas.

Svanehoj employs over 550 employees across locations in Denmark, Germany, France, the United Kingdom, the Netherlands, Singapore, Japan, China, and the United Arab Emirates. For more information, visit svanehoj.com.

9

locations worldwide

100+

years of experience

550+

dedicated employees all over the world

20,000

m² production and storage space

Inventory boundaries

Inventory boundaries define which emission sources are accounted for. Svanehoj consolidates its GHG inventory using the operational control approach, as defined by the GHG Protocol Corporate Standard. Under this approach, the inventory includes 100% of the emissions from operations over which Svanehoj has full authority to introduce and implement operating policies.

Scope 1

Direct emissions from owned or controlled sources (e.g., company vehicles and on-site generators).

Scope 2

Indirect emissions from the generation of purchased electricity and heating consumed by the company. Additional comments: All locations are included in the Social and Safety performance targets, with some exceptions for the two sites acquired during 2025 (visualized in the Key Performance Indicator overview).

Additional comments

All locations are included in the Social and Safety performance targets, as visualized in the Key Performance Indicator overview, with some exceptions for the two sites acquired during 2025 (Netherlands and Germany). The U.S. office is included under SVH offices for the relevant 2025 reporting data but is not shown on the location map on the preceding page, as the office ceased operations during the year.

Svanehoj Offices

Sales, Procurement, Storage, Service

DENMARK
Scope 2
Electricity, Heating

UK
Scope 2
Electricity, Heating

JAPAN
Scope 2
Electricity

CHINA
Scope 2
Electricity

UAE
Scope 2
Electricity

USA
Scope 2: Electricity

Svanehoj Production Sites

Product development · Sales · Projects · Engineering · Procurement · Manufacturing · Assembly · Testing · Shipping · Service

DENMARK
Scope 1
Stationary Combustion, Mobile Combustion, Process Emissions
Scope 2
Electricity, Heating
Other
Water, Waste

FRANCE
Scope 1
Stationary Combustion, Mobile Combustion
Scope 2
Electricity
Other
Water, Waste

SINGAPORE
Scope 1
Stationary Combustion
Scope 2
Electricity
Other
Water, Waste

NETHERLANDS
Scope 1
Stationary Combustion, Mobile Combustion
Scope 2
Electricity
Other
Water, Waste

GERMANY
Scope 1
Stationary Combustion, Mobile Combustion
Scope 2
Electricity
Other
Water, Waste

Products & services

Segment	Liquid Gas Carriers	Liquid Gas Carriers	Energy Carriers	Offshore	Navy	All other vessel types	Land	Carbon Capture and Storage
	LPG Carriers CO_2 Carriers Ammonia Carriers	Cryogenic LNG Carrriers Ethane Carrriers and FSRU'S		FPSO, FSRU		Zero-emission ready	Cryogenic Liquid Gas LPG and ammonia	
	LPG	LNG						CO2
	(NS), (SS) Cargo Gas Pumps	(SS) LNG Gauge	(NS), (SS) Electric Cargo Pumps	(NS), (SS) OPC Pumps	(NS), (SS) Engine Room Pumps	(NS), (SS) Fuel Pumps	(NS), (SS) Cargo Gas Pumps	(NS), (SS) Cargo Gas Pumps
	(NS), (SS) Engine Room Pumps	(NS), (SS) Engine Room Pumps	(NS), (SS) Engine Room Pumps	(NS), (SS) Engine Room Pumps	(NS), (SS) Fire Water Pump Packages	(NS), (SS) Engine Room Pumps	(SS) Gauging Systems	(NS), (SS) Engine Room Pumps
	(NS), (SS) DW Fuel Pumps	(SS) Instrumentation and Gauges	(NS), (SS) Cargo Gas Pumps	(NS), (SS) Fire Water Pump Packages	(NS), (SS) KOHO Compressor	(SS) Gas Valve Units	(NS), (SS) LTD Gauge / LPG Gauge	(NS), (SS) Instrumentation and Gauges
	(NS), (SS) KOHO Compressor	(NS), (SS) KOHO Compressor	(NS), (SS) KOHO Compressor			(NS), (SS) KOHO Compressor	(NS), (SS) Instrumentation and Gauges	
	(SS) NH3 Pumps	(NS), (SS) Safety Valves	(NS), (SS) Fuel Pumps			(SS) HPP Triplex Pump Unit	(NS), (SS) Safety Valves	
	(NS), (SS) Instrumentation and Gauges					(SS) Instrumentation and Gauges		
	(NS), (SS) Safety Valves							

(SS) = Service Solutions | (NS) = New Sales

Svanehoj's mission is to help power a better future by offering solutions and services that support a rapid transition to renewable energy.

Letter to Our Stakeholders

When ESG was first introduced as part of Svanehoj's strategy in 2022, it was largely a leadership-driven initiative. We set out to define targets, establish frameworks, and build the foundation for how to approach sustainability as a company. Today, ESG is no longer a separate agenda. It has become central to how we run our business. It shapes how we develop our products, optimize our operations, and make decisions across the organization. When sustainability is embedded in everyday actions and priorities, it moves beyond reporting and into real impact.

The world has changed significantly since we defined our first ESG targets. Political attention to climate has shifted, and the green transition is no longer discussed with the same intensity as just a few years ago. For Svanehoj, however, the direction has not changed. We remain committed to investing in the products and technologies needed to advance a safer, cleaner, and more flexible energy infrastructure. In an increasingly uncertain geopolitical landscape, we see energy security becoming an increasingly important driver. The growing need for a secure, diversified energy supply is further strengthening the relevance of our solutions, particularly in LNG.

This report concludes our 2022-2025 ESG strategy period and offers an overview of our progress over the past four years. We have invested significantly in R&D, facilities, and new technologies. We have focused on building an efficient, focused manufacturing setup to make better use of our resources. As a result, we have achieved a reduction in our GHG intensity ratio per revenue of more than 55% since 2021. This work will continue as we further optimize our global manufacturing footprint.

On the people side, safety has become an even larger core management priority since entering ITT in 2024, deeply integrated into our daily operations and decision-making. Continued growth, acquisitions, and new employees have required a more structured and uncompromising approach to safety. As we continue to grow, maintaining and strengthening this safety culture will remain a key priority.

In 2025, we surpassed 500 employees, marking a significant milestone in our company's growth. Over the years, Svanehoj has grown into a larger, increasingly attractive workplace, and I am proud that so many people choose to build their careers with us. However, growth also brings responsibility. One of our key priorities in the upcoming strategy period will be to protect and strengthen the qualities that have made Svanehoj successful: a culture of engagement, accountability, strong leadership, and people who take pride in their work.

As we enter the next strategy period, our overall direction remains the same, but we are raising our ambitions with new targets that will guide the next phase of our ESG work. We will continue to develop products that are relevant now and in the future. We will continue to strengthen safety, employee engagement, and retention. And we will continue to invest in the technologies and capabilities that support the energy transition.

Søren Kringelholt Nielsen
Group CEO, Svanehoj

ESG strategy

In 2022, we introduced "Engage to Sustain" as our strategic framework for implementing Environmental, Social, and Governance (ESG) targets and initiatives, serving as our roadmap for the 2022-2025 period.

Our ESG framework is based on a double materiality assessment[1], aligned with five selected UN Sustainable Development Goals (SDGs), and inspired by the Triple Bottom Line. It is structured around eight targets across four focus areas: "People", "Planet", "Solutions", and "Supply Chain".

The year 2025 marks the conclusion of our current ESG strategy period. This report reflects on our progress and performance against the targets set for 2025. Building on these insights, we will revise our strategic framework and define new ESG targets for 2030. The new targets will be released in 2026.

ESG targets 2025

People	Planet	Solutions	Supply chain
Zero health & safety incidents from 2023.	50% reduction in Scope 1 & 2 GHG emissions per mDKK in in 2025 relative to our baseline year in 2021.	>95% of R&D investments support our mindset of Powering a Better Future consecutively up to 2025.	Establish a Svanehoj supplier program by 2024 and ensure that all new suppliers, and 15% of existing strategic suppliers, are compliant with the program from 2025.
We aim to attract and retain our talent base by establishing Svanehoj Academy Entry and Svanehoj Excellence programs by 2024, with the first enrollments in 2025.	We establish a Scope 3 GHG emission baseline year by 2023 and ensure that 25% of all strategic suppliers are calculating their Scope 1 & 2 GHG emissions in accordance with the GHG Protocol by 2025.	Establish take-back program of used pumps for the intent of reuse, recycle or responsible end-of-life treatment by 2024 for all products.	Ensure and establish best-in-business manufacturing facilities in current and potential new operating areas measured by productivity, diversity, and workplace satisfaction.

[1] Described on page 50-51.

People

The value of our people exceeds our products and technical know-how, even as an engineering and technology company. They remain our organization's most valuable asset.

In this section, we conclude our People targets for the 2022-2025 strategy period and outline how we have strengthened safety, developed our organization, and supported our employees throughout a period of significant growth.

- **Target 1:** Zero health & safety incidents from 2023.

  Result: While the ambition of zero health and safety incidents has not been fully realized, the number of incidents remains low. Throughout the strategy period, health and safety have been further embedded as a core priority, supported by strengthened procedures and increased organizational focus.

- **Target 2:** We aim to attract and retain our talent base by establishing Svanehoj Academy Entry and Svanehoj Excellence programs by 2024, with the first enrollments in 2025.

  Result: The Svanehoj Leadership Program was launched in 2025 for all managers in Svanehoj. At the same time, significant focus has been placed on onboarding and employee upskilling, supporting the company's ability to attract and retain talent.

Safety first: Accept only zero

Safety remains a critical risk factor in the maritime industry, and at Svanehoj, safeguarding the health and well-being of our people is a fundamental priority. In the ESG strategy period, we have intensified our efforts to strengthen our health and safety culture with a clear focus on preventing work-related accidents.

As part of ITT, we have adopted the "Accept Only Zero" safety mindset, which encourages employees to take ownership of identifying risks, using the right tools, and applying their training to prevent incidents before they occur.

Although we have not yet achieved our ESG target of zero health and safety incidents, we are making solid progress. We have reduced "Recordable injuries" from 11 in 2022 to 2 in 2025, and "Recordable injury rate per 100,000 hours" from 5,2 in 2022 to 0,2 in 2025. Notably, no fatal injuries have occurred throughout the strategy period.

All employees are encouraged to take the time needed to perform tasks correctly, with management's full support in prioritizing safety over speed. Preventive measures and initiatives, including safety campaigns, targeted training, systematic safety reporting, and increased visibility of Health & Safety representatives, have become standard practice across our locations.

In addition, we have strengthened our focus on identifying potential exposures before they result in incidents. This work is supported by closer cross-site collaboration, regular safety highlights, and knowledge sharing across the organization. In 2025, approximately 40 employees in Denmark completed first aid and fire safety training, strengthening emergency preparedness both at work and beyond.

People

Continued Expansion Calls for Stronger Leadership and People Development

As Svanehoj has grown from just over 300 employees at the end of 2022 to more than 550 today both from acquisitions and organic expansion, our people development agenda has become increasingly global.

In 2025, Svanehoj further expanded its global footprint through the acquisitions of European Pump Solutions B.V. (EPS) in the Netherlands and Köhler & Hörter GmbH (KOHO) in Germany, adding new competencies, customer relationships, and operational capabilities. At the same time, our existing operations continued to experience high activity levels and strong demand across key business areas.

The continued growth places increasing demands on onboarding, leadership, knowledge sharing, and organizational alignment. Throughout the year, we continued to invest in leadership development, safety culture, and employee training to build a scalable, resilient organization.

One example was the successful group onboarding of 25 new production employees in Denmark during a period of high production activity.

Despite a higher volume of employees onboarding, operations maintained strong productivity levels, and did not experience an increase in reported safety incidents.

The onboarding process was supported by close collaboration among managers, team leaders, and experienced colleagues on the shop floor to ensure new employees were safely and efficiently integrated into daily operations.

Knowledge sharing across locations, hands-on training, and continuous competency development remain key priorities as we continue to build a stronger, more globally integrated organization.

The continued growth places increasing demands on onboarding, leadership, knowledge sharing, and organizational alignment.

People

Leadership Development as a Strategic Priority

The personal and professional development of people is an essential part of Svanehoj's ESG strategy. Through the Svanehoj Leadership Program, we aim to equip our leaders with a shared set of skills and language grounded in our values and culture.

With Svanehoj's rapid growth in recent years, strong leadership has become more important than ever to preserve and reinforce the company culture and core values.

In 2025, we launched the Svanehoj Leadership Program, with the first module completed in the fall for all Svanehoj managers. Two additional modules will follow in 2026.

Some of our leaders have evolved from specialist roles, while others bring valuable outside experience. Together, this creates a strong mix of expertise and new perspective, but it also calls for clear direction and a shared approach to leadership.

The new global initiative builds a shared leadership language and defines clear expectations for everyone.

"As Svanehoj has become a global company, it's important to have a common leadership framework that works everywhere in the world. Our goal is to strengthen leaders as we grow, build professional leadership grounded in our values and culture, and equip our leaders with a common set of skills and language", says Stephanie Rysholdt Lind Andersen, HR Manager at Svanehoj.

Empowering Our People
The leadership program is based on the Svanehoj Leadership Principles: "Lead by Example", "Growth Mindset", and "Professional Expertise". Empowering our people is a fundamental part of Svanehoj's ESG commitment.

By supporting personal and professional growth, we want to create a stronger, more resilient, and attractive workplace.

The steps we have taken to empower our people are clearly visible in our ability to retain and attract talented colleagues. Our voluntary employee turnover is at a record low, while at the same time, the Svanehoj organization has expanded significantly.

Building a Shared Leadership Language
The Svanehoj Leadership Program includes basic modules for all leaders and more focused training for different levels, making it suitable for both new and experienced managers. The program goes beyond classroom learning. Learning groups, mentoring, and a dedicated leadership platform help leaders use what they learn, share experiences across countries, and build a strong cross-company teamwork.

The first module turns the principles into clear leadership behaviors. At its core, leadership is about how leaders act, communicate, make decisions, and work with their teams every day.

From there, the program follows a gradual progression. Leaders learn about themselves in the "Leading Yourself" module, then move on to "Leading Others". More experienced leaders and senior managers can take additional modules on strategic leadership and handling complex situations.

At Svanehoj, we want this leadership development program to be impactful in everyday life. To support this, we continue to track the leadership program's impact through evaluations and ongoing feedback.

"We see the results in strong engagement from program participants. Feedback indicates greater clarity around leadership expectations, better alignment across the company, and more meaningful collaboration between teams and locations," Stephanie Rysholdt Lind Andersen explains.

By supporting personal and professional growth, we want to create a stronger, more resilient, and attractive workplace where people want to join, stay, and grow. As our company continues to grow, our leaders and people grow with it.

What Our Managers Say About the Leadership Training

"Aligning around our leadership principles has strengthened collaboration across teams and improved my day-to-day decision-making."

"It's great to see that Svanehoj has taken the time to make sure everyone is on the same page with initiatives like this."

"With one vision to align the whole company, my decision-making in my daily work tasks to manage my team and other teams as well has truly been enhanced."

Planet

At Svanehoj, we contribute to a greener world by providing future-proof solutions and services that help accelerate the energy transition in the hard-to-abate sectors. While helping our customers reduce emissions, we also strive to reduce our own impact on the environment and inspire others.

In this section, we conclude on our Planet targets for the 2022-2025 strategy period and outline how we have worked systematically to reduce our GHG emissions intensity.

- **Target 3:** 50% reduction in Scope 1 and 2 GHG emissions per mDKK in 2025 relative to our baseline year in 2021.

  Result: Target reached. By the end of 2025, our relative Scope 1 and 2 GHG emissions intensity was reduced by 61% relative to our baseline year.

- **Target 4:** Establish a Scope 3 GHG emission baseline year by 2023 and ensure that 25% of all strategic suppliers are calculating their Scope 1 and 2 GHG emissions in accordance with the GHG Protocol by 2025.

  Result: Target reached in 2023 by calculating Scope 3 GHG emissions with 2022 as our baseline year. The process confirmed a strong level of GHG reporting maturity among several strategic suppliers, with data available to support supplier-specific and hybrid Scope 3 calculations. We will continue to strengthen supplier engagement and the quality of Scope 3 data in the next strategy period.

Lowering Emissions: GHG Reduction Target Exceeded by a Wide Margin

Svanehoj has cut Scope 1 and 2 emissions intensity by 61% since 2021, exceeding our ESG target while continuing to grow the business and improve operational efficiency.

Reducing GHG emissions intensity has been a key objective of our 2022–2025 ESG strategy, and our efforts have delivered beyond expectations. By the end of 2024, we had already reduced CO_2e emissions per mDKK revenue by 52%, surpassing our 2025 target of a 50% reduction.

The positive trend continued in 2025. While absolute emissions increased, driven by higher activity and revenue, our relative Scope 1 and 2 emissions declined further. From 2024 to 2025, the emissions intensity ratio decreased from 0.87 to 0.71 CO_2e per mDKK revenue.[2]

[2] Excluding the entities acquired in 2025; EPS and KOHO.

Planet

Over the full strategy period, we have achieved a 61% reduction in Scope 1 and 2 emissions per mDKK compared to our 2021 baseline. The development reflects a clear focus: growing the business while using energy more efficiently. Over the past four years, we have improved productivity through investments in lean processes, automation technology, and more efficient use of resources, as well as outsourcing non-strategic activities. This approach has enabled us to surpass our targets both financially and environmentally.

Despite the very significant reduction in Scope 1 and 2 emissions intensity, opportunities for further improvement remain. Our CO_2 data shows that electricity is the largest source of emissions across the organization. We will therefore continue to explore opportunities to reduce electricity-related emissions, including Power Purchase Agreements (PPAs) and solar power solutions at selected sites. These initiatives may support further reductions in Scope 2 emissions by increasing access to renewable energy.

In 2025, we acquired two companies: EPS in the Netherlands and KOHO in Germany. As these entities are now included in our reporting scope, they have contributed additional emissions to our 2025 GHG inventory. To ensure transparency and comparability, Scope 1 and 2 emissions are assessed both including and excluding the acquired entities in this report. Going forward, CO_2 data including EPS and KOHO will serve as a new baseline for tracking future GHG performance, aligned with the next phase of our ESG strategy.

Over the past four years, we have improved productivity through investments in lean processes, automation technology, and more efficient use of resources, as well as outsourcing nonstrategic activities. This approach has enabled us to surpass our targets both financially and environmentally.

Scope 1 + 2: Total emissions

	2025	2025 Incl. KOHO & EPS	2024	2023	2022
Scope 1	144,29	373,63	103.46	145.62	208.60
Scope 2	901,66	1005,27	768.96	624.14	699.43
Total Scope 1 and 2	**1045,95**	**1378,9**	**872.42**	**769.76**	**908.03**

*in metric tons of CO_2e

Scope 1 + 2: Intensity ratios*

	2025	2025 Incl. KOHO & EPS	2024	2023	2022
Per revenue	0,71	0,84	0.87	1.11	1.31
Per employee	2,4	2,73	1.97	2.47	3.00
Per produced hour	2,84	-	2.69	6.50	4.77

*tons CO_2e per revenue, per employee, per produced hour

Sustainability initiatives, Denmark

Process ventilation upgrade	New system with heat recovery reduces energy use in production
Office ventilation upgrade	Improved indoor climate with lower energy consumption
Waste sorting expansion	Broader sorting increases recycling rates
LED lighting upgrades	Ongoing shift to energy-efficient lighting
Paper towel optimization	Reduced consumption through new system
Wood waste compaction	Less transport, more efficient recycling
Water reuse	Test water reused instead of being discharged

Sustainability initiatives, Singapore

Environmental committee	Local ownership of sustainability efforts
Energy and water monitoring	Data-driven efficiency improvements
Water reuse	Hydro test water reused to reduce consumption
Solar power initiative	First step toward renewable energy
Electrification of forklifts	Diesel replaced with electric alternatives
Waste sorting	Recycling of paper, plastic, and cans
Packaging monitoring	Increased use of recycled materials

Planet

Transitioning Scope 3 Measurements to a Targeted Approach

By mapping emissions across the value chain, Svanehoj is moving from a broad Scope 3 measurement to a more focused approach, targeting the areas where we can make the greatest difference.

Scope 3 emissions provide a broader picture of a company's climate impact across the value chain. For most industrial companies, including Svanehoj, the majority of emissions occur outside direct operations. Mapping these emissions helps us identify material impact areas and prioritize our efforts accordingly.

In 2023, we calculated our Scope 3 emissions in our value chain and concluded that Scope 3 accounted for 99.93% of our total CO_2e emissions in 2022, with 93.5% linked to the use of sold products.

While the analysis highlights the significance of downstream emissions, it also reflects the durability and operational lifetime of a Svanehoj pump. Our pumps are built to last and operate for at least 25 years. They are often used in applications that support the transition to lower-carbon energy, replacing more emission-intensive alternatives.[3] In our case, a high share of use-phase emissions reflects the long operational lifetime of our products and the nature of the applications in which they are used. It is the consequence of long-lasting products operating in energy-intensive environments, while simultaneously contributing to lower emissions through improved efficiency and enabling the use of lower-carbon fuels.

At the same time, the analysis highlighted a key limitation: most Scope 3 emissions occur in areas where Svanehoj has limited influence, particularly in the use of sold products and broader supply chain activities. In our efforts to establish a new scope 3 baseline in 2026, based on 2025 data, we will apply a strategic approach. We plan to distinguish the granularity of our data collection and analysis, to focus on the areas where we can make the most material difference. Allowing us to move from broad measurement to targeted action.

This includes improving the material efficiency and performance of our pumps, reducing long-distance transportation where possible, and strengthening data transparency and dialogue with key suppliers. We are also progressing our work on product environmental footprint calculations, starting with selected pump types, to better understand and reduce lifecycle emissions.

In this way, Scope 3 remains a key area of focus; but as a set of actionable priorities embedded in our operations and strategy.

[3] By conducting a Product Impact Assessment, we calculated our contribution to decarbonization in the maritime sector. The calculations shoved that LNG and LPG fueled vessels ordered in 2023 with Svanehoj DW Fuel Pumps are expected to achieve an overall lifetime (25 years) saving of 33.96M tons of CO_2 compared to similar vessels with HFO propulsion. It corresponds to approximately 45% of Denmark's annual consumption-based CO_2 emissions. Visit the Svanehoj ESG 2023 Report for further information.

Planet

Powering Critical Energy Infrastructure

While Svanehoj technologies often operate behind the scenes, they are critical to many energy infrastructure projects that support energy security, improve living conditions, and contribute to the climate transition.

In Europe, Svanehoj pumps and safety systems help enable the safe and reliable operation of LNG terminals, which have become increasingly important following disruptions to traditional energy supply routes. By supporting liquefied natural gas handling, we support supply chains and infrastructure that strengthen energy resilience across the continent.

Additionally, our solutions help improve access to cleaner energy in developing regions. Through projects such as the Mombasa LPG terminal in Kenya and the Naftal LPG storage project in Algeria, we support the development of African LPG distribution, delivering reliable safety systems that protect people, assets, and the environment. For many communities, access to LPG is an important step away from traditional biomass fuels, reducing harmful indoor air pollution and improving public health.

In Asia, we have supplied safety systems for large-scale LPG cavern storage facilities, including a major project in Jiangsu Province, China. These underground storage facilities strengthen energy security by ensuring stable access to energy resources while meeting strict safety and operational requirements.

With eight underground LPG cavern safety system installation projects completed in China alone, we have built a strong reputation for reliable equipment in critical underground storage.

Our expertise also contributes to the development of carbon capture and storage (CCS) infrastructure in Denmark and Norway. As CCS projects move from concept to large-scale implementation, reliable technologies for handling captured CO_2 become increasingly important. At Svanehoj, we support this emerging technology with cargo pump solutions designed for safe and efficient CO_2 transfer on both LCO_2 carriers and terminals.

Across LNG, LPG, CCS, and energy storage projects, we combine engineering expertise with a strong focus on safety and reliability. Svanehoj technologies help enable critical energy infrastructure that supports both societal development and the energy transition.

Solutions

At Svanehoj, we recognize that the energy transition requires reliable technologies, technical expertise, and continued innovation. Supporting this development is a fundamental part of how we design and develop solutions for the maritime world and related energy infrastructure.

In this section, we conclude our Solutions targets for the 2022-2025 strategy period and outline how we have accelerated innovation and product development.

- **Target 5:** 95% of R&D investments support our mindset of Powering a Better Future consecutively up to 2025.

  Result: Throughout the strategy period, total R&D investments increased significantly, while the share supporting our mindset of Powering a Better Future remained consistently above 95%. These investments have continued to drive the development of safe, reliable, low-maintenance solutions that replace more emission-intensive alternatives.

- **Target 6:** Establish a take-back program of used pumps for the intent of reuse, recycle or responsible end-of-life treatment by 2024 for all products.

  Result: Not implemented as originally defined. A centralized take-back setup has proven less applicable than expected. Going forward, we will explore alternative ways to address durability and end-of-life treatment.

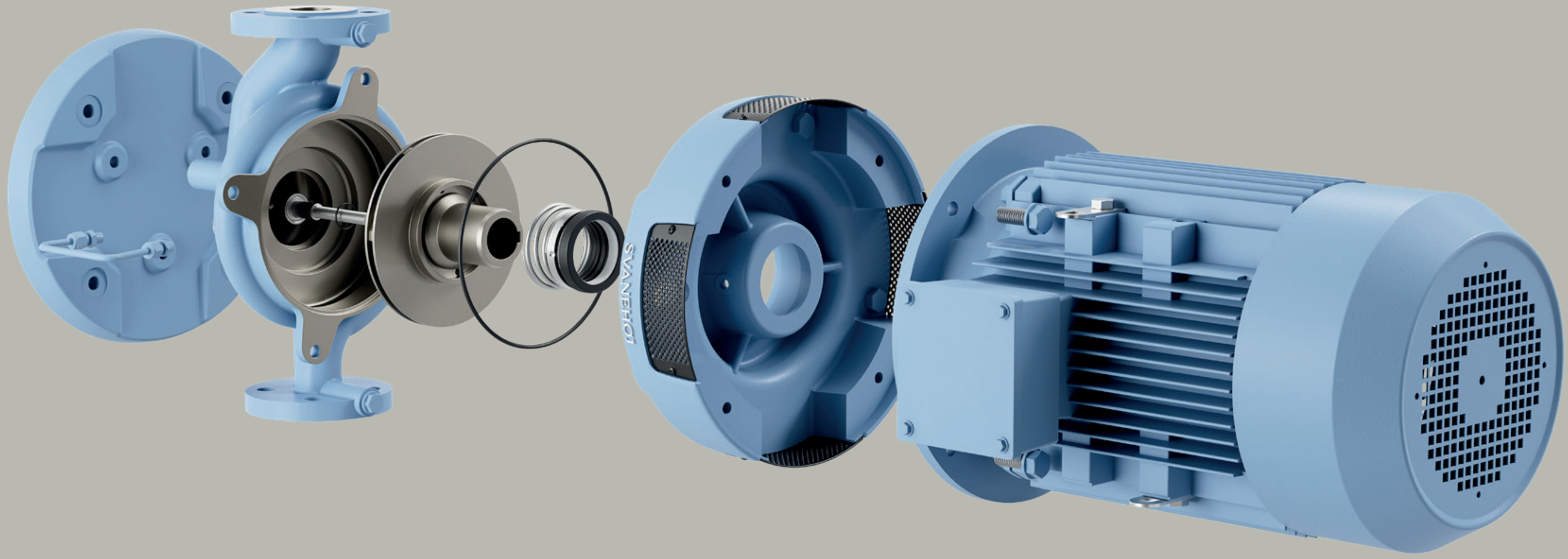
The NCM Pump: Pushing the Boundaries of Innovation in the Engine Room

Released in 2025, the new NCM Pump series for engine room applications is a testament to Svanehoj's commitment to supporting the maritime industry in powering a better future. With its lower weight, fewer components, simpler assembly, shorter production time, easier sourcing, and improved serviceability, the NCM Pump embodies a more resource-efficient approach to marine pump design.

For decades, Svanehoj has designed and manufactured a wide range of engine room pumps for the marine, naval, and offshore segments. In 2025, we introduced a new monoblock pump design, the NCM Engine Room Pump Series, developed to simplify and future-proof liquid-handling systems onboard ships.

The NCM Pump represents a significant reduction in material use compared with previous pump generations. At its smallest size, the NCM Pump cuts weight from 110 kg to around 38 kg, depending on the configuration. This reduction supports a more resource-efficient product design with lower material requirements.

Solutions



The NCM Pump

At the same time, the new design reduces the number of parts from 35 to 5, simplifying processes across sourcing, assembly, testing, servicing, and spare parts management. With fewer parts to source, handle, assemble, and test, the NCM Pump significantly reduces production and assembly time while supporting a more resilient supply chain with fewer parts to procure, manage, and document.

The simplified construction also improves serviceability. With fewer parts to handle and fewer potential failure points, the pump is easier to maintain and can help reduce downtime during service and overhaul. In addition to material savings, the NCM pump offers improved efficiency compared with the previous pump generation. Over time, even small efficiency gains can reduce power or fuel consumption during operation.

The NCM pump has already found applications in scrubber systems and is being offered for carbon capture test facilities, reflecting its relevance in applications where material compatibility, efficiency, and reliability are critical.

The NCM Engine Room Pump:

- From 110 kg to 38 kg (NCM40L)
- From 35 parts to 5 parts
- Shorter assembly time
- Easier sourcing
- Improved serviceability
- A more resource-efficient design

Solutions

Innovating for a Better Future: Five New Solutions Support the Green Transition

Building on decades of patented deepwell pump technology, initially developed in the 1960s for liquified cargo and later adapted into fuel pump solutions, Svanehoj has entered a new phase of accelerated innovation. In response to shipping's urgent need for new solutions, we accelerated our product development and introduced five new products during the 2022-2025 strategy period, guided by our ESG commitment to direct at least 95% of R&D investments towards "Powering a Better Future".

NCM Engine Room Pump — (2025)

A compact and versatile marine engine room pump design that optimizes onboard liquid handling. Because of its lower weight, fewer components, and just a single wear part, the NCM Pump is faster to assemble, disassemble, and maintain. A key innovation lies in its reduced wear parts. With only the mechanical seal subject to wear, the design ensures more consistent performance, fewer disruptions during operations, and a reduced need for spare parts.

LTD Sensor — for liquefied gas (2025)

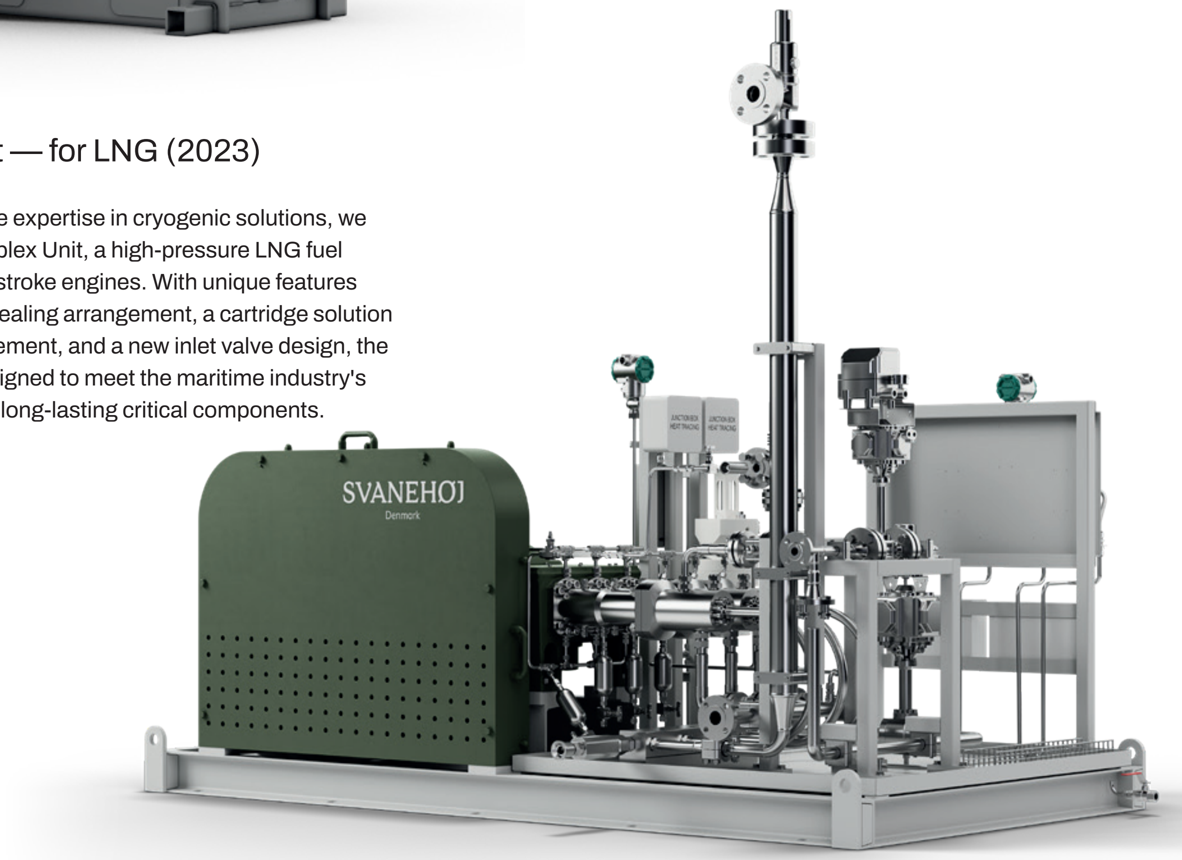
Accurate measurement data is the foundation of safety in LNG storage. The Svanehoj LTD Sensor delivers a complete and accurate picture of what's happening inside the LNG tank, helping operators detect early warning signs and act before stratification and rollover become a risk.

HP NH3 Booster Pump — for ammonia (2024)

To support growing interest in alternative fuels for maritime transport, we developed the HP NH3 Booster Pump, a compact high-pressure ammonia fuel pump capable of delivering injection pressure up to 100 BAR. To meet the highest safety standards, this design introduces several innovative features for sealing and containment. For ease of maintenance, the pump is fully drainable and can be lifted out in one piece.

HPP Triplex Unit — for LNG (2023)

Drawing from extensive expertise in cryogenic solutions, we developed the HPP Triplex Unit, a high-pressure LNG fuel pump solution for two-stroke engines. With unique features such as a low-friction sealing arrangement, a cartridge solution for swift sealing replacement, and a new inlet valve design, the HPP Triplex Unit is designed to meet the maritime industry's demands for leak-free, long-lasting critical components.



CS Fuel Pump — for LNG (2022)

With the CS Fuel Pump, Svanehoj became the first marine pump supplier to offer both deepwell pumps and submerged pumps for electric LNG fuel systems. The CS Fuel Pump features a unique self-cleaning LNG filter that ensures optimal flow and a highly efficient electric motor, specifically designed to run fully submerged in cryogenic fluid.

Solutions

Exploring Take-Back Concepts: Turning Insights into Better Solutions

During the strategy period, we explored establishing a take-back program for used pumps to support reuse, recycling, and responsible end-of-life management. This process provided valuable insights into the lifecycle and material flows of our products. Rather than transporting used pumps back to Svanehoj, responsible local recycling may in many cases represent a more efficient and sustainable end-of-life solution.

A Svanehoj pump is designed for durability and a long operational lifetime, often remaining in service for decades. When it eventually reaches the end of life, key materials such as stainless steel are typically recovered and recycled locally through established systems.

In this context, transporting products back to Svanehoj for centralized handling would, in many cases, add unnecessary complexity to the process without delivering additional environmental benefits.

We have reassessed our approach and instead of implementing a formal centralized take-back program, we will continue to focus on designing long-lasting products and supporting responsible, local end-of-life treatment where it creates the greatest value.

A Svanehoj pump is designed for durability and a long operational lifetime, often remaining in service for decades.

Supply chain

At Svanehoj, a strong and optimized supply chain is a key enabler of our global operations strategy. Guided by an impact-driven approach, we continuously seek to optimize our global manufacturing footprint.

In this section, we conclude on our Supply Chain targets for the 2022-2025 strategy period and outline how we are building a stronger global manufacturing setup.

- **Target 7:** Establish a Svanehoj supplier program by 2024 and ensure that all new suppliers, and 15% of existing strategic suppliers, are compliant with the program from 2025.

  Result: It became evident during the establishment of the scope 3 baseline, that several of our suppliers already have a high maturity level. This conclusion let us to divert our energy from a formal supplier program towards closer engagement with strategic suppliers.

- **Target 8:** Ensure and establish best-in-business manufacturing facilities in current and potential new operating areas, measured by productivity, diversity, and workplace satisfaction.

  Result: Significant improvements have been achieved across manufacturing operations, driven by targeted investments in lean, automation, new technologies, and workforce upskilling, alongside continued progress in workforce diversity and employee retention. Productivity improvements through the strategy period are reflected in revenue per Full Time Employee, which increased by approximately 26% from 2022 to 2025.

Building a Stronger Global Manufacturing Setup

As Svanehoj continues to grow globally, supply chain management has become increasingly structured and data driven. The business spans multiple sites and acquired entities, increasing the need for stronger cross-site governance, supplier collaboration, and aligned operational practices.

During the ESG strategy period, we have strengthened our global manufacturing setup to better leverage our operational footprint. By relocating selected production closer to both suppliers and key customer markets, we reduce unnecessary movement of components across the value chain, improve delivery times, and support more efficient use of resources.

New governance procedures, supplier evaluations, and category management structures strengthen oversight and support a more scalable approach to responsible sourcing.

While a formalized supplier program was not implemented as originally envisioned, we have made significant progress in strengthening supplier governance and engagement across the value chain. This includes enhanced supplier dialogue, improved onboarding and governance processes, increased collection of supplier emissions data, and closer collaboration with strategic suppliers on sustainability-related initiatives, logistics optimization, and operational improvements.

Supply chain

Continued Focus on Resource Efficiency and Waste Management

At Svanehoj, waste management remains an important part of our efforts to improve operational circularity and resource efficiency. Building on initiatives implemented in previous years, the focus in 2025 has been improving waste segregation to improve recycling rates, and identifying opportunities to reduce unnecessary material consumption.

The share of waste collected for recycling increased to 84.76% in 2025, up from 53.7% in 2024. The improvement is mainly driven by progress at our Singapore site, where wood waste is now reported more accurately than in the previous year. Singapore was included in the group calculation for the first time in 2024, which initially lowered the overall recycling rate.

By comparison, the recycling rate was 80.50% in 2022 and 89.36% in 2023, before Singapore was included in the calculation.

The total amount of hazardous waste increased from 21.5 tonnes in 2024 to 30.84 tonnes in 2025. Monitored to better understand the underlying drivers and identify opportunities for reduction. We will continue to monitor and analyse our waste data, to better understand the underlying drivers and identify opportunities for reduction. This includes an ongoing effort to improve the quality and granularity of waste data across all Svanehoj sites.

Waste from own operations

	Unit	2025	2025 Incl. KOHO & EPS	2024	2023	2022
Total waste from own operations	Ton	550,25	-	366.82	316.18	314.76
Collected for recycling	%	84,76	-	53.71	89.36	80.50
Collected for incineration with energy recovery	%	-	-	-	0.0	1.0
Collected for incineration	%	-	-	-	8.16	18.3
Collected for landfill	%	-	-	-	0.72	0.3
Not specified	%	-	-	-	1.76	0.0
Total amount which is hazardous	Ton	30,84	-	21.50	6.85	13.37

At Svanehoj, waste management remains an important part of our efforts to improve operational circularity and resource efficiency.

Supply chain

Investing in More Energy-Efficient Ventilation

Some ESG improvements start as practical upgrades to the systems that support daily operations. At our headquarters in Denmark, several ventilation upgrades were installed in 2025 to improve indoor climate, strengthen process ventilation, and support more energy-efficient operations.

In the office building, the comfort ventilation system has been replaced with a new, more energy-efficient solution. The new ventilation system includes EC fans with higher efficiency, improved heat recovery, and a frequency-controlled cooling compressor. Together, these upgrades optimize the system's overall energy performance while increasing ventilation capacity and cooling performance.

In production, we have replaced the process extraction and replacement air systems. The previous systems had no heat recovery, while the new setup includes heat recovery between process air extraction and replacement air. The system is also pressure-controlled, allowing ventilation to better match actual operational needs and thereby support more energy-efficient operations.

To support the investments, we have also strengthened our monitoring setup. The energy management platform, EnergyKey, has been implemented to monitor daily energy consumption and identify changes in energy use across operations. At the group level, the emissions accounting platform Carbon+Alt+Delete has replaced Position Green as our reporting system. This strengthens the data foundation for tracking emissions, improving transparency, and supporting more informed decisions on future reduction initiatives.

Supply chain

Continuing the Journey Toward a More Diverse Workforce

Creating a more diverse and inclusive workplace remains an important focus area for Svanehoj. While the maritime industry remains heavily male-dominated, we are working to broaden representation across functions, leadership levels, and age groups while supporting long-term employee retention and development.

In 2025, women accounted for 15% of new hires. The overall share of female employees remained stable at 18%, compared to 14% in 2022. The percentage of female employees was stable despite significant operational growth, led by a high number of blue-collar recruitments during the year, with the available recruitment base remaining predominantly male. The workforce composition changed notably in 2025, with blue-collar employees accounting for 53% of the organization, up from 36% the previous year. This development reflects increased production activity and continued investments in manufacturing capacity across the business.

At the leadership level, female representation in executive management increased to 33% in 2025, while female representation on the board rose to 25%.

These developments support our ambition to strengthen diversity across decision-making levels within the organization.

Employee retention also continued to improve. Employee turnover decreased from 18% in 2022 to 12% in 2025, indicating strong employee engagement and organizational stability during a period of growth and change.

Svanehoj also maintains a balanced age distribution across the workforce, supporting knowledge sharing between experienced employees and newer generations entering the industry. In 2025, 35% of employees were under 40, while 43% were between 40 and 59.

Employee data

	2025		2025 Incl. KOHO & EPS		2024		2023		2022	
Workforce (Average)	469		-		364		312		279	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Employees (%)	82	18	-	-	82	18	85	15	86	14
New employees (%)	85	15	-	-	77	23	79	21	88	12
Management positions (%)	67	33	-	-	71	29	70	30	78	22

Bringing P&C and Offshore Cargo Pumps Closer to Customers

By expanding P&C/offshore cargo pump production from Denmark to our Singapore site, we are creating a more flexible dual-site cargo pump production setup closer to both suppliers and key customer markets.

For decades, our P&C and offshore cargo pumps have been produced in Denmark. As customer activity, shipyard capacity, and supplier networks have increasingly concentrated in Asia, we have identified several advantages in extending the production setup to also include our Singapore site. The dual-site cargo pump setup offers several advantages: shorter lead times, improved resource utilization, and reduced transport-related emissions, while better leveraging our global manufacturing footprint.

The project forms part of Svanehoj's broader global operations strategy and is being implemented gradually across sourcing, production, knowledge transfer, and documentation.

Building Local Sourcing Step by Step
A key part of the project is to gradually build a more localized supply chain in Asia. Components previously shipped to Denmark are being rerouted directly to Singapore, and local suppliers are being qualified to deliver selected parts, thereby reducing unnecessary long-distance movement of components and finished pumps.

Transferring Knowledge and Strengthening Documentation
The project is not only about moving production closer to customers. It is also about transferring knowledge and strengthening our ability to produce across sites. Teams from Denmark and Singapore have worked closely throughout the process, with Danish specialists supervising the first assemblies in Singapore and shopfloor knowledge transferred directly between colleagues.

At the same time, the project has created an opportunity to update and improve production documentation. Manuals and operating procedures have been reviewed, updated, translated, and made more accessible for a global production setup. This strengthens our documentation foundation and makes it more streamlined, scalable, and suitable for future cross-site manufacturing.

Operational and ESG-related Impact
The initiative supports Svanehoj's ESG approach by focusing on practical improvements with tangible impact. By producing closer to customers and suppliers, we reduce lead times and unnecessary transport, while also lowering transport-related emissions.

At the same time, the dual-site setup strengthens operational resilience. It enables us to balance resources more effectively across Denmark and Singapore, reduce bottlenecks, and use the competencies of both sites where they create the greatest value.

In this way, the project reflects how supply chain development and sustainability increasingly go hand in hand at Svanehoj: not as separate agendas, but as part of how we improve efficiency, reduce resource use, and build a stronger global manufacturing setup.

Governance

At Svanehoj, we have a strong ESG governance structure, led by a cross-functional steering committee, that ensures transparency, integrity, and continuous improvement across the organization.

ESG organization
A solid governance structure is the backbone of our ESG work. In 2025, Svanehoj's ESG efforts were anchored in a steering committee represented by the CFO, CSCO, and CCO, and led by the Head of Sustainability and Process Governance. The steering committee is responsible for developing our ESG strategy and coordinating our cross-functional ESG initiatives, projects, and operations. Since 2021, we have partnered with an external advisor to build a solid ESG framework and boost our performance. Sustainability initiatives are anchored directly in the relevant functions across the organization.

Anti-corruption
As a company operating in the marine and offshore sectors, we are aware that our material risks include bribery, corruption, extortion, and embezzlement. Svanehoj is committed to never engaging in any form of corruption and to avoiding the risk of illegal activities aimed at influencing public officials, the judiciary, or any other private parties. We take active measures to ensure that all Svanehoj employees understand and uphold our ethical standards.

As part of our governance framework, we continuously work to strengthen internal procedures, supplier governance, and compliance processes. Ethical business conduct and compliance expectations are integrated into supplier onboarding processes, supplier dialogue, and relevant internal assessments and audits. We expect suppliers and business partners to comply with applicable laws and internationally recognized principles related to business ethics, anti-corruption, and responsible business conduct. These expectations are communicated through the ITT Supplier Code of Conduct and ongoing collaboration with suppliers and partners across our value chain.

Human rights
Svanehoj supports the United Nations Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. Employees are forbidden to take any action that violates these human rights principles, directly or indirectly. Svanehoj upholds the freedom of association and effectively recognizes the right to collective bargaining.

Any Svanehoj employee who becomes aware of a potential violation of this code is expected to contact their supervisor, Group HR, or senior management.

No corruption of any kind has been registered in connection with Svanehoj's activities in the current reporting period. Future plans include maintaining our commitment to mandatory training regarding the Code of Conduct - including customer and supplier policies and the whistleblower policy and continuing quarterly company-wide communications around Svanehoj's anti-corruption stance.

There are potential risks in the supply chain with international suppliers, which are addressed through internal audits of both new and existing suppliers. In the current reporting period, no human rights breaches were identified, and we will continue to focus on preventing any such breaches. We strive to maintain the highest legal and ethical standards, and the ITT Code of Conduct guides every Svanehoj employee.

Whistleblower program
To ensure a fair, safe, and transparent working environment, ITT has a whistleblower program administered by an external partner. With this scheme, we encourage our employees to report any suspicions or incidents of misconduct, sexual harassment, policy and procedure violations, or illegal activities related to their work at Svanehoj. Our external partner handles all reports confidentially, and employees are not required to disclose their identity.

Statutory report on data ethics policy
Svanehoj is responsible for, and processes information supplied by or collected about our customers. All customer information is treated with the utmost respect for confidentiality and customer privacy. Svanehoj's clear corporate policy states that the use of personal information must respect the privacy of customers and other stakeholders and must always comply with the Danish Data Protection Act and the EU General Data Protection Regulation.

ISO certification
Svanehoj holds ISO 9001:2015 (quality management) certification at our locations in Denmark, France, Singapore, Germany, the Netherlands, and the United Kingdom. In addition, our production sites in Denmark, France and Singapore are certified according to 14001:2015 (environmental management) and ISO 45001:2018 (occupational health and safety). Our locations in China and Japan operate in accordance with the ISO 9001:2015 certification held by the Denmark site.

Double materiality assessment

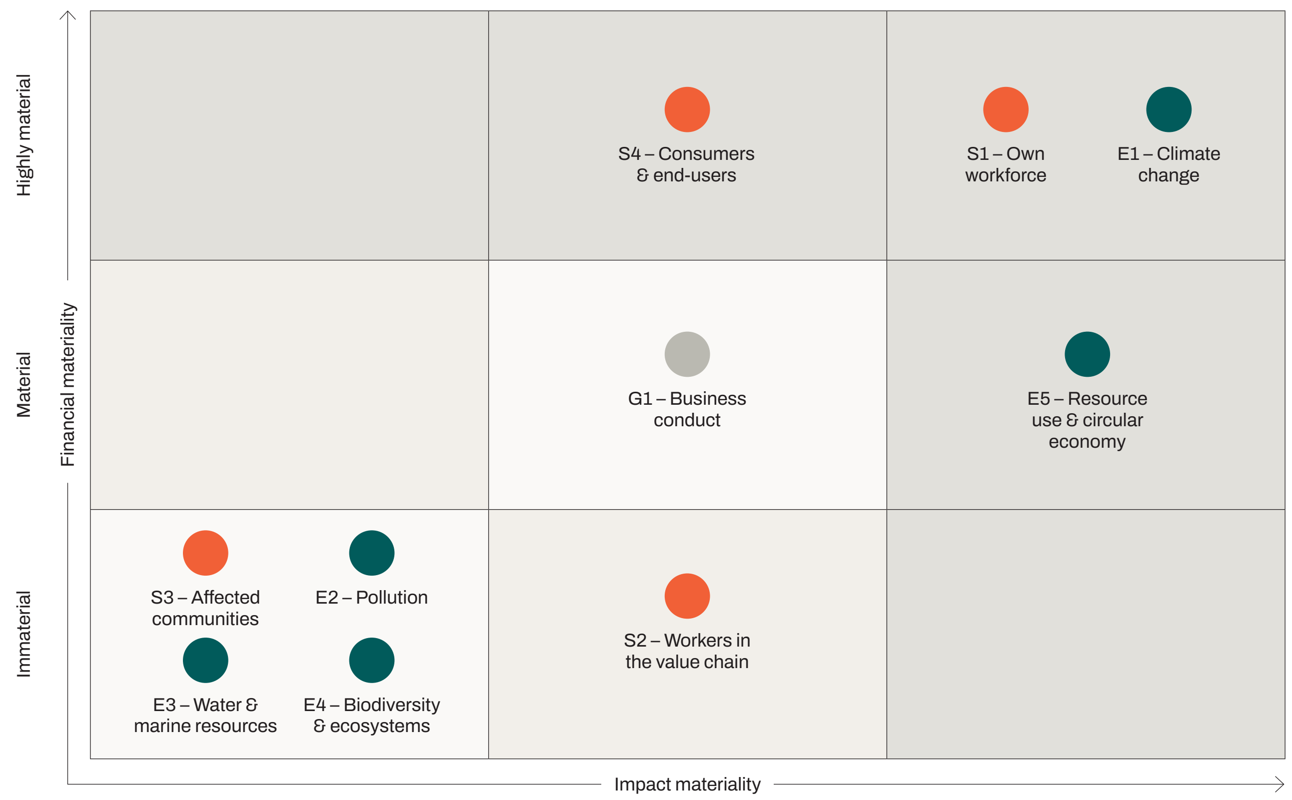
A double materiality assessment (DMA) forms the foundation of our ESG work. It helps us identify the sustainability topics that matter most to our business and stakeholders, while supporting our ambition to power a better future and prepare for future EU reporting requirements.

Following the initial assessment in 2023, we have completed a DMA review, reflecting the changes introduced in 2025, to our business and external environment. These include new ownership, recent acquisitions, new products, and a changed geopolitical landscape, all of which may affect sustainability priorities, risks, opportunities, and stakeholder expectations.

In the review we focused on creating a more streamlined materiality matrix. This included reducing the number of identified impacts, risks, and opportunities (IROs) and aligning the assessment more closely with standardized sustainability topics. The topics identified through the review will guide the continued development of our sustainability efforts.

The updated DMA will serve as the foundation for our ESG work in the next strategy period, helping us focus our efforts where Svanehoj can create the greatest impact and long-term value.

Svanehoj DMA Matrix



DMA update 2026

ESRS gap analysis

To further strengthen our reporting, we have also completed an ESRS gap analysis based on the European Sustainability Reporting Standards. Although Svanehoj is not currently subject to the EU's Corporate Sustainability Reporting Directive (CSRD), the analysis helps us identify areas where our reporting, processes, and data foundation can be further developed. As part of ITT, our ESG reporting will align with group-level CSRD compliance once the directive becomes applicable to our parent company.

Looking Ahead: ESG Strategy to 2030

In a changing energy landscape, Svanehoj's direction remains clear: to develop the technologies, operations, and organization needed to support responsible growth and cleaner marine fuels.

As we conclude our 2022-2025 ESG strategy period, we also mark a transition in how sustainability is approached across Svanehoj. Since we defined our first ESG targets, the world around us has changed. Political attention to climate and sustainability has shifted, while energy security, supply stability, and the need for reliable infrastructure have become increasingly important.

For Svanehoj, this does not change our direction; it strengthens it. Our solutions remain highly relevant to both the transition towards cleaner marine fuels and the growing need for secure energy infrastructure. We continue to invest in the products and technologies needed to support the maritime industry's transition towards cleaner fuels.

During the ESG strategy period, our sustainability work has become more closely integrated into how we operate, from product development and safety culture to production planning, supplier collaboration, and the way we build our global organization. This development reflects a more mature, impact-driven approach.

Rather than working with ESG as a separate initiative, we focus on the areas where we can create tangible value: developing solutions for future fuel infrastructure, making better use of our global manufacturing footprint, reducing unnecessary movement across the value chain, and ensuring that Svanehoj remains a safe and engaging place to work.

As we look towards the next phase, our focus is not on changing direction but on continuing to strengthen the foundation already established. This means building on what works, scaling our efforts across a growing organization, and ensuring that sustainability remains part of the decisions we make every day. Our ambition remains rooted in the same mindset: to develop our business responsibly and support our customers in a changing energy landscape.

The ESG targets for 2026-2030 will be released in 2026.

We continue to invest in the products and technologies needed to support the maritime industry's transition towards cleaner fuels.

ESG Key Performance Indicators

Aspect	Topic	Sustainability Indicators	Unit	2025 data - legacy Svanehoj	2025 data - incl. KOHO & EPS	2024	2023 (excl. prod. Singapore)	2022 (excl. prod. Singapore)
	General	Total revenue	mDKK	1473	1642	1100	694	694
	General	Number of reporting locations	Number	9	11	9	8	7
	General	Total number of blue collar hours	Number	411381	-	251230	118487	190317
	General	Total number of white collar hours	Number	549116	-	502750	409075	247142
Environmental	Energy	**Energy consumption**						
Environmental	Energy	Purchased electricity	MWh	1876,6	2066,75	1520,11	1122,09	1394,8
Environmental	Energy	Purchased district heating	MWh	1078,75	1078,75	1230,52	1184,82	1358,89
Environmental	Energy	Purchased district gas	MWh	191	277	202,41	239,84	210,18
Environmental	Energy	Diesel used in stationary combustion	MWh	314,64	531,77	145,3	257,99	518,45
Environmental	Water	Total consumption of water	m³	5669,18	6404,18	4789,36	2653	2091,1
Environmental	Waste	Total waste from own operations	ton	550,25	-	366,82	316,18	314,76
Environmental	Waste	- percentage of which is collected for recycling	%	84,76	-	53,71	89,36	80,5
Environmental	Waste	- percentage of which is collected for incineration with energy recovery	%	-	-	-	0	1
Environmental	Waste	- percentage of which is collected for incineration	%	-	-	-	8.16	18,3
Environmental	Waste	- percentage of which is collected for landfill	%	-	-	-	0,72	0,3
Environmental	Waste	- percentage of which is not specified	%	-	-	-	1,76	0
Environmental	Waste	- total amount of which is hazardous	ton	30,84	-	21,5	6,85	13,37
Environmental	GHG	Total of direct Scope 1 emissions	tCO_2e	144,29	373,63	103,46	145,62	208,6
Environmental	GHG	Total of indirect Scope 2 (location-based) emissions	tCO_2e	568,3	622,21	536,95	401,83	467,16
Environmental	GHG	Total of indirect Scope 2 (market-based) emissions	tCO_2e	901,66	1005,27	768,96	624,14	699,43
Environmental	GHG	Total Scope 1 & Scope 2 (market-based) emissions	tCO_2e	1045,95	1378,9	872,42	769,76	908,03
Environmental	GHG	**Scope 1 and 2 intensity indicators**						
Environmental	GHG	Scope 1 & Scope 2 emissions per FTE	tCO_2e/FTE	2,4	2,73	1,97	2,47	3
Environmental	GHG	Scope 1 & Scope 2 emissions per thousand production hours	tCO_2e/th. prod. hour	2,84	-	2,69	6,5	4,77
Environmental	GHG	Scope 1 & Scope 2 emissions per revenue	tCO_2e/mDKK	0,71	0,84	0,87	1,11	1,31
Environmental	GHG	Total of indirect Scope 3 emissions	tCO_2e	-	-	-	-	1,218,689
Environmental	GHG	Scope 3 category 1 emissions	tCO_2e	-	-	-	-	59,635
Environmental	GHG	Scope 3 category 4 emissions	tCO_2e	-	-	-	-	941
Environmental	GHG	Scope 3 category 6 emissions	tCO_2e	-	-	-	-	1272
Environmental	GHG	Scope 3 category 11 emissions	tCO_2e	-	-	-	-	1,156,841
Social	Employees	Average number of employees (FTEs)	Number	469	-	364	312	279
Social	Employees	Number of employees (FTEs) at the end of the year	Number	514	-	424	308	303
Social	Employees	**Employees (FTEs) by function**						
Social	Employees	- percentage of White collar	%	46,69	-	64	62	46
Social	Employees	-percentage of Blue collar	%	53,31	-	36	38	54
Social	Employees	**Percentage of employees by employment type**						
Social	Employees	Full-time	%	95,53	-	96	98	98
Social	Employees	Part-time	%	4,47	-	4	2	2

Aspect	Topic	Sustainability indicators	Unit	2025 data - legacy Svanehoj	2025 data - incl. KOHO & EPS	2024	2023 (excl. prod. Singapore)	2022 (excl. prod. Singapore)
Social		**Percentage of employees by gender**						
Social		Male	%	81,91	-	82	85	86
Social		Female	%	18,09	-	18	15	14
Social		**Percentage of employees by age**						
Social		Younger than 18	%	0	-	0,24	0	1
Social		19-29	%	13,04	-	14	12	12
Social		30-39	%	22,37	-	24	23	22
Social		40-49	%	26,65	-	26	29	29
Social		50-59	%	26,07	-	12	12	10
Social		60 or older	%	11,87	-	12	12	10
Social		Number of new employees	Number	118	-	77	68	111
Social		- percentage of which is male	%	84,75	-	77	79	88
Social		- percentage of which is female	%	15,25	-	23	21	12
Social		**Percentage of new employees by age**						
Social		Younger than 18	%	0	-	0	0	2
Social		19-29	%	18,64	-	29	33	25
Social		30-39	%	22,03	-	33	26	26
Social		40-49	%	23,73	-	16	28	25
Social		50-59	%	25,42	-	14	8	15
Social		60 or older	%	10,17	-	5	5	7
Social		Employee turn-over percentage	%	11,73	-	15	12	18
Social	Diversity and inclusion	Percentage of women on the Board	%	25	25	20	20	14,3
Social	Diversity and inclusion	Women in leadership positions	%	12,9	-	20	20	14,3
Social	Diversity and inclusion	Employees in executive management positions	%	1,17	-	1,7	3	2,3
Social	Diversity and inclusion	- percentage of which is male	%	66,67	-	71	70	78
Social	Diversity and inclusion	- percentage of which is female	%	33,33	-	29	30	22
Social	Diversity and inclusion	Other management positions	%	12,06	-	11	12	13
Social	Diversity and inclusion	- percentage of which are male	%	83,87	-	87	71	89
Social	Diversity and inclusion	- percentage of which are female	%	16,13	-	13	29	11
Social	Diversity and inclusion	Number of interns/students with learning target	Number	-	-	-	-	-
Social	Safety	Total number of recordable injuries	Number	2	3	6	12	11
Social	Safety	- of which lost time injuries	Number	2	3	2	10	8
Social	Safety	- of which fatal injuries	Number	0	0	0	0	0
Social	Safety	Total recordable injuries per 100,000 working hours	Number	0,2	-	0,8	5,3	4,6
Social	Safety	Lost time injuries per 100,000 working hours (LTIR)	Number	0,2	-	0,8	5,3	4,6
Governance	ISO	Number of ISO 9001:15-certified sites	Number	4	6	4	4	3
Governance	ISO	Number of ISO 14001:15-certified sites	Number	3	3	3	3	3
Governance	ISO	Number of ISO 45001:18-certified sites	Number	3	3	3	3	3

* Our turnover rate reflects all employees who have left the company, including both voluntary and involuntary departures.

Accounting Policies

In 2024, we expanded our ESG data to include our site in Singapore. This addition enhances the completeness of our reporting but may affect comparability with previous years, as data from the Singapore site was not included in earlier ESG disclosures. According to requirements in the GHG protocol the two acquisitions completed in 2025, EPS and KOHO, have been included in the GHG emissions calculation for Scope 1 and 2, using full year data. 2025 will be established as the new baseline year, as we enter a new strategy period in 2026.

Svanehøj Danmark A/S
Fabriksparken 6
DK 9230 Svenstrup J

Tel. +45 9637 2200
svanehoj@svanehoj.com
svanehoj.com

CVR no: 25895010

SVANEHØJ
An ITT Company