

ANNUAL REPORT

2024





SOUDAL

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*Vic Swerts
Founder-Chairman Soudal*

A FEW WORDS FROM THE CHAIR

By the time you read this, Soudal will be almost into its 60th year. Simply saying we've witnessed growth since our foundation in 1966 would be an understatement. The main thing to note here is that we have constantly kept growing, all in line with our ambitions. The scale may have changed, but our mindset remains the same. After nearly six decades, that ambition to grow has brought us to the position we like to see ourselves in today: the main challenger to the big players.

Soudal's form for constant growth is evident in countless ways, not least commercially: 2024 was another record year for the company, with growth of 125 million euros or 9.3%, resulting in a total revenue of 1.468 billion euros. We achieved an EBITDA of 132 million euros, underpinned by record investment of 168 million euros. This milestone will enable us to secure our future growth.

Once again, our strongest volume growth over the past year came about organically. In the second half of the year, that growth came under some pressure due to a general slowdown in the construction sector, mainly in Western Europe and Turkey. Regardless, we saw 10% growth in volume across all product categories, and significantly higher growth in our focal product categories: hybrids and polyurethane sealants. Aside from growing organically, acquisitions once again contributed to our expansion in 2024. As detailed in the 'Our investments' section, these acquisitions

also enabled us to expand geographically. Following the acquisition of Sharp Chemical, we now also have a presence in Japan, the fourth-largest economy in the world. As things stand, we have a total of 82 branches, with production taking place at 31. From these branches, we can penetrate deeper into the international markets we have entered or want to enter. Local production enables us to keep expanding our product range close to where our customers are, fully in line with the local regulations. What's more, this geographic spread also goes a long way toward shielding us from fluctuations in the price of raw materials and currency exchange rates.

There is no single all-encompassing innovation or strategy that is crucial to us. Soudal is built on three cornerstones: sealants, adhesives and PU foam. Across these three divisions, our ambition is crystal clear: we want to be a global leader in the field of R&D. Achieving that requires a huge effort from everyone at our organisation, and our work is never done. We constantly need to keep an eye on what our competitors are working on, and we need to respond quickly and accurately to new market trends. In doing so, one thing Soudal is good at is listening to our customers. In fact, this is what sets us apart from the biggest players on the market, who develop their products first and then use their sheer scale to push them onto the market. We are committed to personal contact with our customers, so we can develop the products they need to help them grow.

For a long time, the symbolic target of one billion euros in revenue served as our key aspiration. We passed that threshold in 2021, and by last year, we reached a revenue figure of nearly 1.5 billion. It's only a matter of time before we pass the two billion mark. Be that as it may, these are nothing but numbers. What's crucial is that we keep growing.

In doing so, the fact that growth is not just a question of commercial figures is always at the forefront of our minds. Once again, we also grew as an employer last year, both quantitatively — we now have more than 4,500 employees — and certainly qualitatively too. We believe it is important to take good care of our most important asset: our employees. In fact, our efforts in that field were once again recognised in 2024, as we received the Top Employer award.

Last but not least, we also achieved growth in what we refer to as corporate social responsibility. As the impact of the climate crisis becomes increasingly clear for all to see, we moved our efforts up another gear. The introduction of Bluemint® steel and the launch of our Soudal Healthy House® product range were just two of the many green initiatives we embarked on in 2024. You can read more about this topic in our sustainability report in this annual report — a section that is taking up more and more pages every year. To Soudal, this too is an intrinsic part of our baseline: BUILD THE FUTURE.

FAMILY ANCHORING

In today's turbulent times – and with an eye on the future – solid foundations are essential for a lasting and effective policy. At Soudal, continuity and the long term lie at the heart of everything we do. I firmly believe that well-managed family businesses with a clear long-term vision are well placed to make a lasting difference.

In the interest of all our stakeholders, I would therefore like to provide clarity about the future.

My family and I are committed to anchoring Soudal within our family for generations to come, and to continuing our sustainable growth strategy, guided by our five-part principle: dream, think, dare, do, and persevere – known in Dutch as 'the 5 Ds': 'dromen, denken, durven, doen en doorzetten'.

With a warm belief in the success of the next generation, I have decided to pass on the leadership of the company to my son, Ben Swerts, within the next few years. During this transition, my son-in-law, Jurgen Vandervelden, will support him in the role of Chief Operating Officer (COO).

Our current CEO, Dirk Coorevits, together with the full management team, has expressed his full commitment to supporting us throughout this transition.

Together, they form a complementary team, ready to face the future of the company with confidence.

The future looks bright for Soudal!

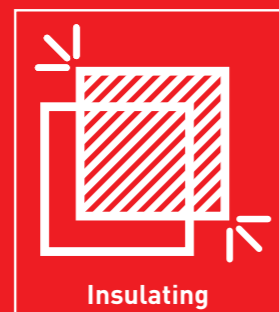
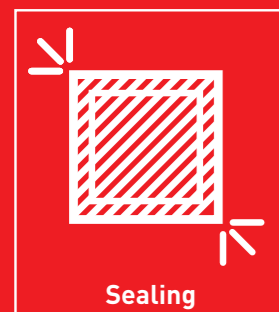
Vic Baron Swerts
Founder-Chairman Soudal

COO Jurgen Vandervelden,
Founder-Chairman Vic Swerts and
Director BeNeLux Ben Swerts

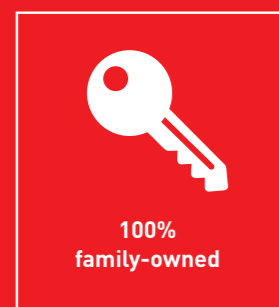


KEY FIGURES IN 2024

Our business



Family business



Our development



333 mio
cartridges



147 mio
cans



18.000
SKU's



4,501
workforce



31
production sites

INVESTMENTS IN THE FUTURE OF SOUDAL

Right from the earliest days of Soudal in 1966, Founder-Chairman Vic Swerts has reinvested any profits in the further development of the company. Sixty years down the line, that razor-sharp focus on investment remains front and centre of what Soudal is all about. Our BUILD THE FUTURE baseline is so much more than an empty slogan – we spend every day working to keep building for tomorrow, and investment is and will always be our top priority.

Despite the legal and regulatory challenges, Soudal is continuing to invest in Belgium and in other EU countries. Perhaps the best example is **Plant 5** in Turnhout, at which we've spent the last few years building a new production base that continued to grow in 2024. Over the next few years, we will keep adding production lines, and this ultra-modern production site with advanced automated systems will become fully operational. This factory of the future is a feat of courage, vision for the future and entrepreneurship and will play a major role in helping us realise our plans for tomorrow.

Aside from building and expanding in the places where we already have a presence, our ambition for growth at Soudal has always been partly underpinned by (international) acquisitions. At the start of 2024, we completed our acquisition of the Italian firm **Durante Adesivi**, marking our biggest acquisition ever. Durante has been able to carve out a strong international market position in adhesives for woodwork, assembly, textile and packaging applications. With

sales in over 50 countries, the company possesses significant know-how in the field of PUR and EVA/PO hot melt adhesives and PVAc adhesives. Durante offers a high level of customer support to guarantee reliable applications. This new joining of forces opens up countless opportunities for complementary solutions and technologies for existing and new customers around the globe.



New distribution center with office building • New Zealand



In 2024, the construction of Plant 5 in Turnhout was completed, a highly automated site that will make production processes extremely energy-efficient.

At the end of 2024, we completed the acquisition of a majority stake in **Sharp Chemical**, a Japanese producer and distributor of sealants and adhesives for professional construction, industry and DIY. The company has its headquarters in Osaka, with sales offices in Tokyo and Sapporo and factories in Osaka and Shanghai. Boasting over 60 years of experience, Sharp Chemical has carved out a strong market position in hybrid sealants and adhesives with innovative products and environmentally friendly packaging, mainly under the Sharpie brand. This new pairing offers countless opportunities for further growth in Japan by expanding our existing product portfolio under both the Sharpie and Soudal brands. This acquisition enabled Soudal to fill one of its main gaps on the global market, while adding our 30th and 31st production site worldwide all at the same time.

Other investments in 2024 included a factory in São Paulo, Brazil and countless expansion and replacement investments across the globe. We also had construction projects ongoing in **Dubai, Slovenia, South Korea, Latvia and China**, for example. Our factory in that latter country is continuing to take shape, which has enabled us to secure our supply of local raw materials. Every one of these investments has been made with the long-term perspective in mind. Continuity for future generations matters more to Soudal than short-term profit.



Last but not least, we'd like to mention another important investment of 2024: we once again invested heavily in making our business more sustainable, and in taking our responsibility with regard to the world in which we operate.

→ You can read more about this topic in our sustainability report later on in this annual report.



Majority stake in Sharp Chemical • Japan



Sharp Chemical site in Osaka • Japan



MAJOR EVENTS IN 2024

Aside from our various acquisitions, construction projects and other investments, countless other things happened that made 2024 an extra special year for Soudal.

For the sixth year running, Deloitte awarded us the **Best Managed Company** label. The Best Managed Company certificate is an accolade Deloitte grants annually to private companies that excel in terms of their strategy, culture, innovation and finance. The award is part of an international programme by Deloitte that helps businesses achieve success the sustainable way and benchmark themselves against the best managed companies in the world.

On top of that, we were once again certified as a **Top Employer**. The Top Employers Institute assesses HR strategies and practices against an international benchmark. We are truly proud of the fact that we were able to demonstrate that we are committed to upholding our values — ambitious courage, straightforward honesty and shared loyalty, see page 23 for more — by investing in career development, leadership, the wellbeing of our associates and sustainable HR.

Regardless of the fact that we've been able to claim both of these accolades for several years now, we remain keenly aware that we need to earn them all over again every year, and that doing so requires focus and dedication.



In 2024, for the sixth year running we were awarded the Best Managed Company label.

Soudal was once again present at the Antwerp 10 Miles.



Soudal Founder-Chairman Vic Swerts presents the trophy to Soudal Open 2024 winner Nacho Elvira.



Another honour we — or in this case: Vic Swerts, our Founder-Chairman — were able to claim came from the city of Turnhout, where our headquarters have been based for over half a century. The mayor and college of aldermen were pleased to announce that Vic Swerts had been made an **honorary citizen of the city of Turnhout**. This title has only been handed out six times in the history of the city — and alongside Dr Paul Janssen (founder of Janssen Pharmaceuticals), Vic Swerts is the second Captain of Industry to claim this honour.

The riders of the Soudal Quick-Step and AG Insurance Soudal men's and women's road cycling teams once again joined us at our headquarters in Turnhout for two days for the 2024 edition of their annual team days. In addition, the third edition of the Soudal Open, our prestigious international golf tournament, took place in 2024. And on top of the elite athletes we sponsor to build our brand (see page 33), our staff once again got active themselves in 2024 to further improve our health and team spirit. At our headquarters in Turnhout alone, associates embraced the **International SoudaChallenge** (in which staff worked out as much as possible for the entire month of April, with every minute of exercise converted into trees being planted) and the **Wellbeing Challenge**, while others **teamed up to take part in a range of external events** such as Moved to Help, the Turnhout Half Marathon, the Antwerp 10 Miles, the Retie Trail and the annual walk to Scherpenheuvel.



Vic Swerts honorary citizen of the city of Turnhout



The Turnhout Half Marathon • Belgium



The Wellbeing Challenge • Belgium

01

OUR COMPANY





OUR COMPANY

About Soudal

Soudal is Europe's largest independent manufacturer of sealants, adhesives and PU foam for both professionals and private users. With more than 4,500 employees, revenue of 1.47 billion euros and 31 production sites on five continents, this 100% Belgian family-owned company has become a global player and expert in chemical construction and industrial specialities. Extensive investments in R&D, a long-standing vision of innovation as well as adaptations to local market needs laid the foundation for its outstanding performance. Soudal, founded by Vic Swerts, has been recognised as a Best Managed Company and Top Employer.

Mission

Soudal aims to become the world's largest independent manufacturer and service-oriented supplier of silicones, adhesives and PU foams for professional construction, retail and industry. We operate in a safe, sustainable, qualitative and profitable manner to ensure the continuity of the business, and we value the satisfaction of our employees and the respect of the local community.

Vision

Soudal seeks solutions to current and future challenges. Innovation and progress serve as our guiding principles: our aim is to be a pioneer in the professional and retail construction sector and we are fully committed to a better future.

We strive to become and remain a global leader in our industry by manufacturing and selling high-quality products in carefully selected market segments. We continuously improve these products. Soudal aims to increase its innovative capacity and develop new areas of activity.

Vic Swerts, Founder-Chairman: "Our employees are our most important asset. Being an entrepreneur also involves the challenge of bringing together a unique team of people. Employees, partners and customers are not abstract concepts. It's about people, about individuals who enable the entrepreneur to achieve an ambition. You have to surround yourself with good, strong people whose knowledge and skill in certain areas even surpass yours."

"Our employees are our most important asset."

Vic Swerts



Our values

Soudal is an **international company**, operating in 140 countries. Despite this geographical spread, all Soudal colleagues are part of **one company, one entity, one team**. We share the same dream worldwide: to continue to build the future together.

Our slogan “(YOU) Build the Future”, with its red brackets, visually demonstrates that all our employees are part of Soudal. **Each colleague is an indispensable link** in our great company, regardless of the area in which they work. We are a multinational company, but no employee is merely a number.

(YOU)
BUILD THE FUTURE

THREE CORE VALUES

**Uncomplicated
sincerity**



Above all, we value integrity and respect. We always try to be honest with each other and all our stakeholders. We keep this uncomplicated by having short lines of communication, keeping procedures simple, and adopting a down-to-earth approach to work.

At Soudal, we keep trying until we win. We always want to learn and are open to new developments so that we can keep growing.



**Ambitious
bravery**

**Shared
loyalty**



We are 100% a family business, and everyone within Soudal is part of the family. Together, we strive for loyalty and a positive environment.

SOUDAL WORLDWIDE

Production sites

EUROPE

Turnhout (Belgium)
Sealants (Plant 1)
Foams (Plant 2)
Adhesives (Plant 3)
Sealants - Adhesives (Plant 5)

Pelt (Belgium)
Aerosols

Nazareth (Belgium)
Foam systems

Weert (the Netherlands)
Adhesives

Bergen op Zoom (the Netherlands)
Sealants

Pionki (Poland)
Sealants - Foams (Plant 1)
Adhesives (Plant 2)

Bialystok (Poland)
Tapes - Membranes

Srpenica (Slovenia)
Sealants - Foams - Adhesives -
Concrete admixtures

Sežana (Slovenia)
Adhesives

Dobele (Latvia)
Sealants

Istanbul (Turkey)
Sealants

Novomoskovsk (Russia)
Foams

Noginsk (Russia)
Foams

Gournay-en-Bray (France)
Tapes (sealing tapes)

Ghirano (Italy)
Adhesives

Cecchini (Italy)
Adhesives

NORTH AMERICA

Kentucky (USA)
Sealants - Adhesives

SOUTH AMERICA

Santiago (Chile)
Sealants - Adhesives

São Paulo (Brazil)
Sealants

ASIA

Bawal (India)
Sealants

Chennai (India)
Sealants

Shanghai (China)
Sealants - Foams

Shanghai (China)
Sealants - Adhesives

Osaka (Japan)
Sealants - Adhesives

Seoul (South Korea)
Sealants

Sharjah (U.A.E.)
Sealants - Adhesives - Tapes

Umm Al Quwain (U.A.E.)
Foams - Aerosols



82

own affiliates



31

production sites



140

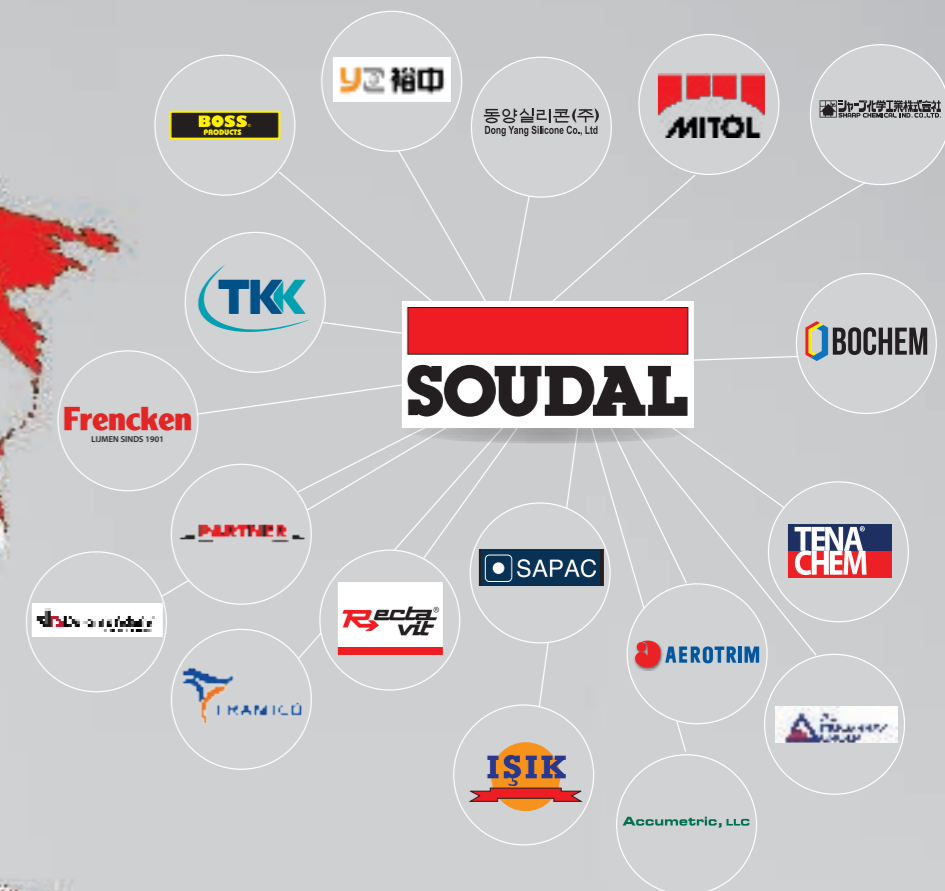
countries

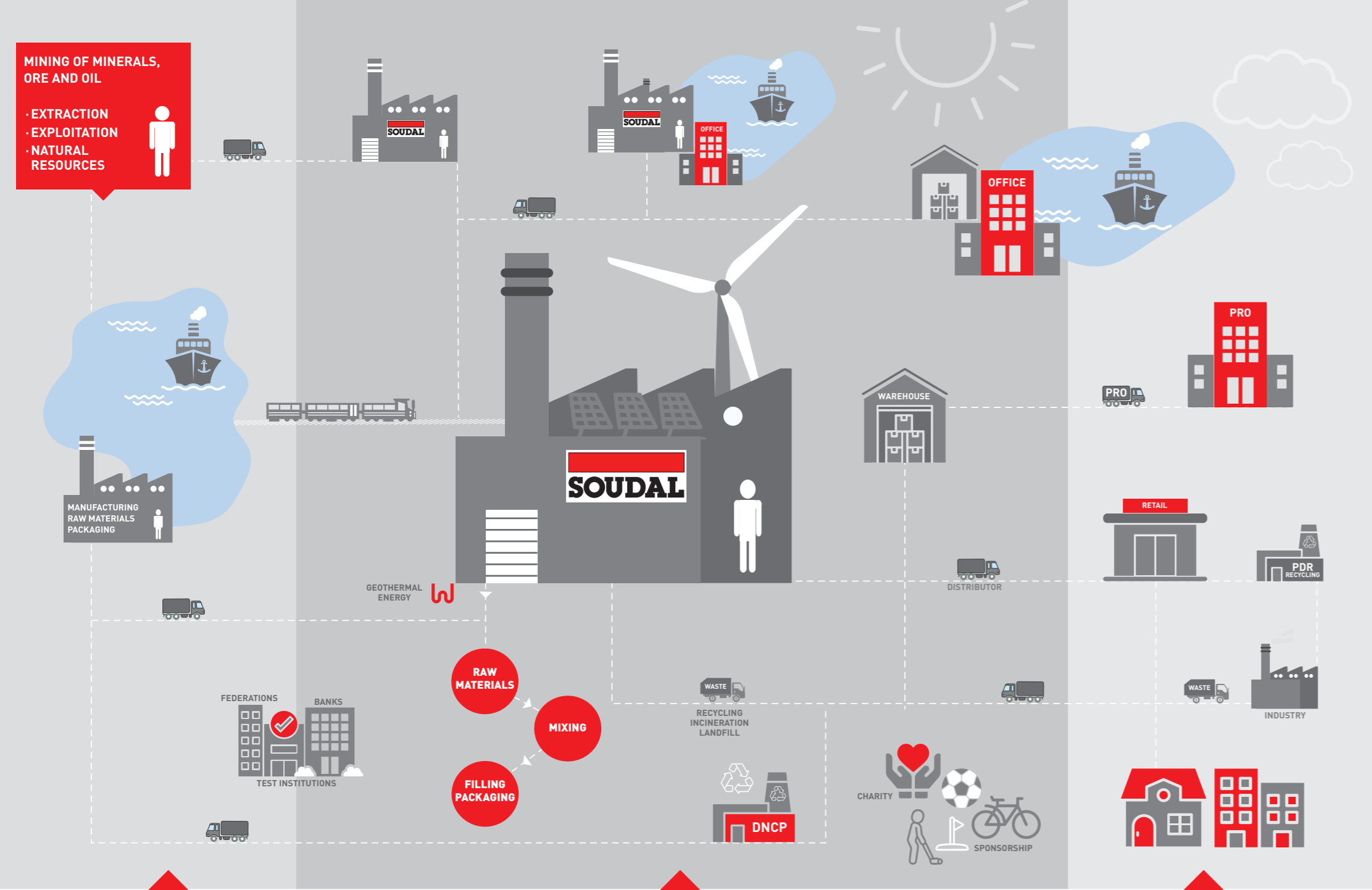


AFFILIATE

SALES

PRODUCTION SITES





UPSTREAM

OWN OPERATIONS

DOWNSTREAM

Value chain

The value chain of our chemical construction specialities involves several steps, from raw material procurement to product sales and recycling packaging and raw materials.

Upstream value chain

- **Extraction of minerals, metals and oil**
 → The production of our raw materials requires a lot of **building blocks**. Obtaining them includes mining solid materials, such as ores and minerals, and extracting liquid resources, such as oil and vegetable resins.
- **Production of raw materials and packaging**
 → Our suppliers - mainly involved in the chemical industry - reprocess the **minerals, metals and oils into raw materials**.

 → We source **essential chemical raw materials** such as silanes, fillers, plasticisers, catalysts and polymers from mineral, organic and fossil sources. We limit any supply risks by working with several suppliers.
- We **package our products** in polyethylene (PE), steel, paper, cardboard and other materials, sourced from various suppliers.

"We use as many intermodal options as possible - mainly ships, trains and trucks."

Logistics and transport

→ Because we source raw materials and materials internationally, we work with external transport partners. We use as many **intermodal options** as possible - mainly ships, trains and trucks - to efficiently transport raw materials and packaging materials to our production sites. Air transport is only used as an exception for highly specific production activities.

Our value chain



EXTRACTION OF MINERALS,
METALS AND OIL



PRODUCTION OF RAW
MATERIALS AND PACKAGING



LOGISTICS AND TRANSPORT

OWN ACTIVITIES

- **Mixing**

Soudal develops and produces high-quality **adhesives, foams, sealants, coatings, tapes, membranes and technical sprays** for both professional and private users. Our production processes mainly involve the precise mixing of raw materials according to specific formulas and processes

- **Filling**

In the next step, the **packaging is filled** with our products, which are subsequently shipped to our customers.

- **Supporting activities**

Our mixing and filling activities benefit from optimal support. For example, all products undergo strict quality checks, carried out by our QA/QC team, to ensure they meet both industry standards and our customers' specific requirements. We also have an extensive R&D department, an essential link for us to play a leading role in the professional and retail construction sector. Lastly, our employees in the finance, IT, HR, engineering, production, supply chain, marketing, regulatory, sustainability and procurement departments also contribute to our value creation.

- **Global production and distribution network**

We operate through more than **80 production sites, warehouses and sales offices worldwide**. We avoid unnecessary transport because we are close to our main

markets. Trucks handle most of our distribution, although we also use ships for international transport. By working with distributors, we can efficiently reach our customers both nationally and internationally.

- **Energy consumption**

For our operations we use a **mix of fossil and renewable energy**. We generate some of the energy we need ourselves through solar panels, our wind turbine and geothermal power. This reduces our dependence on external sources.

- **Waste management and circularity**

We invest heavily in **closed production systems** and take measures to prevent industrial and production waste. In addition, we are firmly committed to reuse and recycling. Our subsidiary DNCP specialises in recycling and recovering biotechnological solvents and chemicals, mainly for the chemical, pharmaceutical and paint industries.

- **Cooperation with our partners**

Our cooperation with **banks, testing and knowledge institutions and government agencies** supports our activities and facilitates new investments and developments.

- **Social responsibility**

We are a responsible company and believe it is important to give something back to society. That's why we support various **charities and cultural houses**.



You can find more information about our social projects in the 'Our charities' section of this annual report.

We sponsor **sports teams**, such as the Soudal Quick-Step WorldTour Cycling Team and the women's cycling team AG Insurance-Soudal, and sports events, such as the Soudal Open Golf Tournament, to increase our brand awareness. We also support the community in the form of youth work.

Downstream value chain

- **Market segments**

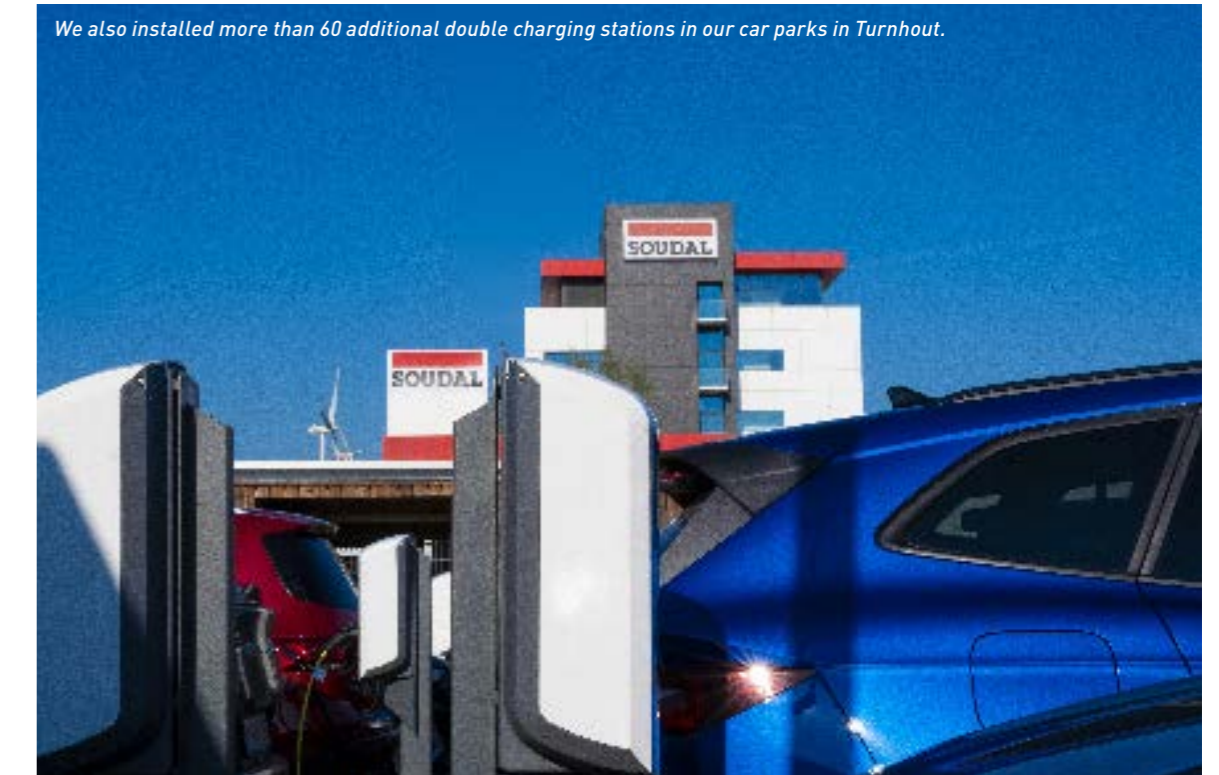
We supply our products to three customer groups worldwide: **construction professionals, industrial companies and retail organisations in the DIY sector**. Most of our products are ready-to-use end products that do not require further processing or integration. They are typically used as components in construction or renovation projects and have a planned lifespan of several decades.

- **End-of-life and circularity**

Recycling our products is challenging because they are often attached to other materials in small quantities. We are working with the construction industry and other partners to explore ways to separate building components to improve their recyclability. What's more, we are co-founder and main shareholder of the German recycling plant P.D.R. (Produkte

Durch Recycling), which collects used PU foam cans throughout Germany and converts more than 90% of them back into valuable base materials.

We also installed more than 60 additional double charging stations in our car parks in Turnhout.

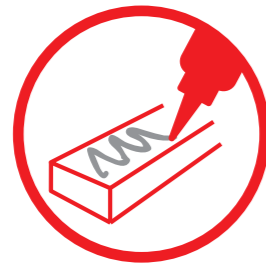


Soudal serves three market segments: construction (58%), DIY (27%) and industry (15%).

We use a variety of technologies and products, which, thanks to continuous R&D, we constantly improve and adapt to the needs of the customer, the market and spirit of the times. This results in reliable, high-quality products that contribute to sustainable and energy-efficient systems and constructions.



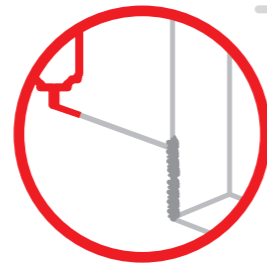
Our products



Adhesives

Soudal offers a wide range of adhesives including a number of established values, such as wood and parquet flooring adhesives, water-based mounting adhesives, contact adhesives and PVC adhesives.

In addition, we are also working on growing our successful **polymer-based hybrid adhesive & sealants**, such as the Fix ALL hybrid adhesive & sealant, and the development of innovative systems, such as sprayable contact adhesives with our Click & Spray. We are expanding our industrial adhesive range, with various technologies based on 1 or 2 components. We closely monitor **new trends in the market**, such as gluing glass into the window frame: together with our industry partners, we developed a special 2K silicone sealant for this emerging application.



Foams

Soudal has been producing **foams and foam solutions** for many applications including insulation, filling, mounting and bonding for decades. We offer a diverse range of technology, packaging and hardware. Besides the classic 1-component foams, Soudal also offers complete 2K systems for special insulation applications, such as filling window profiles. Our elastic foams avoid thermal bridges and provide durable insulation in many building applications.

Soudal developed the Genius Gun for **DIYers**, which allows users to easily and accurately apply PU filler foam. One canister can be used several times. Another pioneering product is our isocyanate-free SMX® foams, which lead the way in foam technology. We now offer water-based foams too, as part of a more **sustainable product range**.



Sealants

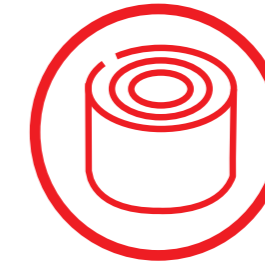
Soudal's sealants are available **for indoor and outdoor applications**, often in multiple colours. The range includes silicone sealants for sanitary and glazing applications, paintable acrylic sealants, joint sealants for fire-resistant and fire-retardant applications, and polymer and polyurethane sealants for wall and floor applications.

HMX® technology is our latest innovation, which combines the permanent elasticity and adhesion of silicone with the paintability and optimal processing ability of acrylates. Moreover, HMX® products are water-resistant and weatherproof. The technology has already obtained several sustainability and quality labels. Soudal also supplies sealants for industrial solutions, such as sealing products for double-glazing production.



Coatings

Soudal offers coatings for all kinds of applications. Examples **include liquid membranes** to make surfaces airtight and vapour-tight and waterproof coatings for roof applications and repairs. The **Soudatight range** is a great example: a product range that helps improve the energy performance of buildings (NZE). Soudatight is extremely easy to apply (by brushing or spraying) and greatly improves the airtightness of the building envelope.



Tapes and membranes

Soudal offers different types of mounting tapes, tapes and membranes for various applications in construction and industry. For example, we developed **airtight sealing tapes** for seams and gaps in under-roof and façade films. Window films are now a permanent fixture in our range. Besides the standard variant of membranes based on EPDM and non-woven fleece, we are focusing on the rapidly growing **self-adhesive variants** of these window films. They provide an airtight and driving rain-resistant seal between external joinery and the structural shell, an important building node in any construction.



Chemical anchor

Soudal developed a chemical anchor to anchor heavy loads in **both hollow and solid building materials**. Stair railings, awnings and boilers are examples of loads that can be securely fixed with our ETA-certified (European Technical Assessment) chemical anchor.



Remco Evenepoel brought our brand worldwide visibility by finishing third in the 2024 Tour de France and winning the white jersey for best young rider.

BUILDING OUR BRAND: SPORTS SPONSORSHIPS

We're turning our BUILD THE FUTURE baseline into reality in a variety of ways, and that includes BUILD THE FUTURE OF OUR BRAND. Since 2010, we've been doing exactly that by investing in sports sponsorships. Aside from the Soudal Open in golf, KVC Westerlo in top Belgian football division and cyclocross, road cycling sits front and centre in our sports sponsorships. After eight years of Lotto Soudal, 2024 marked our second year as the lead sponsor of Soudal Quick-Step — a team that has achieved even more sporting success and has even more of a universal presence. The huge exposure this sponsorship brings our way is helping us to further develop our brand awareness, brand knowledge and brand image. In 2024, our team captain Remco Evenepoel finished third in the Tour de France — an event that received media coverage in 190 countries around the world. Our Soudal Quick-Step team saw out 2024 in third place in the World Ranking — a position that far exceeds our investment in road cycling. Our women's team AG Insurance Soudal too achieved success at the highest level and made positive headlines around the world.

Even so, we're not simply resting on our laurels as a lead sponsor, reflecting on how all of these achievements have bolstered our brand. In line with our chair and founder Vic Swerts' motto for life — Dream, Think, Dare, Do and Persevere — we're also constantly DOING things to activate our sports sponsorships. In other words, we're actively using our sponsorships to maximise our returns. In 2024, one of



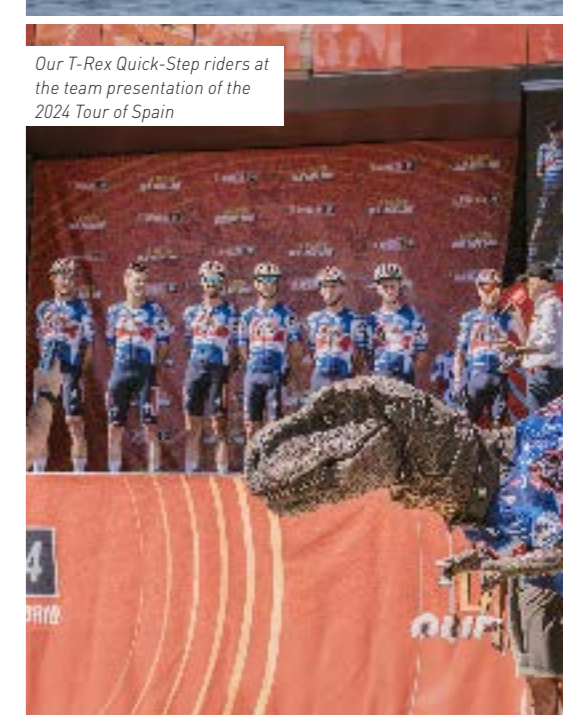
those activations took place in the Vuelta a España, where we renamed the team 'T-Rex Quick-Step'. We activated this eye-catching change of name in every possible way over the course of three weeks, resulting in a huge amount of exposure for the adhesive brand. Our T-Rex activation claimed the main prize in the 'Best Activation' category at the Belgian Sponsorship Awards and was selected to represent Belgium at the European Sponsorship Awards in London.



The sponsorship of football club KVC Westerlo symbolises Soudal's anchoring in the Flemish Kempen.



Belgian Tim Merlier wins the last stage of the Giro d'Italia on May 26, 2024

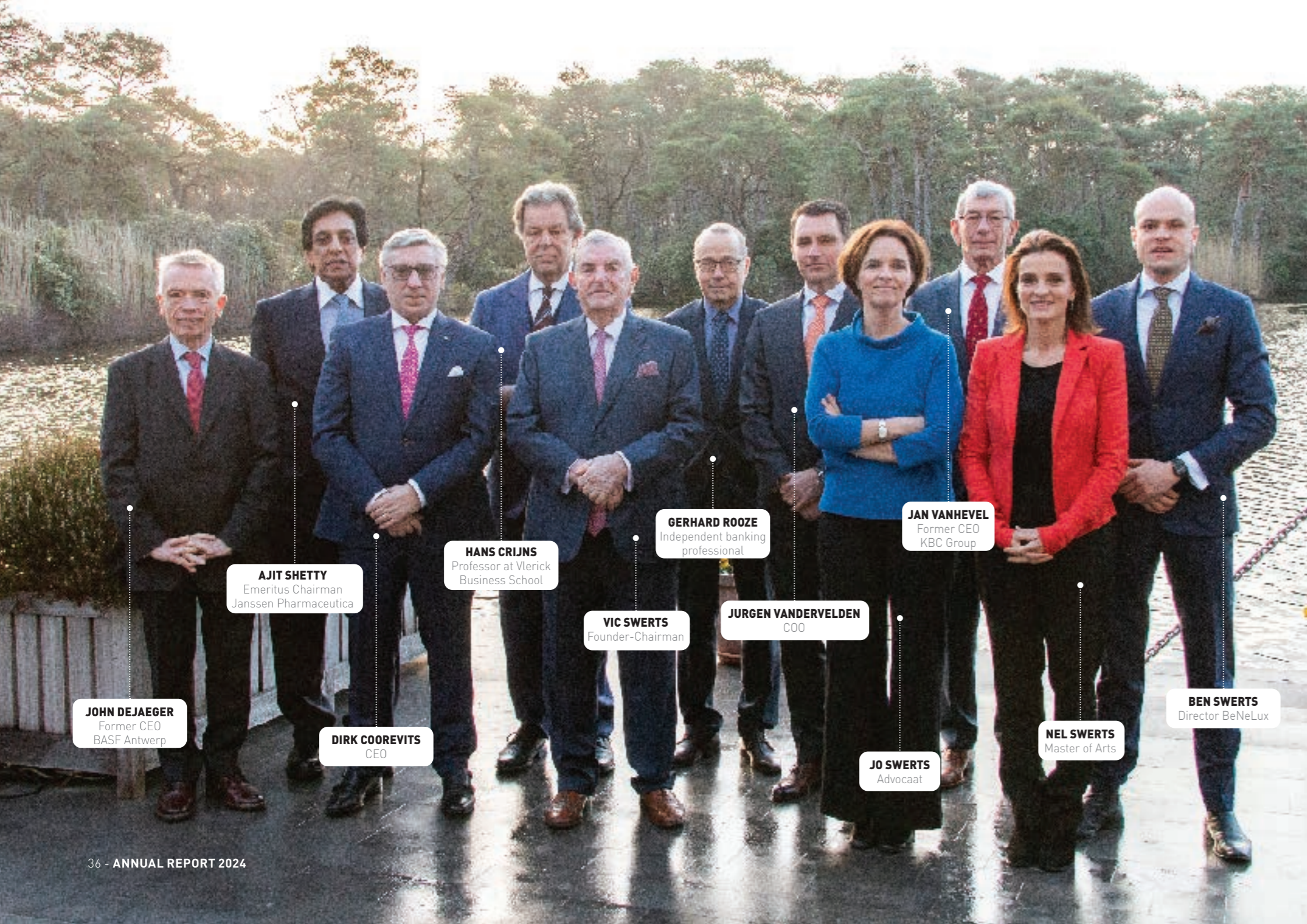


Our T-Rex Quick-Step riders at the team presentation of the 2024 Tour of Spain

02

GOVERNANCE AND DUE DILIGENCE





JOHN DEJAEGER
Former CEO
BASF Antwerp

AJIT SHETTY
Emeritus Chairman
Janssen Pharmaceutica

DIRK COOREVITS
CEO

HANS CRIJNS
Professor at Vlerick
Business School

VIC SWERTS
Founder-Chairman

GERHARD ROOZE
Independent banking
professional

JURGEN VANDERVELDEN
COO

JO SWERTS
Advocaat

JAN VANHEVEL
Former CEO
KBC Group

NEL SWERTS
Master of Arts

BEN SWERTS
Director BeNeLux

BOARD OF DIRECTORS

The Board of Directors is the highest governing body at Soudal and meets four times a year. Its main objective is to develop and maintain a sustainable industrial group. Aside from that, the Board of Directors maintains oversight over the entire company.

The members of the Board of Directors include (former) managers of multinationals, representatives from the banking and academic sector, and relatives of Vic Swerts, Soudal's founder. Women make up 18% of the Board of Directors, and 45% of the members are independents.

- **CEO Dirk Coorevits** is responsible for the daily management of Soudal. He also represents the company's workforce on the Board of Directors.
- Board members **Vic Swerts, Ben Swerts, John Dejaeger, Ajit Shetty** and **Jurgen Vandervelden** can call on decades of combined management experience and know the market inside out.
- Financial experts **Gerhard Rooze** and **Jan Vanhevel** bring their expertise in the world of banking to the table.
- Through Professor **Hans Crijns** (Senior Partner and lecturer at Vlerick Business School), Soudal has access to broad management expertise and specialist entrepreneurial know-how.
- Shareholders and family members **Jo Swerts** and **Nel Swerts** are actively involved in strategic decision-making within Soudal.

"The Board of Directors develops and maintains a sustainable industrial group."



PIOTR DRZEWOWSKI
Business Director
East

BART LAMBRECHTS
Business Director
West

BEN SWERTS
Director BeNeLux

JURGEN VANDERVELDEN
COO

DIRK COOREVITS
CEO

LUC THYS
Group Marketing and
R&D Director

BART HEYVAERT
Group HR Director

STEVEN DE VOS
Group Operations
Director

BART MOONEN
CFO

MANAGEMENT TEAM

The Soudal Group's Management Team consists of loyal and experienced employees who have lived by our corporate values for many years. Its members are drawn from a **range of professional backgrounds**, from economic science and civil engineering to psychology. Every member has many years of experience within the company and brings their own knowledge and skills to the table.

Sustainable enterprise has always been a key focal point at Soudal. As part of our sustainability strategy, we have identified the different impacts, risks and opportunities (IROs) facing our business. We have categorised these IROs into **nine sustainability domains**. Each of these domains is spearheaded by one or two members of the Management Team — so-called 'sponsors'.

This breakdown enables us to further develop the policy domains and establish a clear **mandate** within each impact domain. Setting and monitoring objectives (targets) is a shared responsibility.

Sustainability Manager Kim Suetens coordinates our everyday sustainability activities, supported by external sustainability experts. Kim also keeps the Management Team up to date on the latest sustainability trends and legislation.

9 SUSTAINABILITY DOMAINS

MAIN SPONSOR SUSTAINABILITY - LUC THYS



Climate action
Steven De Vos, Bart Moonen



Sustainable employment
Bart Heyvaert



Protecting the environment
Steven De Vos



Economic growth
Bart Moonen, Dirk Coorevits



Circular production
Luc Thys, Dirk Coorevits



Responsible entrepreneurship
Dirk Coorevits, Bart Heyvaert



Safety at work
Steven De Vos



Product innovation
Luc Thys



Global entrepreneurship on a human scale
Bart Heyvaert

The current Management Team consists entirely of men. This situation has come about due to the loyalty of our most experienced managers, each of which has played their part in Soudal's strong growth. Gender diversity within the Management Team is set to increase over the coming years, as **the new generation of Soudal employees boasts much more female talent** — and the management potential coming with that.



SUSTAINABILITY MANAGEMENT

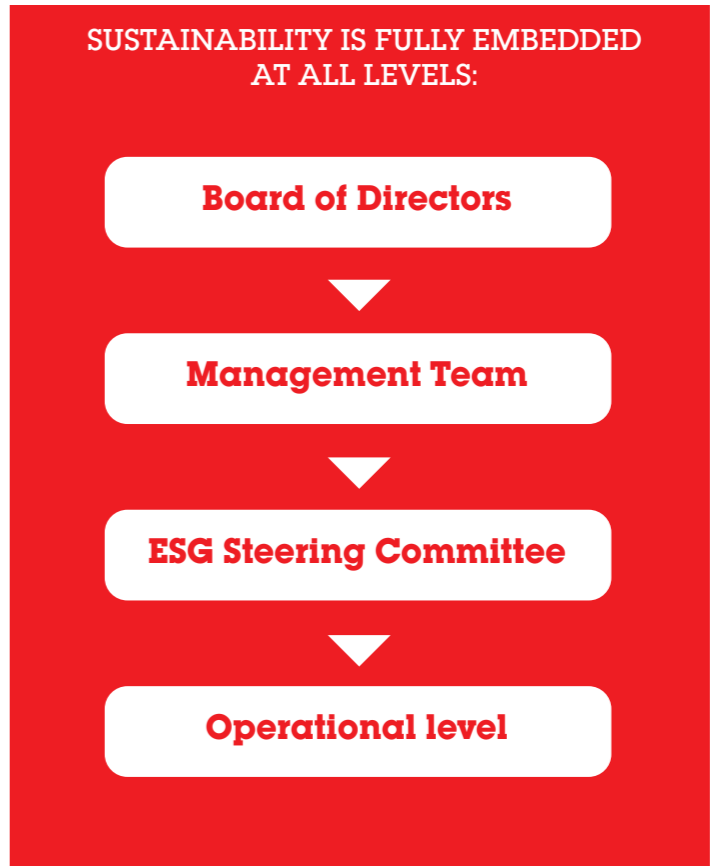
Sustainability is integrated into our everyday operations via our ESG Steering Committee, which meets on a monthly basis. The members of this steering committee have been carefully selected to ensure that all cornerstones and focal points in our strategy are represented. Every member is responsible for gathering data in relation to one or more of these cornerstones. The development of targets, objectives, policies and actions is a shared responsibility, as is implementing the strategy at the operational level.

The Management Team is represented on the **ESG Steering Committee by Luc Thys and Bart Heyvaert**. For the development of major strategic building blocks, such as setting and validating our objectives, the Board of Directors is directly included in any consultation.

Sustainability Manager Kim Suetens coordinates the development and implementation of our sustainability strategy and the associated reporting. Kim also constantly keeps the various board members in the loop, as well as the CEO. Together, they report on the progress of our ESG strategy and provide feedback on major steps in our journey. On top of that, the CEO liaises with the Board of Directors.

Responsibility for **reporting on our sustainability objectives and achievements** is shared between CFO Bart Moonen and Group Finance and Consolidation Manager Nick Van Eetveldt. By combining our sustainability and financial reports in a single document, we guarantee a holistic approach.

"Sustainability is integrated into our everyday operations via our ESG Steering Committee, which meets on a monthly basis."



03

FINANCIAL REPORT





Our International Marketing & Communication Meeting 2024 in Turnhout.

FINANCIAL REPORT: KEY FIGURES 2024

(in € 1.000)	2024	2023	2022	2021	2020
Gross Turnover	1.469.481	1.343.885	1.311.003	1.115.260	911.082
EBITDA	132.361	118.087	91.897	110.627	93.481
Net Result	44.434	50.720	34.601	54.687	44.134
Balance Sheet Total	1.024.471	827.195	836.979	727.623	606.258
Investments	168.080	91.800	89.700	46.400	81.400
Workforce	4.501	4.115	3.964	3.886	3.654

Tom Molenaar giving a demo at the International Retail Meeting 2024 in Turnhout.



CONSOLIDATED INCOME STATEMENT

(in € 1.000)	2024	2023
OPERATING INCOME	1.382.086	1.262.375
Turnover	1.372.553	1.253.864
Other operating income	9.533	8.511
OPERATING CHARGES	-1.297.563	-1.184.356
Cost of goods sold	-783.970	-734.421
Services and other goods	-209.249	-184.430
Remuneration, social security costs and pensions	-243.134	-212.320
Depreciation tangible and intangible fixed assets	-56.170	-46.746
Variation in write-downs of stocks, WIP and trade debtors	-2.376	-3.774
Variation in provisions for liabilities and charges	-257	-306
Other operating charges	-2.407	-2.359
OPERATING RESULT	84.524	78.019
Financial income	3.566	4.962
Financial charges	-27.824	-25.076
RESULT OF ORDINARY ACTIVITIES BEFORE TAXATION	60.266	57.905
Extraordinary income	1.374	2.536
Extraordinary charges	-2.306	-1.518
RESULT FOR THE PERIOD BEFORE TAXATION	59.334	58.924
Income taxes	-14.900	-8.203
CONSOLIDATED RESULT	44.434	50.720
Share of third parties	2.076	447
Share of the group	42.358	50.273



Workshop Healthy Cooking

CONSOLIDATED BALANCE SHEET

(in € 1.000)	2024	2023
FIXED ASSETS	485.887	383.009
Formation expenses	439	941
Intangible assets	104.048	63.141
Tangible assets	375.252	313.002
Land and buildings	208.169	164.073
Plant, machinery and equipment	108.584	87.513
Furniture and vehicles	14.257	11.136
Leasing and other similar rights	292	1.245
Other tangible assets	1.201	1.341
Assets under construction	42.748	47.696
Financial assets	6.148	5.925
CURRENT ASSETS	538.584	444.186
Amounts receivable after one year	26.254	26.152
Stocks and contracts in progress	223.344	189.605
Trade debtors	174.110	151.693
Other amounts receivable	59.233	36.369
Investments	1.746	672
Cash and cash equivalents	43.457	31.008
Deferred charges and accrued income	10.440	8.687
TOTAL ASSETS	1.024.471	827.195

(in € 1.000)	2024	2023
EQUITY	401.596	352.934
Equity attributable to the Group	390.138	350.804
Minority Interests	11.457	2.130
NON-CURRENT LIABILITIES	287.463	206.408
Provisions for liabilities and charges	9.232	7.661
Deferred taxes	2.737	2.389
Financial debts	275.494	196.358
CURRENT LIABILITIES	335.413	267.853
Current portion of amounts payable after 1 year	57.268	45.638
Financial debts	123.724	81.057
Trade debts	100.326	87.697
Social and tax payables	38.507	39.036
Other amounts payable	4.248	3.424
Accrued charges and deferred income	11.339	11.001
TOTAL LIABILITIES	1.024.471	827.195

04

OUR OUTLOOK FOR THE FUTURE





DIRK COOREVITS - CEO SOUDAL

OUR OUTLOOK FOR THE FUTURE: EVEN MORE EFFICIENT, EVEN MORE CLIMATE-AWARE, WITH THE SAME AMBITION FOR GROWTH

At the start of this 2024 annual report, our chair and founder Vic Swerts was able to look back on yet another great year for Soudal. We saw strong volume growth, and despite rising inflation, some great figures in terms of revenue, EBITDA and several other indicators. That being said, at Soudal, we mainly cast our gaze to the future. And we do so the same way we have always done: full of ambition, determination, and the spirit so characteristic of this company: let's roll up our sleeves and get to work. The Soudal way, in other words.

2025 will undoubtedly be a challenging year: aside from economic uncertainty due to geopolitical developments, we will also need to deal with rising tariffs and the effect thereof on exchange rates and the global economy. Whatever comes our way, we will not waver from our constant, ambitious aspiration for growth – instead, we will tackle it even more efficiently. And that means keeping an eye on costs, streamlining our procedures and working even harder on a tight budget, all while we keep investing, as we have always done.

Another international acquisition in Saudi Arabia is already on the horizon in 2025, for example. On

top of that, organic growth will remain the main driver of our steady growth trajectory. To achieve that, we constantly need to keep adding production capacity. Production facilities are currently under construction in Belgium, China, India, Turkey and at our subsidiaries, TKK and Tenachem, among other places. It all goes to show: BUILD THE FUTURE is something we take literally.

There's a phrase we've been using within Soudal for several decades now whenever we have cause to celebrate our international growth: 'there's so much more beyond our borders than within them'. And now, that applies to our production too. In the past, we made 100% of our products in Belgium, but by the end of 2024, only 43% of our international production took place in our home country. Over the coming years too, we will keep investing in production sites abroad. By manufacturing close to our markets, we are not only reducing the environmental impact of our transport; we are also able to better respond to local requirements.

On top of that, we want to keep growing as a company that takes its responsibility toward the world we operate in. In the first place, that means

toward our most important asset: our employees. Nearly a decade ago now, we launched our very first employee satisfaction survey. In 2025, we intend to take this to the next level. What's really at the forefront of our colleagues' minds, and how can we sustain our status as a Top Employer? That latter element matters in terms of the values we stand for as a family business, and to enable us to attract the strong talent we need to ensure our volume capacity can run at full speed.

In 2025, we will exceed the symbolic threshold of 1.5 billion euros in revenue, and we will keep expanding in terms of our international presence, our employees and our production volume. But just as importantly: as you will read in the rest of this annual report, we will keep growing as a company that takes its responsibility toward the climate. Our commitment to passive building was already written in our DNA even before the term 'passive building' became a thing. Our ambitions in the field of circularity have grown exponentially over the past few years, and are set to keep growing in years to come.

SUSTAINABILITY REPORT





Pedro Bizarro • Portugal

ESRS 2

General Information

Basis for preparing this report (BP1 and BP2)

General

As the activities of Soudal's various branches and subsidiaries are very similar, we apply a **consolidated scope** - as for financial reporting. This includes the 87 sites worldwide: production takes place at 31 sites, 70 of these sites include a sales subsidiary; the headquarters are located in Belgium, Europe. This consolidation exempts SOUDAL Holding's subsidiaries from having to report separately.

The scope of our sustainability statement also extends to our **entire value chain**, insofar as the transparency level allows. We involved stakeholders from both our upstream activities (procurement and transport of raw materials) and downstream activities (distribution, use and end-of-life of our products) in our double materiality assessment (DMA). Their input and insights contributed to defining our impacts, risks and opportunities (IROs) and drafting our objectives, policies and actions.

Since our aim is full **transparency**, information on forthcoming developments or ongoing negotiations has not been omitted from this report.

Time horizon

ESRS 1 timelines were used to prepare this sustainability statement. 'Short term' corresponds to one year, 'medium term' includes anything between one and five years and 'long term' refers to more than five years.

Data estimation in the value chain and data uncertainty

In some cases, information about our value chain consists of estimates, based on e.g. sector averages. These sources and their reliability are explicitly mentioned in the 'Metrics' section of the relevant material topic.

If the measurability of **quantitative data or monetary amounts** is uncertain, this is explicitly stated. We discuss the reason for the uncertainty (such as the measurement technique or the impact of future evolutions) and the estimates we produced to arrive at our results.

INTERVIEW WITH KIM SUETENS & LUC THYS

We do not yet know what buildings will look like in 2050. However, it is clear that passive and modular construction will play a major role in the future.

Soudal makes a key contribution in this field by facilitating energy-efficient construction and connecting building components. “Our products are indispensable for energy-neutral building and actively contribute to it,” explain Kim Suetens, Group Sustainability Manager, and Luc Thys, Group Marketing and R&D Director.

On the path to climate neutrality

Soudal aims to be climate neutral on a global level by 2050.

How do you plan to achieve that?

Kim Suetens: “In 2024, we took major steps to reduce our CO₂ emissions. We are making our energy consumption more sustainable by buying more renewable electricity and generating it ourselves. Since March 2024, 100% of the energy purchased for our Belgian sites has come from European wind farms, and we are expanding this approach globally.”

“We are also analysing the impact of our scope 1, 2 and 3 emissions. The biggest challenge is in scope 3, mainly due to the purchase of fossil resources. Therefore, we are working with the chemical industry on more sustainable alternatives, such as bio-based and recycled materials. In the coming years, we will select our raw materials and suppliers with greater awareness so we can work together in the best possible way to reduce the impact of our raw materials. In 2025, we will develop a climate transition plan, with targets and concrete action for decarbonisation, to further refine our path to climate neutrality.”

In 2025, Soudal aims to develop more standard products that help reduce scope 3 emissions. How are you tackling that?

Luc Thys: “Innovation plays a crucial role in this objective. A prime example is our Soudal Healthy House range, with products that are not as harmful to the end user and have less impact on the environment and climate. In 2025, we want to supply higher volumes to the market with a significant share of renewable raw materials.”

“We are also making progress in packaging. The recycled materials market is still in its infancy, but we are taking the lead. In recent years, the proportion of recycled materials in our packaging has increased significantly. A recent pilot project involving cardboard cartridges, which contain up to seven times less plastic, shows how we are instigating a change in the market.”

Kim Suetens: “It is not only important that our packaging is made of recycled material, but also that it contributes to a circular economy. The waste (end-of-life) phase plays a crucial role. Chemical contamination makes high-quality recycling of our plastic cartridges used for joint sealants and adhesives quite challenging. We have already made significant progress in this area and remain committed to making all our packaging fully recyclable and avoiding downcycling. In Germany we are already working with other producers to recycle PU foam canisters. We are also investigating how to make PE cartridges circular.”

Providing our people with the best workplace

Besides the environment and climate, Soudal is also committed to a strong business culture. How do you approach that, in the context of rapid business growth at Soudal?

Kim Suetens: “We continue to invest in a pleasant and stimulating workplace. Our HR policy was recently awarded the Top Employer label once more. As Soudal becomes increasingly international, cooperation and shared awareness are more important than ever.”

Luc Thys: “Despite our global growth, we want to continue to nurture our family business culture. The Soudal Trophy is a great example of this: hundreds of colleagues from all over the world come together, share experiences and bring their families too. This not only boosts the family atmosphere, but also the realisation that we are building something great together.”

“Including all branches in our HR approach is still a challenge. We want to promote our values and corporate culture everywhere, regardless of seniority or location. This requires effort, because not everyone is familiar with it.”

Kim Suetens: “In the coming years, Soudal wants to focus even more on raising awareness about sustainability, not only among employees, but among customers too. We want to help them make sustainable choices, also within our own product range.”

Responsible entrepreneurship

Soudal is committed to responsible entrepreneurship. What does that mean exactly?

Kim Suetens: “Sustainable entrepreneurship means taking responsibility, both in our company and throughout the supply chain. In 2024, we worked hard on our Supplier Code of Conduct. It enables us to ensure our suppliers meet our sustainability principles and expectations.”

Luc Thys: “The Corporate Sustainability Reporting Directive (CSRD) helps us bundle our existing initiatives in a structured ESG framework. This allows us to demonstrate tangible results, for example, in the areas of renewable energy, packaging and HR policy, and to continuously improve our



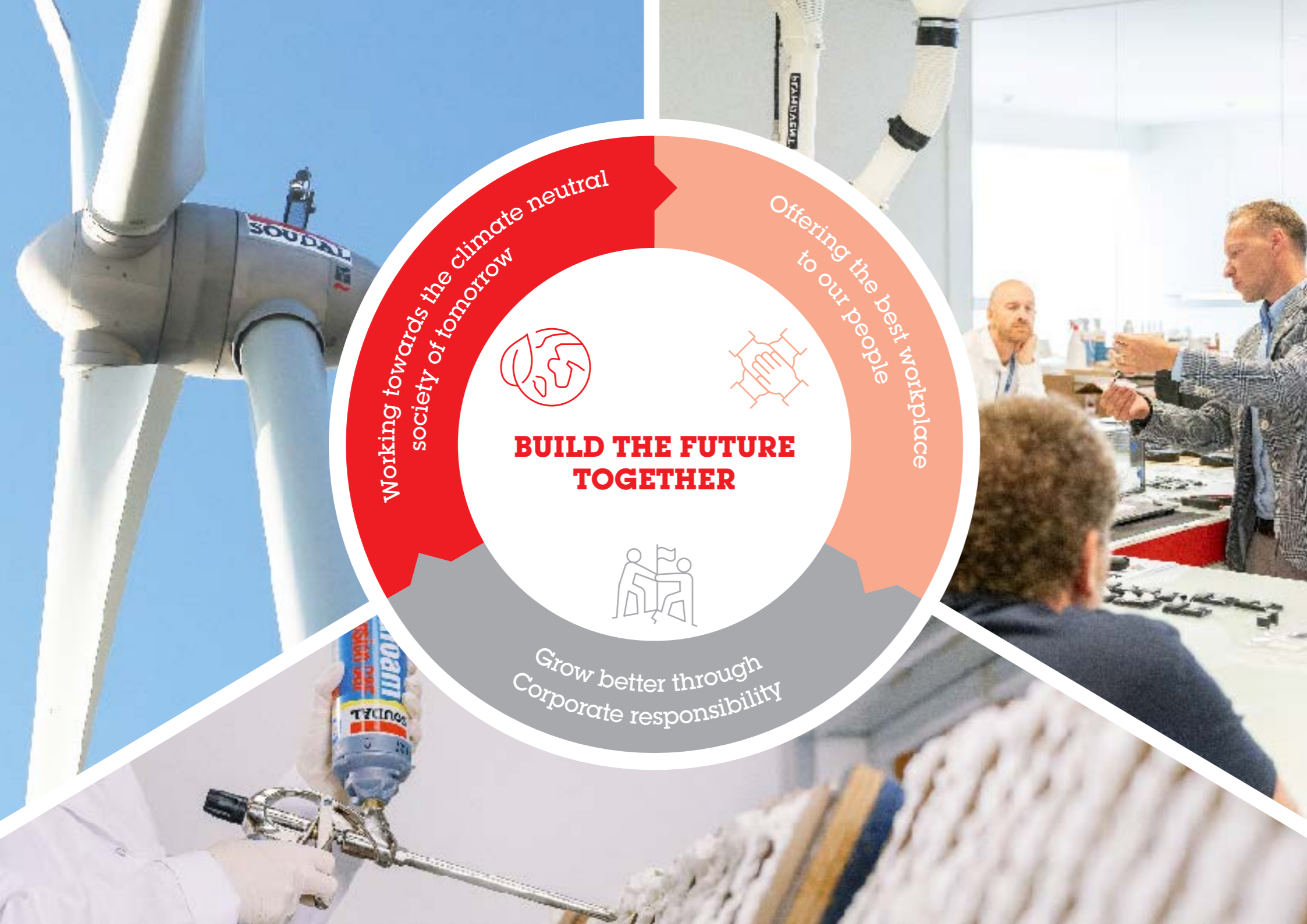
“In 2024, we made significant progress in terms of sustainability. We are fully committed to continuing those efforts” – Kim Suetens

approach. Continuous vigilance, monitoring and operating transparently are crucial to us.”

Kim Suetens: “The ESG framework is also highly valuable internationally. It ensures that all our branches - regardless of culture or region - are on the same page. We can use our ESG framework to clearly communicate our sustainability approach, cooperate internationally, create a common vision and build global support. This is a priority for Soudal, especially now that frameworks for sustainability and reporting are being set up internationally, including in Asia and South America.”

Luc Thys: “We are seeing a global shift in how companies and markets approach sustainability. Countries that barely

engaged in environmental initiatives, such as the use of PCR packaging, a few years ago are now starting to request it themselves. Thanks to our initiatives and targeted communication, awareness is growing, even in regions where sustainability used to be a low priority. There are still many challenges, but at least as many opportunities.”



Our sustainability strategy

The **long-term perspective** has always mattered to a family business like Soudal. We want to make an active contribution to the climate-neutral world of the future, with respect for people, planet and the generations that follow ours. As a major player in the chemical and construction sector, we have been taking our responsibility for many years, but now that the effects of the climate crisis are becoming increasingly clear to see, we are switching our efforts up another gear. For that reason, we are embedding our sustainable ambitions in a formal ESG strategy.

To gradually bring our strategy in line with the European Green Deal and the Corporate Sustainability Reporting Directive (CSRD), we carried out a **double materiality assessment**. We are using this assessment to identify which ESG topics are relevant to our activities and our value chain, and to ensure our reporting is reliable and compliant.

ESRS 2 SBM-2

How we engage our stakeholders

Our value chain consists of a network of external partners, including suppliers, customers, shareholders and investors, universities and partners, federations, energy suppliers, regulators, subcontractors and financial institutions.

Stakeholder	Description	Method and degree of engagement	Purpose of engagement
Suppliers	Offer goods and services that are necessary for our business operations.	Constant engagement via the procurement team.	To guarantee the quality, sustainability and availability of our raw materials.
Customers	Buy and use the products and services our company offers. Our customers are active in three segments: industry, construction and retail.	Constant engagement via the sales team.	To increase customer satisfaction and loyalty and to improve our products.
Shareholders and investors	Finance our business and expect to see a return on their investment.	Regular engagement via the Board of Directors, shareholder meetings and ongoing reporting.	To guarantee the risk management, strategic growth and financial health of our business.
Universities and partners	Collaborate with us on innovation, research and development.	Constant engagement through research projects, internship positions and other opportunities to exchange knowledge.	To drive innovation, talent development and to gain access to new technologies.
Federations	Represent and support the interests of the sector.	Regular engagement through working groups and meetings.	To represent the interests of the sector and exchange knowledge.
Regulators	Create legislation and guidelines and enforce compliance with these.	Regular engagement through our Regulatory Affairs Team and external experts.	To guarantee compliance with the law and minimise risk.
Financial institutions	Offer credit, payment services and other financial services.	Constant engagement through meetings, surveys and reporting.	To deliver financial stability and opportunities for growth.
Employees	Our most important asset.	Constant engagement through formal and informal feedback, our intranet and daily meetings.	To increase motivation, retain talent and learn from our employees.
Consumers	Use our end products.	Constant engagement through product information on our packaging, marketing campaigns and customer service.	To make our products more user-friendly and increase satisfaction and brand loyalty.

Our double materiality assessment was carried out over the course of 2022 and 2023 in two stages:

- 1 Identify our material impacts (impact materiality)
- 2 Identify our material risks and opportunities (financial materiality)

Our assessment was updated in 2024 and serves as the foundation for our sustainability strategy.



These stakeholders play a **key role in shaping our strategies and ensuring compliance with the standards.** Universities and research partners support innovation, while regulators ensure that the safety regulations are being followed. Suppliers guarantee the availability, quality and sustainability of our raw materials, while customers direct market demand and set quality expectations.

In turn, we impact our stakeholders by **promoting collaboration and by setting the benchmark for excellence and sustainability in the industry.**



Our double materiality assessment

The concept of double materiality demonstrates how any ESG topic can be relevant from two different perspectives. On the one hand, there is **impact materiality**, which shows how our business and our value chain are leaving their mark on people and the environment. The extraction of raw materials may have a negative impact on the environment, for example. On the other hand, there is **financial materiality**, which refers to the financial implications of the sustainability risks and opportunities our business faces. Examples include damage caused by water or drought, or cost savings due to lower energy consumption.

In our assessment of all **impacts, risks and opportunities** (IROs) Soudal faces, we mainly focused on our production

activities, as this is where we have the greatest influence. On top of that, we took into account the different actors in our value chain. To enhance the reliability of our assessment, we engaged as many stakeholders as possible in the exercise. We sent out online surveys, and we invited several stakeholders for **in-depth conversations** about their interests and viewpoints.

Our double materiality assessment was carried out over the course of 2022 and 2023 in **two stages**:

1. Identify our material impacts (impact materiality)
2. Identify our material risks and opportunities (financial materiality)

Our assessment was updated in 2024 and serves as the foundation for our sustainability strategy.

Stage 1: identify our material impacts

We started in 2022 by carrying out a **benchmarking** exercise to develop a clear picture of our main impacts. This assessment was based on our policy in place at the time, our processes and our KPIs. We took a closer look at the same aspects at fellow businesses in our sector. During a workshop with the Management Team, we drew up an initial list of priority topics.

Using an **online survey**, we presented this list to a group of internal and external stakeholders, including customers, suppliers, employees and local residents. They were asked to assess the proposed topics on a scale of 'not important at all'

to 'extremely important' and were able to share their opinion on the topics that mattered to Soudal. In total, more than 150 individuals and/or organisations hailing from the different groups of stakeholders we had identified were involved: banks (2), customers (9), sector federations (2), local residents (2), partners (1), professional service providers (1), shareholders (18), suppliers (83) and employees (56).

Stage 2: identify our material risks and opportunities

In 2023, we carried out a **second assessment**, this time to identify our main risks and opportunities. Once again, a benchmarking exercise served as the starting point for this assessment, supplemented with data from Datamaran, a software platform for ESG risk management. We also explored which risks and opportunities were potentially linked to the impacts and dependencies we had identified in Stage 1.

On top of that, we carried out desk research and conducted interviews with key internal figures (8). Based on all of this information, we drew up an initial longlist of risks and opportunities. We then categorised these under the different topics in our sustainability strategy.

Next, we conducted **in-depth interviews** with seven external stakeholders, including customers, suppliers, sector organisations and a financial institution. These stakeholders were selected because they best reflected Soudal's activities and their value chain (as was the case for the stakeholders in Stage 1). Based on all of these conversations, we drew up

a list of potential material risks and opportunities, which we once again presented to the Board of Directors.

The **Board** assessed the topics selected on two criteria: the likelihood of a risk or opportunity occurring, and the extent of the possible financial consequences for Soudal.



Lorenzo Claes • Belgium

Stage 3: double materiality assessment and matrix update

In 2024, we updated our double materiality assessment. Descriptions, documentation and new IROs were added to the initial **IRO longlist**. We also added extra metadata, such as the time horizon for each IRO, whether that IRO was actual or potential, whether its impact would be positive or negative, and where the IRO was located in the value chain.

Following this revision, the IROs and their definitions were amended where necessary. The outcome was a final longlist of **87 potential material IROs**. To guarantee completeness, we carried out checks based on the classification of topics and (sub-)subtopics according to ESRS 1, paragraph AR 16. The IROs were then clustered in accordance with this ESRS classification.

Impact materiality

The materiality of the different IROs was determined based on the criteria in ESRS 1, paragraph AR 16. The impact

materiality was assessed according to the severity of the impact, with scale, scope and remediability serving as yardsticks. For potential impacts, the likelihood of such impacts occurring was also accounted for.

- **Scale:** how significant is the impact?
- **Scope** (environment): how widespread is the impact?
- **Remediability:** to which extent can an impact be remedied, through compensation or repair, for example?

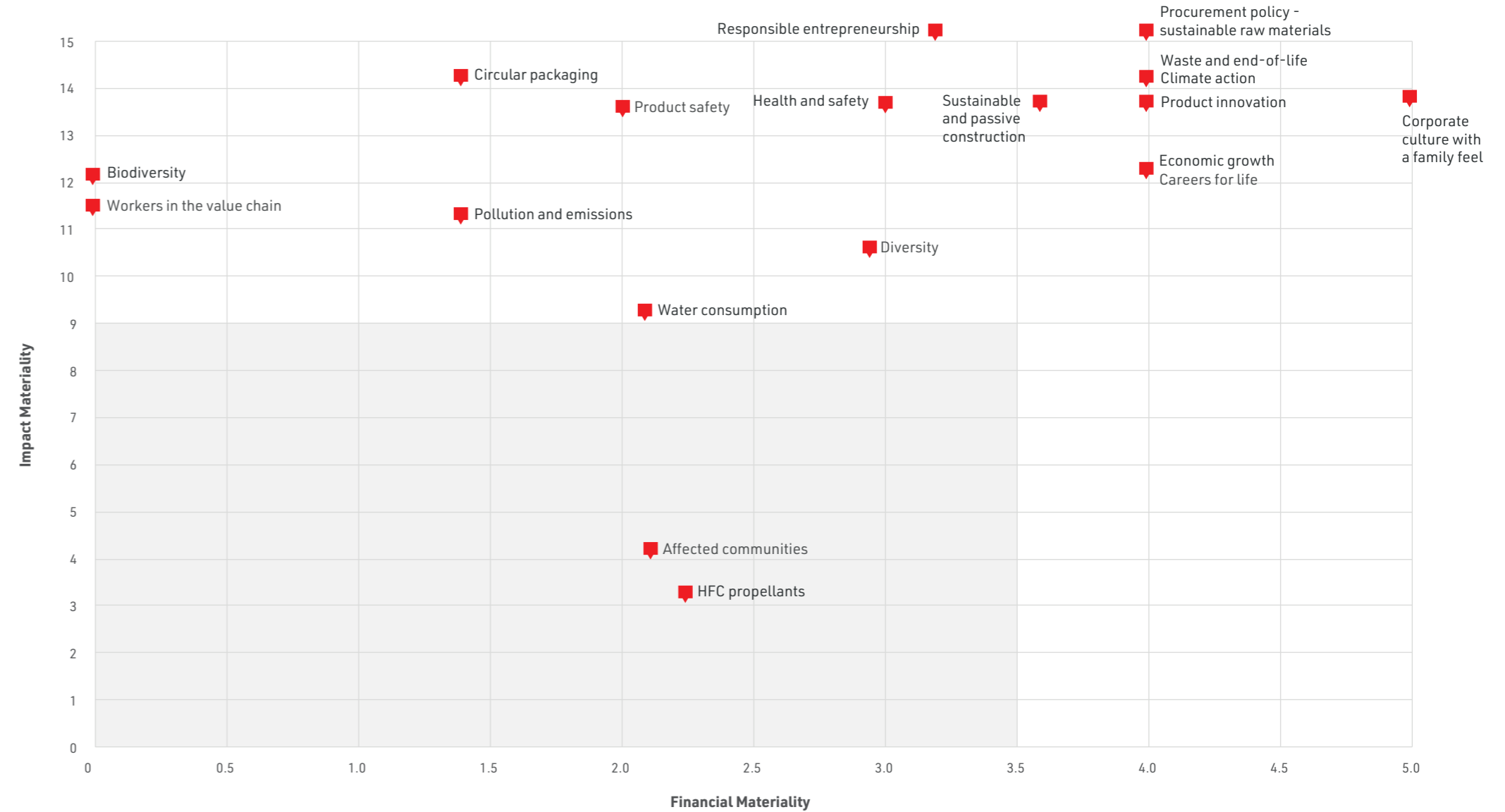
Financial materiality

The financial materiality of the different risks and opportunities was once again determined in accordance with the criteria in ESRS 1, being the extent of the financial impact and the likelihood of the risk or opportunity occurring.

- **Extent of financial impact:** how big are the financial consequences if the risk or opportunity were to occur?
- **Likelihood:** how likely is it that the risk of opportunity will occur?

Assessment

The Soudal Management Team assessed both the impact and financial materiality of the identified impacts, risks and opportunities. The impact materiality was rated on a scale of 1 to 15. For the financial materiality of the risks and opportunities, we used a scale of 1 to 5.



Working towards tomorrow's climate-neutral society

Providing our people with the best workplace

Enhanced growth through responsible entrepreneurship

Climate action	Safety at work	Economic growth
Protecting the environment	Global entrepreneurship on a human scale	Responsible entrepreneurship
Circular production chains	Sustainable employment	Continuous product innovation

The score for each topic was based on the highest score of the related impacts, risks and opportunities. In consultation with the Management Team, we also set certain materiality thresholds. All topics with scores above those thresholds were considered to be material. Setting these thresholds allows Soudal to focus on the most important IROs. We selected the following thresholds:

- Impacts with a score of 9 or above were considered to be material from an impact perspective.
- Risks and opportunities with a score of 3.5 or above were considered to be material from a financial perspective.

Each IRO could be considered material from one or both of these perspectives.

Finally, we extensively discussed the final list of material IROs with the ESG Steering Committee and the Management Team. This multi-level assessment process served as an internal control mechanism and enabled us to deliver a thorough and accurate assessment, so we could make sure all important issues were taken on board.

Result

Based on our assessment, we identified 19 ESG topics, 17 of which were considered to be material. These topics included a total of 49 material IROs.

Based on our complete double materiality assessment with all material impacts, risks and opportunities, we then drew up our sustainability strategy. We will regularly update our assessment over the coming years and adjust our strategy where necessary. In doing so, we will take a more in-depth look at our entire value chain, and we will bring our impacts, risks and opportunities up to date, gain more detailed insight into them, and refine their assessment.

Our sustainability strategy

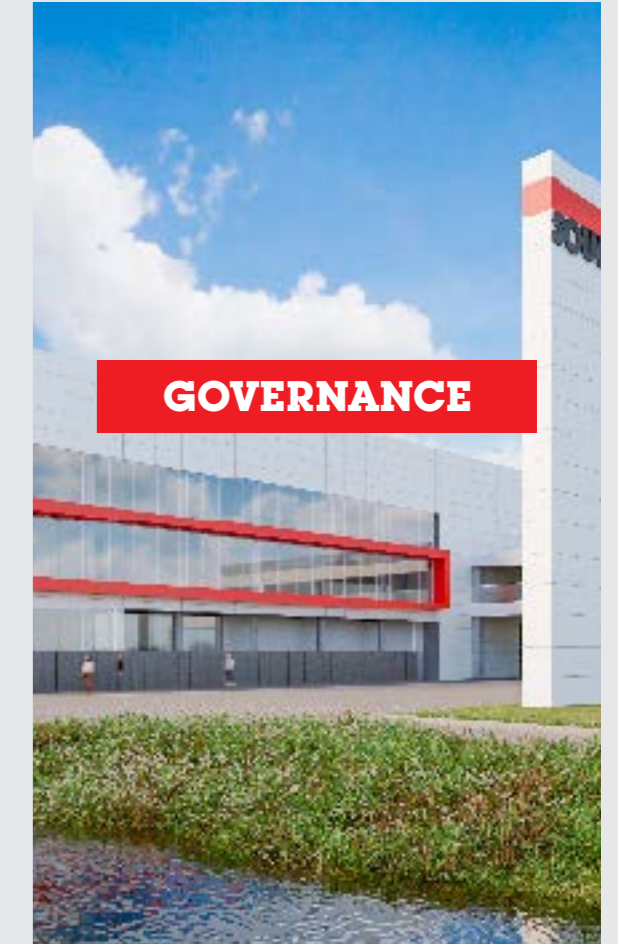
To enable us to manage the multitude of material topics properly, we have clustered them into **nine impact domains**, which form the core of our sustainability policy. Together, these domains make up our sustainability policy:



Azeem Arslan and Diabate Ibrahim
• Durante Italy

ESG-reporting

To ensure we are in line with the CSRD requirements, we report according to the ESG framework.



ENVIRONMENTAL

Working towards tomorrow's climate-neutral society

Soudal aims to become the world's largest independent manufacturer and service-oriented supplier of silicones, adhesives and PU foams. In doing so, our aim is to increase our positive contribution to the climate transition - a major opportunity for Soudal.

We constantly strive to minimise the impact of our products and activities on the environment. Whether it concerns climate change, pollution, biodiversity, or the management of waste and raw materials: good corporate citizenship is part of Soudal's DNA and corporate culture. We take considerable measures to prevent or mitigate our impact on the environment and we encourage our employees and suppliers to act with respect for the environment.

Over the next few years, we will continue to develop our environmental targets and policies. This will enable us to fine-tune, structure and monitor our environmental policy, in line with future legislation.

These are our material topics

- [Climate action](#) P 70
- [Sustainable and passive construction](#) P 74
- [Protecting the environment](#) P 78
- [Water consumption](#) P 82
- [Biodiversity](#) P 84
- [Circular production chains](#) P 86
- [Product innovation](#) P 93



Anneleen Monsieur
• Belgium

ESRS - E1

Climate action

Our material impacts, risks and opportunities

Greenhouse gas emissions are an inherent aspect of Soudal's industrial activities. This means Soudal also has an impact on climate change. Our materiality assessment yielded the following material impacts, risks and opportunities related to the climate:

- **Greenhouse gas emissions:** scope 1 and scope 2 emissions result from our processes, during the transport of raw materials and products, and in heating, cooling and lighting our buildings. Our indirect emissions (scope 3) result from our value chain, in the extraction and production of raw materials, fuel and materials, and in the purchase of capital goods such as buildings.
- **Reducing transport emissions through a local presence:** producing locally, close to the market, is part of our business model. This reduces transport needs and lowers the associated emissions.
- **Risks related to stricter climate legislation:** stricter European legislation, such as a carbon tax, could create

an uneven playing field and lead to unfair competition with non-European players. In addition, compliance with these regulations requires significant investments in technology and resources to reduce energy consumption and greenhouse gas emissions.



Read more about our climate policy and the action we take to measure, prevent, reduce and/or mitigate our impact on the climate below. You can also read how we are committed to sustainable and passive construction to make buildings more energy-efficient and reduce their emissions.

Our climate policy

We are taking important steps to measure and reduce our greenhouse gas emissions. We continue to map our scope 1, 2 and 3 emissions for the entire Soudal Group and are working on a **CO₂ reduction plan**. This will help us draft a targeted and effective climate policy next year. In 2024, we appointed a Group Energy Engineer in Turnhout. Together with the entire engineering team, this energy expert analyses our processes with the aim of saving energy.

Energy policy for buildings and processes

We make maximum use of power from **renewable energy sources**. This lowers our CO₂ emissions and makes us less dependent on fossil fuels. Solar panels have been installed at many Soudal sites in recent years, and the number continues to grow. We invested in our own wind turbine at our site in Turnhout.

Our buildings policy focuses on reducing **energy consumption**. Our offices and production halls are equipped with LED lighting worldwide, and in Belgium we heat our

offices using heat pumps or geothermal energy. We are also systematically reducing energy consumption in **production processes**. The heat generated by our compressors during mixing processes is reused to heat the production halls. In addition, process automation and new ICT technologies enable us to work in a more energy-efficient manner.

Reducing our indirect emissions

In 2024, we mapped our **scope 3 emissions**: the emissions Soudal produces indirectly in the value chain, such as during the extraction and transport of raw materials. In 2025, together with suppliers of key raw materials, we will continue to explore possible alternatives, such as recycled materials, renewable basic raw materials and new production techniques, and expand their use. In the future, our indirect emissions policy will combine a top-down and bottom-up strategy. On the one hand, we are reducing our indirect emissions, starting with the categories of raw materials with the greatest impact. On the other hand, we are developing new products that have a far lower impact on the climate.

More sustainable transport

In association with our transporters, we are firmly committed to optimising loading space and product stacking in trucks. To reduce our ecological impact, we opt for local production, close to the market. We are also making our fleet more sustainable by switching to **electric company cars** for passenger traffic.

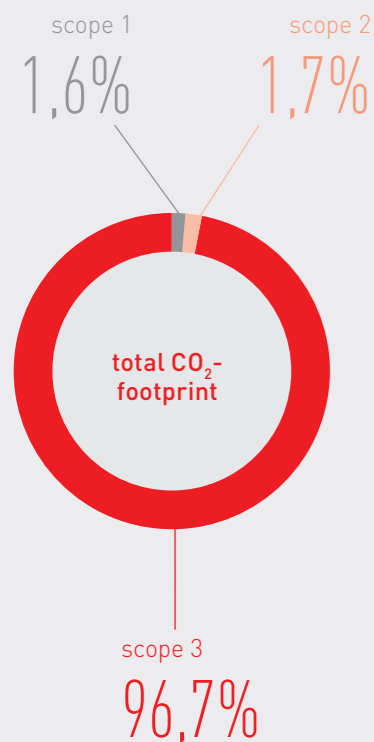
"We are taking important steps to measure and reduce our greenhouse gas emissions."





Target

The Soudal group will be net zero by 2050.



Our 2024 targets and measurement

The Soudal group will be net zero by 2050. Any residual emissions will be neutralised.

KPI's:

- CO₂ footprint: scopes 1, 2 and 3
- Energy consumption
- Amount of energy we generate ourselves

In 2025, we will translate the insights from our scope 3 emissions analysis into a **CO₂ reduction plan and a roadmap with concrete actions** and measures for decarbonisation. Based on these insights, we will set an interim CO₂ reduction target for 2030.

2024 measurement of scope 1, 2 and 3 emissions:

Scope 1

In 2024, our scope 1 emissions (the direct emissions resulting from our own sources) amounted to around 16 kilotonnes (kt) CO₂ equivalent for the entire Soudal Group. These emissions are mainly linked to **heating our buildings and emissions from our company cars**. Scope 1 emissions account for 1.6% of our total CO₂ footprint.

Scope 2

In 2024, our scope 2 emissions (the indirect CO₂ emissions resulting from purchased energy, such as electricity, heat or cooling) amounted to around 17 kilotonnes (kt) CO₂ equivalent for the entire Soudal Group. This accounts for 1.7% of our total CO₂ footprint.

Scope 3

Our scope 3 emissions (the emissions we produce indirectly in the value chain) amounted to 1,027 kt CO₂ equivalent in 2024. They make up 96.7% of our total footprint. The largest share originates from **purchasing raw materials**. The analysis shows that six raw material categories are responsible for 75% of our scope 3 emissions.

Our climate-related actions in 2024

Calculation of our scope 3 emissions

In 2024, we calculated all scope 3 emissions for the entire Soudal Group for the first time. This revealed that **raw materials have the biggest impact**. We also verified the 2023 CO₂ calculation and corrected it where necessary.

Energy-efficient buildings

We continue to invest in the energy efficiency of our buildings to reduce our scope 1 emissions. In Plant 1 and 2, for instance, we commissioned an **external energy audit** to identify areas for improvement.

We launched several initiatives to reduce energy consumption for heating, such as the **cold-heat storage** in Plant 5 (Turnhout). We are exploring the possibilities of implementing a similar system in Plant 1. We also replaced old lighting with **energy-efficient LED bulbs** at several sites.

Life cycle assessments

We work with an external party to calculate the life cycle assessments (LCAs) of our products. This provides valuable insights into the **environmental impact at product level** and helps us make our product portfolio more sustainable.

Low-carbon packaging

We are also taking steps towards more sustainable alternatives when it comes to packaging. For example, we are trying to use **Bluemint®** steel more often for our aerosols, an innovative steel product by ThyssenKrupp AG that reduces CO₂ emissions by up to 64% without compromising on quality.

We are also replacing virgin plastic with **Post-Consumer Recycled (PCR)** cartridges. In 2024, we used 750 tonnes of PCR plastic for packaging, 250 tonnes more than the previous year.

More sustainable freight transport

For short and medium distances, trucks remain the most efficient means of transport. Currently, **electric trucks and other sustainable transport options** are of limited use, but we are closely monitoring technological developments and market supply. In addition, we increased our local production capacity in 2024. In China, we started building a **new production site** close to our raw material suppliers and Asian customers, reducing transport distances.

Outlook for 2025

In 2025, we will develop reduction targets and a **reduction plan** for our scope 1, 2 and 3 emissions. We are working on a roadmap with concrete actions and measures for decarbonisation. We are also analysing what we can achieve by 2030 and what technologies will be available on the market in the coming years to further reduce our emissions (e.g. more sustainable freight transport, new production techniques, new raw materials, etc.).

A targeted **raw materials purchasing strategy** will be an important part of our decarbonisation plan. The raw materials categories with the greatest impact will be prioritised. We will also explore whether we can join the Science Based Targets initiative (SBTi) so that our targets are science-based and in line with the Paris Agreement.

In 2025, a new PV installation will be commissioned at our subsidiary DNCP. Moreover, by 2025, all Soudal sites in Belgium will switch to a **new energy contract**, which guarantees 100% green electricity from European wind farms.

In 2025, we will also launch a **new monitoring project** in Turnhout. By monitoring energy consumption and production at the same time, we aim to gain a better understanding of the energy efficiency of production processes. This allows us to select targeted projects to save energy. We will start with our sites in Turnhout and will later roll out the project to other locations.

Steven De Vos • Belgium



SOUDAL IN ACTION

Green power results in a CO₂ reduction

In March 2024, we switched to 100% green electricity for all our Belgian sites - including DNCP, Aerotrim and Rectavit. Solar panels were also commissioned at our Turnhout Plant 5, which helped contribute to the site's 'outstanding' BREEAM score. Other sites have also installed solar panels or these projects are in the pipeline.



SODAL TOPIC

Sustainable and passive construction

Our material impacts, risks and opportunities

Buildings play an important role in the transition to a climate-neutral society. They account for **37% of global greenhouse gas emissions and 34% of the demand for energy** (Climate Change Synthesis Report 2023, Intergovernmental Panel on Climate Change (IPCC)). To achieve the Paris climate targets, many governments are offering financial support for renovations and energy-saving measures. Consumer demand for sustainable construction is also on the rise: this is due to policy and financial incentives as well as rising energy prices and increasing awareness.

The contribution we make to sustainable and passive construction is a specific topic for Soudal, which is not part of the European Sustainability Reporting Standards (ESRS). Our materiality assessment yielded the following **material impacts, risks and opportunities** for this topic:

- **Solutions for sustainable and passive construction:** our insulation and sealing products enable us to actively contribute to sustainable and passive construction and renovation. Our products are used just about everywhere in the world, helping to make global building heritage more sustainable.
- **Growing renovation trend:** the climate transition is increasing demand for sustainable renovation solutions and well-insulated buildings. This trend represents a serious commercial opportunity for Soudal.

Our policy on sustainable and passive construction

Sustainable and passive construction is at the core of Soudal's business model. Because our mission and strategy are linked to the climate transition, our business is robust: our operations are firmly anchored in both European and national legislation and focused on growing market demand.

In Europe, regulations related to **Nearly Zero Energy (NZE)** construction have been in force since 2021, making NZE construction mandatory for new builds across Europe. As market leader and a pioneer in our sector, we have supported those regulations from the beginning. Our products and systems actively contribute to the transition to energy-neutral buildings. One example is our polyurethane foam (PU) solutions, used to insulate roofs, floors, cavity walls and industrial buildings. PU foam seals gaps, prevents thermal bridges, minimising energy losses and CO₂ emissions. It also

reduces the risk of condensation and mould, contributing to a healthier indoor climate.

Soudal has been working for years on solutions for energy-neutral and passive construction in close **cooperation with the construction industry**. We adopt a system-oriented approach to improve both the technical properties of our products and their applicability in various construction methods. We optimise the energy performance and insulation value of complete systems and ensure the seamless integration of our products into building practices, such as through the efficient installation and insulation of windows. Moreover, our products are designed to last a long time, reducing the need to replace or repair windows and other components as often. We tailor our solutions to the specific needs of different countries so that energy-neutral building is feasible and efficient worldwide.

Our 2024 targets and measurement

All our products comply with strict European standards on safety, health and sustainability, as well as EU directives on passive construction. These standards form the basis for our R&D and product development. Since we comply with the highest European standards, we have not set any additional targets in this area.

"Strict European standards and EU directives invariably form the basis for our R&D and product development."

Our actions related to sustainable and passive construction in 2024

Commitment to building systems and airtight solutions

For several years, Soudal has offered spreadable airtight membranes, such as **Soudatight LQ** and **Soudatight SP**, which make the building envelope of passive constructions completely airtight. Both membranes received the highest airtightness certification from the Passive House Institute (PHI), confirming our expertise in high-quality, durable airtight seals for window joints. In addition, we have proven that our PU foam retains its insulation value for decades - even longer than the windows and other systems in which it is used. Our products also meet the **insulation requirements of passive construction**, whether it concerns a renovation, new construction or industrial manufacturing.

Together with manufacturers and suppliers in several countries in Europe, Asia and North America, we develop complete, integrated system solutions for passive construction, with a strong focus on airtightness and insulation. By combining more and more components in a total concept for the building envelope, we are making constructions increasingly energy-efficient. Our annual participation in various construction fairs worldwide underlines our commitment to system thinking, energy efficiency and continuous innovation.

Examples include the successful **Soudal Window System (SWS)**. It improves the energy performance of buildings by combining high-quality products such as sealants, PU

foam, pre-compressed tapes, liquid membranes and self-adhesive tapes for a long-lasting, well-insulated, airtight and weather-resistant seal around windows and doors. We inject Soudal products into window profiles, so that windows actively contribute to a building's passive performance. In 2024, the SWS was awarded a best technical innovation award in the United Kingdom in recognition of our contribution to optimising energy efficiency and the lifespan of window and door installations. This approach is totally consistent with the **growing renovation trend** and accelerates the adoption of passive construction.

Knowledge sharing

Sharing knowledge and expertise of passive construction is crucial for Soudal. We are **members of several international organisations** to roll out our Soudal Window System worldwide. Among others, we are part of AISLA (Asociación de Instaladores de Aislamiento), Inmat and Resruga in Spain, FAC (Federatie Aluminium Constructeurs) in Belgium, the VKG quality mark in the Netherlands, the GGF (Glass and Glazing Federation) in the United Kingdom, and Associação Passivhaus in Portugal.

We organise **training courses for construction professionals** such as joiners and window installers in several European countries. After all, properly installed and sealed windows make a big difference in terms of energy efficiency. What's more, our demo videos are becoming more popular every year, reaching more and more of our peers. In regions where

sustainable construction is still in its infancy, we increase our visibility through trade fairs, events and our own initiatives.

Safety is another important topic in our knowledge sharing.

We organise training courses on the safe use of chemicals such as diisocyanates, which are found in polyurethane products such as adhesives and foam. As a knowledge partner, we work with construction organisations in several countries and advise large companies on safe and responsible applications of our materials.

Outlook for 2025

We will continue to expand our product range to include even more solutions that contribute to energy-neutral construction. Continuous innovation allows us to constantly fine-tune our products to the requirements of sustainable construction.

In the coming years, we will continue to develop essential components for **system solutions** in passive construction. We optimise and promote our existing products and systems that contribute to this objective. We are committed to having an increasing number of components of our system solutions certified in accordance with the Passive House standard.



SOUDAL IN ACTION

Sustainable construction education, training and trade fairs

We actively sought the limelight in Bulgaria, where sustainable construction is developing at a rapid pace. For instance, we participated in the BAU Academy, where we demonstrated our products. We also organised a five-day trade fair for construction companies, Building Week, where we promoted sustainable Soudal products and solutions. In Hungary, Soudal Hungary's Training Centre welcomed architecture students from Budapest's Technical University.

Soudal also took the lead in sustainability in the Netherlands. For example, we introduced Souda-foam PURE at the International Building Exhibition in Utrecht, and organised training sessions on working safely with diisocyanates. Soudal Netherlands is a knowledge partner of the

Construction & Infrastructure Core Group Bouw&Infra and advises large builders in the Netherlands on how to handle diisocyanates safely. Similar training sessions were also given in Norway.

In 2024, we were present at numerous trade fairs, including Batimat (France), Expocamacol (Colombia), Feicon (Brazil), Fenestration Bau (China) and Dach+Holz, Glastec and Fensterbau Frontale (Germany). We attracted many interested visitors, presented our system solutions, gave live demonstrations and launched new products. We also participated in UTECH in Maastricht, the leading international exhibition and conference for the polyurethane industry.



Marta Manso • Portugal

ESRS 1- E2

Protecting the environment

Our material impacts

Industrial emissions to water and soil can affect the environment. For Soudal's activities, the materiality assessment resulted in three material negative impacts:

- **Air pollution:** the use of solvents and fuels in our plants can adversely affect air quality.
- **Local environmental pollution caused by products:** if our products are used improperly or consumers do not dispose of waste and product residues properly, it may result in local environmental pollution.
- **Use of 'substances of concern' (SoCs) or 'substances of very high concern' (SVHCs):** if these substances are released from our processes or products, they can have negative consequences for people and the environment.

→ Read more about our HSE (Health, Safety & Environment) policy and our measures to prevent, reduce or mitigate our environmental impact below.

Our policy on the environment

Protecting people and the environment is at the core of all our daily activities. Our **HSE policy** (Health, Safety & Environment) forms the basis of our environmental policy and contains numerous guidelines to reduce the impact of our activities. We comply with all legal obligations and strive to go further wherever possible. Our HSE policy, which will be expanded in 2025, applies to all our sites and employees worldwide. Our CEO bears ultimate responsibility for its implementation and compliance.

In line with our environmental policy, our Turnhout site has held **ISO 14001 certification**, an internationally recognised standard for environmental management, since 2015. This certificate confirms that we actively reduce and manage the environmental risks of our operations and that we have a well-thought-out environmental policy. The head of our Quality Department is responsible for achieving and maintaining this certification. Our **Business Code of Conduct** also emphasises our commitment to protecting the environment.

Our policy aims for **maximum phase-out**, specifically for **SVHCs and other high-risk substances** in our products. As a group, we are making efforts to gradually reduce the amount of these substances in our products and processes. We strictly exclude these substances when developing new formulas and selecting raw materials. While we continue

to work with SVHCs, our factories do everything possible to **prevent these substances from entering the environment**. When building new plants, we apply the highest standards of environmental protection. Existing sites are being gradually upgraded to meet increasingly stringent sustainability standards. For example, we installed closed production systems at a number of sites, preventing hazardous substances from escaping into the environment.

We **closely monitor new developments** given the continuous evolution of the list of SVHCs. We proactively comply with new legislation and changes in the chemical industry and continuously improve our environmental policy. When a substance is classified as an SVHC, we immediately launch R&D projects to find alternatives and phase out the substance as soon as possible. In addition, we remain committed to developing more water and bio-based products.



Target

Our aim is to completely phase out the use of SVHCs.

Our 2024 targets and measurement

KPI's:

- The amount of SoCs and SVHCs used in our production processes (tonnes)

2024 measurement

Substances of (very high) concern

To monitor our consumption more effectively, we accurately record the SoCs and SVHCs that we stock and consume. We proactively advocate **global harmonisation** of this data, despite differences in legislation and classification systems. For this report we used the definition of substances of concern from the European Sustainability Reporting Standards (ESRS).

In total, we purchased 42,295 tonnes of raw materials containing a substance of concern and 4,397 tonnes of raw materials containing a substance of very high concern in 2024. Such substances may be essential to meet certain technical requirements. However, we aim to minimise and phase out their use. The SoCs and SVHCs are **not released as emissions during use**.

Our actions related to the environment in 2024

- **Projects to reduce VOCs**
In 2024, our plants in Turkey and Slovenia were fitted with aspiration systems, the mixers were replaced and we

"Over the next few years, we will invest heavily in closed production systems that minimise emissions to the environment."

installed scrubbers and activated carbon filters. As described above, we also take measures within our production processes to prevent volatile substances from being released into the air. Where possible, we ensure production systems are more closed. We have achieved this, for instance, in the production process at our plant in the Netherlands so that the mixers do not have to be opened and less VOCs escape. We also apply solvent-free cleaning methods as much as possible and develop water-based, solvent-free products.

- **Designs for a maximum lifespan**
We design our products and solutions to last as long as possible, so they do not disintegrate during their use.
- **Clear product information**
If our products are used correctly, they do not enter the environment. But if used incorrectly, some products, such as cleaners and algae and moss removers, can have an impact on the environment. Therefore, we provide our products with clear information on their proper use and waste management for the end user.

Outlook for 2025

Over the next few years, we will **invest heavily in closed production systems that minimise emissions to the environment**. This will enable us to prevent volatile substances from entering the air and SVHCs from entering the environment. There are also plans to continue fitting our plants with scrubbers and activated carbon filters. In addition, we are actively working to further phase out SVHCs, going beyond the legal requirements. What's more, we will expand our Soudal Healthy House range in 2025.

Ulric Beliën • Belgium





ESRS E3

Water consumption

Our material impact

Industrial water use has environmental, human and economic implications. Given the nature of its business, Soudal is not one of the large-scale industrial consumers, but this doesn't mean we don't want to tackle our water consumption. Our analysis showed that the **use of water in our production processes** and in our buildings is a material impact.



Read more about our HSE (Health, Safety & Environment) policy and the action we take to measure, prevent and reduce our water consumption below.

Our policy on water consumption

Economical and efficient use of natural resources is part of our **Health, Safety & Environment (HSE) Policy**. In 2025, we will explore the more specific internal guidelines for rational water consumption we can work on so that our people are even more aware of this issue. Our policy is to monitor, reduce and maximise water reuse.

Our 2024 targets and measurement

We are currently mapping water consumption for the Soudal Group as a whole. This will serve as the basis for establishing specific reduction targets. We have been tracking the water consumption of our sites in Turnhout for several years. In 2024, we consumed 939,360 m³ of water. In the coming years, we will identify which Soudal sites are located in areas with a water risk or subject to high water stress and how much water we extract there, in order to report that KPI as well.

Our actions related to water consumption in 2024

Reducing water consumption
Although our production processes consume relatively little water, we are investigating how to better **monitor and further reduce our process water consumption**. For example, we are looking at the possibility of filtering and reusing rinsing water from our mixers, which could significantly reduce water consumption. We are also working on a dashboard to monitor our water consumption centrally. This allows us to take targeted action and perform more specific analyses of water consumption. Furthermore, we are converting the water cooling process of our vacuum pumps in Turnhout to a dry running process, so that we no longer use water for this purpose. We are also reducing our production of wastewater, and installing additional meters to better measure water consumption. In Slovenia, we implemented an important project that reduced the volume of water needed to cool gas tanks above ground.

Metric

Performance in 2024

Total water consumption	939,360 m ³
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Reusing rainwater

Collected rainwater is partly **reused as sanitary water** in Turnhout. The rest slowly drains away in nature. Thanks to our rainwater recovery system, we can store 300,000 litres of rainwater in underground reservoirs so it is gradually absorbed by the soil. We also have wadis to store rainwater so that it penetrates the subsoil more slowly.

Outlook for 2025

Over the next few years, Soudal will actively continue its efforts to improve water management. There will be more meters to monitor our water consumption. In addition, the building permit for Plant 1 includes several measures to optimise water infiltration, such as installing additional wadis that can collect rainwater from the additional roof area and allow it to gradually be absorbed by the soil. Sites in vulnerable areas or regions with limited water availability will be closely monitored in the coming years.



ESRS E4

Biodiversity

Our material impact

Our activities, such as the production of adhesives, coatings and foam, etc. relies on natural raw materials. Our materiality assessment revealed one material impact:

- **Biodiversity loss through chemical pollution and the extraction of raw materials and fuels:** the extraction of raw materials by our suppliers has an impact on nature. Using chemicals involves a risk of soil or water contamination, which can affect biodiversity. Activities in our value chain also affect nature, mainly through interventions in the landscape when extracting raw materials.



Read more about our policy on biodiversity and our measures to measure, prevent and reduce our impact below.

Our policy on biodiversity

Biodiversity is part of our **Health, Safety & Environment Policy**, in which we commit to taking steps to use natural resources efficiently and reduce the impact of our activities on the environment and nature. Furthermore, we want to identify the impacts and risks related to this theme for the group as a whole. In doing so, we pay particular attention to critical natural resources on which we are highly dependent and sites located in vulnerable areas. In this analysis, we will focus on suppliers with an increased risk of unsustainable practices, and suppliers that are of high strategic importance to Soudal. Based on this, we will develop a targeted approach and procedures to reduce our impact on biodiversity as well as our dependency and risks.

We also include biodiversity in decisions related to, for example, certain investments if we assess that there could be a significant impact on biodiversity. We pay particular attention to responsible mining. For specific raw materials, we ask our suppliers for declarations or certificates confirming that they use responsible mining practices. We also thoroughly screen critical suppliers or parties where we suspect a sustainable approach is not guaranteed. In line with the **European Conflict Minerals Regulation**, we take the necessary measures to eliminate conflict minerals from our supply chain. So far, we have not found that any partners in our supply chains supply minerals from conflict zones.

Lastly, research and development also play an important role in reducing our impact on biodiversity. For example, we are reducing our dependence on virgin raw materials by using recycled materials. This is something we want to continue to work on in the coming years.

Our targets, actions and measurement in 2024

Currently, we do not have any specific targets or indicators for biodiversity, as we first want to measure and localise the impact of our activities. Once we have that data, we will set specific targets to reduce our impact and develop KPIs to monitor our progress.

Outlook for 2025

In 2025, we will **launch a study** to identify our impacts on biodiversity, as well as the resulting risks. This includes mapping our most critical raw materials and suppliers. We also want to obtain a clear picture of our dependence on natural resources. Our ambition is to draw up a biodiversity action plan on that basis.





ESRS - E5

Circular production chains

Our impacts, risks and opportunities

Today's linear economy consumes scarce natural resources worldwide. This accelerates climate change and has negative effects on the environment and biodiversity. Therefore, Soudal aims to gradually switch to a circular business model. **Our materiality assessment yielded three material topics** in this area: 1) procurement policy and sustainable raw materials, 2) circular packaging, and 3) waste & end-of-life. Within those themes, we identified the following material impacts, risks and opportunities:

- **Use of fossil and renewable raw materials**

Soudal uses a wide range of raw materials, both fossil and renewable. Due to their increasing scarcity, we are highly committed to **efficient use of raw materials** and are constantly looking for sustainable alternatives. Wherever possible, we opt for recycled or renewable materials. The limited availability and high prices of such materials continue to be a challenge, as do strict regulations. Nevertheless, we want to further scale up our quantities in the future to reduce our environmental impact. The choice of raw materials plays a crucial role in the overall environmental impact of our products and thus also offers many positive opportunities.

- **Use of (circular) packaging**

Soudal uses different types of packaging materials, from cardboard to steel, and strives to make further reductions. Sustainable packaging is essential in the transition to a circular economy, so we opt for recycled and recyclable materials wherever possible. Their limited availability poses a challenge, and scarcity also drives up costs.

- **Proper waste management**

Our operations inevitably generate waste, largely packaging waste as well as some hazardous waste. We optimise our processes to minimise it and use packaging efficiently. Although we are committed to sorting and recycling, this remains challenging due to the nature of our products. Foams and adhesives often adhere to other materials, making them sometimes more difficult to separate and reprocess. Nevertheless, we actively work with partners to reuse residual flows and focus on innovative recycling opportunities.

- **Supply chain disruption and shortages of common raw materials**

Although our supply chain is generally stable, supply shortages may pose a risk over time. Some raw materials may be depleted or banned by stricter regulations, such as REACH¹. Without suitable alternatives, this can lead to production delays, rising costs and potential quality problems. This could have a negative impact on both our reputation and profitability.

- **Uneven playing field due to different legislation**

Stricter environmental legislation encourages circularity and responsible waste management, but also involves challenges. **Rules related to waste treatment vary significantly around the world**, which means companies in regions with stricter laws may face higher costs. European legislation on recycling creates an uneven playing field and affects our competitiveness. In addition, circularity laws also create challenges in terms of innovation. For example, using packaging made of 100% PCR material can affect the shelf life of products.



[Read more about our circular policy and our measures to make our production processes more circular below.](#)

Our policy on circularity

Our circularity efforts are defined in our **Health, Safety & Environment (HSE) policy**, which prescribes efficient use of raw materials (including packaging) and maximum waste reduction.

Yet the **transition to a circular economy** involves practical challenges. For instance, demand for sustainable products is still limited and the construction industry mainly focuses on making large materials like concrete and steel more sustainable, which means that products like PU foam are less of a priority. Nevertheless, we see a great many opportunities in niche markets, such as with the Soudal Healthy House range, and participate in projects seeking alternatives or recycling opportunities for PU foam.

"Soudal aims to gradually switch to a circular business model."

¹ - Regulation (EC) No 1907/2006 of the European Parliament and of the Council on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH).

"Finding the optimal balance between legislation, technical feasibility and commercial applicability continues to be a policy priority."

We continue to **actively innovate** and strive for sustainable products that provide the same performance at a competitive price. Finding the optimal balance between legislation, technical feasibility and commercial applicability continues to be a policy priority. Furthermore, we opt for local production as much as possible to strengthen our supply chain and become more resilient to global disruptions.

Recycled raw materials

Soudal is committed to a more sustainable product range and works with renewable and recycled raw materials wherever possible. For example, in some adhesive products we use **PU foam recyclate** from our PDR plant in Germany. Our T-Rex assembly adhesives consist of 80 per cent recycled raw materials.

The move to more sustainable raw materials brings many **challenges**. For instance, availability is currently limited and the introduction of new raw materials requires in-depth research. Traditional and renewable materials are not easily interchangeable: the right product formula is crucial to ensure the desired product properties and shelf life. Moreover, not all suppliers can supply enough recycled raw materials, so we always seek a balance between availability and allocation.

Once our products are applied, **recycling poses a major challenge**. Often, our foams and adhesives are only present in small quantities and adhere to other materials. As a

result, it is sometimes more difficult to separate them again and reduce them to new raw materials. Aluminium window profiles, for example, are usually recycled with the silicone still attached. Together with our partners in the construction industry, we are exploring possibilities to separate building components for recycling.

Circular packaging

Soudal opts for **packaging with a lower CO₂ impact**. We supply industrial companies as well as wholesalers for building professionals and private individuals. For the latter group, everything is packed in relatively small quantities, so we use a lot of packaging materials. We aim for less packaging and opt for recycled and recyclable materials as much as possible. Recycling silicone cartridges is still a challenge.

For professional users, we have been marketing **aluminium foils with silicone products** for more than 20 years. This saves 75% of packaging waste compared to plastic cartridges. We package our retail products in lightweight, thin-walled cartridges: thus avoiding another 250 tonnes of plastic waste per year. We use innovative stretch film to wrap pallets, and we pack our parquet flooring adhesive in cardboard boxes instead of plastic buckets.

Waste

Our ISO 14001 **certified environmental management system** allows us to reduce our waste flows in many ways. We collect residual flows such as paper, plastic, wood and metal

separately so that our partners can recycle them to a high standard.

In recent years, we have automated several production lines. This facilitates continuous production and prevents material losses and waste. Thanks to automation, we don't need to clean our facilities as often and less human actions are required. Implementing the **'first time right' principle** means that fewer mistakes are made and the amount of waste decreases. We try to reduce it even further by raising awareness. We recycle the remaining waste flows from our production processes, such as printed and unfilled sealant cartridges with production defects, as much as possible.

Our 2024 targets and measurement

Soudal aims for a **structural and sustainable increase** in the use of recycled and renewable raw materials, despite the challenges related to availability and security of supply. It means that setting concrete circularity targets and specific percentages for recycled packaging remains a complex matter. In addition, all **raw materials must be carefully selected** to preserve the product formulas and associated properties and are not always interchangeable. By working closely with suppliers, encouraging innovation and exploring alternative raw materials, we aim to increasingly integrate recycled and renewable components into our products and packaging.

Circular packaging

KPI's:

- Total packaging weight
- Total weight of recycled materials (PCR) in our packaging

2024 measurement

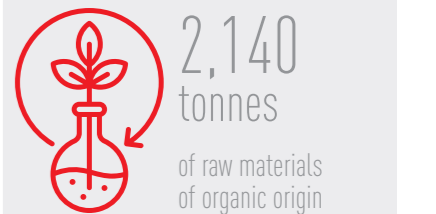
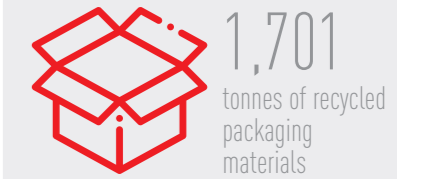
In 2024, we purchased **42,326 tonnes of packaging material**, of which 1,701 tonnes (4%) was fully or partially made of post-consumer recycled (PCR) plastic. In 2023, this amounted to 1,112 tonnes.

Sustainable raw materials

KPI's:

- Total weight of raw materials purchased
- Percentage of recycled raw materials

In 2024, **205 kilotonnes (kt) of raw materials**, consisting of both technical and organic materials, were consumed by our SAP subsidiaries. Of these, 2,140 tonnes (1.3%) were of organic origin, including biofuels that were not used for energy purposes. In addition, 1,064 tonnes (0,52%) of secondary, reused or recycled components, intermediates and materials were used to manufacture our products and packaging. This year, we were only able to carry out these measurements at our SAP subsidiaries, but our aim is to map the data as fully as possible next year.



Metric	Performance in 2024 (in tonnes)
Total amount of waste	20,499
Total amount of hazardous waste	4,313
Total amount of waste not recycled	14,786
Total amount of radioactive waste	0
Amount of hazardous waste not intended for waste treatment	425
Amount of this hazardous waste intended for reuse	60
Amount of this hazardous waste intended for recycling	225
Amount of this hazardous waste intended for other applications	141
Amount of non-hazardous waste not intended for waste treatment	7,159
Amount of this non-hazardous waste intended for reuse	1,068
Amount of this non-hazardous waste intended for recycling	5,488
Amount of this non-hazardous waste intended for other applications	535
Amount of hazardous waste intended for waste treatment	3,889
Amount of this hazardous waste intended for incineration	1,423
Amount of this hazardous waste intended for landfill	2,424
Amount of this hazardous waste intended for an alternative processing mechanism	40
Amount of non-hazardous waste intended for waste treatment	9,144
Amount of this non-hazardous waste intended for incineration	6,222
Amount of this non-hazardous waste intended for landfill	2,760
Amount of this non-hazardous waste intended for an alternative processing mechanism	112

Waste

KPI's:

- Quantity of waste, broken down by type

2024 measurement

In 2024, Soudal started mapping waste production for the group as a whole. This process has now been completed for 87% of our sites. Chile, China and Turkey are still working on the necessary metrics, so the data in the table shown below is not yet complete. The data for the other sites has already been processed. Based on this analysis, we aim to set specific targets and KPIs next year to reduce and optimise our waste flows.

Currently, only 37% of our waste is sent for waste treatment, while 63% is reused in the circular economy.

Our actions related to circularity in 2024

Recycled materials

In 2024, we focused on using recycled raw materials and circular packaging. For instance, for silicone cartridges we use **Post Consumer Recycling (PCR) plastic**, originating from household plastic waste. All DIY adhesive buckets are now made from plastic containing PCR, and we want to extend this to other products in our range, such as the professional adhesive buckets. In Germany, we work with partners to collect and recycle more than 90% of PU foam cans. We are

also examining how to separate silicone residues from PE so that we can recycle used plastic joint sealant cartridges to produce new cartridges.

Another key action is the **introduction of cardboard cartridges** as an alternative to PE cartridges in Belgium, Germany and the UK. As a result, we use 45 grams less plastic per cartridge and more than half of the packaging weight can be recycled. We remain committed to further reducing the proportion of plastic in our packaging. To speed up the switch to PCR packaging, Soudal is covering the additional cost of doing so. We are also working on formulas with sustainable raw materials, some of which have already been certified by TÜV Austria. Lastly, we constantly scan the market to find sustainable alternatives and support new initiatives.

Sustainable steel

Since 2023, we have been using **Bluemint® steel** from ThyssenKrupp in our spray cans for PUR foams. Bluemint® steel production releases up to 64% less CO₂. This reduces our carbon footprint. The first Soudal products to carry the Bluemint® logo are Flexifoam, Soudafoam PRe and Soudal SMX Foam. Depending on availability, we are increasingly replacing traditional packaging with Bluemint® cans.

DNCP IN ACTION

It's a waste to waste your waste

In the chemical industry, as much as 90% of used solvents are incinerated or end up at landfill sites. While incineration provides energy in some cases, it is by no means always the most efficient or sustainable solution. DNCP, part of Soudal since 2020, offers an innovative and environmentally friendly alternative. The company uses advanced technologies to purify and recycle solvents, making them reusable in production processes and significantly extending their lifespan. This reduces raw material use, lowering CO₂ emissions compared to virgin materials, and makes companies less dependent on new supplies. DNCP also guarantees a high level of purity, without the risk of contamination with previously processed substances. At DNCP, we are increasingly committed to electrification. Since our operations use green electricity, this helps further reduce CO₂ emissions.

Depending on demand, DNCP offers three sustainable recycling models. In the 'dedicated' model, solvents are processed exclusively for one customer at one plant. The purification process is custom-designed to exclude mixing and meet high quality requirements that apply, for example, to pharmaceuticals. The 'closed loop' model means that used solvents or by-products are purified at our site and then returned to the same parties. This model offers a recycling or



regeneration service. The 'waste purification' model aims to take waste materials and purify them for reuse by third parties. Each year, DNCP processes some 16,000 tonnes of solvents from customers across Europe, and capacity continues to grow.

Within the Soudal Group, we are firmly committed to the closed loop model. For example, esters from waste products are purified and reused in Latvia. With its extensive range of circular solutions, DNCP proves that sustainability,

"We are constantly looking for ways to optimise our processes and reduce the amount of waste we produce."

Global monitoring

In 2024, we collected data on our waste production and management worldwide for the first time. Categorising the **waste flows** at each site will enable us to identify the biggest impact. For each department, we analyse the three largest waste flows - which can vary significantly - and work on targeted solutions to reduce them. These insights will serve as the basis for setting concrete KPIs and targets.

Process optimisation

We are constantly looking for ways to optimise our processes and reduce the amount of waste we produce. The **'first-time-right' principle** is a key pillar in this objective. Due to our strict quality controls, entire batches sometimes have to be rejected. Since there is no single root cause, we are optimising the entire production process to minimise waste.

In addition, we are exploring how to use smaller product samples in **quality control** and how to give the samples a second life. We are also looking at whether we can reuse more product residues from our mixing tubs, as on average, 2% of the product remains behind after mixing. With large production volumes, reusing it can make a major difference. Lastly, we are examining ways to reduce the use of cleaning solvents and are committed to maximising their recycling. Together with external partners, we are working on a more efficient recycling process to increase returns.

Outlook for 2025

In 2025, we remain committed to circular solutions. We will increase our use of plastics containing PCR and packaging with a lower CO₂ impact, and actively ask our suppliers for more sustainable alternatives. We will also focus on innovation, with lower-impact products taking priority. Within our largest areas of application, our aim is to introduce sustainable product alternatives to market and define clear targets and KPIs.



Katarzyna Konopka • Poland

SODAL TOPIC

Product innovation

Our material impacts, risks and opportunities

Our product innovations contribute to our **ESG actions related to the climate, environment, safety and circular construction**. They enable us to maintain a relevant and future-proof product portfolio that meets more stringent standards, such as those for energy-neutral construction. That's why we continuously invest in R&D to drive technological advances and respond to changing markets, construction practices, user needs, raw material prices and legislation.

By continuously innovating, we **lower our impact** and meet our **customers' demands**. Our materiality assessment revealed the following impacts, risks and opportunities:

- **Innovation & R&D**

By investing in innovation and R&D, we can offer the end-user a state-of-the-art product range.

- **Life cycle assessments and ecodesign**

Soudal uses life cycle assessments (LCAs) and ecodesign to strive for products with minimal environmental and climate impact.

- **Product and market diversification**

Innovation is a key driver for product and market diversification, which means it is a key pillar in our growth strategy.

Our policy on product innovation

Innovation is deeply embedded in our DNA and at the core of our business strategy. Our R&D approach is **proactive**: we don't wait for changing legislation, but take the step ourselves to shift to products with a lower impact on health and the environment. This is why every innovation project is tested in advance in terms of sustainability. Every quarter, we also review our project portfolio to ensure that sustainable innovations are given sufficient priority and continue to be developed. This ensures that sustainability is anchored in our product development and strategic choices.

We strive for an optimal balance between lifespan and environmental impact. A product with a higher initial impact may still be more sustainable due to a significantly longer lifespan. Using **life cycle assessments**, we map the total environmental impact of our products in detail.

At Soudal, we adopt a broad approach to sustainability, avoiding harmful substances and opting for water-based solutions and recycled and renewable raw materials. In addition, we minimise the use of propellants, reduce greenhouse gas emissions and substitute SVHCs. We are also reducing our CO₂ footprint by developing recyclable products and moving production closer to the customer.

Our most environmentally friendly products can be identified by their **eco-labels**. These labels indicate that the products ensure minimal emissions of harmful substances during use, or contain a limited amount of hazardous substances. Many of our products are EMICODE® certified, including Flexifoam, our HMX technology, hybrid adhesive & sealants, parquet flooring adhesives and silicones. Depending on the country, our products have also obtained other labels such as M1 (Finland), Blue Angel (Germany), A+ (France) and the Scandinavian quality marks BASTA, Byggvarubedömningen, SundaHus and Nordic Swan.



Our 2024 targets and measurement

Target: We work on at least one priority 1 sustainability project for each product group.

Soudal adopts a targeted approach, tailoring sustainable product innovation to the specific characteristics of each technology and product group. Therefore, generic targets, such as a fixed percentage of recycled content, are not always relevant or achievable.

KPI's:

- Number of priority (priority 1) projects with an environmental objective by product group

Number of projects with environmental objectives

In 2024, Soudal counted **19 priority projects** with an environmental objective, such as increasing the share of bio-based raw materials or replacing harmful substances with more sustainable alternatives. This represents more than a third (37%) of all priority projects and more than a quarter (26%) of our product innovation across all product groups. The targets mainly focus on the climate, environment, safety and circular construction. Consequently, product innovation helps us achieve our ESG goals.

Our actions related to product innovation in 2024

Soudal Healthy House product range

The Soudal Healthy House product range makes **sustainable building and renovation** easier for consumers. Following its expansion in 2024, the range now includes seven products. Each product uses recycled or bio-based raw materials or packaging made from recycled plastic. The EC1+ certificate guarantees that all products contribute to healthy indoor air quality.

Here are a few examples:

- **Soudal Healthy House Assembly Adhesive:** consists of 80% recycled materials. The product is water-based, solvent-free and emission-free upon curing.
- **Soudal Healthy House Painting Sealant:** this sealant is low-emission, plasticiser-free, water-based and has a low VOC content.
- **Soudal Healthy House Insulation Foam:** PU foam with a low level of free isocyanates, reducing the user's exposure and lowering the risk of respiratory, eye and skin irritation.

We will continue to expand our sustainable product range to meet our customers' needs and strengthen our position as a leader in the field. We are also actively working to reduce the environmental impact of our packaging, including by reducing the proportion of plastic and introducing cardboard cartridges. The first cardboard cartridges have already been successfully launched in Belgium, Germany and the UK.

Outlook for 2025

In 2025, we remain committed to product innovations to increase **environmental friendliness**. We will continue our focus on developing water-based products and actively reducing the use of hazardous substances and biocides.

Our aim is to also use materials more efficiently so that we can deliver the same high-quality performance with fewer raw and other materials. Furthermore, we will continue to reduce the amount of waste we produce and our use of packaging materials. We will reduce the proportion of plastic in our packaging and increase the use of our cardboard packaging cartridges. We are also introducing a **hybrid mounting adhesive** that contains bio-based raw materials and carries official certification from TÜV Austria, after being tested to EN 16640 and ASTM D6866 standards.



Anita Zagożdżon • Poland



SOCIAL

Mariusz Łaszuk, Monika Kukułka • Poland

Create the best possible place for our people to work and take our responsibility toward our supply chain and consumers

At Soudal, the safety and well-being of all employees is key. We invest heavily in a safe working environment, with a strong focus on safety prevention, ergonomics and training. Even though we cannot eliminate all risks completely, we are constantly working to bolster our culture of safety.

Manageable workloads are hugely important to us, and we are taking measures to prevent stress at work and maintain a healthy work-life balance. We offer training to encourage the personal and professional development of our employees. The enjoyable working environment and family feel at Soudal and our initiatives in relation to physical and mental health all ensure that our people take great pleasure in coming to work.

Our responsibility towards the value chain is another thing we take seriously. We strive for transparency and fair working conditions at our suppliers and subcontractors. Finally, we are constantly innovating to guarantee the safety of our products.

These are our material topics

- Safe and healthy work P 100

- Together towards a sustainable HR P 109

- Workers in the value chain P 117

- Product safety P 119



Géraldine André • France

ESRS S1

Safe and healthy work

Our material impacts, risks and opportunities

Providing a safe and enjoyable workplace for our employees is a top priority to Soudal. Our materiality assessment revealed the following material impacts:

- **Enjoyable working environment and mental wellbeing**
We are improving the mental wellbeing of our colleagues by organising team and sports activities, and by maintaining a healthy work-life balance.
- **Health and safety of our own workforce**
Conditions in the workplace can have an impact on the health and safety of our employees. Through a broad range of measures, including compliance with the statutory safety standards, safe use of raw materials and a focus on ergonomic work, we are creating safe and healthy working conditions.
- **Manageable workload**
Through our commitment to automation and ergonomic improvements, Soudal is making its work more enjoyable and comfortable for its employees. A healthy working posture and an efficient workplace layout both play a role in this.

Our policy on safe and healthy work

Soudal keeps a close eye on the health and safety of its own workforce, external employees and local residents. We undertake to inform all of our stakeholders about any risks related to our activities and products and the measures we are taking to **limit those risks to a minimum**, all in a way that is easy to understand.

Proper observance of these health and safety regulations by our employees is the crucial factor in their own safety and that of others. To make safe behaviour the norm and to promote a strong culture of safety at work, Soudal has drawn up a **Health, Safety and Environment (HSE) policy statement** for the ISO 9001 and ISO 14001 standards. This policy statement applies to the entire Soudal group and guarantees the health and safety of employees, subcontractors and local residents. Even though our overall HSE policy is set to remain unchanged for 2025, we will check whether an update is required. On top of that, we are working on supplementary documentation to further strengthen and support our HSE policy.

This rock-solid vision forms the starting point for Soudal and has been translated into a clear safety mission, which takes concrete shape in the Soudal Safety Building programme. The building blocks of that programme serve as a point of reference to both prevent accidents (proactively) and identify improvements (reactively). When an incident occurs, we analyse which specific building block fell short, so that we can

take targeted action to prevent future incidents and further improve safety.

In 2024, the Soudal Safety Building programme was rolled out internationally across the entire group, under the stewardship of Dirk Coorevits (CEO) and Steven de Vos (Group Operations Director). The programme is built on three cornerstones:

1. A strong foundation of safety standards, well-defined procedures, daily consultation, process safety, and safety measures for both people and machines (such as personal protective equipment). A safe working environment starts with a neat and tidy workplace. For that reason, we have been using the Japanese 5S method — which stands for sort, set in order, shine, standardise, and sustain — since 2020. Over a brief span of time, this approach has resulted in a mindset shift in our production environment: cleanliness and tidiness have become second nature to our operators. Our strong foundation turns safety into an everyday priority.

2. Support for all of our employees, including safety training, awareness-raising campaigns, safety campaigns and continuous monitoring via reports, audits and accident analyses. As human behaviour is a critical factor in safety, we regularly launch safety campaigns centred on a certain topic that we actively follow up on for a period of time. Only when all employees have grasped the correct way of working do we launch the next campaign about a different topic.

"I want everyone to return home healthy and well after a safe working day at Soudal. Day after day, without a single accident."

Vic Swerts

3. Good leadership, with leaders who channel the Soudal vision on safety at every level, and who coach and monitor their teams intensively. Our leaders coach their people by guaranteeing safe behaviour, by showing engagement and by being open to discussions about safety. That way, safety becomes self-evident.

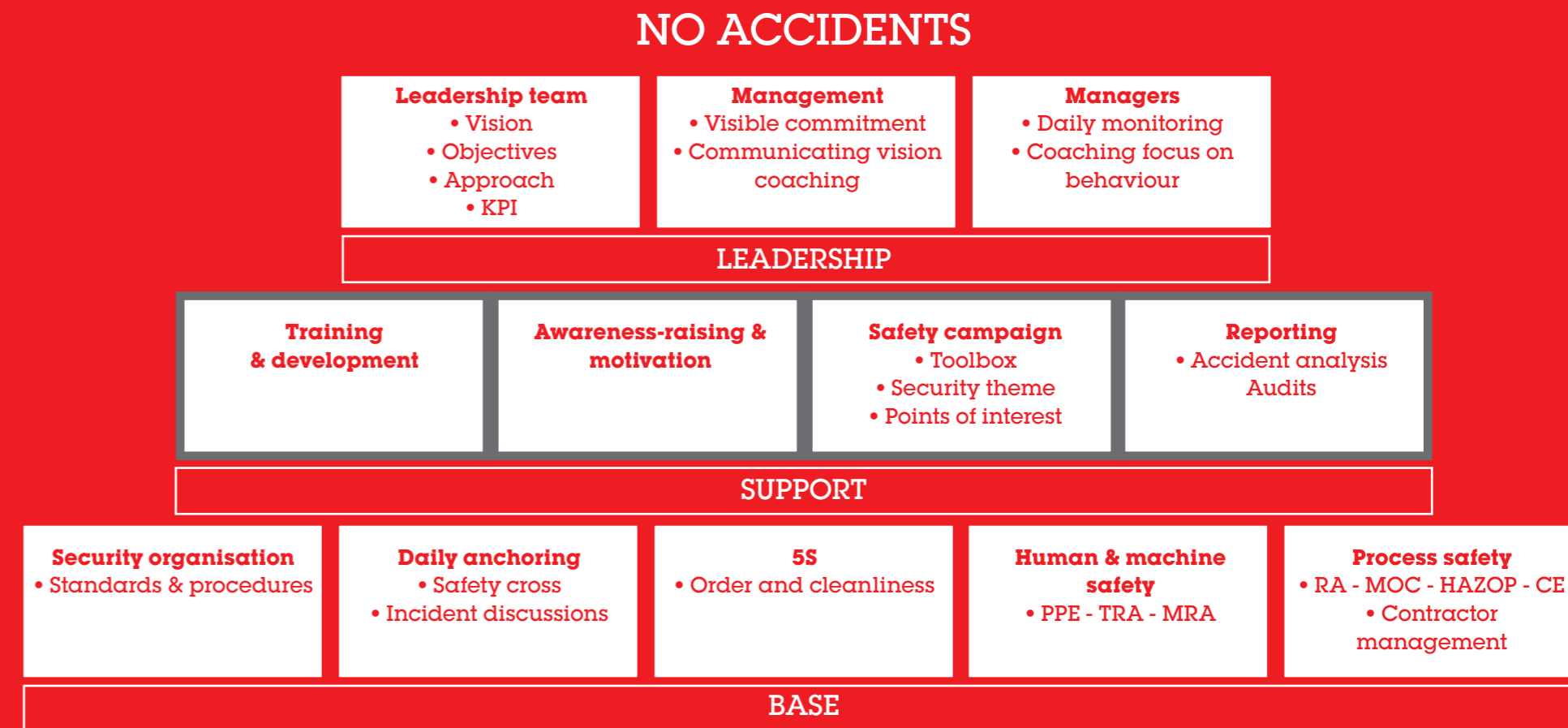
A steering committee meets twice every year to assess the progress of our safety policy and identify any points for improvement. On top of that, we organise an annual **Safety Building Workshop** in Turnhout, attended by all production managers, at which we decide on the main safety aspects and focal points to zero in on. We also consult with the department heads every year and take their feedback on board in the steering committee discussions. Our accident insurance provider has recently screened our prevention policy and made several valuable recommendations. We will use these insights to develop specific action plans and to further strengthen our safety policy.

From Turnhout, we support the entire Soudal group, and we maintain a clear overview of the main areas of risk. Among other things, we have carried out **safety studies** around machine safety, process safety, explosion safety, ergonomics and exposure to chemicals. Our headquarters in Turnhout develops guidelines and tools, which then allows local branches to further develop their safety policies based on this overarching framework, but tailored to the local situation. That way, safety remains centrally coordinated and

locally relevant at the same time. At Soudal, we encourage **international cooperation** through monthly meetings, in which safety is a permanent feature at the top of the agenda. Doing so enables us to maintain our focus on risk areas and allows us to continue to make targeted improvements. On top of that, the production sites report their accident figures on a monthly basis, and we discuss their evolution to determine which technical improvements or behaviour changes we still need to implement. Information about incidents is actively shared between branches. We analyse how certain branches excel when it comes to safety, we learn from their approach, and we roll out this best practice globally within the group. We also actively encourage our employees to report accidents and unsafe situations.

A **safety data sheet (SDS)** is available for every chemical substance we use. Insofar as possible, high-risk substances are only used in closed systems, such as the mixing department, to reduce exposure. Severely harmful **CMR substances** are avoided as much as possible. Through measurements and simulation models, we analyse to which extent our employees are exposed to chemical substances. All production staff who work with chemical substances undergo an annual medical check-up.

SOUDAL SAFETY BUILDING PROGRAMME



Our 2024 targets and measurement

Health and safety

To monitor whether we are effectively achieving our objectives around health and safety at work, we have defined specific targets and KPIs.

Target: We want to avoid accidents as much as possible. For that reason, we are striving for a **frequency rate** of **less than five** (number of occupational accidents per million hours worked) by **2030**, measured across all of our branches. The **severity rate** of these occupational accidents must be **no higher than 0.2** by 2030.

- Frequency rate < 5 by 2030
- Severity rate < 0.2 by 2030

On top of that, additional targets apply for our sites in Turnhout. We are striving for **90%** of incident analyses being completed and recorded on time, correctly and in full. In addition, **90%** of the actions arising from these analyses must be carried out within the agreed time. Finally, **90%** of our safety topics and toolbox talks must be communicated to the team according to the schedule.

KPI's:

- Frequency rate of occupational accidents
- Severity rate of occupational accidents

These KPIs are calculated as a moving average over twelve months, in line with the Belgian legislation. All production

sites around the world use this method to allow for consistent comparison.

In 2023, we started gathering and reporting uniform safety data and incident reports from all Soudal production sites on a monthly basis. For that reason, the results for 2023 serve as the baseline to define new actions and further improve our safety.

Frequency rate of occupational accidents

The frequency rate for the entire group has fallen from 15.83 in 2023 to **14.22 in 2024** — a reduction of 10.18%. We monitor the evolution of this figure on a monthly basis, and we hold in-depth discussions to determine which technical improvements or behaviour changes are required to further increase safety.

Severity rate of occupational accidents

Around the world, the severity rate of our occupational accidents is measured based on the number of calendar days an employee is unable to work due to an accident. In 2024, this severity rate stood at **0.27 for the entire Soudal group**. Most incidents consisted of minor accidents, such as cuts or dust particles in the eye. To prevent cuts even further, we have implemented a new safety topic, together with the associated toolbox talks. We also urge our people to report all of their injuries, however minor, and to have them treated.

In 2024, additional measures were taken and countless specific actions were launched to further improve safety at

Soudal group	2023	2024
Frequency rate	15.83	14.22
Severity rate	0.24	0.27

Other health and safety metrics

2024

Percentage of people within our own workforce that are covered by the company's management system for health and safety based on the statutory requirements and/or accepted standards or guidelines	100%
Number of deaths as a consequence of occupational accidents and illnesses among our own workforce and other employees working at Soudal company locations	0
Number of occupational accidents to be recorded	87
Percentage of occupational accidents to be recorded (number of accidents with lost working time / total working hours completed * 1,000,000)	15.9%
Number of cases of occupational incidents to be recorded, with data collection for the company's workforce	No data available
Number of days of absence due to injury and death for the company's workforce as a consequence of occupational accidents and deaths caused by occupational illness (the number of days of absence due to occupational illness is not included in this due to the lack of available data)	1478



Mimoun Hadouchi, Constant Coppens • The Netherlands

Soudal. This once again goes to show that safety is our top priority.

Our actions on safe and healthy work in 2024

Soudal's Safety Leadership Team determines the fields in which action needs to be taken as a priority and translates our targets into concrete actions. In 2024, these included:

Soudal Safety Building programme rollout

In 2024, we rolled out the Soudal Safety Building programme globally, all coordinated from Turnhout. We took stock of the main risks to safety within the group, and we applied the

Soudal Safety Building model in a targeted way to effectively tackle these risks.

Toolbox talks

Over the past few years, we have developed 'toolbox talks' — **brief internal information sessions** — around six safety topics. Among others, these sessions covered ear and eye protection, safe use of rolling stock, the correct use of personal protective equipment, safe working at height and wearing protective gloves to prevent cuts. Over the coming years, we will develop even more of these toolbox talks, and we will launch our existing toolbox talks around the world. We are also constantly training our employees on how to deliver engaging and motivating toolbox talks. As delivering toolbox talks requires our ongoing focus, we also invited a group of employees to our **'How do I deliver a toolbox talk?' training session**. We have developed our safety topics in more detail by adopting a global approach initially, before honing in on the specific requirements of each production department, given the significant differences between these.

Accident reporting and analysis

We encourage our operators to report every accident and discuss it with their teams. This is even more important for minor accidents and near misses: **it's the best way to learn from our mistakes** and avoid similar situations in the future. We train our supervisors on how to analyse incidents correctly, track down the cause and take adequate measures. At the end of every working year, we analyse any trends in our accident figures during the annual assessment of our safety

policy, in consultation with the department heads. Where necessary, we agree on specific plans for action. We also improved the procedure and form used to analyse accidents and establish the cause. More detail on this new approach was provided in our 'Incident analysis' training session in 2023, and in 2024, we continued to follow up on these initiatives.

"Do what we say we're going to do"

We closely monitor whether the actions we have planned are effectively being implemented. To name just one example, we keep an eye on whether incident analyses are being carried out and recorded correctly and on time (**target = 90%**). We check whether toolbox talks are organised according to the agreed schedule, and we record any feedback. The expectation we set for our branches abroad is to report every occupational accident with lost working time to our branch in Turnhout, so that we can take targeted measures to improve safety across all of our branches. To be able to monitor our safety performance effectively and take targeted measures, we have now visualised our KPIs, including a global group of safety KPIs consisting of frequency rates and severity rates.

Soudal Safety Tour

Soudal's ultimate goal is to instil a culture of safety that is broadly supported across the company. We want our employees to follow the safety rules and hold one another to account in a constructive way when they spot unsafe behaviour. For that reason, we launched the Soudal Safety Tour in 2023, in partnership with IDEWE. This **interactive**

training programme focuses on adopting safe behaviour, recognising the risks and providing feedback. As we write, two departments have already fully embraced the programme, and several more departments are all set to launch.

Committed to strong leadership

At Soudal, safety is a shared responsibility, all the way from operators to line managers. **Team leaders and supervisors** play a crucial role through the everyday monitoring and coaching of their teams. In 2024, we further clarified our safety agreements and strengthened our communication in this regard. Together with our team leaders and supervisors, our department heads make sure that safety is a permanent fixture on the agenda. One major step forward was the 'Awareness of tasks and responsibilities' training provided to our line management by Allianz. This training emphasised the role of line management in risk analyses and in guaranteeing safety.

To further increase awareness around safety and foster engagement among our employees, we also organise annual training sessions on safety.

Onboarding

In 2024, we significantly improved the onboarding process for new operators by **expanding our safety training sessions**. In the mixing and filling departments, new employees now receive four and two days of training respectively. This structured approach is being rolled out to other departments.

"Soudal's ultimate goal is to instil a culture of safety that is broadly supported across the company."



Another thing we did last year was examine how we could standardise our onboarding process around the world in terms of safety, by sharing best practice, for example.

Safety studies

In 2024, we carried out safety studies for new projects around the globe, both during the launch phase and retroactively. In doing so, we focused on **process safety, explosion safety, risk analyses and machine safety**. In the field of people and machine safety in specific, we carried out comprehensive risk analyses at our site in Turnhout, which enabled us to identify potential risks to safety and implement targeted improvements. We adjusted existing machines and processes, invested in new installation and increased the level of automation on our production lines. On top of that, our occupational accident insurer also screened our prevention policy recently. We will use the insights from this exercise to develop specific action plans and to further strengthen our safety policy.

Enjoyable working environment

We strive to create an enjoyable working environment by making sure **the air we breathe is healthy, the temperature we work in is comfortable, and there is sufficient lighting**. At our headquarters, we offer healthy meals and snacks. By reducing stress and creating meaningful work, we are reducing the risk of lost working time. We also offer nice little extras to bolster the mental wellbeing of our employees and to foster a sense of connection. Our **sports teams** — such as the SoudaRunners and SoudaRiders — and our tennis and

padel teams are great examples of the latter. We take part in sporting events and organise our annual SoudaChallenge, in which employees are encouraged to work out as much as possible. Trees are planted when we achieve our targets. In 2024, we rolled out the SoudaChallenge internationally for the first time, with great success: 750 employees took part, and we surpassed our targets by some margin. On top of that, we encourage our employees to launch their own initiatives, and local activities are organised at many of our branches.

Outlook for 2025

Over the coming years, we intend to further strengthen the culture of safety at Soudal. Based on the safety data for 2024, we will be launching specific **new actions and initiatives** such as annual workshops, and we will encourage conversations about safety. In Turnhout, we are integrating safety as a structural element of our daily morning meetings. Supervisors are also actively encouraged to question their team leaders about safety.

We are making plans to improve our **follow-up procedures after accidents** and to enhance the safety awareness of our operators by actively engaging them in risk analyses and observations in the workplace. We will keep investing in specific training on accident analyses, and we will schedule repeat training sessions about the underlying causes of incidents. Worldwide, we are improving our safety onboarding process via Flowsparks, and we are encouraging the exchange of best practice to heighten our overall safety standards.



Mateusz Galczyński, Olena Markowicz • Poland

ESRS S1

Together towards a sustainable HR

Our material impacts, risks and opportunities

Soudal wants to create the best possible workplace for its own employees. Our materiality assessment revealed the following topics as being important: careers for life, diversity and a corporate culture with a family feel. Within these topics, we identified the following impacts, risks and opportunities:

• Sustainable employment

We create job and development opportunities to help our employees stay in their **careers for life**. This is becoming an ever-more pressing issue: due to the ageing population, the number of people of working age is going down, all while society is demanding more and more from us. For that reason, we are investing in the careers of our people, so that they can stay strong, fit and healthy, and so that they have the motivation and relevant knowledge to keep progressing within our company.

• Training

We offer a range of training opportunities to make the most of the **talent and potential** of our employees. Personal growth and sustainable deployment are key in this: we seek to align

the needs of our people and our business, so that we can continue to grow together. Doing so enables us to respond to change more easily and leaves us more futureproof as a company. On top of that, by providing the right training sessions, we can make sure our employees can work with industrial tools smoothly and safely.

- **War for talent**

Even though staff turnover at Soudal is low, our **rapid growth** makes it difficult to attract sufficient new talent, especially in occupations where there are shortages, such as technical staff, operators and engineers. At smaller branches, the lack of career development opportunities also presents an obsta-

cle. To prevent the war on talent from hampering our future growth, we are constantly working to create an enjoyable working environment with development opportunities for all.

- **Automation**

By automating certain processes, we are reducing the need for new employees, and we are able to reduce workloads and operate more efficiently.

- **Diversity and inclusion**

At Soudal, we want our workplace to mirror society at large. Both employees and customers need to be able to see themselves represented and reflected in our organisation. For that reason, we are committed to building a diverse workforce in which **everyone is able to be themselves**, regardless of race, age, ethnicity, religion, gender, cultural background or stage of life.

- **Standards, values and a corporate culture with a family feel**

Our corporate culture with a family feel contributes to an **open and friendly atmosphere at work**. We are working hard to maintain that culture, even as we keep expanding. We try to instil our standards and values at new branches too, all while respecting the local culture as much as possible. On top of that, we are strengthening the ties between our branches and our headquarters, so that we can all put our weight behind the same vision.

- **Entrepreneurial culture**

Soudal is a multinational family business. Our entrepreneurial culture contributes to our growth and progress and helps us perform better as a business.

- **Our HR policies**

At Soudal, we spent the last year working hard to roll out our HR vision: 'Together towards a sustainable HR'. This vision focuses on the following core elements:

- **Corporate culture with a family feel**

Soudal has continued to expand over the past few years and now employs more than 4,500 people around the world. Even so — despite our position as a multinational — we want to continue to nurture our corporate culture with a family feel. To convey our culture and values as clearly as possible, we communicate both implicitly, during our everyday activities, and explicitly via our '(You) Build the Future' employer branding. Our **manifesto** centres around three core values: uncomplicated sincerity, ambitious bravery and shared loyalty. In our **International Code of Conduct and Ethics**, we explain how our employees can go about performing their duties in a proper and ethical way.

Our policy is **inclusive** and we offer the same opportunities to everyone, regardless of race or ethnic background, skin colour, gender or gender identity, sexual orientation, disability, age, religion, political beliefs, national or social background or other forms of discrimination. Skills and performance

matter more than age or background. Our International Code of Conduct and Ethics describes how we prevent discrimination and promote diversity and inclusion. Everyone is expected to conduct themselves respectfully, for example, and we do not tolerate any actions that create a negative working environment, such as bullying, intimidation or hateful language. Our code of conduct also protects employees against intimidation by external parties, such as customers or business partners.

Finally, we instil our corporate culture right from our **onboarding** process: all new employees are given a training session on our history, mission, vision, values and global presence. Our sustainability strategy is also given the attention it deserves.

All of the values mentioned above are described in our International Code of Conduct and Ethics. In 2025, this is set to be expanded with two additional policy documents: a **'Human Rights Policy'** and a **'Diversity, Equity and Inclusion Policy'**. Given the fact that ethical values are of the utmost importance to us, further **training** sessions will be rolled out over the course of 2025 on the topic of combating corruption and bribery.

- **Coaching leadership**

As we strongly believe that it is our leaders who embody our corporate culture, we are strongly committed to coaching our management. Every line manager is given access to

"Soudal has continued to expand over the past few years and now employs more than 4,500 people around the world. Even so — despite our position as a multinational — we want to continue to nurture our corporate culture with a family feel."



Marchetti Clarissa • Durante Italy



Target

Number of training hours per employee per year



our general HR strategy, with a special focus on a 'culture of feedback'. That way, we make sure that new entrants in managerial positions are immersed in the Soudal culture right from the start. Our leadership are our first-line HR managers and channel our HR policy. Starting in 2025, we have organised an ancillary training course for all of our country managers and group department heads: the Advanced Leadership Programme. This eight-day course, delivered in partnership with Antwerp Management School, focuses on strategic thinking, intrapersonal skills, diversity, intercultural communication and team empowerment.

We train our leaders to support their team members in their career. **Feedback and open communication**, both formally and informally, are essential elements in this. We offer every one of our employees a formal development interview, for example, in which their own input is key. During these interviews, we ask them about their wellbeing, needs and perspectives for growth, so that we can develop a career path together. On top of that, several of our European branches operate a whistle-blower policy, meaning employees can report any issues anonymously via our whistle-blower page.

Lifelong learning

To support our rapid expansion and improve cooperation between branches, we have introduced **Flowsparks, our digital training platform**. This solution enables us to train our people more efficiently, both on specific technical topics and on policies and values. The platform offers:

- **Technical and soft skills training**, including product training and safety courses.
- **International Code of Conduct and Ethics training**, so that all employees stay up to date with our standards and values.
- **Department-specific training**, tailored to the needs of employees. Our HR department centralises the knowledge transfer process, while local managers and group coordinators decide who needs which training courses. Our department heads also receive training to help them develop their own training courses, adapt them so they apply to the organisation at large, and roll them out within their own department.

Flowsparks is available in different languages, so that employees can take training courses in their own language. This promotes a sense of inclusion now that our business is becoming ever more diverse and international.

Our 2024 targets and measurement

Target:

- Monitor staff turnover at all of our entities and reduce it by 15% by 2030.
- By 2030, all employees will take 24 hours (or three full working days) of training every year, across all levels and at all branches.

- By 2030, all of our employees (100%) will take part in annual performance and development interviews.
- By 2026, we will organise an engagement survey every two years at all of our production facilities, and by 2030, we will do so in all of our branches around the world.

KPI's:

- % staff turnover (per branch)
- Number of training hours per employee per year
- % of employees taking part in performance and development interviews

% staff turnover (per branch)

The 2024 staff turnover figure for the entire Soudal group was **13%**. We intend to reduce this to 11% by 2030.

Average number of training hours

Male employees	8.8
Female employees	7.8
Total	8.6

Number of training hours per employee per year

In 2024, our employees spent a total of 36,613 hours on courses and training. Male employees made up 27,786 of these hours, while female employees spent 8,827 hours in training. Male employees took 8.8 hours of training per person on average, while female employees took 7.8 hours.

The resulting average is 8.6 hours per employee, per year. This low figure is partly down to **incomplete reporting at some branches**, in particular for on-the-job training. In 2025, we will start making the right reporting tools available to our branches, and we expect to see a rapid rise in these figures as a result.

% of employees taking part in performance and development interviews

Male employees	52%
Female employees	38%
Total	48%

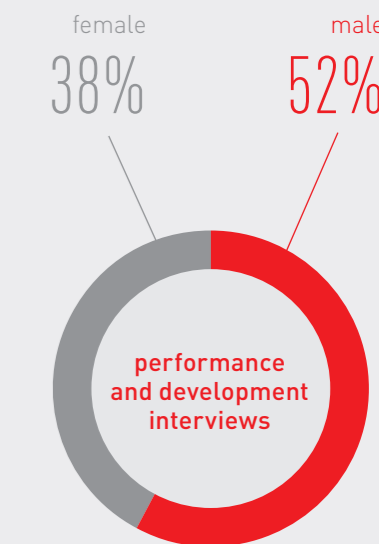
% of employees taking part in performance and development interviews

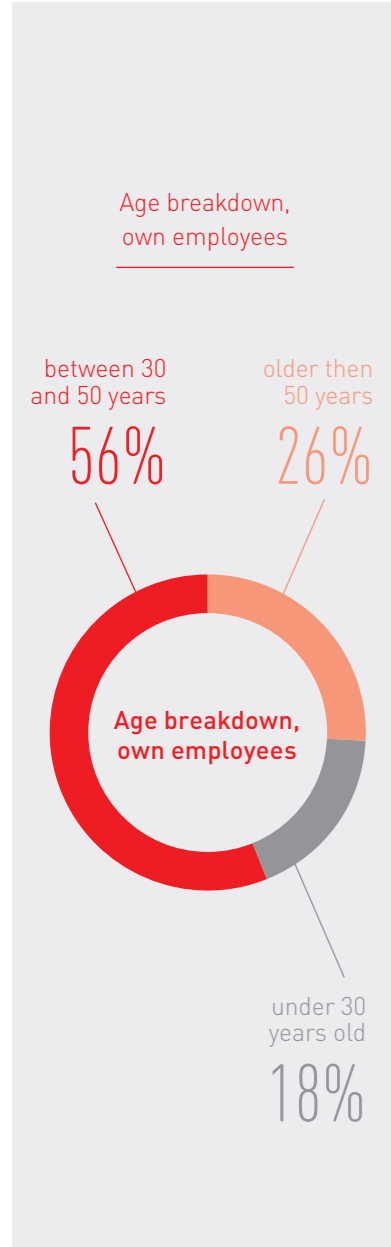
In 2024, we offered a performance and/or development interview to all employees at all of our branches. **2,065 employees** — a figure corresponding to 48% of our workforce — effectively took part in these interviews. More specifically, 52% of male employees took up the offer, and 38% of female employees did. Respectively, this amounts to 1,638 male and 427 female employees. Over the coming years, we intend to improve these figures by rolling out our Advances Leadership Programme, by bolstering our culture of feedback, and by improving our internal reporting.



Target

% of employees taking part in performance and development interviews





Additional figures
Diversity figures

• **Gender diversity**

Soudal employed 4,273 employees in 2024, **1,197** of which were **women**. The number of female employees at Soudal continues to rise, especially at higher levels. Within our business, 179 employees work in **top management positions**, and 19% of these are women. Two issues persist at the top management level: long length of service and extremely low staff turnover. As a result, we have hardly had to find any replacements for these positions over the past few years. One thing we are seeing is increased and expanding female representation at the level just below.

Gender	Headcount (31/12/2024)	Top management level
Male	3,304 (73%)	145 (81%)
Female	1,197 (27%)	34 (19%)
Other	0	0
Not reported	0	0
Total	4,501	179

• **Age diversity**

Both in Belgium and around the world, our employees are neatly spread across the different age categories. For example, 18% (755 people) of our employees are under the age of 30, 56% (2,405 people) are aged between 30 and 50, and 26% (1,113 people) are over the age of 50.

• **Cultural diversity**

As a multinational family business, we are proud of the different cultures within our company. In 2024, Soudal employed people from no fewer than **94 different nationalities**.

Work-life balance

In 2024, a total of 3,882 employees were entitled to **leave for family reasons** — 2,882 of these were male, and 1,000 female. This amounts to 92% of our entire workforce. Out of all employees entitled to this type of leave, 14% of male employees and 23% of female employees effectively took such leave, resulting in an average of 16%.

	Male	Female	Total
Number of employees entitled to family leave (headcount)	2,882	1,000	3,882
Percentage of employees entitled to family leave	92%	89%	91%
Percentage of employees entitled to family leave who effectively took such leave	14%	23%	16%

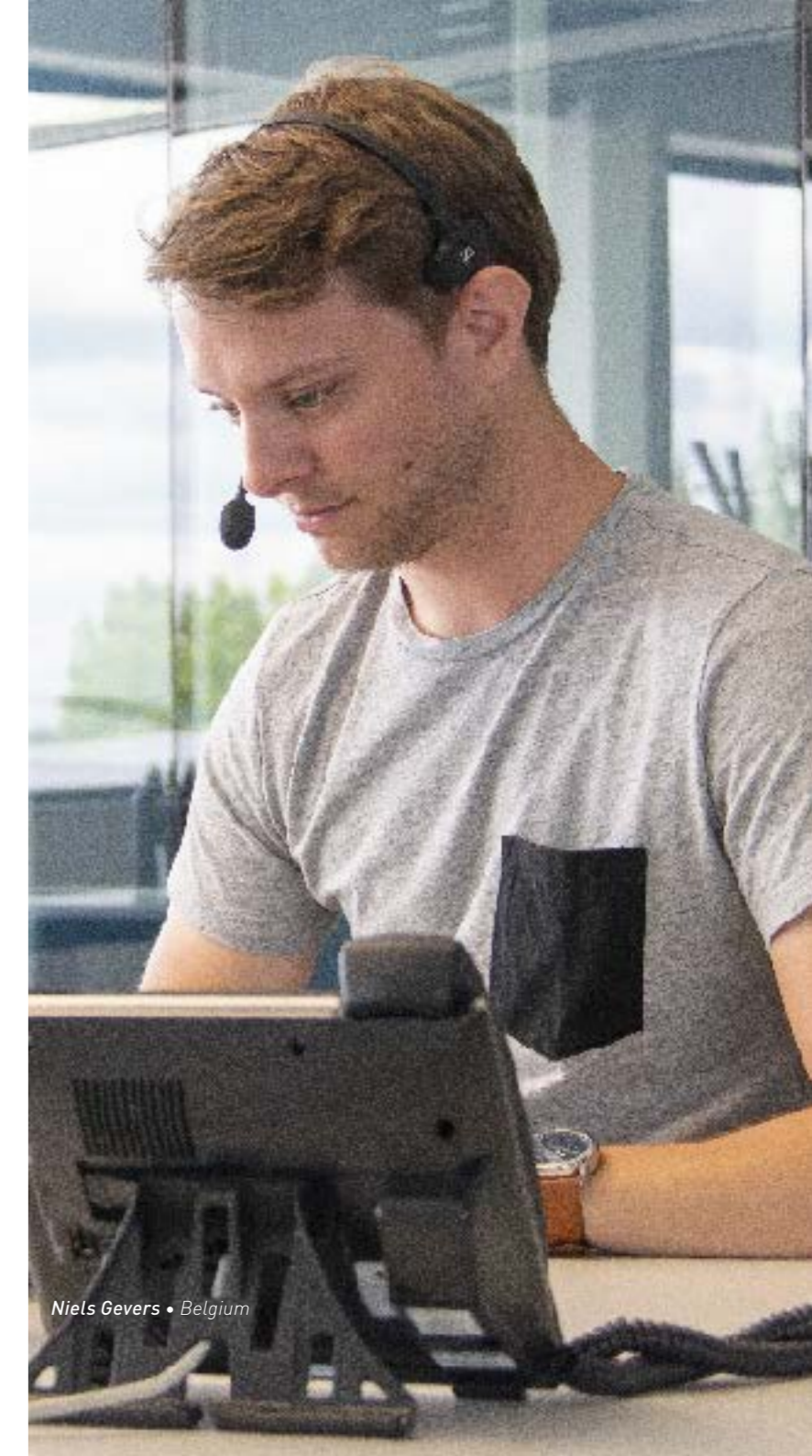
General workforce features

Most of our employees are on a **permanent contract** at Soudal. **Temporary contracts** are offered to replace permanent employees who are absent, and in particular, to deal with peaks in our workload.

2024	Male	Female	Other	Not reported	Total
Total number of employees (headcount)	3,304	1,197	0	0	4,501
Total number of permanent employees (headcount)	3,253	1,160	0	0	4,413
Total number of temporary employees (headcount)	51	37	0	0	88
Total number of employees on zero-hours contracts (headcount)	0	0	0	0	0
Total number of full-time employees (headcount)	3,216	1,075	0	0	4,291
Total number of part-time employees (headcount)	88	122	0	0	210

As a regional breakdown, this equates to:

	West	East	Total
Total number of employees (headcount)	2,814	1,767	4,501
Total number of permanent employees (headcount)	2,726	1,687	4,413
Total number of temporary employees (headcount)	88	0	88
Total number of employees on zero-hours contracts (headcount)	0	0	0
Total number of full-time employees (headcount)	2,607	1,761	4,291
Total number of part-time employees (headcount)	207	3	210



Niels Gevers • Belgium

Soudal employs more than 10% of its workforce in a single country.

Country	Number of employees (headcount)
Belgium	1,148

Soudal also has several employees in its workforce that are not on its payroll.

	2024
Total number of non-employees in own workforce	292
Total number of self-employed entrepreneurs in own workforce	0

In each of these instances, the headcount figure is calculated based on the number of employees at the end of the reporting period, i.e. on 31/12/2024.

Our HR-related actions in 2024

In 2024, we worked hard on our HR vision (see above), with a specific focus on the Advanced Leadership Programme, new job profiles and the implementation of career paths. Our jobs are categorised into **six different roles**, each with their own, specific skillset. This serves as a general framework to provide direction for development interviews. In future, we will develop more detailed career paths for all job families, so that we can offer even more targeted and intensive support to our employees. These roles apply to both new employees and current colleagues who wish to progress. On top of that, we worked on a **general onboarding programme and**

a **broad culture of feedback**. Existing initiatives, such as the (YOU) campaign and the Flowsparks training platform, were expanded from our headquarters to other branches over the course of 2024. Finally, we also developed a large number of new technical training courses, in close partnership with the department heads.

Outlook for 2025

In 2025, Soudal will remain committed to globalising its HR policy through the structured rollout of leadership training, policies and reporting tools:

- We will be rolling out the **Advanced Leadership Programme** and **Flowsparks** around the world.
- We will enable as many employees as possible (ideally 100%) to take part in **development interviews**.
- Through specific e-learning courses, we will bolster our commitment to **soft skills**. On top of that, we will continue to optimise and expand our training offer, including with courses on diversity and sustainability.
- We will be implementing tools to ensure all **training hours** and opportunities are correctly documented and reported around the world.
- We will be introducing our **Group Employer Handbook**, containing the International Code of Conduct and Ethics, our policies to combat corruption and bribery, and two new policies on Human Rights and Diversity, Equity and Inclusion.



Mauricio Gadea • TKK Slovenia

ESRS S2

Workers in the value chain

Our material impact

We feel responsible for all people who contribute to our value chain, right from the extraction of raw materials to the end product. We acknowledge that we will never have 100% definitive insight into human rights and working conditions in the extraction of raw materials, partly due to a lack of transparency. Over the coming years, we will be taking the necessary steps to create a full and accurate picture of our impact on the value chain, not only from an ethical perspective, but also to build sustainable relationships with our suppliers and contribute to fair living conditions for people around the globe.

Our double materiality assessment not only covers our operations, but the entire value chain too. For that reason, we also regard the working conditions of workers in this chain as material:

• Working conditions and human rights

As a buyer of mined and extracted raw materials, we acknowledge that guaranteeing proper working conditions in these links of the chain presents a challenge.

➔ Read more about our policy, our measures to protect workers in the value chain and our sustainable partner relationships below.

"To protect Soudal employees, we have adopted an International Code of Conduct and Ethics."

Our policy on workers in the value chain

To protect Soudal employees, we have adopted an **International Code of Conduct and Ethics**. Among other things, this code sets out our policy and procedures on human rights and working conditions. Our code of conduct is aligned with the UN's Universal Declaration of Human Rights and focuses on all human rights, with a special focus on child labour, forced labour, human trafficking and slavery.

In 2025, we expanded our policy toward our suppliers, and our **Supplier Code of Conduct** is now available on our corporate website. By using this code, we are imposing the same social standards and criteria on our suppliers as we do on ourselves (through the International Code of Conduct and Ethics), so that shared responsibility is guaranteed. In the selection and assessment of suppliers, the working conditions of their employees are an additional criterion. In case of doubt, we will enlist the help of a third party (such as **Sedex**) to reach a conclusive assessment. Soudal largely buys the raw materials, packaging and finished products it needs from major, **reputable suppliers who apply strict standards and similar codes of conduct, and** who do not allow any negligence in terms of working conditions. On top of that, we are committed to building long-lasting partnerships with our suppliers.

Our objective

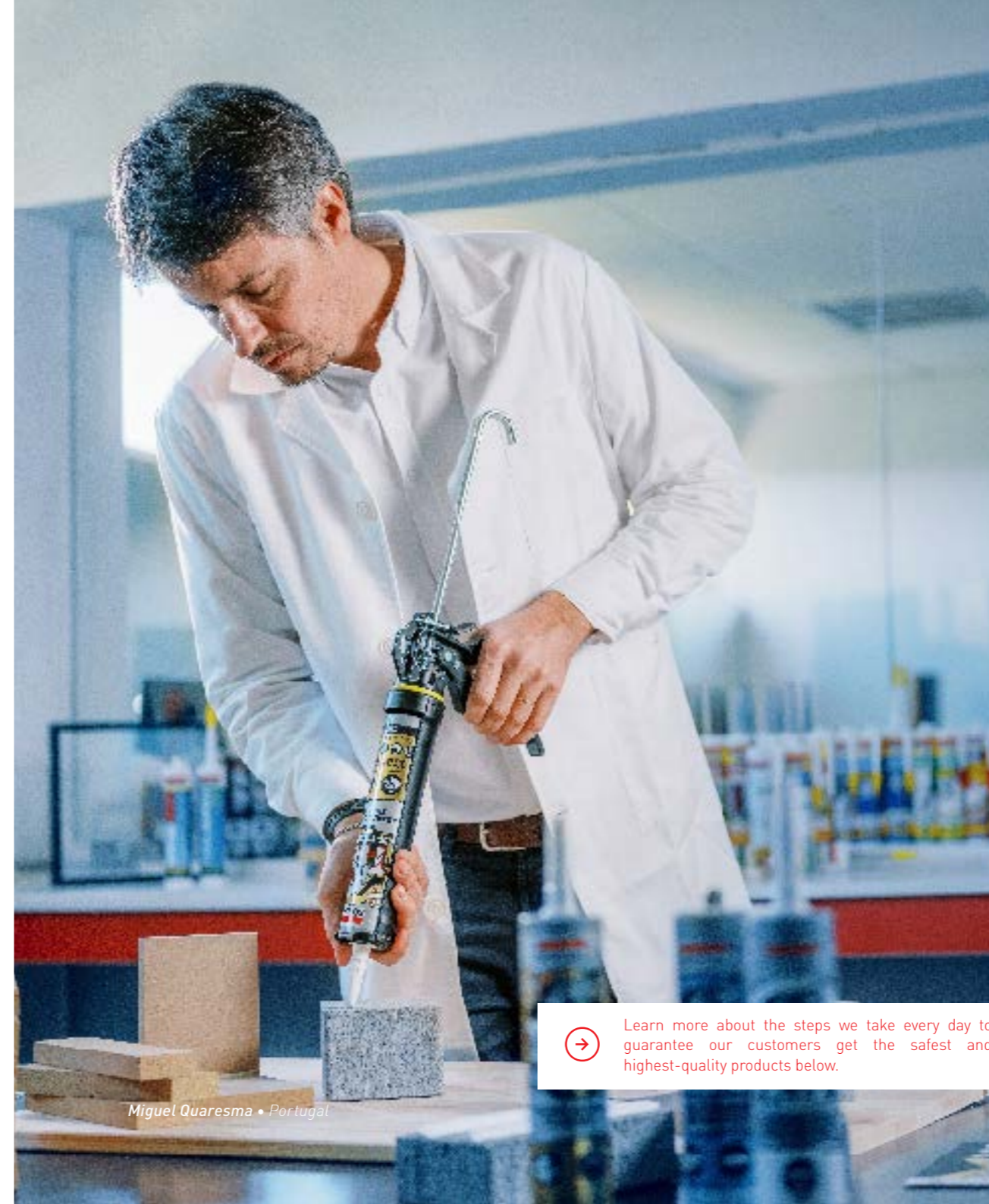
Target: In 2025, Soudal will actively work to communicate its Supplier Code of Conduct.

Our actions in relation to workers in the value chain in 2024

To ensure that our suppliers set the bar as high as we do (in terms of sustainability and elsewhere), we developed a Supplier Code of Conduct in 2024.

Outlook for 2025

We will continue to take stock of our impact, including via Sedex. From 2025 onward, we will actively be working to **communicate our Supplier Code of Conduct to our suppliers**, and to implement and monitor it. What's more, we will be solidly embedding this code of conduct in our procurement procedures by clearly referencing it on purchase orders and through sophisticated supplier assessments and specific audits in cases of doubt. On top of that, we will be expanding our **whistle-blower mechanism**.



Miguel Quaresma • Portugal



Learn more about the steps we take every day to guarantee our customers get the safest and highest-quality products below.

ESRS S4

Product safety

We are constantly investing in **innovation and R&D** so we can offer an advanced range of products. Soudal develops chemical products that may impact the health of end users if used incorrectly. For that reason, product safety is of the utmost importance to us, and this topic was recognised as material in our double materiality assessment. We identified the following impacts, risks and opportunities in relation to this topic:

- **Production safety**
We are constantly assessing and improving our formulas to minimise the potential risks to users and guarantee the safety of our products.
- **Product transparency**
Transparent communication is important to us. Our packaging contains clear instructions for use, and our customers can access technical data sheets for all of our products via our website.
- **Product quality**
Through diligent quality controls, we make sure that our products comply with all safety and industry standards, as well as the specifications of our customers.



Our policy on product safety

Product safety is a core value at Soudal. We strive to offer high-quality, environmentally friendly products that are **safe at every stage**: from production to processing and final application. Product safety is an inextricable part of our business model and helps us bolster our position as a market leader and pioneer in the sector.

Proactive action serves as the core thread in our safety policy. We don't sit back and wait until the law changes — instead, we prioritise the development of products with less of an impact on health. We also keep a close eye on consumer trends, so that we can respond quickly to new market demands. To us, safety is not just a requirement — it also serves as the driving force for growth and innovation.

We avoid using raw materials that may be harmful as much as possible — whether that's to people or the environment — including CMR substances (carcinogenic, mutagenic or toxic to reproduction) and SVHCs (substances of very high concern). On top of that, we are constantly investing in R&D to develop safer solutions, such as water-based products and alternatives to CMRs and SVHCs. This is an ongoing process, given the fact that the legislation on harmful substances is constantly evolving. We also take into account the list of 'most harmful chemicals' introduced as part of the European Green Deal.

We inform our end users through clear **labels and certificates**, so that they can make safe and sustainable choices. As technical details can often be complex,

recognised standards and certifications offer reassuring guidance. If our customers have any questions or complaints, they can use the contact page on our website, which is available for every separate country. On top of that, we often attend trade fairs for the construction industry, at which our customers get the chance to talk to us directly.

Our 2024 targets and measurement

We are actively committed to **eliminating CMRs** in our production processes and prevent them from ending up in the environment. For each product category, we are realising at least one top-priority sustainability project. The outcome is safer raw materials and improved product safety, both during production and during processing and final application by our end users

Soudal goes beyond the legal requirements and current market demand alone, and is constantly pursuing continuous improvement as a **market leader**. We don't see targets as the end of the journey, but as steps in a process of constant progress instead. Our growth serves as a direct result. Where possible, we strive to obtain certificates and meet higher standards, and we remain committed to ongoing and new projects around product safety.

Our actions in relation to product safety in 2024

Through countless initiatives, we are constantly making our products safer. To name just one example, we keep expanding our **Soudal Healthy House range** to contribute to a healthy living environment (see 'Product innovation'). Other actions include:

Training

Training plays a crucial role in safe use of our products, both **by professionals and DIYers**. Clear instruction videos are available online for over 80% of our products, often in several languages. On top of that, we are developing online training courses on the safe use of PU foam together with colleague manufacturers. Every PU product in Europe contains a QR code that refers directly to this multilingual training page. We also shared our own online training system with a customer, enabling them to train their employees using our product training sessions. What's more, we regularly organise training courses for our trainers, leaving them able to provide additional training to professional end users. We also regularly offer training on the safe use of our products at our own factories.

Fewer harmful substances

Over the past few years, Soudal has removed countless harmful substances from its products. Among other things, we have eliminated CMR substances and reduced our use of substances that have recently been categorised as higher risk. By closely monitoring all **product evolutions**, we are able to keep meeting the highest safety and environmental standards.

Outlook for 2025

Over the coming years, we will remain committed to offering training, both physically and online. On top of that, we will continue to expand our Soudal Healthy House range.

"Soudal goes beyond the legal requirements and current market demand alone, and is constantly pursuing continuous improvement as a market leader."



GOVERNANCE

Better growth through responsible entrepreneurship

At Soudal, sustainable business and growth go hand in hand. As a family business, we invest in long-term, reliable relationships with suppliers, based on transparency and shared values. Ethical conduct forms the core of our corporate culture and is embedded in our daily operations.

Economic growth is a driving force for Soudal: we create jobs and are strengthening our position worldwide. Our growth strategy combines targeted acquisitions with organic growth through investments in innovation, expanding our production capacity and talent development.

These are our material topics

→ Responsible entrepreneurship P 124

→ Economic growth P 128



Manja Robič-Zima, Petra Kompare Rabič
• TKK Slovenia

ESRS G1

Responsible entrepreneurship

Our material impacts, risks and opportunities

Responsible entrepreneurship is paramount at Soudal and is a logical consequence of our activities and way of working. Our materiality assessment revealed the following impacts, risks and opportunities:

- **Ethical behaviour and fighting corruption**
Soudal does not tolerate bribery, corruption or human rights violations and takes measures to prevent them. We not only expect this attitude from our own people, in all our branches, but also from our partners.
- **Procurement policy**
We pursue a sustainable procurement policy and invest in long-term relationships with fixed partners.
- **Risk management**
Soudal identifies its (business) risks, which enables it to respond in a proactive manner.
- **Transparency and open communication**
We engage in open communication through numerous channels and aim for 100% transparency for all our stakeholders.
- **Partnerships for sustainable entrepreneurship**
By forging partnerships, we seek to accelerate sustainable entrepreneurship and make a greater contribution.



Read more about our policy on responsible entrepreneurship and our measures to promote ethical behaviour and sustainable entrepreneurship below.

Ethical behaviour at Soudal

Ethical behaviour and responsible entrepreneurship are deeply embedded in our family corporate culture and form the basis of business operations within the Soudal Group. Therefore, it is essential that we promote these values on a daily basis in everything we do.

We do not tolerate bribery, corruption or human rights violations in any of our branches. In our **International Code of Conduct and Ethics**, we describe how our employees can perform their duties in a proper and ethical manner. The majority of our employees have signed the code of conduct. New employees read and sign it during the first week of their onboarding process, so that the principles remain firmly embedded in our company. Anti-bribery and anti-corruption are crucial pillars in this respect, for which additional policies will be drafted in 2025.

An internal reporting channel allows our employees to report complaints or concerns. This **whistleblower policy** is based on the EU Whistleblower Directive². We are also working on a **Human Rights Policy**.

Lastly, we communicate in an **honest and transparent** manner about all our sustainable efforts. We set ambitious targets and report our progress in line with the Corporate Sustainability Reporting Directive (CSRD).

Our suppliers' ESG policy

We build lasting partnerships by focusing on **long-term relationships** with fixed partners. When selecting suppliers, ethical values and standards are important parameters alongside quality and price. The availability of raw materials remains a challenge, but thanks to our fixed partners, we increase security of supply. We have maintained strong relationships with our raw material suppliers, service providers and banks for many years. Transparency is key for us: we know our partners inside out and can ask them targeted questions.

We prefer to work with large, established suppliers that have been investing in due diligence in the supply chain for years and have the resources to tackle it comprehensively. Our partners are companies that consider ethical behaviour and responsible entrepreneurship to be extremely important, both in their organisation and in their production facilities. We select them based on their expertise and ability to ensure ethical standards throughout the chain.

Starting in 2025, we will actively share our **Supplier Code of Conduct** with our suppliers, as well as focus on its implementation and follow-up. This code of conduct describes our values and standards and communicates them to our suppliers.

"Ethical behaviour and responsible entrepreneurship are deeply embedded in our family corporate culture and form the basis of business operations within the Soudal Group."

² - <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32019L1937>

2024 targets and measurement

Target: Soudal invests in long-term relationships. We look after our customers and suppliers and expect them to do the same for others. We have an absolute zero tolerance of corruption and other unethical behaviour. We also strive to ensure that all our employees (100%) read and sign our internal International Code of Conduct and Ethics.

KPI's:

- Percentage of employees who have signed the International Code of Conduct and Ethics
- Number of convictions (and amount of fines) for violating anti-corruption and anti-bribery laws

Percentage of employees who have signed the International Code of Conduct and Ethics

Currently, **78% of our employees** have read and signed our International Code of Conduct and Ethics. Our goal is to increase this figure to 100%. To this end, we will support our branches more actively and switch completely to Flowsparks to facilitate reading and signing the code. With improved monitoring and documentation, we are confident that we will soon achieve this goal.

Number of convictions for violating anti-corruption and anti-bribery laws

Soudal attaches great importance to proper and ethical behaviour. Since our incorporation in 1966, we have never faced a conviction for corruption or bribery. Therefore, our target is to ensure this **figure remains at zero**.

Our actions related to responsible entrepreneurship in 2024 International Code of Conduct and Ethics

Our International Code of Conduct and Ethics defines our rules and aims to ensure that **all Soudal employees** follow the rules and laws and act with integrity. We regularly organise training courses to show our employees how to recognise and prevent cases of corrupt behaviour. Open and transparent communication also comes into play. We continuously review and update the content of our code of conduct to ensure the document fully reflects our values and standards. In 2024, we developed a specific anti-corruption and anti-bribery policy.

Supplier Code of Conduct

We developed our Supplier Code of Conduct in 2024, communicating our **ethical values and standards** to our suppliers.

Cooperation with Sedex

Since 2024, we have worked with Supplier Ethical Data Exchange (Sedex), a non-profit organisation that supports **responsible and ethical entrepreneurship in the supply chain**. The Sedex tool allows us to screen and evaluate critical

suppliers in terms of ethical behaviour and other sustainability aspects. This provides valuable insights into our global supply chain and helps us quickly identify potential risks. By combining Sedex analyses with our Supplier Code of Conduct and scope 3 emissions data, we will be able to make more informed choices when purchasing raw materials in the future.

Supplier survey

We use specialised software to survey our suppliers in a straightforward and efficient manner about **ethical behaviour and sustainable entrepreneurship**. For example, the new tool offers a dashboard that allows us to record all the data, making it clear and traceable. In 2024, we drew up specific questionnaires, which we will send to our suppliers in 2025. Among other things, we check whether they work with Sedex, whether they have a sustainability report and strategy, and what hazardous substances they use. Thanks to the new tool, from now on our supplier survey and follow-up will be much faster and easier.

EcoVadis

Soudal attaches increasing importance to ecological scores such as EcoVadis. In 2024, we took important steps to improve our **EcoVadis score**, such as by improving the way we communicate our efforts. We also gained valuable insights into the factors affecting our score and the actions needed for improvement, such as detailing our policies.



Francis Essel Ampah, Waqar Satar • Dubai

Outlook for 2025

In 2025, we will actively share our Supplier Code of Conduct with our suppliers and expect their performance to align with the **outlined standards**. We also continue to **formalise our values and standards** by setting them down in concrete policies. We are fully committed to ethical behaviour and sustainable entrepreneurship and are introducing specific training to combat bribery and corruption. Lastly, we will actively survey our suppliers via our new tool, which will give us greater insight into their sustainability performance.



Hugo Rodrigues, Lara Christon • Portugal

SODAL TOPIC

Economic growth

Our material impacts, risks and opportunities

Economic growth is a key driver for Soudal. Our **robust growth** makes us stronger: the scale of our production gives us a competitive advantage, while our geographical spread means we are close to our raw materials and markets. Our reputation as a growing, robust and healthy company is also an asset for attracting new employees. At the same time, our growth brings many challenges, such as exposure to various geopolitical risks.

Our materiality assessment yielded the following material impacts, risks and opportunities related to economic growth:

- **Economic prosperity**
As Soudal continues to grow, we create jobs and have a positive impact on economic prosperity. We continue our geographical expansion both organically and through acquisitions.
- **Job creation**
Soudal creates many jobs through its activities.

- **Cyberattacks**
Cyberattacks could result in leaks of confidential information. Our continued expansion makes it more challenging to monitor our corporate culture and our physical and digital security.

→ Read more about our policy for growth and measures to boost economic progress below.

Our economic growth policy

Growth and expansion are key to our mission and vision. We focus on prudent, long-term investments because that growth must be **healthy and responsible**. Our growth strategy rests on two pillars: entering new markets, including through strategic acquisitions, and organically increasing market share in each country through investments in innovation, talent and production capacity.

For 60 years, ambition and expansion have been at the core of everything we do. We aim to become the largest independent player in our industry worldwide. We achieve this step by step, focusing on sustainable economic growth. In doing so, we remain true to our mission: **to grow as a company, as an employer and as a climate-conscious, socially responsible business**.

Sustainable expansion requires continuous **investments** in people, technology, capital and raw materials. Our ambitious investment strategy strives for average organic growth of

between 5% and 10% a year and strengthens our position as a world leader in putties and PU foam. For example, we are currently building a new site in China.

Our **31 production sites** spread across five continents means we are ideally placed to optimally respond to regional markets. Our production sites are designed to operate safely and sustainably, with respect for employees and local communities. Organising our production close to our markets means we also reduce CO₂ emissions resulting from transport. Moreover, we prefer to purchase raw materials from suppliers located close to our production sites. We opt for multiple sources to increase security of supply.

Our **global spread** makes us resilient and protects us from economic or geopolitical fluctuations. But above all, it is our people who determine our success. We continue to attract talent globally, invest in expertise and create new jobs - both through organic growth and acquisitions.

Our ambition is clear: to achieve an **annual revenue of two billion euros** by 2030. However, this growth will not be achieved at the expense of our responsibility: we continue to invest in our role as a reliable employer and as a socially responsible expert in putties, PU foam and adhesives.

"Our growth strategy rests on two pillars: entering new markets, including through strategic acquisitions, and organically increasing market share in each country through investments in innovation, talent and production capacity."

2024 targets and measurement

Target: Soudal aims to become the world's largest independent manufacturer and service-oriented supplier of putties, adhesives and PU foam for professional construction, retail and industry.

KPI's:

- Headcount
- Revenue growth

Headcount

In 2024, our global workforce increased from 4,115 to **4,501 employees**. This growth was partly organic, due to our increasing sales figures, and partly the result of an acquisition. Our team also continues to steadily expand in Belgium.

Revenue growth

Revenue is a key KPI for monitoring our growth. In 2024, our revenue increased by 9,3% compared to 2023. This growth is mainly due to our **largest acquisition to date: Durante Adesivi**, which provided an increase in revenue of 90 million euros. In addition, organic growth remains a key driver of our progress.

Our actions related to economic growth in 2024

For almost 60 years, we have followed a **steadfast growth** trajectory aimed at sustainable and structural expansion.

Investment is part of our DNA: we expand our market share through innovation, market development and strategic growth. We constantly increase our production capacity to support our organic growth. For example, we are building a new plant in China, recently opened a new branch in Switzerland and expanded Plant 5 in Turnhout. At the same time, we continue to modernise and optimise existing sites to increase efficiency and productivity to respond to dynamic market demand.

At Soudal, growth is the result of **daily, global efforts**.

Our sales people stay in close contact with (potential) customers, our engineers develop innovative products, and our production teams continuously strive for optimisation. Everything we do contributes to our growth and strengthens our market position.

This growth is only possible thanks to our employees. We continue to attract **talent globally**, invest in expertise and build a strong organisation. By working smarter, developing better products and continuously refining our market strategy, we ensure that Soudal makes progress in every country.

We also accelerate our growth through strategic acquisitions. In January 2024, we made our largest ever acquisition: the Italian adhesive producer Durante Adesivi. This acquisition reinforces our international ambitions in adhesives and industrial applications.

Lastly, in 2024, the Soudal group also signed the **'Antwerp Declaration'**, which calls for a European Industrial Agreement to complement the EU Green Deal. This agreement advocates the protection of quality jobs in Europe.

Outlook for 2025

In 2025, we will continue our ambitions for growth. In 2024, we invested heavily in **talent and production capacity** by hiring new employees and building additional plants. These investments will pay off in 2025.

In the coming years, we will continue to invest in **Japan, China, Slovenia, Turkey, Poland and Italy. Plant 5** in Turnhout will also be expanded with additional production lines for hybrid adhesives and putties. Furthermore, we acquired a majority stake in Sharp Chemical, a Japanese producer and distributor of putties and adhesives for professional construction, industry and DIY. This collaboration opens the door for further growth in Japan.



MATERIAL IRO'S

ESRS 2 IRO-1

Legend
 I = Impact KT = Short term
 R = Risk MT = Medium term
 O = Opportunity LT = Long term

Impact domain	Topics in DMA	ESRS standard	IRO	Positive/negative	Actual/potential	Time horizon	Location in the value chain	Name	Description
Climate action	Sustainable and passive construction	Company-specific	I	Positive	Actual	ST	Downstream	Sustainable and passive construction	Soudal produces a vast range of insulation and sealant products that facilitate sustainable and passive construction.
			O		Actual	ST	Downstream	Renovation trend	The current trend for renovation, the need for energy-efficient buildings and the increased demand for insulation materials present a major opportunity for Soudal.
	Climate action	ESRS E1	I	Negative	Actual	ST	Own activities	Scope 1 and 2 emissions	Soudal causes direct and indirect emissions through its processes and the energy consumed at its buildings (scope 1 and 2 emissions).
	ESRS E1	I	I	Negative	Actual	ST	Own activities	Scope 3 emissions	Soudal causes indirect emissions in its value chain through the procurement of raw materials, goods and services, and capital goods such as buildings.
			R		Potential	MT/LT	Own activities	Stricter climate legislation	Stricter (European) legislation with measures such as a carbon tax may lead to an unlevel playing field and unfair competition from non-European actors.
			R		Actual	MT/LT	Own activities	Climate transition	The transition to a climate-neutral economy requires major investments in technology and resources to reduce energy consumption and emissions. Failure to achieve CO2 targets may lead to reputational damage.
			I	Positive	Actual	ST	Own activities	Local production chains	Soudal is strongly committed to local production, close to the target market.

			I	Negative	Actual	ST	Value chain	Transport	The transport of goods (internally, inbound and outbound) accounts for a significant part of Soudal's CO2 footprint. The large number of company cars within the group only serves to aggravate this.
Protecting the environment	Pollution and emissions	ESRS E2	I	Negative	Actual	ST	Own activities	Air quality	Soudal uses solvents and other substances that a detrimental impact on air quality in its production processes.
			I	Negative	Actual	ST	Own activities	Environmental pollution from products	Soudal's products may be harmful to the environment when used and during their lifetime.
		I	Negative	Actual/potential	ST	Own activities	Substances of (very) high concern	Some of the products Soudal uses are classified as substances of (very) high concern (SVHCs). When released, these may have a severe impact on the environment and public health.	
	Water consumption	ESRSE E3	I	Negative	Actual	ST	Own activities	Water consumption	Soudal uses a limited amount of water in its production processes. Water is mainly used for sanitary purposes.
	Biodiversity	ESRS E4	I	Negative	Actual	ST	Upstream	Biodiversity loss through chemical pollution and the extraction of raw materials and fuels	Chemical pollution is one of the main causes of biodiversity loss. The extraction of fossil resources, fossil fuels and minerals has direct consequences for biodiversity in the form of habitat loss and pollution, and indirect consequences in the form of climate change.
Circular production chains	Procurement policy - sustainable raw materials	ESRS E5	I	Negative	Actual	ST	Own activities	Use of (fossil) resources	Soudal purchases many different types of raw materials, both of fossil and other origin.
			I	Positive	Actual	ST	Own activities	Use of renewable or recycled raw materials	Where possible, Soudal uses recycled or renewable raw materials in its products. Due to limited availability and high prices, the volumes involved are fairly small for the time being. Increasing these volumes will help Soudal reduce its impact on the environment.
		R		Potential	MT	Upstream	Supply chain disruption	Disruptions in the supply chain may lead to production delays, higher costs and quality issues. Supply shortages and operational inefficiencies may harm the profitability and reputation of our company.	

			R		Potential	ST/MT	Upstream	Shortage of common raw materials	Specific raw materials used in Soudal products may be banned by the law (e.g. REACH), or may no longer be available due to shortages. If Soudal were to have no alternatives for these raw materials, this could lead to loss of profit and customers.
	Circular packaging	ESRS E5	I	Negative	Actual	ST	Own activities	Use of packaging	Soudal makes use of a range of packaging, from cardboard to steel.
			I	Positive	Actual	ST	Own activities	Circular packaging	Soudal intends to reduce the amount of packaging and opts for recycled and recyclable materials where possible to reduce the amount of packaging waste.
	Waste and end-of-life	ESRS E5	I	Negative	Actual	ST	Own activities	Waste	As things stand, the waste generated during our production processes, i.e. residual waste, is not always properly separated and recycled. Hazardous waste makes up a significant share of Soudal's waste flow.
			R		Actual	ST	Downstream	Uneven playing field due to different legislation	An uneven playing field leads to unfair competition and higher costs. Among other things, this is the case for the various international sets of legislation in the field of waste processing, such as stricter European recycling rules.
			I	Negative	Actual	ST	Own activities, downstream	Product recycling	Recycling Soudal products presents a major challenge. Once our foams and adhesives have been applied (often in small quantities), they bond with other materials. This makes it extremely difficult to separate them and reduce them to new raw materials.
			I	Positive	Actual	ST	Own operations	Recycled solvents	DNCP gives solvents a new lease of life by recycling them and bringing them back to the market.
Safety at work	Health and safety	ESRS S1	I	Positive	Actual	ST	Own activities	Enjoyable working environment and mental wellbeing	Soudal is improving the mental wellbeing of its employees by organising team and sports activities, and by maintaining a healthy work-life balance.
			I	Negative	Actual	ST	Own activities	Health and safety of our own workforce	The conditions in the workplace can have an impact on the health and safety of our employees.

			I	Positive	Actual	ST	Own activities	Manageable workload	Through its commitment to automation and ergonomics, Soudal is making its work more enjoyable and comfortable for its employees.
Sustainable employment	Careers for life	ESRS S1	I	Positive	Actual	ST	Own activities	Sustainable careers	Soudal creates job and development opportunities for its employees to help them achieve lasting careers.
			R		Actual	ST	Own activities	War for talent	Given the shortages in several occupations (including technical staff, blue-collar workers and engineers), finding the right people can be more of a challenge.
			0		Potential	MT/LT	Own activities	Automation	Automation reduces the need for new employees
			I	Positive	Actual	ST	Own activities	Training	Through training, Soudal seeks to utilise and develop the talent and potential of our employees as optimally as possible.
Global entrepreneurship on a human scale	Diversity	ESRS S1	I	Positive	Actual	ST	Own activities	Diversity and inclusion in the workplace	Soudal wishes to create a working environment in which everyone can be themselves. We offer opportunities for all, regardless of someone's cultural background, nationality, gender, age, stage of life and so on.
	Corporate culture with a family feel	ESRS S1	I	Positive	Actual	ST	Own activities	Corporate culture with a family feel	Soudal is taking countless initiatives to maintain the family feel in its corporate culture.
			I	Positive	Actual	ST	Own activities	Standards and values	All of Soudal's branches live by the company's standards and values.
			0		Actual	ST	Own activities	Entrepreneurial culture	An entrepreneurial culture leads to growth and progress.
Responsible entrepreneurship	Workers in the value chain	ESRS S2	I	Negative	Potential	ST/MT/LT	Upstream and downstream	Working conditions and human rights	Human rights and proper working conditions cannot always be guaranteed in our value chain. This is a particular focal point at the start of the chain, during the extraction of raw materials.
Continuous product innovation	Product safety	ESRS S4	I	Positive	Actual	ST	Own activities	Product safety	Soudal develops products that are safe for end users.

			I	Positive	Actual	ST	Own activities, downstream	Product transparency	Soudal offers technical data sheets for all of its products to its customers and on its website.
			I	Positive	Actual	ST	Own activities	Product quality	Through diligent quality controls, Soudal makes sure that its products comply with all industry standards, as well as the specifications of our customers.
Responsible entrepreneurship	Responsible entrepreneurship	ESRS G1	I	Positive	Actual	ST	Own activities	Ethical behaviour and combating corruption	Soudal acts ethically and is taking measures to combat corruption.
			I	Negative	Actual	ST	Own activities	Procurement policy	For the time being, Soudal does not assess its suppliers based on ESG criteria.
			I	Positive	Potential	MT/LT	Own activities	Partnerships for sustainable entrepreneurship	By forging partnerships, Soudal seeks to accelerate sustainable entrepreneurship and make a greater contribution.
			I	Positive	Actual	ST	Own activities	Risk management	Soudal identifies its (business) risks, which enables it to respond in a proactive manner.
			I	Positive	Actual	ST	Own activities	Transparency and open communication	Soudal strives for transparency and open communication.
			R		Actual	ST	Own activities	Cyberattacks	There is a risk of confidential data being leaked due to cyberattacks.
Economic growth	Economic growth	Company-specific	I	Positive	Actual	ST	Own activities	Economic prosperity	By investing in acquisitions and growth, Soudal is contributing to economic prosperity.
			I	Positive	Actual	ST	Own activities	Job creation	Soudal creates many jobs through its activities.
Continuous product innovation	Continuous product innovation	Company-specific	I	Positive	Actual	ST	Own activities	Innovation and R&D	By investing in innovation and R&D, Soudal offers state-of-the-art products to its end users.
			I	Positive	Actual	ST	Own activities	Life cycle assessments and ecodesign	Soudal uses life cycle assessments and ecodesign to strive for products with minimal environmental and climate impact.
			O		Potential	MT/LT	Own activities	Product and market diversification	Innovation is a key driver for product and market diversification.



In early 2025, Soudal had a high-profile visit. The Flemish Industry Forum, a consultation platform consisting of the four largest industry federations and the Flemish Government, met for the first time in its existence outside the official residence of Flemish Minister-President Diependaele and had chosen Soudal for this purpose.

ESRS-TABLE

ESRS 2 IRO-2

ESRS requirement	Description	Section in report
ESRS 2	General disclosures	
ESRS 2 BP-1	General basis for preparation of sustainability statements	General Information
ESRS 2 BP-2	Disclosures in relation to specific circumstances	General Information
ESRS 2 GOV-1	The role of the administrative, management and supervisory bodies	Board of Directors Management Team
ESRS 2 GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Board of Directors Management Team
<i>ESRS 2 GOV-3</i>	<i>Integration of sustainability-related performance in incentive schemes</i>	<i>This disclosure requirement was not included in the annual report of 2024 but will be part of the report of 2025.</i>
<i>ESRS 2 GOV-4</i>	<i>Statement on due diligence</i>	<i>This disclosure requirement was not included in the annual report of 2024 but will be part of the report of 2025.</i>
<i>ESRS 2 GOV-5</i>	<i>Risk management and internal controls over sustainability reporting</i>	<i>This disclosure requirement was not included in the annual report of 2024 but will be part of the report of 2025.</i>
ESRS 2 SBM-1	Strategy, business model and value chain	Our Company
ESRS 2 SBM-2	Interests and views of stakeholders	How we engage our stakeholders
<i>ESRS 2 SBM-3</i>	<i>Material impacts, risks and opportunities and their interaction with strategy and business model</i>	<i>This disclosure requirement was not included in the annual report of 2024 but will be part of the report of 2025.</i>
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Our double materiality assessment
ESRS 2 IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	ESRS-table

ESRS E1	Climate change	Climate action
ESRS 2 GOV-3	Integration of sustainability-related performance in incentive schemes	This disclosure requirement was not included in the annual report of 2024 but will be part of the report of 2025.
ESRS E1-1	Transition plan for climate change mitigation	Soudal does not yet have a climate transition plan. This will be developed in the course of 2025.
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	This disclosure requirement was not included in the annual report of 2024 but will be part of the report of 2025.
ESRS 2 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Our double materiality assessment Material IRO's
ESRS E1-2	Policies related to climate change mitigation and adaptation	Our climate policy
ESRS E1-3	Actions and resources in relation to climate change policies	Our climate-related actions in 2024
ESRS E1-4	Targets related to climate change mitigation and adaptation	Our 2024 targets and measurements
ESRS E1-5	Energy consumption and mix	Our 2024 targets and measurements
ESRS E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Our 2024 targets and measurements
<i>ESRS E1-7</i>	<i>GHG removals and GHG mitigation projects financed through carbon credits</i>	<i>Not applicable for Soudal.</i>
<i>ESRS E1-8</i>	<i>Internal carbon pricing</i>	<i>Not applicable for Soudal.</i>
<i>ESRS E1-9</i>	<i>Anticipated financial effects from material physical and transition risks and potential climate-related opportunities</i>	<i>This disclosure requirement was not yet included in the 2024 Annual Report.</i>
ESRS E2	Pollution	Protecting the environment
ESRS 2 IRO-1	Description of the processes to identify and assess pollution-related impacts, risks and opportunities	Our double materiality assessment Material IRO's
ESRS E2-1	Policies related to pollution	Our policy on the environment
ESRS E2-2	Actions and resources related to pollution	Our 2024 targets and measurement
ESRS E2-3	Targets related to pollution	Our 2024 targets and measurements
ESRS E2-4	Pollution of air, water and soil	Our 2024 targets and measurements

ESRS E2-5	Substances of concern and substances of very high concern	Our 2024 targets and measurements
ESRS E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	This disclosure requirement was not yet included in the 2024 Annual Report.
ESRS E3	Water and marine resources	Water consumption
ESRS 2 IRO-1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	Our double materiality assessment Material IRO's
ESRS E3-1	Policies related to water and marine resources	Our policy on water consumption
ESRS E3-2	Actions and resources related to water and marine resources	Our actions related to water consumption in 2024
ESRS E3-3	Targets related to water and marine resources	Our 2024 targets and measurements
ESRS E3-4	Water consumption	Our 2024 targets and measurements
<i>ESRS E3-5</i>	<i>Anticipated financial effects from water and marine resources-related impacts, risks and opportunities</i>	<i>This disclosure requirement was not yet included in the 2024 Annual Report.</i>
ESRS E4	Biodiversity and ecosystems	Biodiversity
<i>ESRS E4-1</i>	<i>Transition plan and consideration of biodiversity and ecosystems in strategy and business model</i>	<i>This disclosure requirement was not yet included in the 2024 Annual Report.</i>
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Our double materiality assessment Material IRO's
ESRS 2 IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	Our double materiality assessment Material IRO's
ESRS E4-2	Policies related to biodiversity and ecosystems	Our policy on biodiversity
ESRS E4-3	Actions and resources related to biodiversity and ecosystems	Our targets, actions and measurements in 2024
ESRS E4-4	Targets related to biodiversity and ecosystems	Our targets, actions and measurements in 2024
ESRS E4-5	Impact metrics related to biodiversity and ecosystems change	Our targets, actions and measurements in 2024
<i>ESRS E4-6</i>	<i>Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities</i>	<i>This disclosure requirement was not yet included in the 2024 Annual Report.</i>

ESRS E5	Resource use and circular economy	Circular production chains
ESRS 2 IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	Our double materiality assessment Material IRO's
ESRS E5-1	Policies related to resource use and circular economy	Our policy on circularity
ESRS E5-2	Actions and resources related to resource use and circular economy	Our actions related to circularity in 2024
ESRS E5-3	Targets related to resource use and circular economy	Our 2024 targets and measurements
ESRS E5-4	Resource inflows	Our 2024 targets and measurements
ESRS E5-5	Resource outflows	Our 2024 targets and measurements
<i>ESRS E5-6</i>	<i>Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities</i>	<i>This disclosure requirement was not yet included in the 2024 Annual Report.</i>
ESRS S1	Own workforce	Safe and healthy work and Together towards a sustainable HR
ESRS 2 SBM-2	Interests and views of stakeholders	How we engage our stakeholders
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Our double materiality assessment Material IRO's
ESRS S1-1	Policies related to own workforce	Our policy on safe and healthy work Our HR policies
ESRS S1-2	Processes for engaging with own workers and workers' representatives about impacts	Our HR policies
ESRS S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	Our HR policies
ESRS S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Our actions on safe and healthy work in 2024 Our HR-related actions in 2024
ESRS S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Our 2024 targets and measurements
ESRS S1-6	Characteristics of the undertaking's employees	Our 2024 targets and measurements
ESRS S1-7	Characteristics of non-employee workers in the undertaking's own workforce	Our 2024 targets and measurements

<i>ESRS S1-8</i>	<i>Collective bargaining coverage and social dialogue</i>	<i>Non material</i>
ESRS S1-9	Diversity metrics	Our 2024 targets and measurements
<i>ESRS S1-10</i>	<i>Adequate wages</i>	<i>Non material</i>
<i>ESRS S1-11</i>	<i>Social protection</i>	<i>Non material</i>
<i>ESRS S1-12</i>	<i>Persons with disabilities</i>	<i>Non material</i>
ESRS S1-13	Training and skills development metrics	Our 2024 targets and measurements
ESRS S1-14	Health and safety metrics	Our 2024 targets and measurements
ESRS S1-15	Work-life balance metrics	Our 2024 targets and measurements
<i>ESRS S1-16</i>	<i>Compensation metrics (pay gap and total compensation)</i>	<i>Non material</i>
<i>ESRS S1-17</i>	<i>Incidents, complaints and severe human rights impacts</i>	<i>Non material</i>
ESRS S2	Workers in the value chain	Workers in the value chain
ESRS 2 SBM-2	Interests and views of stakeholders	How we engage our stakeholders
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Our double materiality assessment Material IRO's
ESRS S2-1	Policies related to value chain workers	Our policy on workers in the value chain
ESRS S2-2	Processes for engaging with value chain workers about impacts	Our policy on workers in the value chain
ESRS S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Our policy on workers in the value chain
ESRS S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Our actions in relation to workers in the value chain 2024
ESRS S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Our objective

ESRS S3	Affected communities	Non material
<i>ESRS 2 SBM-2</i>	<i>Interests and views of stakeholders</i>	
<i>ESRS 2 SBM-3</i>	<i>Material impacts, risks and opportunities and their interaction with strategy and business model</i>	
<i>ESRS S3-1</i>	<i>Policies related to affected communities</i>	
<i>ESRS S3-2</i>	<i>Processes for engaging with affected communities about impact</i>	
<i>ESRS S3-3</i>	<i>Processes to remediate negative impacts and channels for affected communities to raise concerns</i>	
<i>ESRS S3-4</i>	<i>Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions</i>	
<i>ESRS S3-5</i>	<i>Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities</i>	
ESRS S4	Consumers and end-users	Product safety
ESRS 2 SBM-2	Interests and views of stakeholders	How we engage our stakeholders
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Our double materiality assessment Material IRO's
ESRS S4-1	Policies related to consumers and end-users	Our policy on product safety
ESRS S4-2	Processes for engaging with consumers and end-users about impacts	Our policy on product safety
ESRS S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Our policy on product safety
ESRS S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Our actions in relation to product safety in 2024
ESRS S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Our 2024 targets and measurement

ESRS G1	Business conduct	Responsible entrepreneurship
ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	Board of Directors Management Team
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Our double materiality assessment Material IRO's
ESRS G1-1	Corporate culture and business conduct policies and corporate culture	Ethical behaviour at Soudal
ESRS G1-2	Management of relationships with suppliers	Our suppliers' ESG policy
ESRS G1-3	Prevention and detection of corruption and bribery	Our actions related to responsible entrepreneurship in 2024
ESRS G1-4	Confirmed incidents of corruption or bribery	2024 targets and measurements
ESRS G1-5	<i>Political influence and lobbying activities</i>	<i>Non material</i>
ESRS G1-6	<i>Payment practices</i>	<i>Non material</i>



Sprint king Tim Merlier after another phenomenal victory for our Soudal Quick-Step team at the UAE Tour in February 2024.

DATA POINTS DERIVING FROM OTHER EU LEGISLATION

The table below provides an overview of ESRS data points that derive from other EU legislation, cf. ESRS 2 Appendix B and where this information can be found if deemed material.

Section	ESRS Standard	Datapoint deriving from other EU legislation	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Section
General disclosures	General disclosures (ESRS 2)	GOV-1	Board's gender diversity paragraph 21 (d)	•		•	General disclosures - Governance and due diligence - Our Board of Directors, Management Team
		GOV-1	Percentage of board members who are independent paragraph 21 (e)			•	General disclosures - Governance and due diligence - Our Board of Directors, Management Team
		GOV-4	Statement on due diligence paragraph 30	•			Not yet available
		SBM-1	Involvement in activities related to fossil fuel activities paragraph 40 (d) I	•	•	•	General disclosures - Our company - About Soudal
		SBM-1	Involvement in activities related to chemical production paragraph 40 (d) II	•		•	General disclosures - Our company - About Soudal
		SBM-1	Involvement in activities related to controversial weapons paragraph 40 (d) III	•		•	General disclosures - Our company - About Soudal

		SBM-1	Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) IV			•	General disclosures - Our company - About Soudal	
Environmental disclosures	Climate change (E1)	E1-1	Transition plan to reach climate neutrality by 2050 paragraph 14			•	Not yet available	
		E1-1	Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)			•	•	Not yet available
		E1-4	GHG emission reduction targets paragraph 34	•	•	•	Sustainability statements - Climate action - Our targets and measurement for 2024	
		E1-5	Energy consumption from fossil sources disaggregated by sources for high climate impact sectors paragraph 38	•			Sustainability statements - Climate action - Our targets and measurement for 2024	
		E1-5	Energy consumption and mix paragraph 37	•			Sustainability statements - Climate action - Our targets and measurement for 2024	
		E1-5	Energy intensity associated with activities in high climate impact sectors paragraph 40-43	•			Sustainability statements - Climate action - Our targets and measurement for 2024	
		E1-6	Gross scope 1, 2, 3, and total GHG emissions paragraph 44	•	•	•	Sustainability statements - Climate action - Our targets and measurement for 2024	
E1-6	Gross GHG emissions intensity paragraph 53-55	•	•	•	Sustainability statements - Climate action - Our targets and measurement for 2024			
		E1-7	GHG removals and carbon credits paragraph 56			•	Not applicable	

	E1-9	Exposure of the benchmark portfolio to climate-related physical risks paragraph 66	•	Omission
	E1-9	Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)	•	Omission
	E1-9	Location of significant assets at material physical risk paragraph 66 (c)	•	Omission
	E1-9	Breakdown of the carrying value of real estate assets by energy-efficiency classes paragraph 67 (c)	•	Omission
	E1-9	Degree of exposure of the portfolio to climate-related opportunities paragraph 69	•	Omission
Pollution (E2)	E2-4	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil paragraph 28	•	Sustainability statements - Protecting the environment - Our targets and measurement for 2024
Water and marine resources (E3)	E3-1	Water and marine resources 9	•	Sustainability statements - Water consumption - Our policy on water consumption
	E3-1	Dedicated policy paragraph 13	•	Sustainability statements - Water consumption - Our policy on water consumption
	E3-1	Sustainable oceans and seas paragraph 14	•	Sustainability statements - Water consumption - Our policy on water consumption



On 14 June 2024, the peloton of the Tour of Belgium passed in front of our Turnhout headquarters. Naturally, we went to massively support our Soudal Quick-Step riders!

		E3-4	Total water recycled and reused paragraph 28 (c)	●		Sustainability statements - Water consumption - Our targets and measurement for 2024
		E3-4	Total water consumption in m³ per net revenue on own operations paragraph 29	●		Sustainability statements - Water consumption - Our targets and measurement for 2024
	Biodiversity and ecosystems (E4)	SBM-3	Paragraph 16 (a) i	●		Sustainability statements - Biodiversity - Our material impact
		SBM-3	Paragraph 16 (b)	●		Sustainability statements - Biodiversity - Our material impact
		SBM-3	Paragraph 16 (c)	●		Sustainability statements - Biodiversity - Our material impact
		E4-2	Sustainable land/ agriculture practices or policies paragraph 24 (b)	●		Sustainability statements - Biodiversity - Our policy on biodiversity
		E4-2	Sustainable oceans/ seas practices or policies paragraph 24 (c)	●		Sustainability statements - Biodiversity - Our policy on biodiversity
		E4-2	Policies to address deforestation paragraph 24 (d)	●		Sustainability statements - Biodiversity - Our policy on biodiversity
	Resource use & circularity	E5-5	Non-recycled waste paragraph 37 (d)	●		Sustainability statements - Circular supply chain - Our targets and measurement for 2024
		E5-5	Hazardous waste and radioactive waste paragraph 39	●		Sustainability statements - Circular supply chain - Our targets and measurement for 2024
Social disclosures	Own workforce (S1)	SBM-3	Risk of incidents of forced labour paragraph 14 (f)	●		Sustainability statements - Together towards a sustainable HR - Our material impacts, risks and opportunities

		SBM-3	Risk of incidents of child labour paragraph 14 (g)	●		Sustainability statements - Safe and healthy working: Our material impacts, risks and opportunities, Together towards a sustainable HR: Our material impacts, risk and opportunities
		S1-1	Human rights policy commitments paragraph 20	●		Sustainability statements - Safe and healthy working: Our policy on safe and healthy working, Together towards a sustainable HR: our policy on HR
		S1-1	Due diligence policies on issues addressed by the fundamental International Labour Organization conventions 1 to 8, paragraph 21		●	Sustainability statements - Safe and healthy working: Our policy on safe and healthy working, Together towards a sustainable HR: our policy on HR
		S1-1	Processes and measures for preventing trafficking in human beings paragraph 22	●		Sustainability statements - Together towards a sustainable HR -Our policy on HR
		S1-1	Workplace accident prevention policy or management system paragraph 23	●		Sustainability statements - Safe and healthy working - Our policy on safe and healthy working
		S1-3	Grievance/complaints handling mechanisms paragraph 32 (c)	●		Sustainability statements - Together towards a sustainable HR -Our policy on HR
		S1-14	Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	●	●	Sustainability statements - Safe and healthy working - Our targets and measurements for 2024
		S1-14	Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	●		Sustainability statements - Safe and healthy working - Our targets and measurements for 2024

	S1-16	Unadjusted gender pay gap paragraph 97 (a)	●	●	Not material
	S1-16	Excessive CEO pay ratio paragraph 97 (b)	●		Not material
	S1-17	Incidents of discrimination paragraph 103 (a)	●		Not material
	S1-17	Non-respect of UNGPs on business and human rights and OECD guidelines paragraph 104 (a)	●	●	Not material
Workers in the value chain (S2)	SBM-3	Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	●		Sustainability statements - Workers in the value chain - Our material impacts, risks and opportunities
	S2-1	Human rights policy commitments paragraph 17	●		Sustainability statements - Workers in the value chain - Our policy on workers in the value chain
	S2-1	Policies related to value chain workers paragraph 18	●		Sustainability statements - Workers in the value chain - Our policy on workers in the value chain
	S2-1	Non-respect of UNGPs on business and human rights principles and OECD guidelines paragraph 19	●	●	Sustainability statements - Workers in the value chain - Our policy on workers in the value chain
	S2-1	Due diligence policies on issues addressed by the fundamental International Labour Organization (ILO) conventions 1 to 8, paragraph 19		●	Sustainability statements - Workers in the value chain - Our policy on workers in the value chain
	S2-4	Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	●		Sustainability statements - Workers in the value chain - Our actions around workers in the value chain

	Affected communities (S3)	S3-1	Human rights policy commitments paragraph 16	●		Not material
		S3-1	Non-respect of UNGPs on business and human rights, ILO principles or OECD guidelines paragraph 17	●	●	Not material
		S3-4	Human rights issues and incidents paragraph 36	●		Not material
	Consumers and end-users (S4)	S4-1	Policies related to consumers and end-users paragraph 16	●		Sustainability statements - Product safety - Our product safety policy
		S4-1	Non-respect of UNGPs on business and human rights and OECD guidelines paragraph 17	●	●	Sustainability statements - Product safety - Our product safety policy
		S4-4	Human rights issues and incidents paragraph 35	●		Sustainability statements - Product safety - Our actions around product safety in 2024
Governance disclosures	Business conduct (G1)	G1-1	United Nations convention against corruption paragraph 10 (b)	●		Sustainability statements - Corporate responsibility - Ethical conduct at Soudal
		G1-1	Protection of whistleblowers paragraph 10 (d)	●		Sustainability statements - Corporate responsibility - Ethical conduct at Soudal
		G1-4	Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	●	●	Sustainability statements - Corporate responsibility - Our targets and measurements for 2024
		G1-4	Standards of anti-corruption and anti-bribery paragraph 24 (b)	●		Sustainability statements - Corporate responsibility - Our targets and measurements for 2024

Kato Provost, Dries Anthonis, Kim Suetens and Dieter Smolders • Belgium



Teamwork, commitment, and a warm heart! We successfully renewed our title at the 15th edition of the Moved to Help Team Challenge. Proud to once again be a sponsor of this benefit event and to contribute with two teams to this wonderful initiative for charity!

OUR CHARITIES

However much growth is Soudal's main objective, our rock-solid ambition will never stand in the way of our duty to stay relevant to society and to act responsibly. Aside from our efforts in the field of sustainability, that also includes the many charities Soudal has been supporting for many years. A complete overview would take up far too much space, so we'll stick to a selection of notable initiatives.

In partnership with Studio 100, the **ON-TRACK** initiative aims to teach Dutch to children of asylum seekers residing at reception centres in a playful way, mainly through music. The organisation is running projects to do exactly that at asylum centres in Kapellen, Sint-Truiden, Langemark-Poelkapelle



ON-TRACK • Belgium

and Mechelen. One of its latest initiatives is a children's choir in Arendonk, to help children coming from abroad to get familiar with the local language and culture through music. The artistic coach behind the project is **Nel Swerts**, a member of the Soudal Board of Directors. Another charitable cause that Soudal has been supporting for many years is **De Lange Gaank**, a walk-in centre run by CAW De Kempen that is open to all and provides a foothold for people who live alone and those experiencing homelessness in our home city of Turnhout.

This annual report has already touched on how Soudal uses sports sponsorships to further develop its brand. Regardless of that fact, we also support sports projects without seeking any return. We have been a dedicated partner of the **Special Olympics** for many years, for example. By supporting this initiative, we continue to help realise the Olympic dreams of thousands of athletes with a learning disability.

Aside from the above, Soudal also supports a vast range of projects in the cultural sector, including the **Royal Museum of Fine Arts Antwerp** (KMSKA) with its world-renowned collection, the **Antwerp Symphony Orchestra**, the cultural centre **De Warande** in Turnhout, and Bolster, an initiative by the **Royal Conservatoire Antwerp** that gives young performing artists the chance to further develop their skills.



Special Olympics Belgium



Royal Museum of Fine Arts Antwerp



Our cycling sponsorship literally puts us in the news on the other side of the world. Here, Sarah Gigante from our AG Insurance Soudal women's team wins the third stage of the Santos Tour Down Under on 14 January 2024 in Australia.


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To mark the passage of the Tour de France, Soudal France organised a team event for all employees on 3 July 2024.

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In 2024, PU foams, sealants, and insulation materials from Soudal were used to protect Bulgaria's St Kliment Ohridski research base in Antarctica from extreme weather conditions. The base plays an important role in climate change research.



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BUILD THE FUTURE

Name of the organisation, ownership and legal form: Soudal Holding NV • **Represented by:** Vic Swerts, Dirk Coorevits, Bart Moonen and Jurgen Vandervelden.
Location of headquarters: Everdongenlaan 18-20, 2300 Turnhout, Belgium • **Scope:** This annual report applies to the entire Soudal group. The data are intended exclusively for Soudal, unless stated otherwise in the annual report. • **Publication date:** 6 June 2025 • **Reporting period:** 01/01/2024 – 31/12/2024 • Each year Soudal publishes an annual report. • **For questions about this report:** Luc Thys, Group Marketing and R&D Director, Thys@soudal.com • Kim Suetens, Group Sustainability & Regulatory Affairs Manager, Suetens@soudal.com

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