



Combining technology and innovation to create a sustainable future

Sustainability Report 2025





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This Sustainability Statement is part of the management review of Concentric Group Holding ApS's Annual Report 2025 and constitutes Concentric's report on Sustainability and Corporate Social Responsibility, cf. Section 99 b of the Danish Financial Statements Act.



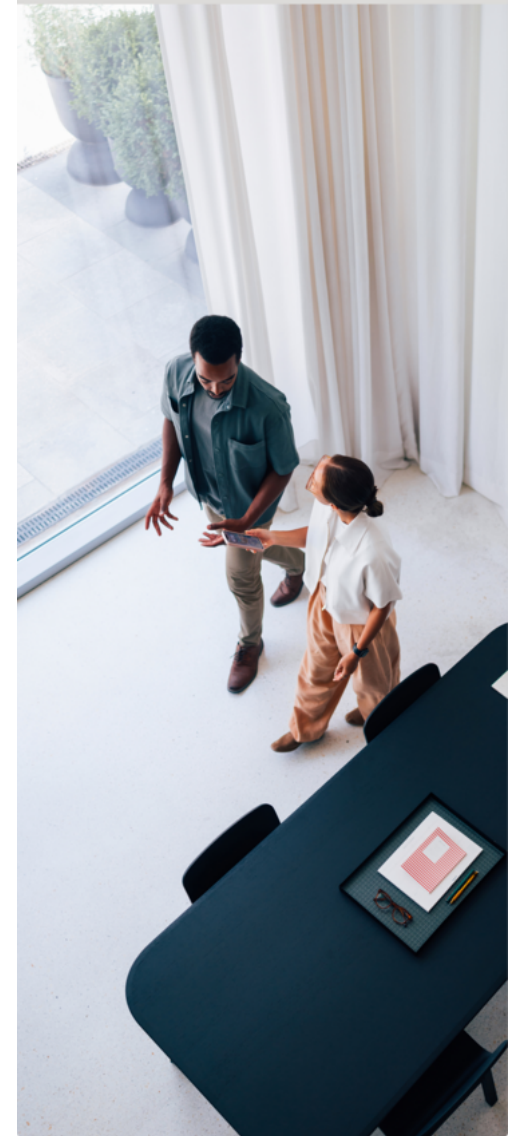
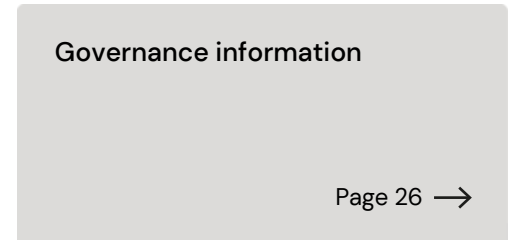
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MESSAGE FROM THE CEO

Message from the CEO

Concentric is a business built on close support of our trusted partners. By fostering long term relationships grounded in integrity and mutual respect, we continue to create value not only for our business, but for the communities and environments we engage with. Together, we are working toward a future where resilience and responsibility go hand in hand.

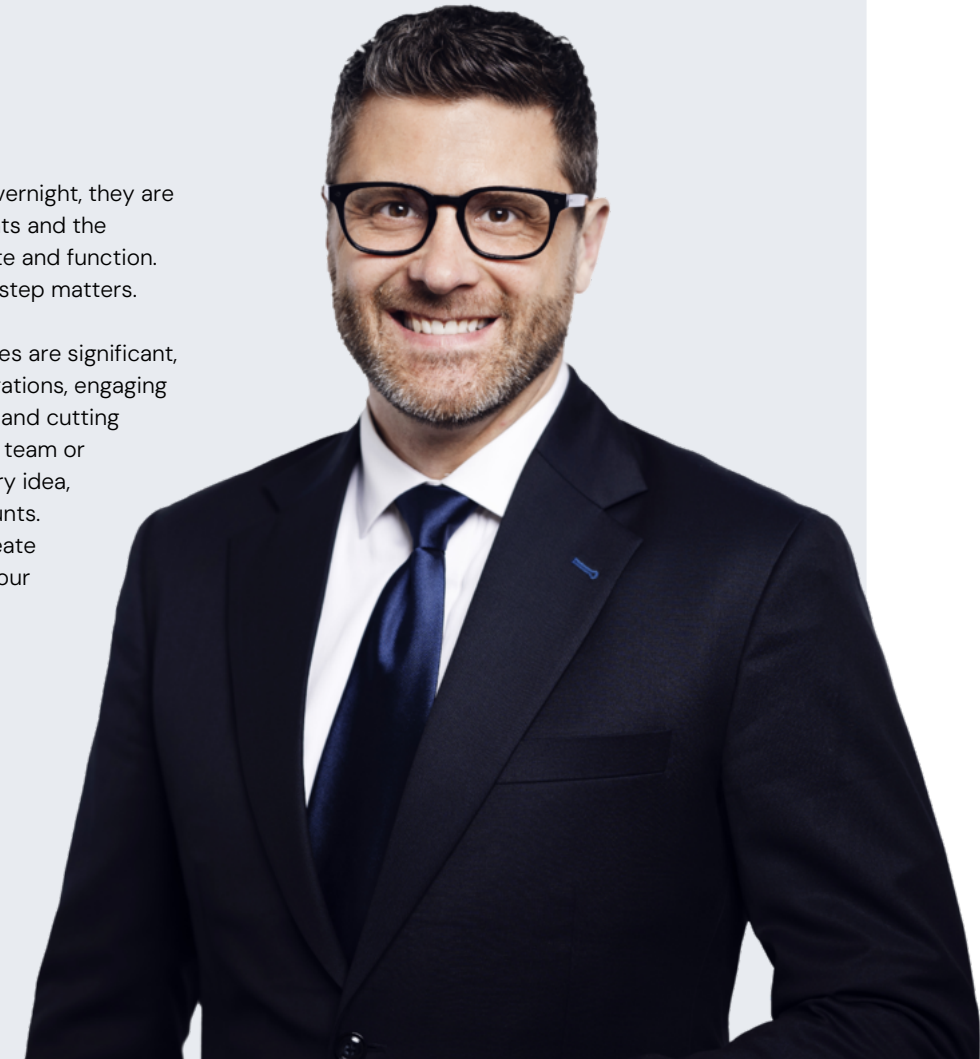
In late 2025, I had the privilege of joining Concentric, and in just a short time, I've seen firsthand the strength of our people and the depth of our expertise. What impressed me most is the pride and passion that runs throughout this business. It's clear that sustainability isn't just a program here, it's a shared commitment that shapes how we operate and how we serve our customers.

My aspiration as CEO is simple yet ambitious, to build on this strong foundation and drive Concentric forward with purpose. That means continuing to innovate, deepening collaboration across our teams and partners, and ensuring that every improvement, big or small, moves us closer to a more sustainable future.

This year, we've already made meaningful progress through energy efficiency programs, installation of solar panels, listening to our employees through culture surveys, and supporting our customers in their energy transitions.

These achievements don't happen overnight, they are the result of continuous improvements and the dedication of people across every site and function. Sustainability is a journey, and every step matters.

Looking ahead, we know the challenges are significant, driving energy reductions in our operations, engaging with our supply chain in more depth, and cutting emissions. These aren't tasks for one team or one leader, they require all of us. Every idea, every action, every improvement counts. When everyone gets involved, we create momentum that transforms not just our business, but the industry we serve.





MESSAGE FROM THE CEO

Understanding market dynamics

As we move into 2026, we look forward to maintaining strong support for the hydraulic and mechanical pump markets, both of which continue to trend toward greater efficiency, reliability, and digital integration across applications. Meanwhile, the sustained growth of electric and hybrid powertrain markets offers us expanding opportunities to strengthen our influence and demonstrate our expertise across the mobility and commercial vehicle segments.

Implications for our business

For Concentric, these market developments present both opportunities and challenges. While we continue to see steady demand in our core segments, competitive pressures and evolving customer expectations mean we must remain focused on innovation, driving us to deliver smarter, more sustainable products while maintaining cost-effectiveness.

Our ability to leverage these trends through the year and beyond will directly impact sales performance. Through engagement with our customers and understanding their requirements we can strengthen our market position and help our customers navigate their own energy transitions.

On a personal note, joining Concentric has reinforced my belief that collaboration and innovation are the keys to progress. I see a company with deep expertise, strong values, and a willingness to tackle tough problems head on. My commitment is to empower our teams and partners to achieve even more together.

Thank you for your hard work, creativity, and dedication. Let's keep moving forward, step by step, together.

Joshua Meyer
CEO



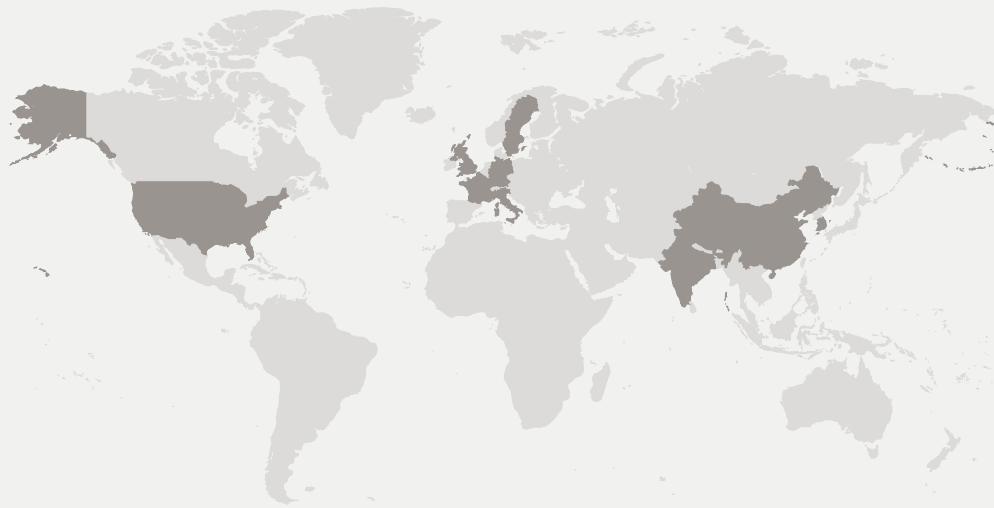
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BUSINESS HIGHLIGHTS

Business highlights

Our key business highlights provide a snapshot of our yearly performance, offering a clear picture of how the business has evolved over the reporting period and demonstrate our overall resilience, efficiency, and long-term value creation.



\$408m
Revenue

1,432
Number of employees

8
Number of countries operating in



Products manufactured
>10,000,000

>1,500 MWh
Renewable energy usage

>75%
Employee engagement in culture survey

>100
Years experience in our strategic markets





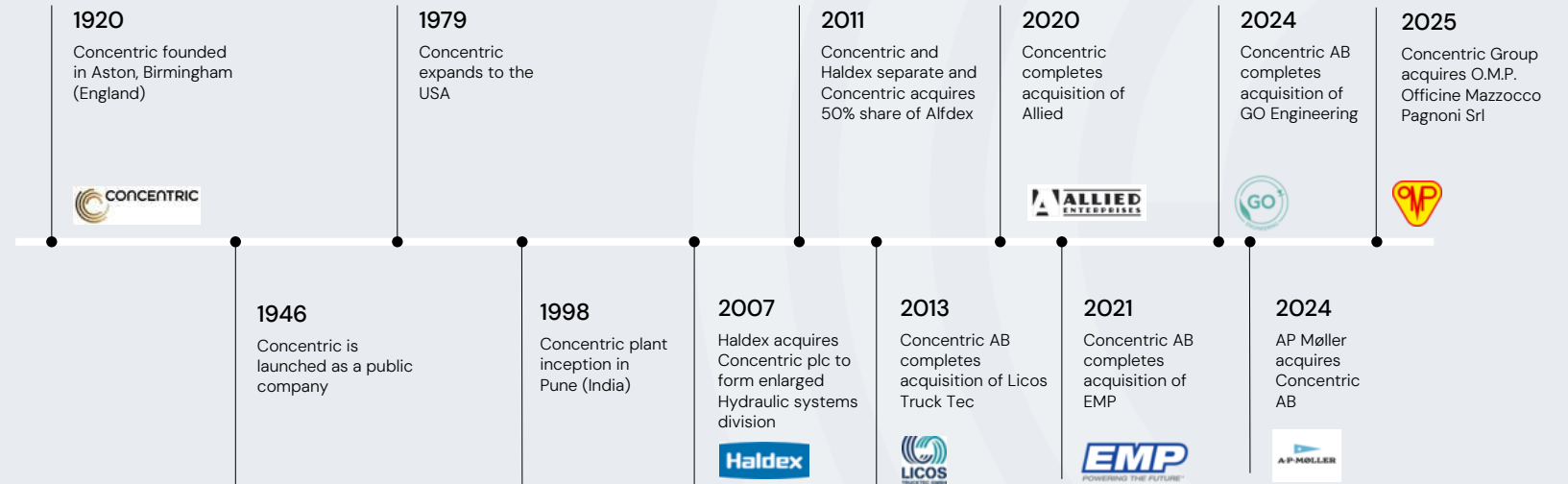
OUR HISTORY

Our history

The history of the Concentric Group began in 1920, with a three-man partnership who founded Concentric Manufacturing Company Limited in Aston, Birmingham (England).

Over the next century, Concentric has made great strides in developing state-of-the-art products for major OEMs. During this time the business acquired a range of companies across Germany, the US and more recently Italy, cementing it's position as a leader in the market and offer an improved range of services to our global customer base.

2025 marked a significant year for our business as we fully integrated into the structure of A.P. Møller Group and acquired O.M.P., a leading manufacturer of advanced oil pumps and fluid management components, headquartered in Funo, Italy.





OUR BUSINESS

Our business

Concentric is one of the world’s leading pump, fan and thermal management solution manufacturers. Our product offering includes oil pumps, water pumps, fuel pumps, fans, thermal management solutions and hydraulic systems. We develop innovative technologies which are tailored to the needs of our customers.

Our range includes advanced electric pump and fan products which are helping to drive electrification across our markets. Through our technical solutions and precision engineering we increase fuel economy, reduce emissions and improve engine control.

About us

Over the past 100 years, Concentric has engineered high-quality, robust products for major OEMs and Tier 1 engine manufacturers. By focusing on our core ethos of Technology, Innovation and Sustainability we have become a global leader across all our primary end-markets, providing solutions in which Concentric can add value to our customer’s products.

Across the group we have state of the art manufacturing for electric pumps and fans, positioning us strongly in the transition to electrification. Our machining and assembly operations leverage advanced manufacturing techniques and modern technologies to deliver value to our customers. And our engineers around the world work closely with our customers to develop solutions which meet their exact requirements.

Our growing electric products, include Concentric and EMP branded coolant and oil pumps, and EMP branded mini-hybrid cooling systems, fans and thermal management solutions. Our state-of-the-art hydraulic products, include gear pumps, power packs, Allied branded transmission pumps, internal gear pumps and an ever-growing range of Electrohydraulic Steering pumps.

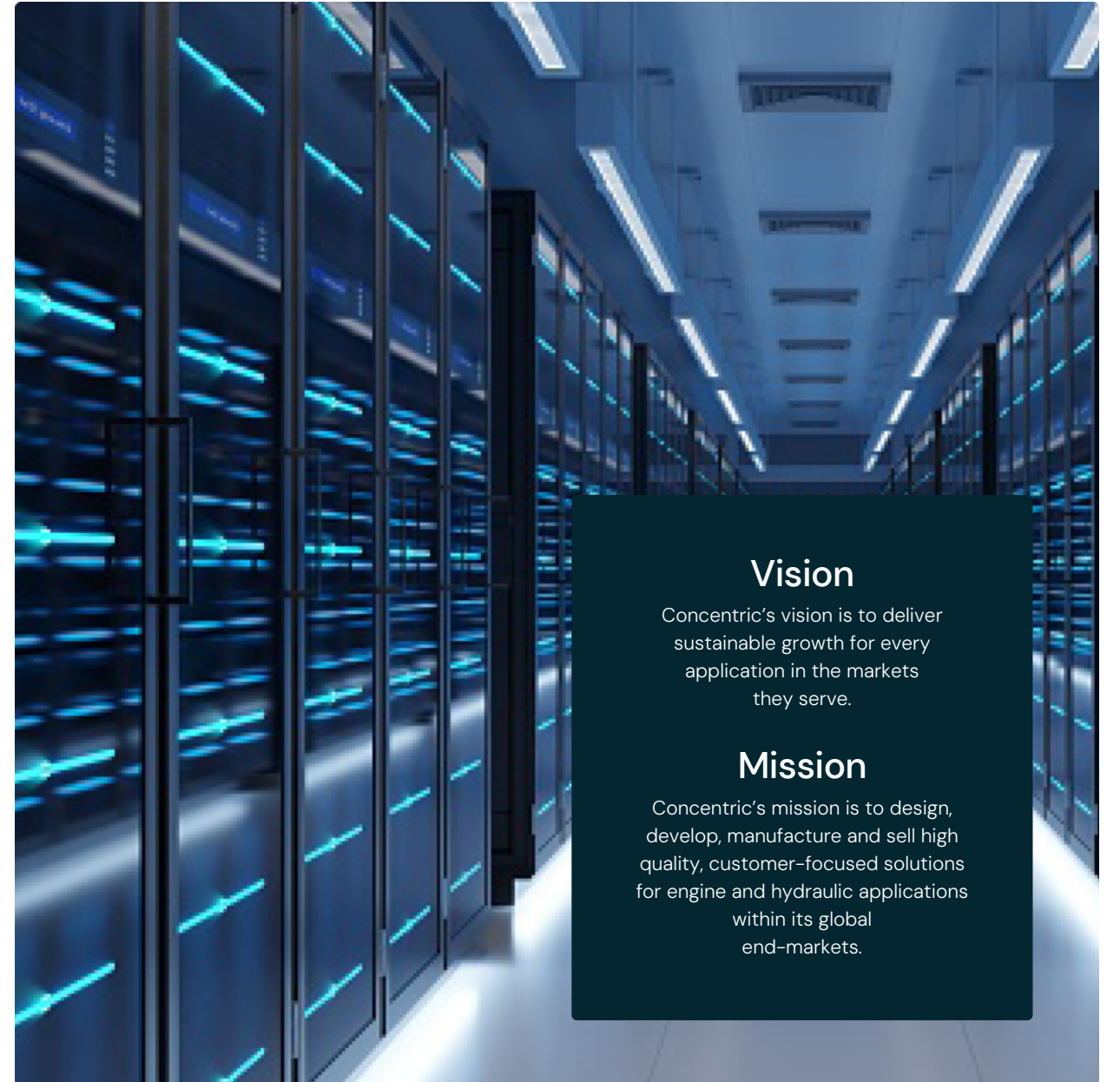
Over the past two years we have made key acquisitions to add to our capabilities, in 2024 G.O. Engineering joined us, bringing competency in hardware and software design combined with PCBA manufacturing. Our most recent acquisition in 2025 of O.M.P. has brought with it their diverse portfolio of water pumps, oil pumps, vacuum pumps, and tandem pumps, all essential for optimizing engine and transmission system thermal management and lubrication.

Our strengths

Concentric’s strengths include our global presence, from where our 1,432 employees support our customers locally. Our well-established brands, boast over 100 years’ experience in our strategic markets.

Our services

We work in partnership with our customers to design, develop, manufacture and sell, high quality, customer-focused solutions. Our business model is to supply technology and innovation throughout our customers’ product life cycle.



Vision

Concentric’s vision is to deliver sustainable growth for every application in the markets they serve.

Mission

Concentric’s mission is to design, develop, manufacture and sell high quality, customer-focused solutions for engine and hydraulic applications within its global end-markets.



OUR BUSINESS

Where we operate

Global footprint

Concentric’s global manufacturing presence includes factories in Sweden, Germany, UK, North America, India, Italy and China, backed by central support and development functions from its headquarters in Redditch, UK. Our far-reaching global footprint enables the group to sell locally to our global customers.

Global perspective, local presence

We maintain a global perspective with a local presence. In partnership with our stakeholders, this enables shorter lead times, local adaptations, economies of scale, faster innovation and a reduced impact on the planet.



North America

- Escanaba, Michigan, USA Manufacturing, R&D, Sales
- Greenfield, Indiana, USA Manufacturing, Sales
- Muncie, Indiana, USA Manufacturing, Sales
- Rockford, Illinois, USA Manufacturing, R&D, Sales

Europe

- Birmingham, UK Manufacturing, R&D, Sales, Group functions
- Bühl, Germany Manufacturing, R&D, Sales
- Hof, Germany Manufacturing, R&D, Sales
- Landskrona, Sweden Alfdex, JV with Alfa Laval
- Markdorf, Germany Manufacturing, R&D, Sales
- Monza, Italy Administration office
- Funo, Italy, Manufacturing; R&D, Sales
- Redditch, UK Headquarters
- Stockholm, Sweden Registered office
- Strasbourg, France Sales office

Asia

- Kunshan, China Alfdex, JV with Alfa Laval
- Pune, India Manufacturing, R&D, Sales
- Suzhou, China Manufacturing, Sales



Stakeholders

Our stakeholder approach

Our sustainability stakeholder approach is a shared effort that depends on active engagement with all stakeholders customers, employees, suppliers, communities, and investors. Each plays a vital role in shaping and advancing our strategy. Customers drive innovation by seeking efficient, responsible solutions; employees bring expertise and commitment to implementing best practices; suppliers help us extend responsible resource use throughout the value chain; and communities and investors hold us accountable for creating long-term value.

How we generate engagement

By fostering open dialogue and collaboration, we ensure that our actions reflect stakeholder expectations and deliver meaningful impact. Working together we aim to build a more resilient, efficient, and responsible future.



Stakeholder group	How we work	Primary focus areas	Examples of identified aspects for stakeholders	Link to Concentric's material sustainability aspects
Customers	<ul style="list-style-type: none"> Customer surveys Customer accreditation programs Technology roadshows 	<ul style="list-style-type: none"> Overall customer satisfaction Product quality On time fulfillment of orders and continuity of supply Technology and innovation 	<ul style="list-style-type: none"> Customer service and relationship PPM and warranty claims record Delivery (OTIF%) Product development to support changes in emissions legislation 	<ul style="list-style-type: none"> Low carbon transition Sustainable product design Resource efficiency Supplier management Responsible sourcing
Suppliers	<ul style="list-style-type: none"> Supplier days and workshops Factory inspections and on-site supplier audits Code of conduct for suppliers 	<ul style="list-style-type: none"> Product quality and warranty claims record On time fulfillment of orders and continuity of supply Technology and innovation Environmental program Health and Safety 	<ul style="list-style-type: none"> PPM and warranty claims record Delivery (OTIF%) Product Development Waste Management Human Rights Anti-corruption Risk Management Co-operation 	<ul style="list-style-type: none"> Supplier management Responsible sourcing Ethics and value creation Resource efficiency Sustainable product design
Employees	<ul style="list-style-type: none"> Employee surveys Personal development reviews Training and education Code of conduct for employees 	<ul style="list-style-type: none"> Recruitment and employer branding Ethics and values Skills development Succession planning Health and safety Remuneration 	<ul style="list-style-type: none"> Company culture Environmental compliance Skills development Equal opportunity Health and Safety Reward and benefits 	<ul style="list-style-type: none"> Employee Health and Safety Employee Value Proposition Ethics and value creation Equality and diversity
Shareholder, analysts and financial institutions	<ul style="list-style-type: none"> Regular perceptions studies Investor roadshows and seminars One-to-one meetings in person/by telephone Analysts presentation and capital markets days 	<ul style="list-style-type: none"> Corporate update 	<ul style="list-style-type: none"> Value drivers Product development Debt servicing capabilities Sustainability Human rights Anti-corruption Risk management Operating leverage 	<ul style="list-style-type: none"> Responsible sourcing Low carbon transition Employee Health and safety Ethics and value creation Supplier Management Resource efficiency
The state and local community	<ul style="list-style-type: none"> Ongoing dialogue with emissions legislators Participation in government initiatives Ongoing dialogues with local community representation 	<ul style="list-style-type: none"> Product development Energy efficiency and climate impact Involvement in the local community Environmental program 	<ul style="list-style-type: none"> Long-term financial strength of employer Social sustainability Climate and energy Environmental compliance Domestic supply chain Waste Management Human Rights 	<ul style="list-style-type: none"> Responsible sourcing Low carbon transition Supplier management Equality and diversity Resource efficiency Ethics and value creation Human Rights



Sustainability governance

Governance model

Concentric’s sustainability governance model has strengthened over many years, with the support of the sustainability committee and the oversight of the senior leadership team driving transparency and accountability throughout the business. The Board of Directors continues to have ultimate responsibility of sustainability within the business, setting the direction which is underpinned by the policies in place.

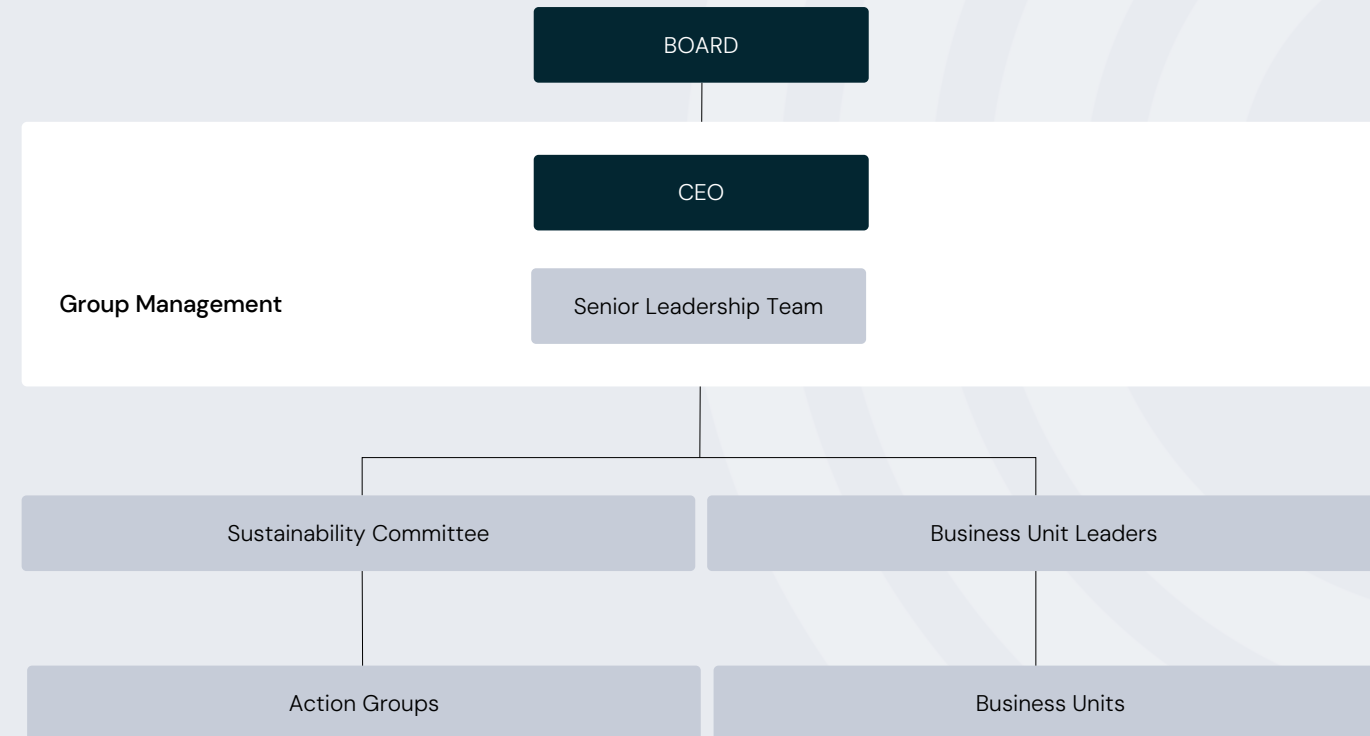
Sustainability committee

Our sustainability committee evolves with business and regulatory need, and to support the upcoming initiatives of our strategy focus areas we have opted to form a new tier of governance in the form of action groups. These action groups will dial in to our core strategy topics, and in managing these areas, becoming the first layer of governance within the business.

Multi-dimensional approach

As a group we recognize the need to embed sustainable practices across our operations. Whilst the action groups will work on global issues and produce high level guidance for the business, the business units will continue to embed sustainable practices in their daily work and engagement with suppliers and customers.

Concentric’s sustainability governance structure





Materiality

Materiality and strategic alignment

Concentric has continuously monitored material topics since we began reporting on sustainability, ensuring that our strategy reflects the issues most relevant to our business and stakeholders. In response to the evolving regulatory landscape in the EU, particularly since 2023, we have adopted a double materiality approach. This means we assess not only how sustainability issues impact our financial performance (outside-in perspective) but also how our operations and products affect society and the environment (inside-out perspective).

The essence of double materiality

Double materiality recognizes that companies have a dual responsibility, to manage risks and opportunities that influence financial performance, and to understand the broader impacts their operations create for people and the planet. By conducting these assessments, we ensure our reporting and actions are focused where we have the greatest influence and accountability. This approach strengthens transparency, aligns with EU sustainability reporting standards, and helps us prioritize initiatives that deliver meaningful environmental and social outcomes alongside long-term business resilience.

Our approach

We will continue to update our materiality assessment in line with regulatory changes and whenever our business undergoes material changes, ensuring it remains relevant and robust. As part of this process, we actively engage with all our stakeholders and apply a risk and opportunity based approach to internal stakeholder engagement, ensuring that diverse perspectives inform our priorities and decision-making. The outcomes of this materiality process directly feed into our sustainability strategy and target setting, which will be announced in due course.

Horizon scanning

As a business, we understand how quickly requirements can change, and so to ensure our materiality assessment remains forward looking and resilient, we incorporate structured horizon scans into our process. By systematically monitoring emerging regulatory requirements, technological developments, market expectations and societal trends we can anticipate shifts that could influence our business model or stakeholder priorities. By incorporating horizon scanning into our methodology, we maintain a responsive approach to materiality.





Strategy

Our belief is that delivering exceptional performance starts with designing products that help our customers achieve more with less. As a trusted manufacturer our role is to provide solutions that maximize efficiency, reduce operational costs, and support the long-term reliability of critical systems.

Our approach centers on three priorities: engineering for efficiency, partnering with customers to meet their goals, and using resources responsibly. Every pump we produce is designed to optimize energy and water use, helping businesses lower their environmental impact while improving productivity. We work with customers to understand their challenges and deliver tailored solutions that drive measurable results. As markets shift and customer needs change we move with them.

We also recognize the importance of responsible operations. From sourcing materials to manufacturing processes, we strive to minimize waste and make smart use of resources, because efficiency isn't just about performance, it's about doing what's right for the future. Through innovation and collaboration, we aim to provide pumps that not only meet today's demands but also help our customers prepare for tomorrow. This strategy reflects commitment to practical, results-driven solutions that create value for our customers and our communities.

Electrification

As industries advance toward cleaner, more efficient operations, electrification is a key enabler of

decarbonization across on-highway and off-highway applications. Within our strategy, we continue to see electrification as an important pathway to help customers meet their performance and sustainability goals.

Our role is to design pump solutions that integrate seamlessly with electric and hybrid systems, ensuring reliability and efficiency in demanding environments. By engineering products that support these technologies, we help customers reduce emissions, comply with evolving regulations, and maintain operational excellence.

This commitment is not limited to product development, it's about collaboration. We work closely with OEMs and industry partners to anticipate future needs and deliver solutions that make electrification practical and cost-effective. We aim to empower customers to achieve their decarbonization objectives while continuing to benefit from the durability and performance they expect from Concentric and our group brands.

We are investing in advanced engineering to develop pumps optimized for electric and hybrid platforms, ensuring high efficiency, durability, and compatibility with emerging technologies. These solutions will help our customers meet stringent regulatory requirements, achieve their decarbonization targets, and maintain operational excellence in demanding environments.

By focusing on electrification, we are not only responding to market trends, we are shaping the future of fluid





management for sustainable mobility. Our commitment extends beyond product development to collaborative partnerships, where we work closely with OEMs and industry leaders to accelerate the adoption of clean technologies across transportation and industrial applications.

Innovating for a sustainable digital future

As global demand for digital infrastructure accelerates, data centers have emerged as critical hubs for connectivity and cloud services. These facilities require highly efficient cooling systems to maintain optimal performance and prevent overheating. For pump manufacturers, this represents a significant opportunity to deliver innovative solutions that balance reliability with sustainability. By leveraging advanced pump technologies designed for precision cooling, we can help data centers reduce energy consumption and water usage, two of the most pressing environmental challenges in this sector.

Expanding into cooling markets aligns with our business vision and modern data centers are increasingly adopting liquid cooling and closed-loop systems, which rely on pumps to circulate fluids effectively. By focusing on energy-efficient designs, variable speed drives, and materials that minimize lifecycle impacts, we can support customers in achieving their carbon reduction goals. This strategic move not only diversifies our portfolio but also positions us as a partner in enabling greener digital infrastructure, contributing to a low-carbon future.

Resource efficiency and circularity

Responsible resource management is central to our strategy. We understand that every material, component, and process contributes to the overall impact of our products. That’s why we focus on using resources efficiently, reducing waste, optimizing energy and water consumption, and selecting materials that balance performance with sustainability.

Our commitment extends beyond our own operations. We actively engage with our supply chain partners to promote responsible practices and continuous improvement. This includes collaborating on initiatives to minimize material waste, optimize logistics, and adopt technologies that reduce environmental impact. By working together, we create shared value and ensure that resource efficiency is embedded throughout the lifecycle of our products.

Through these efforts, we aim to deliver pumps that not only meet the highest standards of quality and reliability but also reflect our dedication to smart, responsible resource use. This approach helps our customers achieve their goals while supporting a more efficient and resilient industrial ecosystem.

Integrity and responsible governance

Operating within a global supply chain brings both opportunities and responsibilities. At Concentric, we are committed to conducting business with integrity and ensuring that our operations and partnerships uphold the highest ethical standards. Preventing corruption and bribery is a critical part of this commitment, not only to protect our reputation but also to safeguard the communities where we operate.

We maintain strict compliance with international anti-bribery and anti-corruption laws and require the same from our suppliers and partners. Our approach includes:

- *Policies and training* for employees and suppliers to ensure understanding of ethical expectations.
- *Due diligence* processes for new and existing suppliers to identify and mitigate risks.
- *Transparent reporting channels* that allow stakeholders to raise concerns without fear of retaliation.

By embedding these principles into our global operations, we aim to create a supply chain that is fair, transparent,

and respectful of local communities. This commitment strengthens trust with our customers and partners and supports sustainable growth across all markets.

Enabling a safe and inclusive workplace

Our people are at the heart of our long-term success. We aim to foster a workplace where individuals feel respected, supported, and able to contribute meaningfully to our shared goals. By promoting wellbeing, inclusion, and open dialogue, we create an environment where everyone can thrive and deliver their best work.

We are investing in the skills and capabilities needed for the future, from electrification to digital transformation. Through targeted training, upskilling, and knowledge-sharing, we equip our people to grow alongside our business and contribute to our strategic ambitions. Developing talent at every level strengthens our resilience and supports sustainable, long-term performance.

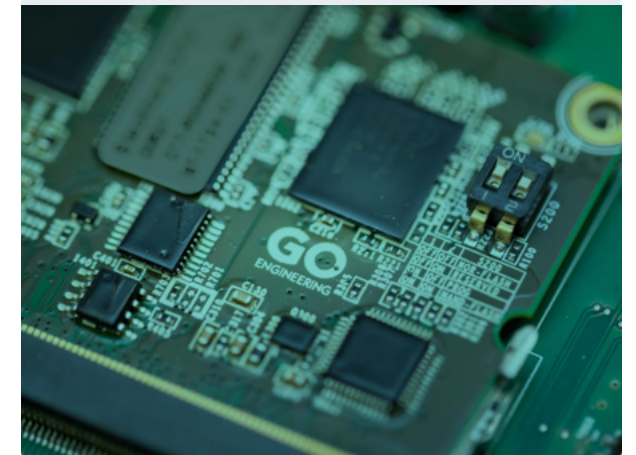
Safety is a non-negotiable foundation of our culture. In our assembly and light-manufacturing operations, we are committed to preventing injuries through strong processes, visible leadership, and continuous improvement. We focus on creating a safe, healthy working environment where proactive hazard identification and shared accountability ensure every employee returns home safely.

Our safety culture is a central focus for both our sustainability ambitions and our overall business performance. A strong commitment to safety strengthens operational reliability, protects our people, and supports the long-term resilience of the company. By placing safety at the core of how we work, we reinforce the values that underpin every aspect of our business.



Key priorities

- As data centers power the world’s digital transformation, Concentric’s liquid cooling solutions deliver the thermal performance needed to keep them operating cool and efficiently.
- Compact, quiet, and easy to integrate, each cooling pump delivers energy-saving performance and industry-leading reliability, giving operators efficient heat dissipation that is built to handle the power densities of the data centers of tomorrow.
- Concentric is able to offer customizable and modular pump platforms with 50,000+ hour lifetimes, rapid lead times and co-engineering support – so that the pump fits seamlessly into your cooling architecture and can scale with your needs.





Reporting structure

Adapting to regulatory changes

To prepare for our upcoming obligations under the Corporate Sustainability Reporting Directive (CSRD) in financial year 2027, we have strengthened the structure and clarity of our sustainability disclosures. We have adopted a more streamlined and standardized layout inspired by the updated European frameworks for concise, comparable reporting.

Building a strong foundation

In particular, we have drawn on the structural logic of both the European Sustainability Reporting Standards (ESRS) and Voluntary Sustainability Reporting Standard for Small and Medium-Sized Enterprises (VSME) to organize our disclosures in a clear, coherent and scalable way, as we prepare for full CSRD reporting. This is to ensure a smoother transition toward full CSRD compliance while maintaining proportionality for our current reporting obligations.

Positioning for future compliance

This phased approach allows us to embed best practices early, strengthen internal processes, and engage stakeholders effectively. It also ensures that our sustainability strategy and reporting remain aligned with regulatory expectations while delivering meaningful insights to our stakeholders. By taking proactive steps today, we are positioning Concentric for a smooth and successful transition to CSRD compliance in 2028.





Environmental information



Energy and climate

Energy and greenhouse gas (GHG) emissions

ENERGY CONSUMPTION

Monitoring energy consumption across sites

Effective energy consumption monitoring is essential for identifying efficiency opportunities and reducing environmental impact. By tracking usage at each site, we can pinpoint areas for improvement, optimize operational performance, and ensure compliance with sustainability targets. This proactive approach not only helps manage costs but also supports our long-term desire to reduce GHG emissions. Transparent reporting on energy data enables us to demonstrate progress and maintain accountability to stakeholders.

Harnessing solar power for a cleaner future

Our investment in renewable energy is demonstrated through the installation of solar panels across multiple sites. These systems significantly reduce reliance on grid electricity, cutting carbon emissions and lowering operational costs. Solar energy provides a consistent, clean power source that complements our broader sustainability strategy, helping us move toward energy independence and resilience. By integrating on-site renewable generation with robust monitoring, we are creating a model for sustainable operations that delivers both environmental and economic benefits.

	2025	2024
Electricity consumption in MWh		
Renewable	1934	1817
Non-renewable	36913	38518
Fuel consumption in MWh		
Renewable	0	0
Non-renewable	9317	8997
Total energy consumption in MWh	47845	49652
Energy intensity MWh/\$m	117	145

GHG EMISSIONS

Establishing our baseline and first year of reporting

This year marks an important milestone as we publish our first GHG emissions report. We adopted 2023 as our baseline year, providing a foundation for measuring progress and setting future reduction targets. Alongside this, we are reporting emissions for 2024 and 2025 to demonstrate transparency and track trends over time. Establishing this baseline is critical for understanding our impact and identifying opportunities to reduce emissions across our operations.

Alignment with the Greenhouse Gas Protocol

Our reporting approach follows the internationally recognized Greenhouse Gas Protocol, ensuring consistency, accuracy, and comparability with global standards. By adhering to this framework, we have categorized emissions into Scope 1 (direct emissions from owned or controlled sources), Scope 2 (indirect emissions from purchased electricity), and Scope 3 (other indirect emissions across our value chain). This structured methodology provides clarity for stakeholders and reinforces our commitment to credible and responsible reporting. Further detail can be found in our accounting methodology within the appendices of this report.

Strengthening Category 1 emissions management

Category 1 (Purchased Goods and Services) represents a significant portion of our Scope 3 emissions and is therefore a critical focus area for our sustainability strategy. These emissions are directly linked to the materials and components we source, making collaboration with suppliers essential for meaningful impact. In 2026, we plan to enhance both the accuracy of our reporting and the sustainability performance of our supply chain by working closely with our procurement teams.



Securing a renewable future

- Two of our sites now have solar panels installed across their roof space, generating our own renewable energy for use during production and operations.
- The surplus energy is provided back to the grid in times of low energy usage (overnight, evenings and weekends), contributing to the renewable energy capacity in the grids of the countries we operate in.
- At our Pune site, as well as solar panels we have invested in electric site vehicles, to further our transition toward low carbon energy sources.
- Over 2026 we will be embarking on a project to secure renewable energy contracts across as many of our sites as possible, as well as carrying out feasibility studies on our remaining sites for on-site solar.





This will include engaging suppliers on emissions data, promoting low-carbon alternatives, and integrating sustainability criteria into purchasing decisions. By improving transparency and fostering partnerships, we aim to drive reductions across our value chain and strengthen our commitment to responsible sourcing.

Scope 3 emissions and Category 11 considerations

While we have included several Scope 3 categories in our footprint, Category 11 (use of sold products) is currently excluded. Our pumps are often integrated into larger engines and systems that generate emissions during use, however, calculating these emissions would require broad assumptions that could compromise accuracy. If industry guidance, more reliable measurement methods and improved product traceability post sales become available in the future, we are committed to incorporating Category 11 into our reporting to provide a more comprehensive view of our value chain impact.

Looking ahead: continuous improvement

Reporting GHG emissions is not just a compliance exercise, it is a cornerstone of our sustainability strategy. By establishing a baseline and tracking progress year-on-year, we can set meaningful reduction targets and implement initiatives that drive real change. As we refine our data collection processes and expand our reporting scope, we aim to strengthen transparency and accountability, ensuring our business contributes to global climate goals.

The key part of this will be replacing any current spend based data with actual emission factors and activity data. This continued shift will enable more precise emission calculations, better reflects our operational performance and supports informed decisions on carbon reduction. It also enhances transparency across our value chain, complementing our wider journey to understand and reduce emissions beyond our own operations.

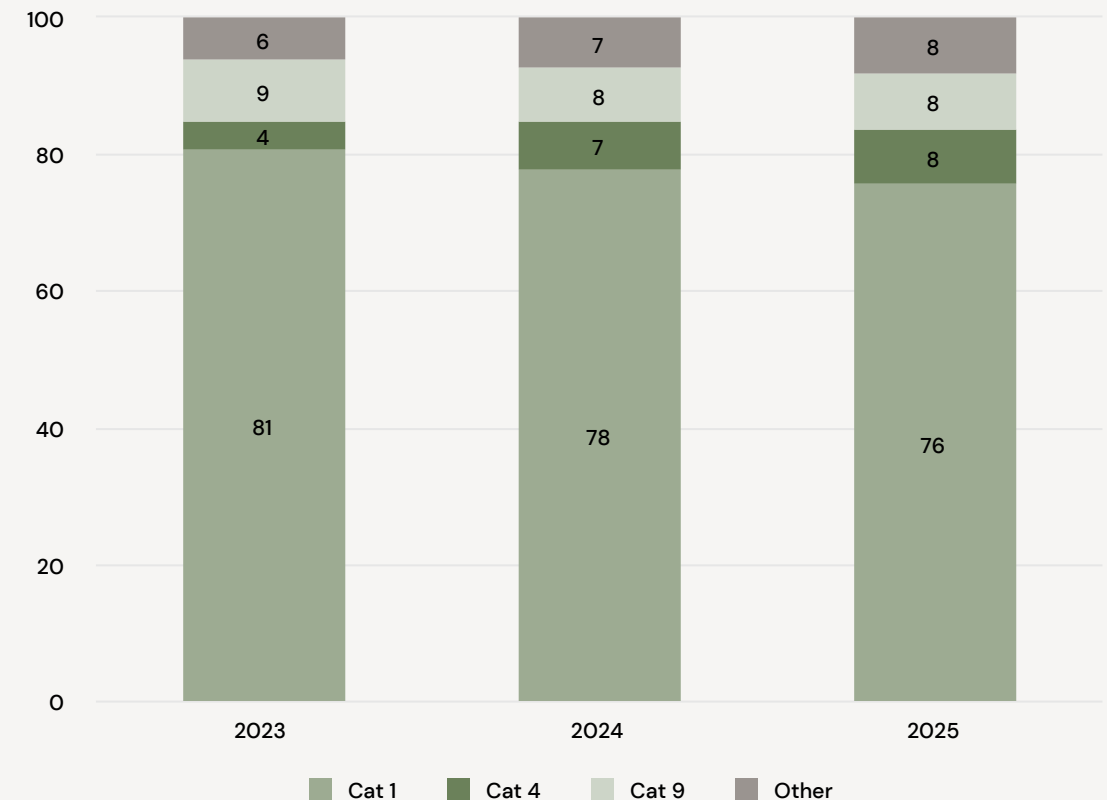
	2025	2024	2023	Notes
Scope 1 in tCO ₂ e	1,277	1,152	1,230	Direct emissions
Scope 2: location-based in tCO ₂ e	15,057	13,657	13,964	Indirect emissions purchased energy: location-based
Scope 2: market-based in tCO ₂ e	15,057	13,657	13,964	Indirect emissions purchased energy: market-based
Scope 3 in tCO ₂ e	226,938	210,102	184,626	Categories 1, 2, 3, 4, 5, 6, 7, 9 and 12
Total footprint in tCO ₂ e	243,272	224,911	199,820	Consolidated Scope 1, 2 (market-based) and 3
Intensity: headcount tCO ₂ e/FTE	166	187	163	Emissions per FTE employee



Our GHG emissions

As a manufacturing business, it is expected that our Category 1 purchased goods and services make up the largest share of our Scope 3 emissions, as the materials and components we source typically carry significant embedded carbon. Reducing these emissions will require close collaboration with our suppliers to improve material efficiency, increase low-carbon sourcing options, and drive reductions throughout our value chain.

Scope 3 category emissions (%)





Water

WATER USE

Minimizing water use in manufacturing

We recognize water as a vital resource and are committed to reducing consumption across our manufacturing processes. By implementing efficient cooling systems, closed-loop water circuits, and process optimizations, we aim to minimize water usage without compromising product quality. These measures not only conserve resources but also support our broader sustainability objectives, ensuring responsible operations that protect local water supplies and reduce environmental impact.

We actively monitor our water usage to track usage and identify further opportunities for improvement. Additionally, none of our sites are located in areas of high-water stress, and therefore we have no water withdrawal from such regions, supporting our commitment of responsible water stewardship. In 2026 we will be improving our water monitoring processes and report group wide numbers.





Biodiversity

Environmental stewardship through the value chain

Our products and processes are designed for efficiency, ensuring optimal use of energy, natural resources, and raw materials while minimizing waste in line with our Environmental Policy. Many of our sites are ISO-certified and operate under ISO 14001 environmental management systems, with continuous improvement initiatives and employee engagement driving ongoing progress.

Environmental responsibility extends beyond our operations to our supply chain. Since 2016, we have applied specific environmental criteria as part of our supplier selection and validation process, ensuring adherence to human rights, environmental, and ethical standards. This screening helps us partner with suppliers who share our commitment to sustainability, reinforcing our goal of creating a responsible and resilient value chain.

BIODIVERSITY IMPACT

Protecting biodiversity and local environments

None of our sites are located in or near areas classified as biodiversity-sensitive; however, we remain committed to protecting the natural environment wherever we operate. We implement robust environmental management measures across all facilities, including pollution prevention, responsible waste handling, and water stewardship practices. These actions ensure that our operations minimize ecological impact and uphold our responsibility to

safeguard ecosystems, even in regions without designated biodiversity sensitivity.

Over the next two years we are committed to mapping our global biodiversity impact, firstly the impact of our own sites which we will report in our next report, and then the impact of our wider operations on global biodiversity which will be reported in the following year, alongside targets we will commit to in order to reduce our impact.

LAND USE

Land use and site characteristics

Our operations are primarily based on industrial estates, and none of our sites include nature-oriented or ecologically sensitive areas. While our locations are developed for manufacturing and logistics purposes, we remain committed to responsible land management practices. This includes maintaining clean and orderly premises, preventing contamination, and ensuring compliance with environmental regulations. By operating within established industrial zones, we minimize disruption to natural habitats while continuing to uphold high standards of environmental stewardship.

In our next report we will report our full land use footprint, the type of land use we are engaging with on our sites, and our forward strategy for minimizing land use and continue being good custodians of the sites we occupy.

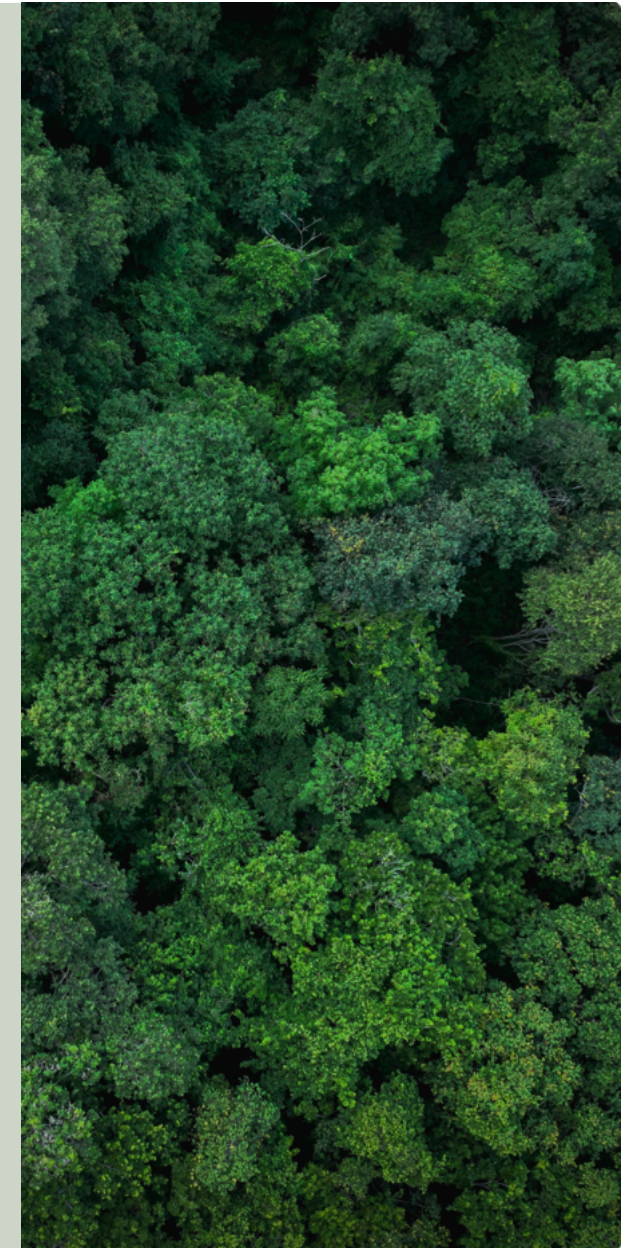


Biodiversity initiatives

As we grow our global business, we remain focused on procuring in efficient ways and strengthening partnerships both locally and across our international supply chain. Our approach aims to ensure that the goods and services we source support our environmental, social and governance commitments while enabling us to operate with consistency and resilience.

This year, we will concentrate our efforts on improving visibility across our procurement activities, raising expectations for supplier performance, and prioritizing lower-impact alternatives. We will continue to challenge existing purchasing habits and explore more efficient solutions that reduce waste and resource use, helping us shape a supply chain that is both more sustainable and better aligned with our long-term growth ambitions.

In 2022 our newest member of the Concentric group, O.M.P., installed a large scale solar system, and with the cost savings from the project, have decided to reinvest the resources obtained into a project focused on the protection of biodiversity. This investment into a Biodiversity Oasis in Camugnano was created, in partnership with 3Bee, a regenerative space that now hosts nectar-rich plants and shelters for wild pollinators.





Resource use

WASTE MANAGEMENT

Responsible waste management

We are committed to minimizing waste generation and ensuring responsible disposal across all our operations. Our approach focuses on reducing waste at source through process optimization, reusing materials wherever possible, and recycling to divert waste from landfill. Hazardous waste is managed in strict compliance with regulatory requirements to prevent environmental harm. Continuous improvement initiatives and employee engagement programs help identify new opportunities to reduce waste and improve resource efficiency, supporting our goal of a circular and sustainable manufacturing process.

CIRCULAR ECONOMY

Advancing circular economy principles

In 2024, Concentric took significant steps to embed circular economy principles into its operations, focusing on product design, sourcing, and supplier engagement. By shifting towards circularity, we aim to reduce resource dependency and extend product life cycles through smarter engineering and responsible material choices. This approach also includes elevating supplier management practices by setting clearer standards on environmental performance and human rights, ensuring that sustainability is integrated throughout our value chain.

Designing for sustainability and longevity

Product engineering at Concentric goes beyond innovation—it reflects our responsibility to minimize environmental impact across the entire product lifecycle. From material sourcing and component selection to assembly, delivery, energy consumption during use, and end-of-life considerations, every stage is evaluated through a sustainability lens. Our engineers are committed to designing products that align with the UN’s 2030 Sustainable Development Goals (SDGs), ensuring durability, efficiency, and recycling potential. By embedding these principles into design and manufacturing, we are creating solutions that support a circular economy and contribute to a more sustainable future.

	2025	2024
Total annual waste diverted from landfill and/ or incineration in metric tons	6725	6781
Total annual waste not diverted from landfill and/ or incineration in metric tons	4503	4470
Percentage of annual waste diverted from landfill and/ or incineration	59.9%	60.3%

RESOURCE USE

Designing products with resource efficiency in mind

At Concentric, product engineering is not only about delivering cutting-edge technology—it is about fulfilling our responsibility to minimize environmental impact.

Sustainable product design has become a core principle, ensuring that every stage of the product lifecycle is considered, from material sourcing and component selection to assembly, delivery, energy consumption during use, and end-of-life management.

Our engineers are committed to creating solutions that align with the UN’s 2030 SDGs, prioritizing durability, recycling potential, and efficient use of resources to reduce waste and conserve natural materials. Designing for efficiency and reliability is always central to their approach, ensuring we continue to deliver the best possible products and long-term value for our customers.

Responsible sourcing and supplier accountability

Suppliers play a critical role in our sustainability journey, forming an integral part of our value chain. To strengthen this partnership, Concentric continuously updates its Supplier Code of Conduct, introducing enhanced sustainability expectations and accountability measures. This Code serves as the foundation for our interactions with suppliers, defining our Values in Action and setting clear standards that go beyond legal compliance. By embedding environmental and ethical requirements into our procurement processes, we ensure that our supply chain reflects our commitment to responsible resource use and sustainable business practices.



Procuring with the future in mind

As we grow our global business, we remain focused on procuring in efficient ways and strengthening partnerships both locally and across our international supply chain. Our approach aims to ensure that the goods and services we source support our environmental, social and governance commitments while enabling us to operate with consistency and resilience.

This year, we will concentrate our efforts on improving visibility across our procurement activities, raising expectations for supplier performance, and prioritizing lower-impact alternatives. We will continue to challenge existing purchasing habits and explore more efficient solutions that reduce waste and resource use, helping us shape a supply chain that is both more sustainable and better aligned with our long-term growth ambitions.





Continuous improvement in supply chain management

Looking ahead, Concentric plans to further improve supplier management practices through targeted initiatives. These include localization and optimization strategies to source and manufacture products closer to key markets, reducing transportation emissions and costs. We will continue to strengthen supplier governance processes and share best practices across sites. By fostering collaboration and transparency, we aim to create a resilient, efficient supply chain that minimizes resource consumption and supports our long-term sustainability goals.

	2025	2024
Proportion of expenditure with local suppliers	51%	47%
Percentage of recycled material by weight used within gray iron and aluminum	54%	50%
Percentage of new suppliers that were screened using environmental and human rights criteria	100%	100%





Social information





Our workforce

Listening and adapting

In 2025 Concentric started a journey of culture alignment across its sites, following acquisitions the company has added 350 new colleagues to the business in less than two years. The plan was to engage with our employees in a comprehensive culture survey, aimed at getting to the heart of what matters to our people and how we can better support them.

More than 1400 colleagues were invited to surveys, attended focus groups or participated in 1:1 interviews to give their voice on the company's strengths, weaknesses and provide input into the company's future culture. The process is ongoing into 2026 and will serve as a valuable tool to align the company's culture with its future strategy while retaining the strengths and legacy of Concentric and its newly acquired businesses.

Engagement levels in excess of 75% ensures our findings are backed by data and has allowed us to deep dive into what it means to work at Concentric. We have identified core areas to work on, to make employees feel valued and challenged. With many of our employees working for the business long term, we want to make sure that work is a place they feel they belong.



Understanding what matters to our people

This year's culture survey played an important role in strengthening our understanding of how colleagues are experiencing the organization during a period of strategic growth and market pressure. As we integrate newly acquired businesses, ensuring that all teams feel connected to a shared culture is essential to maintaining consistency in how we work, collaborate and support one another.

The survey provided valuable insight into the support our people need, the aspects of our culture that drive engagement, and the areas where we can improve. These findings are shaping our approach to building a resilient, inclusive and high-performing culture that enables the organization to navigate change responsibly and sustainably.

"Listening to our colleagues is critical to building a culture that supports long-term, sustainable performance. The results of this year's survey give us a clearer view of what matters most to our people as we grow and evolve, and they will guide our continued efforts to create an environment where all employees can succeed."

Jennifer Todd-Wilson
Chief Human Resources Officer



Our HR performance



1,070

Survey responses received



>75%

Staff response rate to culture survey



100%

Staff paid at least the minimum wage





GENERAL CHARACTERISTICS

Empowering people and driving excellence

Concentric believes its people make a meaningful difference and encourages feedback and ideas through both formal and informal channels. Guided by our core values we foster collaboration across all areas of the business to achieve ambitious goals. Employees benefit from hybrid working options, health and wellness initiatives, and recognition programs such as referral rewards and long-service awards.

Commitment to diversity, development, and wellbeing

We are dedicated to improving diversity and inclusion by expanding apprenticeships and internships, partnering with schools and colleges, and strengthening talent management through succession planning and mentoring. Our structured development programs, cross-functional project teams, and training opportunities help employees grow while contributing to real business challenges. Equal pay, comprehensive insurance benefits, and wellness activities further reflect our commitment to creating a supportive and inclusive workplace.

		2025	2024
Number of employees	Female	347	270
	Male	1,140	954
Number of non-guaranteed hours employees	Female	2	—
	Male	1	—
Number of temporary employees	Female	13	19
	Male	42	42
Number of permanent employees	Female	334	251
	Male	1,098	912
Number of full-time employees	Female	333	247
	Male	1,133	938
Number of part-time employees	Female	14	23
	Male	7	16

	2025	2024
Gender diversity ratio at management level across the organization (F:M)	20:81	13:61
Average number of employees for the reporting period	1,300	1,053

Headcount numbers in this table include temporary workers.

HEALTH AND SAFETY

Improved lost time performance in 2025

In 2025, we achieved a slight reduction in lost time incidents across our global operations, reflecting our commitment to creating a safer workplace. This small improvement is the result of targeted initiatives, enhanced training, and proactive risk management measures implemented throughout the year. Whilst lower lost time numbers demonstrate progress in protecting our employees, we want to improve these numbers further to ensure continuous improvement with regards to our approach to health and safety.

Leadership engagement and accountability

Health and safety remains a top priority and is our most material risk, with monthly reviews of performance, identification of risks, and sharing best practices. These sessions ensure that safety is embedded at every level of the organization and that site management remain actively engaged in driving improvements. By maintaining this regular engagement, we foster accountability and create a culture where safety is integral to operational excellence.

Global knowledge sharing and site visits

To strengthen collaboration and learning, we have introduced global interactive health and safety shares and cross-site visits. These initiatives allow teams to exchange insights, observe best practices firsthand, and implement improvements tailored to local conditions. This global approach ensures consistency in standards while

encouraging innovation and continuous learning across our network of facilities.

Reducing hand injuries through targeted action

Hand injuries have historically been one of the most common workplace incidents, and in 2025 we focused on reducing these through specific interventions. Enhanced training, improved use of personal protective equipment, and process redesigns we hope will contribute to a noticeable decline in hand-related injuries. These efforts highlight our commitment to addressing high-risk areas and ensuring the wellbeing of every employee.

	2025	2024
Work-related injuries that caused at least one day of absence expressed as the number of incidents relative to the total days worked for all employees	15/ 288,245.25 days	14/ 183,729 days
Total number of absence days due to work-related injuries as a percentage of the total days worked for all employees	0.04%	0.06%
Number of recordable work-related accidents regarding own employees	22	34
Rate of recordable work-related accidents regarding own employees	6.5	6.87
Number of fatalities as a result of work-related injuries of own employees	0	0
Total number of all absence days as a percentage of total days worked for all employees	3.2%	4.7%

REMUNERATION

Fair pay for all employees

Concentric ensures that all employees are paid at or above the applicable minimum wage in every region where we operate. This commitment reflects our dedication to fair compensation and compliance with local labor standards, while supporting the wellbeing and financial security of our workforce.

Equitable training and development opportunities

We provide a range of training initiatives designed to support professional growth across all functions—not just manufacturing. Our goal is to ensure that training opportunities are equitable, accessible, and aligned with individual career aspirations. From technical skills to leadership development and broader business competencies, we want to create a culture of continuous learning where every employee has the chance to thrive.

	2025	2024
Number of employees paid equal to or above the applicable minimum wage	1487	1224
Number of employees paid below the applicable minimum wage	0	0
Percentage gap in pay between female and male employees	9%	Not available
Number of employees covered by collective bargaining agreements	515	501
Percentage of female wage earners	17.5%	18.8%
Percentage of female salaried employees	28.7%	26.5%





Workers in the value chain

Global supply chain and shared responsibility

Concentric operates within a global supply chain, partnering with suppliers across multiple regions to deliver high-quality products to our customers. We recognize that the actions of our suppliers directly impact our sustainability performance and reputation, which is why we place strong emphasis on ethical and responsible practices throughout our value chain.

Supplier code of conduct as a foundation

Our Supplier Code of Conduct is central to ensuring that all partners adhere to our principles on human rights, environmental stewardship, and fair labor practices. This Code sets clear expectations that go beyond legal compliance, requiring suppliers to uphold standards that align with our values and sustainability commitments. It serves as a framework for collaboration and accountability, helping us maintain integrity across every tier of our supply chain.

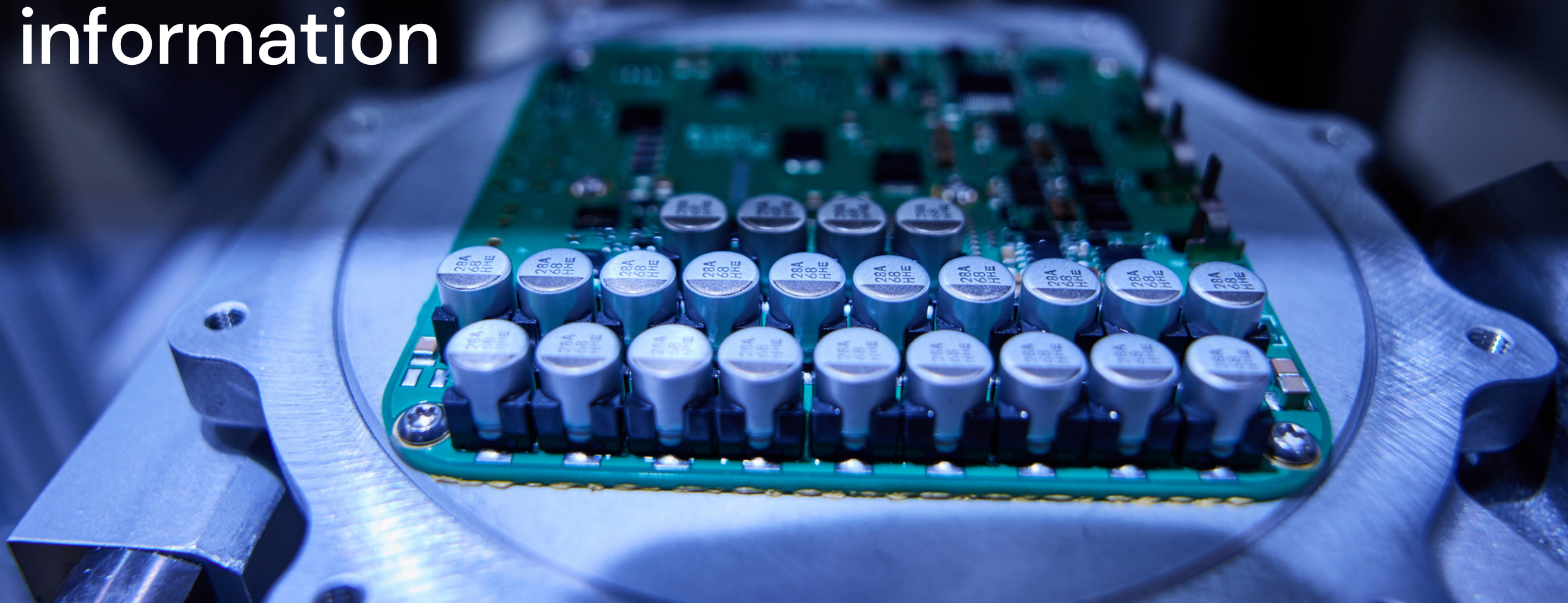
Driving continuous improvement and engagement

Through 2025 we have actively engaged with suppliers to encourage continuous improvement in relation to human rights and the environment. Suppliers must adopt adequate internal policies covering their obligations to Concentric's standards, and we monitor adherence, requesting relevant evidence where required. We aim to support a resilient and responsible value chain that protects workers' rights and supports sustainable development globally, and have since hired into the role of Chief Procurement Officer to align our programs globally.





Governance information





Business conduct

CORRUPTION AND BRIBERY

Commitment to ethical business practices

Concentric maintains a zero-tolerance approach to corruption and bribery across its global value chain. We enforce strict compliance with international anti-corruption laws and our internal Code of Conduct, ensuring that all employees and suppliers uphold the highest standards of integrity and transparency in business dealings. To support this, we have a clearly advertised whistleblowing policy that enables employees and stakeholders to report any concerns confidentially and without fear of retaliation.

Strong track record of compliance

Over the past two years, Concentric has had no convictions or violations related to anti-corruption or anti-bribery laws. This reflects our ongoing commitment to ethical practices, supported by robust policies, training, and monitoring processes designed to prevent misconduct and protect the integrity of our operations worldwide.

	2025	2024
Number of convictions for the violation of anti-corruption and anti-bribery laws	0	0
Total amount of fines incurred for the violation of anti-corruption and anti-bribery laws.	0	0

SECTOR INVOLVEMENT

No involvement in controversial sectors

Concentric does not operate in or supply to any controversial sectors, such as those associated with arms manufacturing, tobacco, gambling, or other industries that conflict with our ethical standards and sustainability commitments. Our focus remains on delivering innovative, responsible solutions for our customers while maintaining the highest integrity across all areas of our business.

BOARD OF DIRECTORS

Board expertise and diversity commitment

Our Board of Directors is composed of individuals appointed from relevant industries, each bringing exceptional experience and expertise to guide Concentric's strategic direction. While we currently do not have female representation on the Board, this does not reflect a limitation in our approach. We remain committed to diversity and inclusion and will continue to consider highly qualified candidates from all backgrounds for future appointments.

	2025	2024
Gender diversity ratio in the governance body (F:M)	0:6	3:4

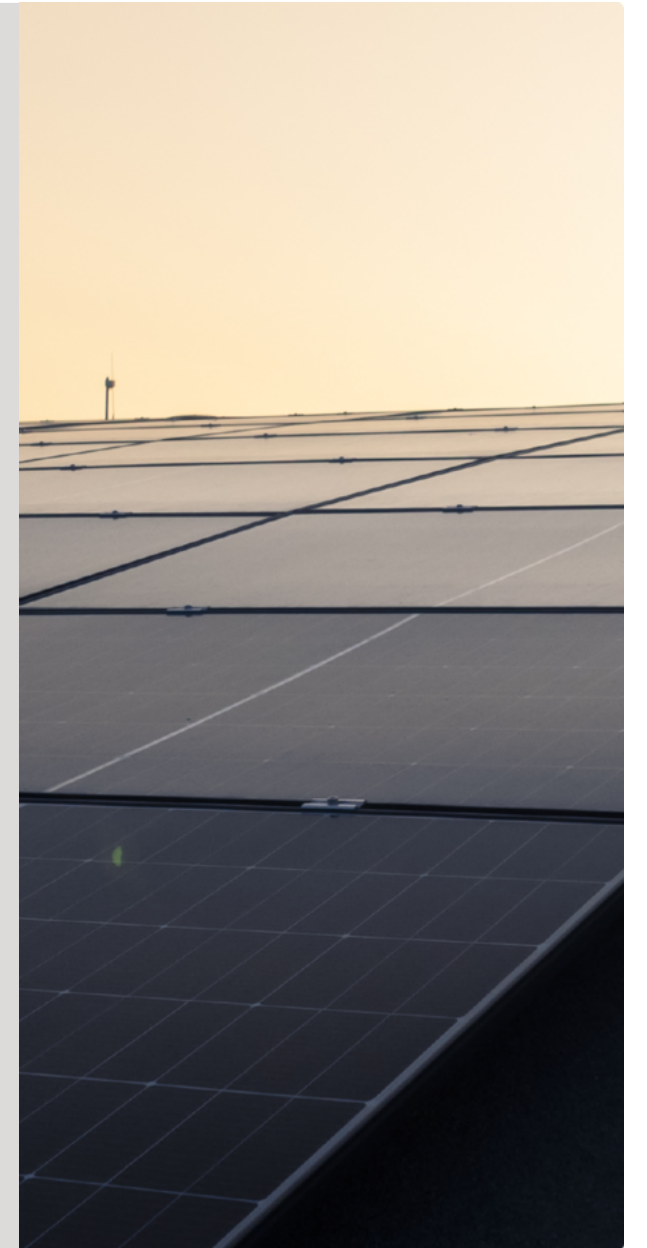


Conducting business properly

As we grow our global business, we remain focused on procuring in efficient ways and strengthening partnerships both locally and across our international supply chain. Our approach aims to ensure that the goods and services we source support our environmental, social and governance commitments while enabling us to operate with consistency and resilience.

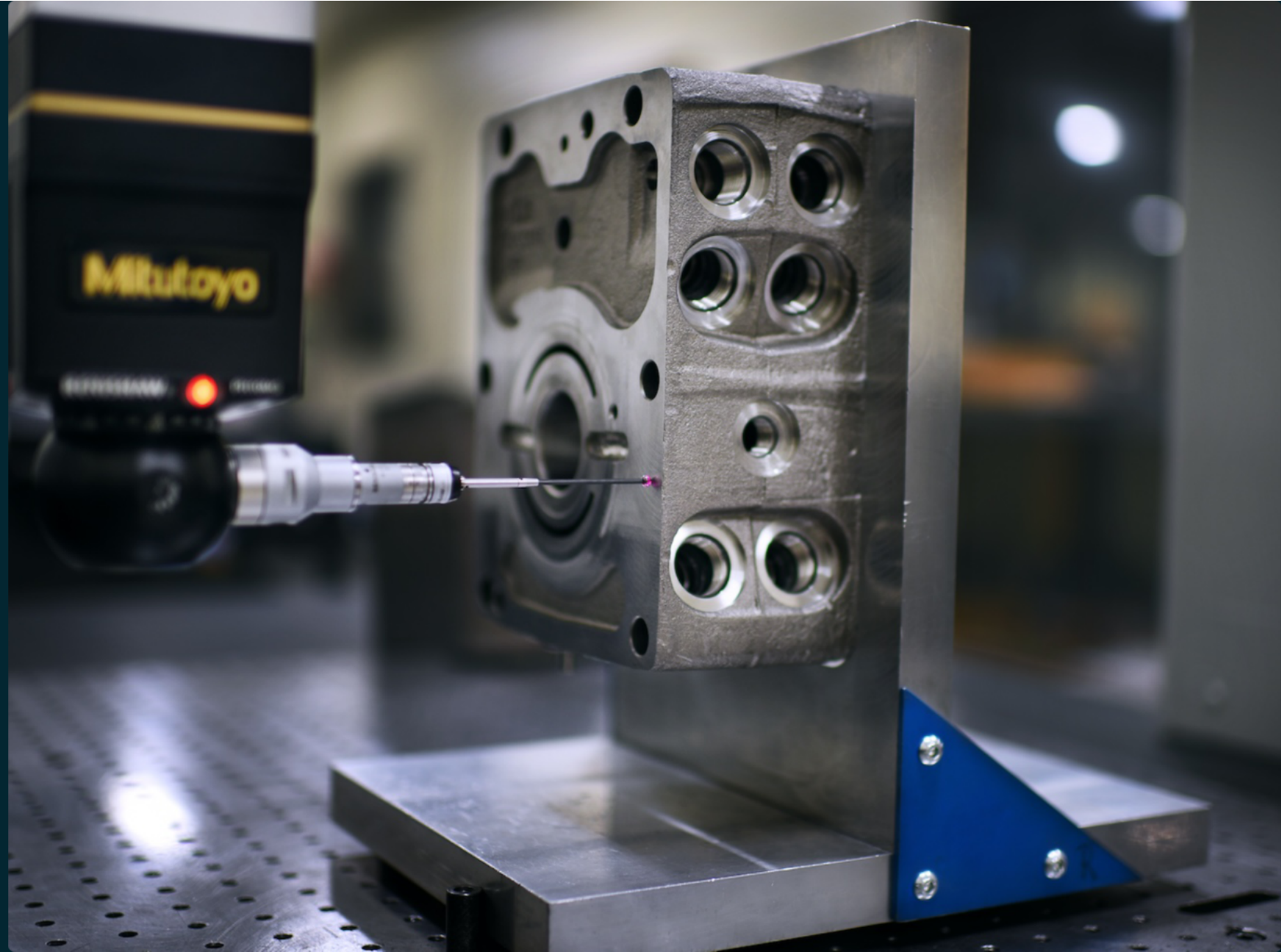
This year, we will concentrate our efforts on improving visibility across our procurement activities, raising expectations for supplier performance, and prioritizing lower-impact alternatives. We will continue to challenge existing purchasing habits and explore more efficient solutions that reduce waste and resource use, helping us shape a supply chain that is both more sustainable and better aligned with our long-term growth ambitions.

We will continue to work in sectors that bring value to people and are working on reducing their environmental impact too. And we will continue to build on our strong governance framework to further strengthen the integrity of the work we do and maintain our reputation as a good business to work with.





Appendices





Accounting methodology

ESG ACCOUNTING METHODOLOGY

Organizational boundary

The organizational boundary is defined using the operational control approach, including all manufacturing sites and offices where the company controls operational processes. Joint ventures are included/excluded based on this control test.

ENVIRONMENTAL

GHG emissions reporting boundary

Scope 1 covers fuels used in production equipment, space heating, process heat, and company-controlled vehicles, plus refrigerant losses. Scope 2 includes purchased electricity and heat disclosed using both location-based and market-based methods. Relevant Scope 3 categories include purchased goods and materials, upstream logistics, waste, employee commuting, business travel, and product end-of-life impacts.

Data collection

Primary data is captured from energy meters, fuel delivery logs, production equipment readings, transport management systems and waste contractor reporting. Procurement and ERP systems provide material-related data, where gaps exist, engineering estimates or spend-based methods are used.

Emissions and resource use factors

GHG emissions use UK Government GHG Conversion Factors, supplemented by supplier-specific electricity factors and IPCC refrigerant GWP values. Waste, water, and material efficiency figures use DEFRA factors or industry averages where primary data is unavailable.

Calculation methods

Emissions = activity data × emissions factor. Fuel and electricity emissions use kWh or liter consumption; logistics use distance- and weight-based factors; materials use either mass-based or economic-input-output factors depending on data quality. Water consumption and waste outputs use metered or weighbridge records.

SOCIAL

Social metrics boundary

Social KPIs cover employees directly employed by the company and, where relevant, contingent labor at controlled sites.

Social data collection

Data is drawn from HR systems, training systems, health and safety logs, diversity and inclusion reporting, and employee engagement surveys.

Social calculation methods

Workforce composition metrics (gender balance, age profile, turnover) use headcount at year-end or FTE averages. Health and safety indicators (LTI rate, incident frequency) use standard industry formulas based on hours worked. Training hours reflect system-recorded attendance or validated estimates for on-the-job training. Supplier social performance uses qualitative scoring weighted by risk levels.

GOVERNANCE

Governance metrics boundary

Governance indicators apply across the entire organization and include board oversight, policy implementation, risk management processes, and compliance frameworks relevant to manufacturing operations.

Governance data collection

Data is sourced from corporate governance disclosures, risk registers, internal audit findings, compliance training systems, whistleblowing logs, and board/committee documentation.

Governance calculation methods

Compliance-related KPIs (policy adoption, training completion, audit actions closed) use system-generated percentages. Governance diversity metrics use board and senior leadership composition. Risk monitoring metrics are derived from internal controls testing and incident registers, aggregated at organizational level.

GENERAL

Materiality

Topics are prioritized through an annual materiality assessment based on stakeholder expectations, regulatory obligations, and the nature of impacts associated with manufacturing.

Base year and recalculation

ESG baselines are recalculated only for structural changes, or material improvements in methodology or data accuracy. In line with GHG Protocol any acquisitions carried out in the second half of the reporting year, these will be incorporated into reporting the following year.

Quality, assurance and limitations

Data is subject to internal review, system checks, and cross-validation with metering, invoices, or logs. Where estimates are unavoidable, conservative assumptions are applied.

REPORTING BEST PRACTICE

Concentric's commitment

We are committed to continually strengthening our ESG reporting by improving data quality, expanding primary data capture, and enhancing integration across our systems. We will monitor and respond to emerging regulations and best-practice standards, ensuring our methodologies remain aligned with leading frameworks. We will ensure our approach remains robust, transparent, and reflective of evolving stakeholder expectations.



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