

DRIVING CHANGE FOR GENERATIONS TO COME





WE VERIFIABLY LIVE THE
**TERBERG SUSTAINABILITY
CORE VALUE** THROUGH
OUR PRODUCTS AND
SERVICES, OPERATION,
BUSINESS CONDUCT AND
CONTRIBUTION TO
LOCAL COMMUNITIES.

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CEO message

Godfried Terberg

Chair of the Board of Directors



"OUR STRATEGY FOCUSES ON
3 TRENDS: **ELECTRIFICATION,**
SUSTAINABILITY AND
DIGITALISATION."

Driving change for generations to come

With pride, I present to you the second sustainability report of Royal Terberg Group for the year 2024. This report marks an important milestone in our ongoing commitment to sustainability and transparency. It is inspiring to see how our family business, which has existed for five generations since its founding in 1869, continues to commit to sustainable growth and innovation.

Sustainability plays a crucial role within Royal Terberg Group (RTG) and is increasingly becoming a part of our operations. It encompasses all aspects of ESG (Environmental, Social, Governance) and is our "license to operate": essential for our existence in society and an integral part of all our decision-making processes. In 2023, we proudly published our first sustainability report. This was an important first step towards transparent accountability for our sustainability performance and to establish and report our footprint. This report is a second step and essential for monitoring our progress in the coming years.

Moving forward together

Our strategy for the period 2023-2027, called "Moving Forward Together," focuses on three global trends: Electrification, Digitalisation, and Sustainability. These trends influence market demand and accelerate the development of innovative and sustainable solutions to meet the ambitions of both our customers and Terberg itself.

In 2024, we took significant steps in our strategic focus on core activities. With the completion of the expansion of our production facilities in Benschoop (NL) and the opening of the new factory in Mississippi (USA), we have not only increased our production capacity but also our strength in North and South America. Additionally, we successfully integrated the innovative Zenith companies, which were acquired at the end of 2023 in Singapore and Malaysia, further strengthening our position in the Asian market.



In 2024, we marked the 155th anniversary of our family business with all our employees worldwide.

Innovation and sustainability

Our focus on innovation and sustainability remains a driving force behind our success. Sustainability adds value to Royal Terberg Group by stimulating innovation and giving us a competitive advantage. This keeps us “on the ball” in a rapidly changing world. The expansion of our after-sales and rental activities not only strengthens our market position but also contributes to the sustainability of our chain by extending the lifespan of vehicles and recycling materials.

The importance of data

An important aspect of our sustainability strategy is building data points to gain a good understanding of our performance and impact. By collecting and analysing this data, we can implement targeted improvements and accurately monitor our progress. This data not only provides us with valuable insights but also enables us to further refine our ESG strategy and policies and make interim adjustments if necessary. I would like to thank our employees for their intensive efforts to collect and make this data insightful.

Family company

In this rapidly changing world, sustainability is no longer a choice but a necessity. At Terberg, we are determined and take our responsibility to create a positive impact, not only for today but also for future generations. After all, we are a family company for over 155 years. Together, we strive for a future where economic prosperity goes hand in hand with social justice and environmental conservation. I am proud of the many beautiful initiatives taking place within the organisation and the fact that sustainability is increasingly being integrated into our organisational culture and processes. Let us continue to innovate, collaborate, and inspire, because only in this way can we create a resilient and sustainable world for future generations. Together we are driving change for generations to come

*Royal Terberg Group B.V.
Godfried Terberg, Chairman of the Board*



We have taken important steps by making substantial investments in our strategic focus on core activities. With the completion of the expansion of our production capacity in Benshop, Johor Bahru, Kuala Lumpur, Singapore, and Mississippi (picture), we can serve our global customers even better and faster.

About Royal Terberg Group





Mission

Terberg is a family business providing best-in-class solutions worldwide in the special vehicle market, enabling businesses and the public sector to transport goods efficiently, safely, and sustainably.

Our core values

Our employees and family culture are the driving forces behind our success. We have formulated seven core values as guiding principles for our company.

These core values define our behavioural norms and how actions are taken and decisions are made within the company on a day-to-day basis to achieve our goals and fulfil our vision. We are proud of these values, and we live by them every day! We aim for great results, without compromise, and we strive to enrich our work environment so that we are not just a company, but a global family.



Vision

In the coming years, there will be a growing market potential for our four divisions, while at the same time, the world that we operate in is changing rapidly. At the end of 2024, our innovation and international expansion journey has resulted in nearly 1.3 billion euros in annual revenues. We continue to move forward on this journey as we develop from a regional into a global manufacturer and service provider. We are becoming a true global player, and we are creating new horizons for all Terberg companies.



Profile

The foundation for Royal Terberg Group B.V. as it is today, was laid in 1869 with the establishment of a blacksmith's forge in Benschop, the Netherlands. After World War II, the company expanded rapidly under the leadership of the third and fourth generation of the Terberg family. Over the past decades, Terberg has developed into a leading player in niche markets in the automotive industry.

Terberg is a 100% family-owned business with as core values entrepreneurial spirit, customer focus, innovation, integrity, quality, flexibility, and sustainability. The continuity of the family business is an important objective. The management of the company is currently in the hands of the fourth generation of the Terberg family. Members of the fifth generation are also actively involved in the company. Terberg Group B.V. celebrated its 150th anniversary in 2019 and was awarded the designation

'Royal' by King Willem-Alexander of the Netherlands. A title that the company wears proudly since that date. In 2024, the company celebrated its 155th anniversary.

Best-in-class solutions in the special vehicle market

Royal Terberg Group's mission is to provide best-in-class solutions worldwide in the special vehicle market, enabling businesses and the public sector to transport goods efficiently, safely, and sustainably. Our ambition in a rapidly changing world is to be the most innovative and sustainable vehicle supplier in the markets in which we operate. We do this together with our dedicated workforce by constantly focusing on investments in sustainable production processes and product design, electrification, digitalisation, and the optimisation of our distribution network.



Vehicle development,
manufacturing and delivery

Vehicle-related service
and maintenance

remote and on-site, spare parts,
refurbishment, digitalisation (Terberg Connect).

Core activities

Four divisions

The Group is divided into four divisions: Special Vehicles, Environmental Equipment, Truck Modification, and Truck-Mounted Forklifts and it carries out its activities through a network of 36 operating companies. These companies are located in the Netherlands, the United Kingdom, Northern Ireland, Belgium, France, Germany, Italy, Poland, Spain, Portugal, Malaysia, Singapore, Colombia, the United States of America, and the United Arab Emirates. Our operating companies provide their products and services all over the world and are supported by an extensive global dealer network.

A business-to-business service provider

The Royal Terberg Group operates in the business-to-business market – all Terberg customers are professional operators. The Group does not provide products or services to consumers. Products and services are provided to customers by both Royal Terberg Group operating companies and independent distributors. The Group operates in various market segments, of which the most important are industry, terminal services, transport & logistics, refuse collection, construction & infrastructure, automotive, defence, and government and semi-government such as municipalities.

At year-end 2024, Royal Terberg Group B.V.'s consolidated revenue nearly amounted to €1.3 billion and the group employed a workforce of over 3500 FTEs.



Used equipment - resale or rental

Vehicle leasing and rental

Training and support for use and maintenance of vehicles



Highlights 2024

January



New premises Terberg Tractors Malaysia in Kuala Lumpur

March



Management change at Terberg Techniek

April



Start construction new facility Terberg Matec Belgium in Genk

May



Grand opening ceremony for Manufacturing facility Terberg Taylor Americas

June



Global Celebration 155 year anniversary



Royal Terberg Group proudly presents its first Sustainability Report



Start expansion manufacturing facility Ros Roca SAU

Special Vehicles

Truck Modification

Environmental Equipment

Special Vehicles

Royal Terberg Group

Royal Terberg Group

Environmental Equipment



June



Refinancing of Royal Terberg Group completed

Royal Terberg Group

July



Establishment Extended Board of Directors

Royal Terberg Group

August



Opening Low Volume Assembly expansion at Terberg Benschop

Special Vehicles

September



Celebration of 4 colleagues that have been employed by Royal Terberg Group for 50 years

Special Vehicles



Start Terberg Tractors Polska

Special Vehicles



Management change at Terberg Kinglifter

Truck-Mounted Forklifts

November

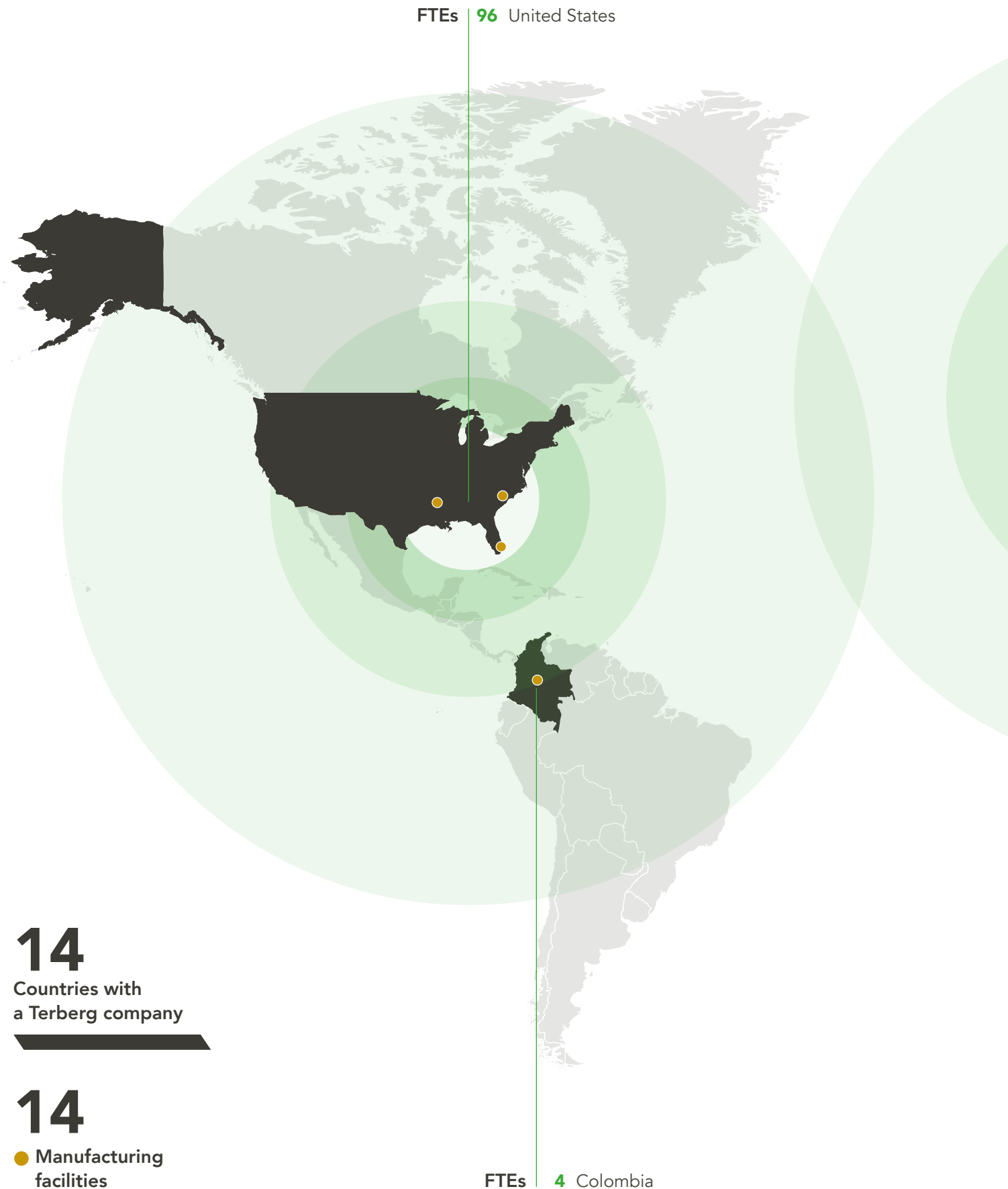


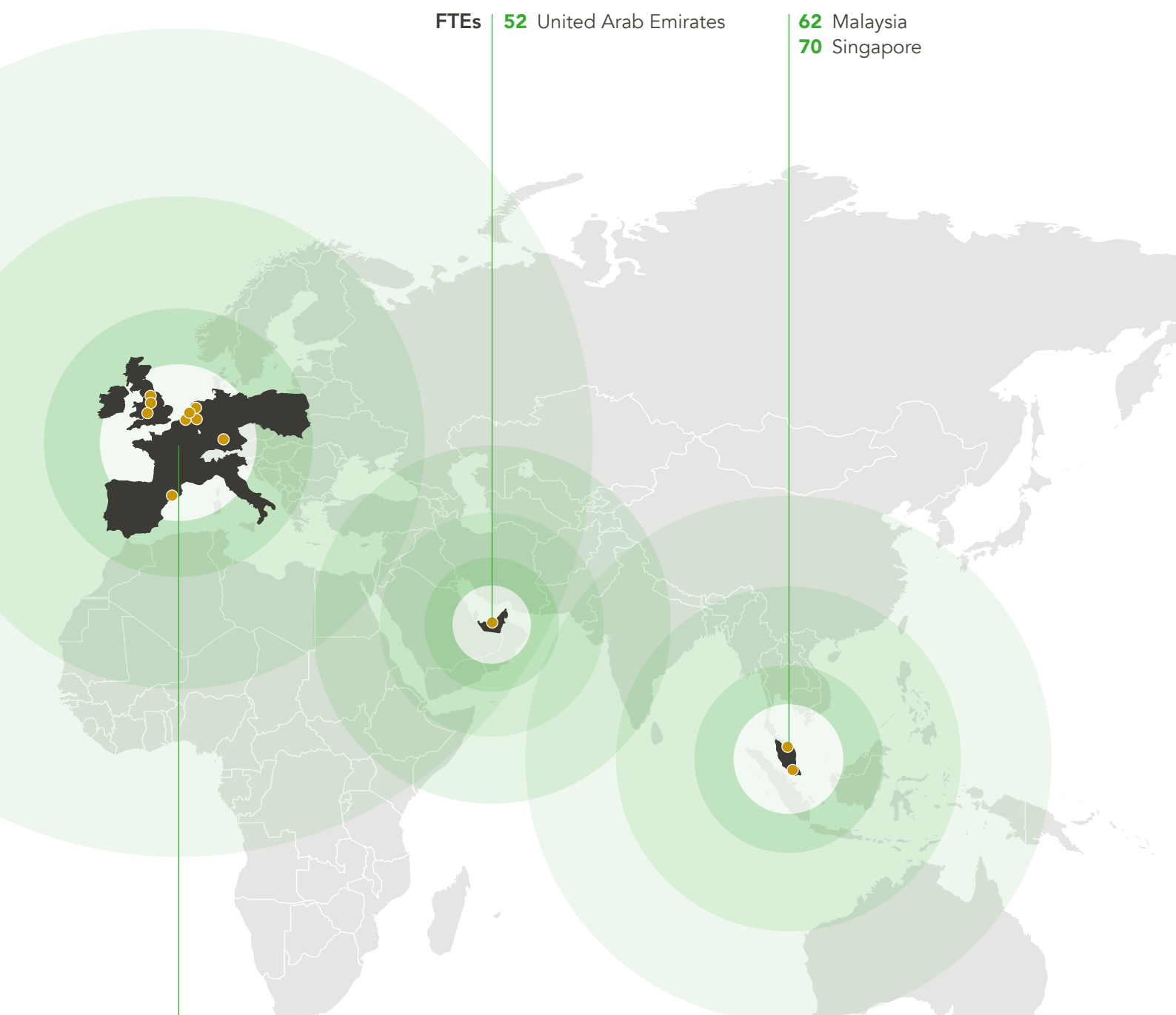
Grand opening Terberg Zenith Engineering PTE Ltd and Terberg IG Zenith Sdn Bhd after the acquisition late December 2023

Environmental Equipment



Global presence





FTEs 52 United Arab Emirates

62 Malaysia
70 Singapore

FTEs

- 48** Belgium
- 72** France
- 302** Germany
- 25** Italy
- 24** Northern Ireland
- 40** Poland
- 22** Portugal
- 561** Spain
- 817** The Netherlands
- 1,252** United Kingdom

Strategy 2023-2027

Moving forward together

How do we successfully position Royal Terberg Group for the future? Our strategy 2023-2027 incorporates our answers to important external trends that effect Royal Terberg Group and supports us in our ambition to continue to expand our activities and maintain our profitability.

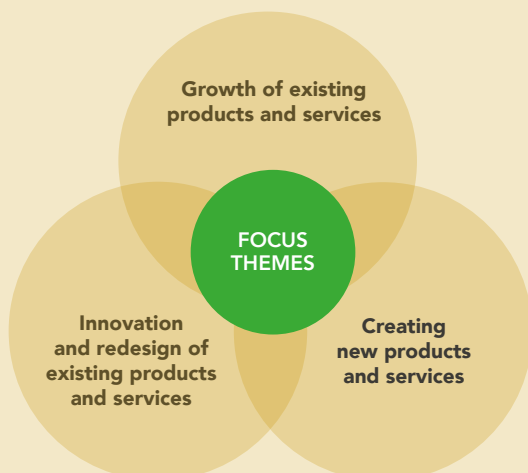
To deal with challenges and seize opportunities in the rapidly changing world in which we operate, we have started working on a strategy update that focuses on the years 2026-2028. The aim of our strategy update is to ensure that Royal Terberg Group can continue to successfully overcome challenges and capitalise on opportunities as we have been doing since Royal Terberg Group was first established 155 years ago.

The core of our strategy is to deliver best-in-class

solutions and customer-specific products. We provide reliable, high-quality products with a low total cost of ownership, tailored to the demands of our customers.

Our strategy 2023-2027 focuses on growth, innovation, and redesign of existing products and services, creating new products and services, and developing new business models.

Royal Terberg Group already operates worldwide and is driving this globalisation further via mergers and acquisitions as well as through organic growth such as expansion of our OEM activities in Europe, the USA, and Southeast Asia. The global expansion of our distributors network and our increased focus on services will also contribute to our growth.



An important part of our strategy is the **innovation and redesign of existing products and services**, for example, electric vehicles and hydrogen drivelines, and **the creation of new products and services**, including autonomous and remotely controlled vehicles.

In addition, we are also **expanding our rental activities and after-sales support** to contribute to more efficient and sustainable operations. These strategic choices are our answers to the global trends that have an impact on Terberg.

Trends

In an ever-changing world, all Royal Terberg Group divisions are facing the same global challenges. Royal Terberg Group aims to be constantly prepared, adapt selectively, and seize opportunities proactively. These challenges include:



Labour market

Labour market shortages that make it a challenge to recruit and retain qualified personnel.

Leadership

Focus on the right balance between people, planet, and profit.



Geopolitics

Instability and threats leading to increasing protectionism by states and regions.

Distribution

More finely divided distribution stages with full technical support from AI.



Technology

Powerful, disruptive new global concepts, products, and players.

Financial aspects

Increasing volatility in all areas.

Last	Chg \$	%Chg	Volume Bid	Bid	Offer	Volume Offer
9.05	-0.10	-1.09%	1,344,900	9.02	9.10	400,000
14.60	+0.80	+5.80%	202,300	14.60	14.70	400,000
3.60	+0.12	+3.45%	1,253,500	3.58	3.60	1,400,000
12.50	+0.20	+1.60%	301,500	12.50	12.60	400,000
29.00	-0.50	-1.69%	1,619,100	29.00	29.20	100,000
1.51	+0.03	+2.03%	100	1.50	1.50	0
1.14	+0.01	+0.88%	57,000	1.13	1.14	0
3.20	+0.04	+1.27%	2,426,700	3.20	3.22	3,000,000
7.25	0.00	0.00%	3,051,400	7.20	7.20	2,000,000
3.94	+0.04	+1.03%	15,000	3.90	3.94	10,000



Energy

Transition from fossil fuels to electricity and/or hydrogen.



Stakeholder engagement

Engaging with our stakeholders is key to sustainable business success.

Customers/End-users: "We engage in continuous dialogue with our customers and end-users because we value understanding their needs and preferences to ensure that our products and services meet and exceed their expectations."

Distributors: "We engage in transparent communication and constructive collaboration with our distributors because we value building strong partnerships that facilitate efficient distribution channels and mutual growth."

Suppliers: "We engage in fair and ethical practices with our suppliers because we value sustainable and responsible sourcing, fostering long-term relationships based on trust and mutual benefit."

Partners: "We engage in strategic partnerships and alliances because we value leveraging collective expertise and resources to drive innovation, create shared value, and address global challenges collaboratively."

Employees: "We engage in fostering a supportive and inclusive work environment because we value the well-being, growth, and development of our employees, recognising their contributions as the backbone of our success."

Terberg Family (Shareholders): "We engage in transparent communication and decision-making because we value the long-term sustainability of our company and the preservation of our family values and legacy."

Financial institutions and insurance companies: "We engage in transparent and sustainable partnerships because we value responsible financial practices and alignment with our strategic objectives."

Government and regulatory bodies: "We engage in constructive dialogue, and we comply with laws and regulations because we value being responsible corporate citizens, contributing to the development of sound policies and practices that promote environmental stewardship, social equity, and economic prosperity."

Society & NGOs: "We engage in constructive dialogue and collaboration with society and NGOs because we value their insights and expertise in addressing social and environmental challenges, and strive to make meaningful contributions to local communities and the planet."

Governance structure

Composition

Royal Terberg Group is governed by a Board of Directors with three members and a Supervisory Board with four members.



Paul J. van der Kroft

Member of the Board of Directors, Group CFO. Appointed 2008

FOCUS AREA

Finance, Legal, Tax & Sustainability, Mergers and Acquisitions

Godfried Terberg

Chair of the Board of Directors. Appointed 2003 and Chair since 2021

FOCUS AREA

Environmental Equipment and HRM, Collective Purchasing, IT and Marketing & Communication

Rob F.M. van Hove

Deputy Chair of the Board of Directors, CEO Special Vehicles. Appointed 2021

FOCUS AREA

Special Vehicles, Truck Modification and Truck-Mounted Forklifts

Board of Directors

The roles and responsibilities of the Supervisory Board and the Board of Directors are described in detail in the regulations governing these boards.

As per 1 July 2024 an Extended Board of Directors was established to promptly react to changes Royal Terberg Group faces, in order to strengthen and accelerate on the execution of our strategy. The role of the Extended Board of Directors is to enhance our strategy on a continuous basis, and to act in an advisory capacity to implement the decisions taken by the Board of Directors of Royal Terberg Group.

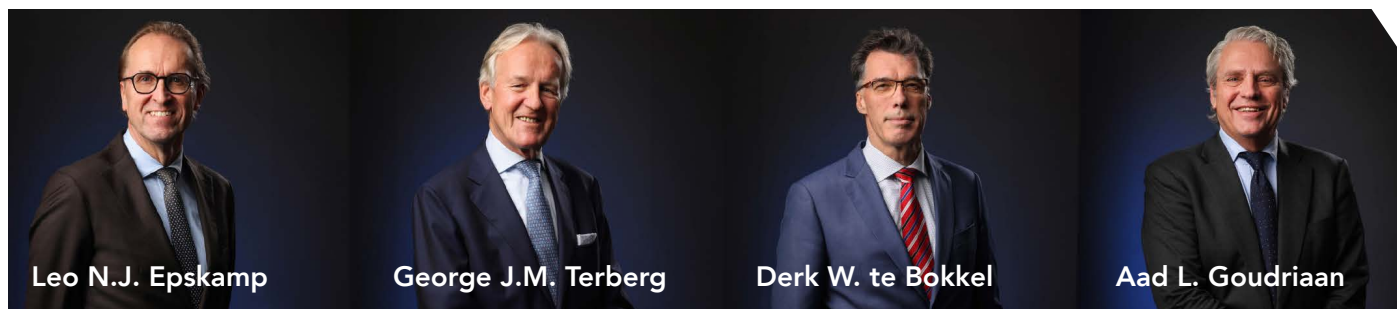


The Extended Board consists of:

- Board of Directors of Royal Terberg Group

And additionally with two members:

- **Tim Conlon**, CEO Division Environmental Equipment
- **Jaco Reitsma**, CIO



Leo N.J. Epskamp

George J.M. Terberg

Derk W. te Bokkel

Aad L. Goudriaan

Chair of the Supervisory Board, appointed 2019

Member of the Supervisory Board, appointed 2021

Member of the Supervisory Board, appointed 2013

Member of the Supervisory Board, appointed 2015

PROFILE

Partner and interim director at Custom Management. Former CFO of companies including Eriks N.V., TMG N.V., Econcern N.V., and former partner at KPMG.

PROFILE

A number of roles in the Royal Terberg Group family business, e.g. former Director of Royal Terberg Group Benschop B.V. Former member and chairman of the Royal Terberg Group Board of Directors.

PROFILE

Investor, interim manager and member of the Supervisory Boards of industrial companies. Current positions: Chairman Royal IHC. Former board member, director and group director at companies such as Stork, Moba and Vanderlande.

PROFILE

Entrepreneur and co-owner of N2-Enterprise investment. Former President & CEO Bosal Group, former President-Director DAF Trucks N.V., Vice-President PACCAR Inc.

Supervisory Board

PHOTOGRAPHER: NIGEL HOWARD

Sustainability priorities, commitments & roadmap



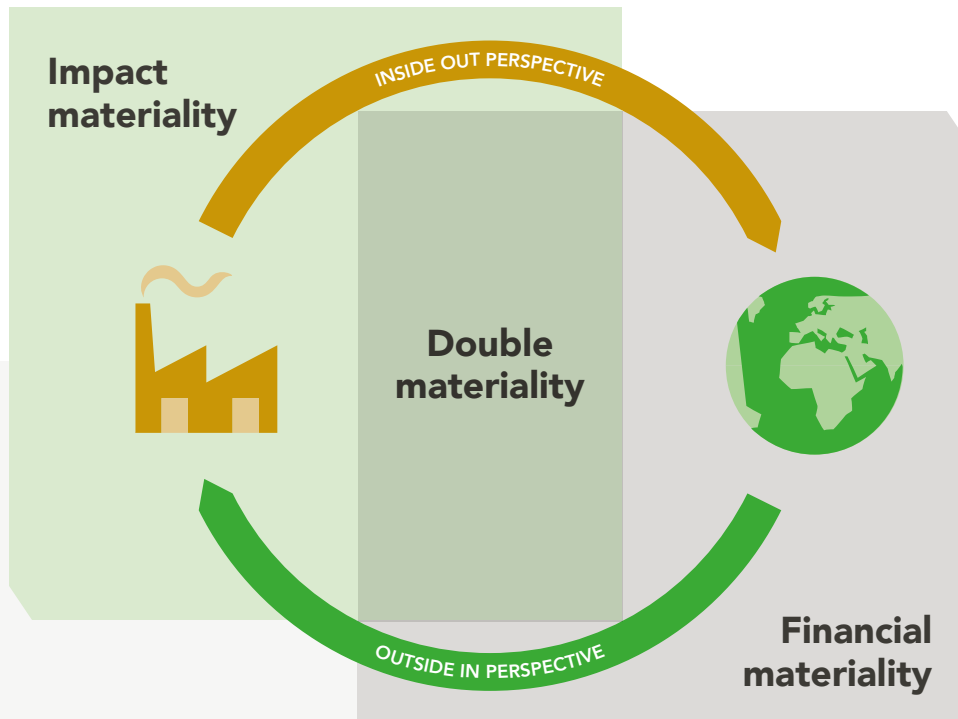
Sustainability – set the priorities

Double Materiality Assessment: guiding sustainable innovation within the sector

In the rapidly evolving world of our industry, where innovation and adaptability are key to success, sustainability is becoming increasingly important. At Royal Terberg Group, the Double Materiality Assessment (DMA) serves as a clear strategic compass. But what exactly is a DMA?

The Double Materiality Assessment (DMA) is a method to evaluate both the organisation’s impact on the world (inside-out perspective) as well as the influence of external factors on the organisation (outside-in perspective). This tool provides an integrated overview of opportunities, risks, and priorities that are essential for shaping a sustainable strategy.

Royal Terberg Groups impact on people and planet
Impacts e.g. emissions, circularity, health & safety



The (financial) effects of environmental and social changes on the business
Opportunities and risks e.g. material scarcity, demand for electric vehicals

INSIDE OUT

Our impact on people and planet

Our activities – from the design to the production of specialised vehicles – inevitably have an impact on people and the planet. Through the inside-out lens, we recognise that our operations can contribute to environmental and social challenges, such as emissions, resource use, and working conditions. By actively addressing these impacts – for example, by reducing CO₂ emissions, minimising waste, using more sustainable materials, and improving labour standards – we aim to reduce harm and create positive change. We also generate positive impact through initiatives such as employee training, inclusive hiring, and supplier engagement. Our people play a key role in driving this transformation every day.

OUTSIDE IN

Capitalising on opportunities and risks

The outside-in perspective helps us understand how external developments influence our business. Regulatory changes, such as stricter emission standards and ESG reporting requirements, and the shift towards zero-emission logistics, offer opportunities to expand our electric vehicle portfolio. At the same time, we face risks such as supply chain instability, rising costs of critical raw materials, and the pace of technological change in drivetrains and battery systems. By anticipating these developments and remaining agile, we strengthen our ability to lead in a rapidly evolving mobility sector.

The DMA helps us prioritise and consciously choose where we can make a difference – for our employees, our customers, and society.

Why focus on material topics

The Double Materiality Assessment is a crucial tool for our sustainability strategy. It helps us prioritise the topics that are most relevant to our business and stakeholders. This is important because:

- **It ensures focus and impact:** By concentrating on climate change, resource use, health and safety, and other material topics, we can allocate resources effectively and create maximum value.
- **It strengthens trust:** Stakeholders, from employees to customers, see that we take responsibility and act sustainably where it matters.
- **It provides strategic direction:** The DMA offers guidance for decisions that are not only sustainable and profitable today but also in the long term.

Significance for employees and customers

The results of the Double Materiality Assessment go beyond the strategic level and have direct and tangible implications for both our employees and our customers. For our employees, the DMA provides insight into how their daily efforts not only contribute to the development of innovative specialised vehicles but also help achieve our sustainability goals. It highlights how they make a difference in crucial areas such as climate change, efficient resource use, and the circular economy.

Additionally, it underscores the importance of training, personal development, and maintaining equal opportunities for everyone within our organisation. By prioritising the well-being of our employees and ensuring a safe working environment, we foster a culture where sustainability is integrated in our way of working.

For our customers, the DMA offers powerful insights into our commitment to sustainability and responsible business practices. It demonstrates how we address challenges in areas like circularity and pollution reduction. By actively integrating these themes into our processes and products, we provide customers with vehicles that are not only technologically innovative but also contribute to a more sustainable future. Our dedication to sustainability throughout the supply chain enhances customer trust, showing that we take responsibility for the impact of our activities, from production to delivery.

By focusing on the most material topics, such as climate change, resource use, and health and safety, we create a shared mission with our employees, customers, and partners. Together, we work towards making a positive impact on society and the planet. Sustainability thus becomes an integral part of our business model and decision-making process.

Sustainability in the driver's seat

Our vision is clear: to combine high-quality technology and engineering with a strong focus on sustainability. The Double Materiality Assessment forms the backbone of this vision. By gaining insight into both inside-out and outside-in factors, we can continue to lead the market for specialised vehicles while building a sustainable future. Together, we place sustainability in the driver's seat – for our employees, our customers, and the world. Driving change for generations to come.

“WE PLACE SUSTAINABILITY IN THE DRIVER'S SEAT FOR OUR EMPLOYEES, OUR CUSTOMERS, AND THE WORLD.”

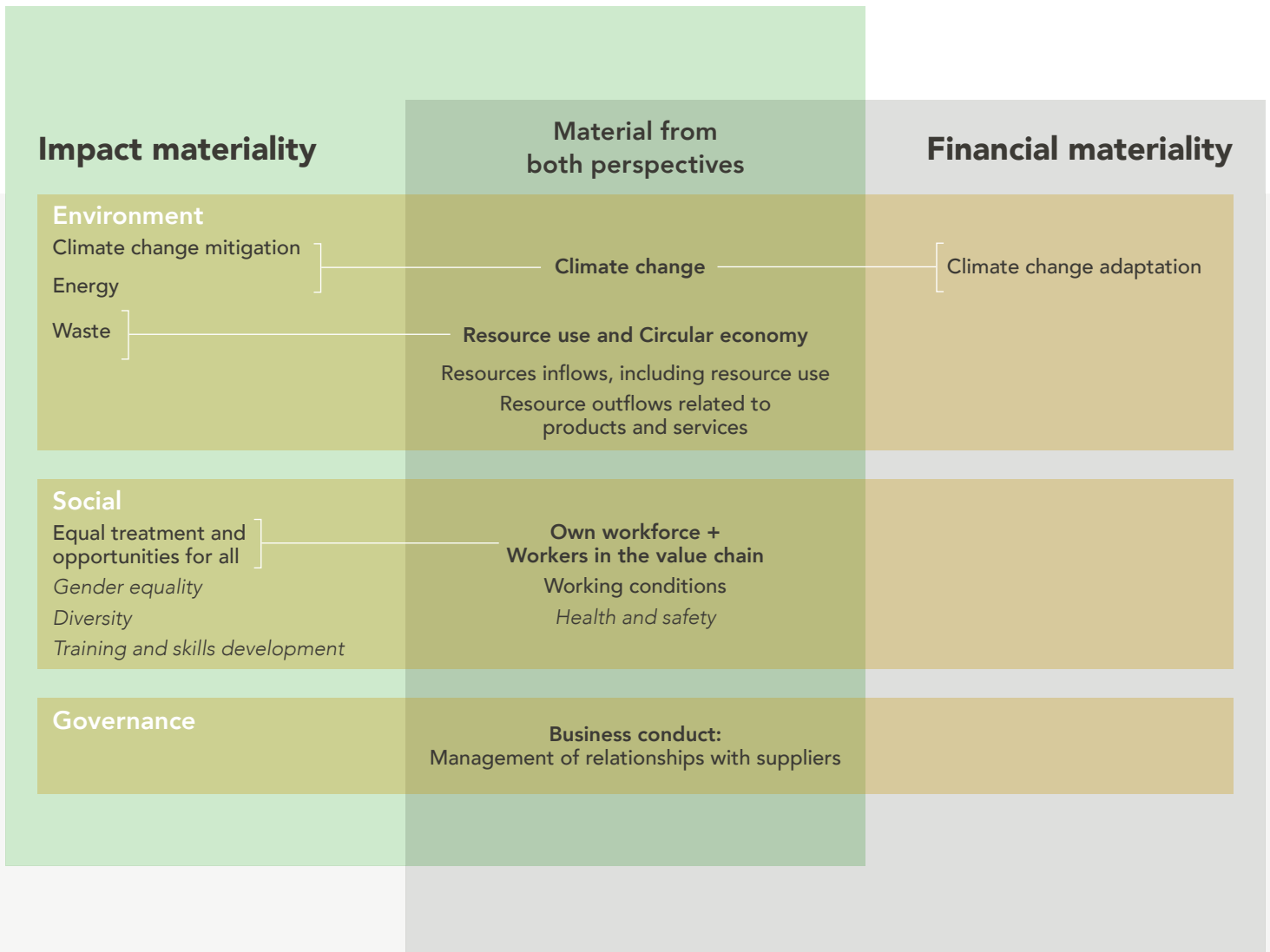
A continuous process

To effectively pursue our sustainability goals, it is essential to keep material topics sharply in focus. Our organisation, as well as the world around us, is constantly changing. To remain relevant and impactful, we must regularly re-evaluate our priorities. That is why Royal Terberg Group will conduct an update of its Double Materiality Assessment in 2025. This will enable us to continue focusing on the topics that are most relevant to our organisation and stakeholders, consistently contributing to a more sustainable future.

Strategic choices and accelerating our sustainability journey

At Royal Terberg Group, material topics form the foundation for determining our strategic choices, developing metrics and targets, and establishing policies. In recent years, we invested significant

energy in collecting robust and qualitative data within our organisation. This process has been completed successfully, providing us with the necessary insights to develop strategies that closely align with our principles and commitments. Additionally, it enables us to effectively monitor progress towards these goals and report on them. We do not embark on our sustainability journey in isolation. It is closely integrated with our overall business strategy and influenced by economic trends and external developments. Therefore, at Royal Terberg Group, sustainability is not a stand-alone topic, it is an integrated element that impacts every aspect of our organisation – from departments and divisions to daily operations. It shapes and enhances our activities at all levels, ensuring we make future-proof decisions that are both commercially and socially valuable.



Material topics based on DMA

(Double Materiality Assessment)

ESG pillar	Topical ESRS	Material sustainability topics for Royal Terberg Group – using terminology from ESRS 1 AR 16		
Impact Materiality	Topics	Sub-topics	Sub-sub-topics	Year
Environment	E1	Climate change*	<ul style="list-style-type: none"> Climate change mitigation Energy 	●
	E5	Resource use and Circular economy*	<ul style="list-style-type: none"> Resources inflows, including resource use* Resource outflows related to products and services* Waste 	●
Social	S1 + S2	Own workforce* + Workers in the value chain*	<ul style="list-style-type: none"> Working conditions* 	> Health and safety* ●
			<ul style="list-style-type: none"> Equal treatment and opportunities for all 	> Gender equality ● > Diversity ● > Training and skills development ●
Governance	G1	Business conduct*	<ul style="list-style-type: none"> Management of relationships with suppliers* 	●

Financial Materiality

Environment	E1	Climate change*	<ul style="list-style-type: none"> Climate change adaptation 	● ● ●
	E5	Resource use and Circular economy*	<ul style="list-style-type: none"> Resources inflows, including resource use* Resource outflows related to products and services* 	● ●
Social	S1 + S2	Own workforce* + Workers in the value chain*	<ul style="list-style-type: none"> Working conditions* 	> Health and safety* ●
Governance	G1	Business conduct*	<ul style="list-style-type: none"> Management of relationships with suppliers* 	● ●

- Short term (within one year)
- ● Medium term (after one year and within five years)
- ● ● Long term (after five years).

* Means this topic results from both Materiality Assessments (Impact & Financial).

Our strategies are structured around the four pillars of our organisation, embedding sustainability into our daily activities. Our previously established commitments form the foundation of our sustainability policies and guide our efforts toward concrete strategies. In this report, we provide a detailed overview of the collected data and insights, organised according to the ESG components (Environmental, Social, and Governance).

Over the past year, we already made significant progress. The many initiatives at the company level, supported by our dedicated employees, are particularly impressive and inspiring. However, there is still much to be done. By actively engaging with our organisation and learning from the experiences and best practices of our colleagues, we can further strengthen our sustainability initiatives. This enables us to accelerate and embed our sustainability journey into our way of working. Together, we are creating a sustainable future and making sustainability a core part of our business model. By learning, sharing, and inspiring each other, we are taking the next steps towards a sustainable world.

Our sustainability Roadmap

Verifiably live the Royal Terberg Group Sustainability core value through our products and services, operation, business conduct and contribution to local communities. Our approach consists of 4 pillars:

PILLAR 1



Enable our customers to transport goods safely and sustainably

- 1 Ensure user health & safety through our vehicle design and construction
- 2 Transform transportation solutions to zero emission and circular economy

PILLAR 2



People-centred and sustainable operation

- 3 Support the development of our people
- 4 Ensure the health & safety of our people
- 5 Ensure equal treatment and opportunity for all
- 6 Reduce energy use and GHG emissions
- 7 Reduce (natural) resources use and waste
- 8 Ensure a clean environment, no pollution

PILLAR 3



Responsible business conduct

- 9 Apply our Code of Conduct in the value chain
- 10 Apply Sustainability Due Diligence in the supply chain for responsible sourcing

PILLAR 4



Contribution to local communities

- 11 Be involved in and support the communities and regions we operate in through dedicated social impact initiatives

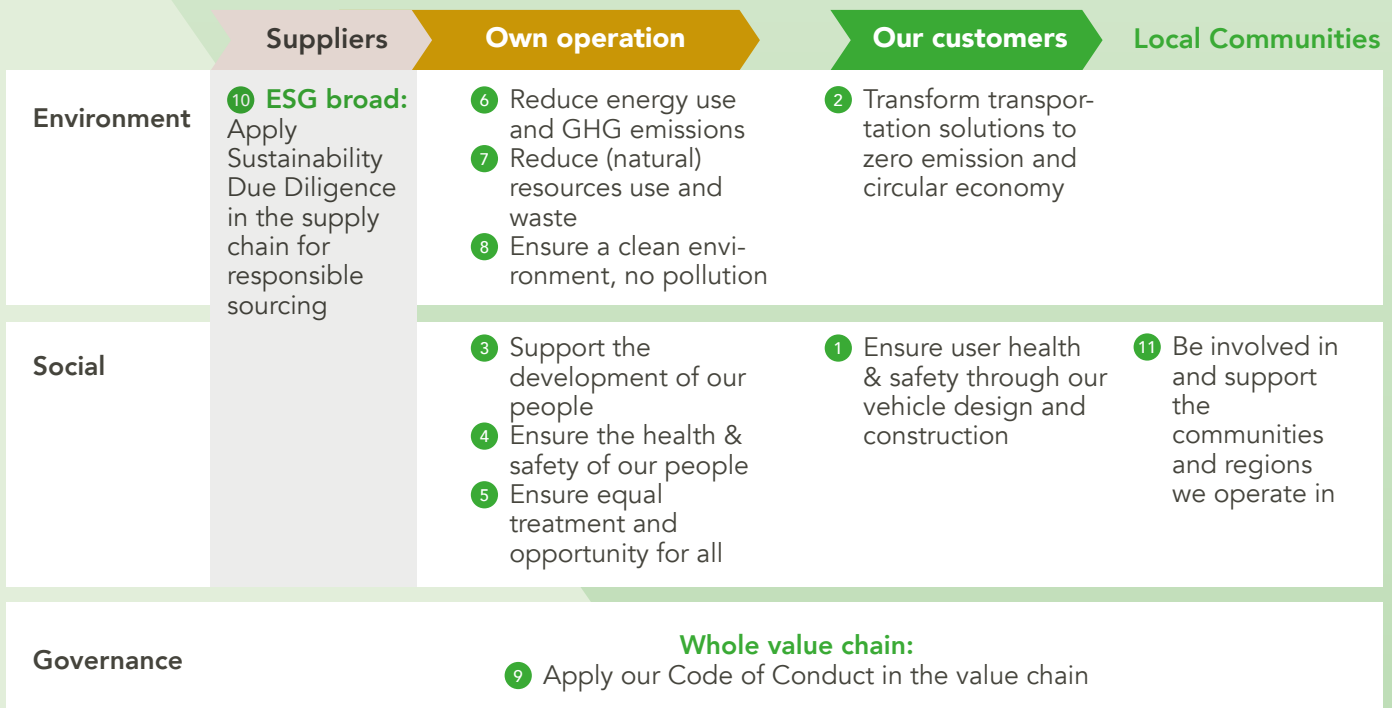
Our commitment to climate transition

At Royal Terberg Group, we are deeply aware of the urgent need to address climate change. Reducing greenhouse gas (GHG) emissions across Scope 1, 2, and 3 is therefore a firmly embedded priority within our sustainability strategy. This includes direct emissions from our operations, indirect emissions from energy consumption, and all emissions throughout our value chain. We are working on an ambitious and robust climate transition plan that aligns with global objectives.

Our aim is to achieve international climate goals, such as the Paris Climate Agreement, in line with the Science Based Targets Initiative (SBTi). The plan will

integrate with Royal Terberg Group’s broader sustainability objectives and will take into account the unique challenges and opportunities within our sector. The focus will be on technological innovation and operational feasibility. We will ensure that our strategy aligns with broader economic trends and opportunities, allowing us to remain sustainable and competitive. Input from employees, customers, suppliers, and other stakeholders will be crucial to creating buy-in and ensuring effectiveness. The climate transition plan will be underpinned by solid data and insights collected within the organisation. Based on this foundation, measurable goals (KPIs) will be developed to accurately monitor our progress and report transparently.

Our commitments for material impacts, mapped on the value chain



4 PILLARS
11 COMMITMENTS

Our commitments are qualitative now. We will set quantitative targets as soon as we have reliable information on the current situation.

This approach includes:

- **Investments in technological innovation:** To reduce our emissions while maintaining our position as a market leader.
- **Focus on the entire value chain:** By reducing emissions across the value chain (Scope 3), including suppliers and the use of our vehicles.
- **Long-term risk management:** By identifying potential risks and developing strategies to effectively mitigate them.
- **Flexibility:** The plan remains adaptable to respond to new developments and innovations.

With an integrated, strategic plan, we are determined to reduce our impact and actively contribute to global efforts to combat the effects of climate change. Royal Terberg Group is committed to delivering practical, achievable solutions that positively impact both our sector and society as a whole.

Providing the global waste and recycling industry with robust, reliable, efficient and innovative eco-technology.



Projects to enhance insights and impact management

Over the past year, we carried out various projects to better understand the factors that determine our impact and how we can influence them. These efforts aim to gain in-depth insights into our processes, materials, and systems, enabling us to act more effectively and purposefully. One significant project involved the inventory of hazardous substances used within our organisation. In 2024, we initiated a project to systematically collect and aggregate this data. This allows us not only to monitor the hazardous substances more accurately but also to proactively develop control measures and take targeted actions when necessary. (See chapter *Circular economy* - page 35, 36).

Additionally, based on another project, we determined that pollution of air, water, and soil is not a material topic for our organisation. This insight enables us to focus our attention and resources on other matters that have a greater impact, allowing us to further refine our sustainability strategy. (See chapter *Pollution* - page 38).

We also conducted a Life-Cycle Analysis (LCA) of our vehicles, and the components and materials used. This comprehensive analysis provided us with valuable insights into the environmental impact of our products throughout their entire life cycle. This knowledge enables us to make more sustainable choices in design and production processes, contributing to a more efficient and environmentally friendly operation. (See chapter *Environmental footprint of our products* – page 40, 41).

“OUR VEHICLES ARE DESIGNED FOR MULTIPLE LIFETIMES – NOT AS DISPOSABLE COMMODITIES.”

ESG

Environment

Introduction

Based on the Double Materiality Assessment described in the chapter Sustainability priorities, commitments & roadmap, the most important environment-related topics for Royal Terberg Group are:

- **Climate change**, with the subtopics Climate adaptation, Climate change mitigation and Energy.
- **Resource use and Circular economy**, with the subtopics Resources inflows, including resource use, Resource outflows related to products and services, and Waste.

"WE ARE DETERMINED TO REDUCE OUR IMPACT AND ACTIVELY CONTRIBUTE TO COMBATING CLIMATE CHANGE."



Climate Change

Our commitment

With regard to the topic climate change, Royal Terberg Group is committed to:

- Transforming transportation solutions to zero emissions (product & services related - pillar 1).
- Reducing energy use and GHG emissions (own operation related - pillar 2).

Our local management is responsible for the management of these environmental topics in our companies. As a Group, we take an integrated project approach to achieve alignment on environmental topics. We work with project members from Royal Terberg Group companies forming a topic-specific team, such as the Carbon team. Sharing information and best practices and alignment on methodologies contribute to capacity building throughout the company.

Product-related features that contribute to mitigating climate change

Various product-related features (see table below) contribute to reducing the Green House Gas emissions of our products in use, and therefore contribute to mitigating climate change.

Product-related feature	Impacts
Electrical & Hydrogen drivelines	Impact on GHG and particles emission
Energy efficiency improvements	Impact on energy consumption and therefore also an impact on GHG and particles emission
Engines that can run on alternative fuels HVO or LNG/LPG (as intermediate solution between diesel and electric)	Impact on GHG and particles emission
Terberg Connect – Royal Terberg Group’s telematics system	Impact on vehicle downtime, efficiency and emissions along with service engineer travel

Our GHG Footprint

We are steadfast in our commitment to monitoring and reducing our greenhouse gas (GHG) footprint. As part of this effort, we have assessed our GHG footprint for scope 1, 2, and 3 emissions for the years 2022, 2023, and 2024, and will continue to do so annually to track our progress. Looking ahead, we are focused on taking the next significant step by developing a robust and comprehensive climate transition plan. This plan will be implemented across all our divisions and companies to ensure its impact is far-reaching and comprehensive.

GHG Footprint assessment approach

For the third consecutive year, we calculated the total GHG footprint of the Royal Terberg Group. This ongoing effort helps us identify the key contributors and monitor their evolution over time. The assessment encompasses the entire scope of Royal Terberg Group, covering all the companies within the group.

The methodology is applied in accordance with the Greenhouse Gas Protocol (operational control). The Group Sustainability department headed the coordination of the GHG footprint assessment. A significant contribution was made by our Terberg Carbon Team, consisting of dedicated representatives from all Royal Terberg companies, who undertook the extensive task of gathering and verifying the necessary data. Their efforts formed the foundation for this process, enabling an independent environmental consultancy to perform accurate and reliable calculations.

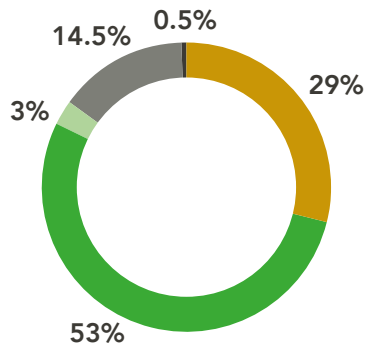
Our GHG emissions

Royal Terberg Group's calculated emissions over 2024 were as follows:

Total GHG emissions Scope 1 & 2

TOTAL
(tCO₂e)

11,600



Scope 1

	2023 (Baseline)	2024	% change
Direct emissions (tCO₂e)			
Stationary combustion	3,297	3,379	2%
Mobile combustion	5,536	6,183	12%
Fugitive emissions	362	304	-16%
Total scope 1	9,194	9,866	7%

Scope 2

		2023 (Baseline)	2024	% change
Indirect emissions (tCO₂e)				
Electricity	market-based	2,885	1,680	-42%
Electricity	location-based	3,173	3,657	15%
District heating		58	54	-8%
Total scope 2	location-based	3,231	3,711	15%
Total scope 2	market-based	2,943	1,734	-41%

Scope 3

		2023 (Baseline)	2024	% change
Indirect emissions (tCO₂e)				
Purchased Goods and Services		199,404	190,297	-5%
Use of Sold Products		997,961	906,423	-9%
Downstream Leased Assets		76,308	77,044	1%
Total scope 3		1,386,944	1,254,400	-10%

Total GHG emissions

		2023 (Baseline)	2024	% change
Total GHG emissions (tCO₂e)				
Total GHG emissions	location-based	1,399,369	1,267,977	-9%
Total GHG emissions	market-based	1,399,081	1,266,000	-10%

Our 2024 (market-based) emissions amounted to approximately 1,266,000 tonnes CO₂e. The main contributor remained the use of sold products (906,423 tonnes CO₂e; 72%), followed by procurement activities (190,297 tonnes CO₂e; 15%), and downstream leased assets (77,044 tonnes CO₂e; 6%).

With regard to our scope 1 emissions, our mobile combustion is responsible for the largest share (6,183 tonnes CO₂e; 62%). Within our scope 2 emissions, almost all our (market-based) emissions come from our purchased electricity (1,680 tonnes CO₂e; 96.9%).

Comparing our footprint over the years

When comparing our carbon footprint year-to-year, it should be noted that we updated our method significantly from 2022 to 2023. Mainly with regard to scope 3, where we corrected our scope 3 emissions for intercompany sales which improved the accuracy on a group level for category Use of sold products. Therefore, we have chosen 2023 as a base year from which we will report onwards.

When comparing the year-to-year results, we see that our overall GHG emissions decreased (-10%) compared to 2023; whereas our revenue (+13.7%) and FTEs (+11.9%) both increased significantly.

Changes within scope 1 emissions

Our overall scope 1 emissions result was in a similar range (+7%) to 2023, and aligns with our growth in business. Furthermore, when looking at the subcategories, there were no significant changes, despite a higher sales volume as mentioned above.

Changes within scope 2 emissions

Despite an increase in the Group's consumption of electricity, the increased share of renewable electricity within our overall consumption led to a significant decrease of our market-based emissions (-42%). For more information about our energy consumption and the share of renewable electricity, see annex E1.

Changes within scope 3 emissions

Within our scope 3 emissions, our overall emissions decreased (-10%). This reduction is primarily driven by a 9% decrease in our sold-product emissions, despite an increase in total sales volume. One of the key contributing factors is the ongoing development

of our product portfolio, which has led to changes in the types of products sold. One of those changes is an increase in electric products which saw a steep increase in 2024 compared to 2023. This is in line with our broader sustainability commitments. We are also continuously improving the data availability and quality related to our in-use product emissions (and other Scope 3 categories).

For our rentals (Scope 3 - Downstream leased assets), we see comparable emissions in 2024 compared to 2023 (+1%), despite an increase in our total rental volume. This can be attributed to an increase in electric products as well within our rental portfolio.

Our current methodology and data availability for our current methodology and data availability for the emissions of the scope 3 categorie "purchased goods and services" are still under development and

"THE INCREASED SHARE OF RENEWABLE ELECTRICITY LED TO A SIGNIFICANT DECREASE OF OUR MARKET-BASED SCOPE 2 EMISSIONS (-42%)."

not yet mature enough to draw robust conclusions for 2023 and 2024. We are actively working on improving data quality and consistency to enable more accurate reporting in future cycles.

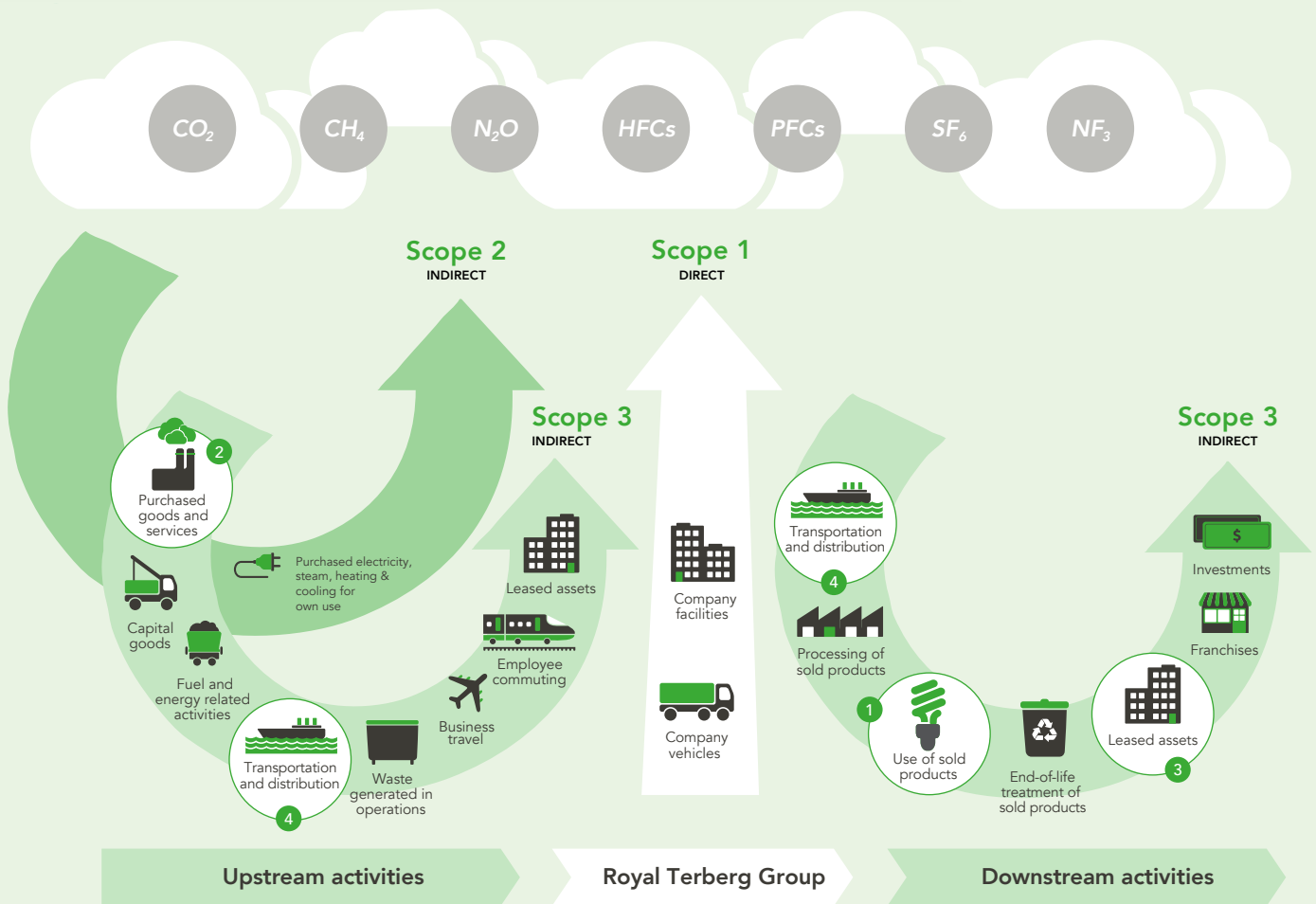
We refer to the Annex on page 43 for a detailed overview of the GHG footprint data and a description of the outcomes for the Group.



Our Next Generation Electrified - Terberg YT203-EV terminal tractor in action.

Overview of GHG Protocol scopes and emissions across the value chain

- Main contributors Royal Terberg Group
- Ranking



Scope 3
239,443 tonnes CO₂e
 This is about 20 times
 the emissions of scope 1 & 2

Main contributors

- Category 3.1: Purchased goods and services
- Category 3.4: Upstream transport and distribution

Scope 1 & 2
Own operation
11,600 tonnes CO₂e

Scope 3
1,014,956 tonnes CO₂e
 This is about 90 times
 the emissions of scope 1 & 2

Main contributors

- Category 3.9: Downstream transport and distribution
- Category 3.11: Use of sold products
- Category 3.13: Downstream leased assets

Source: Figure 1.1 of the Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Resource Use and Circular Economy

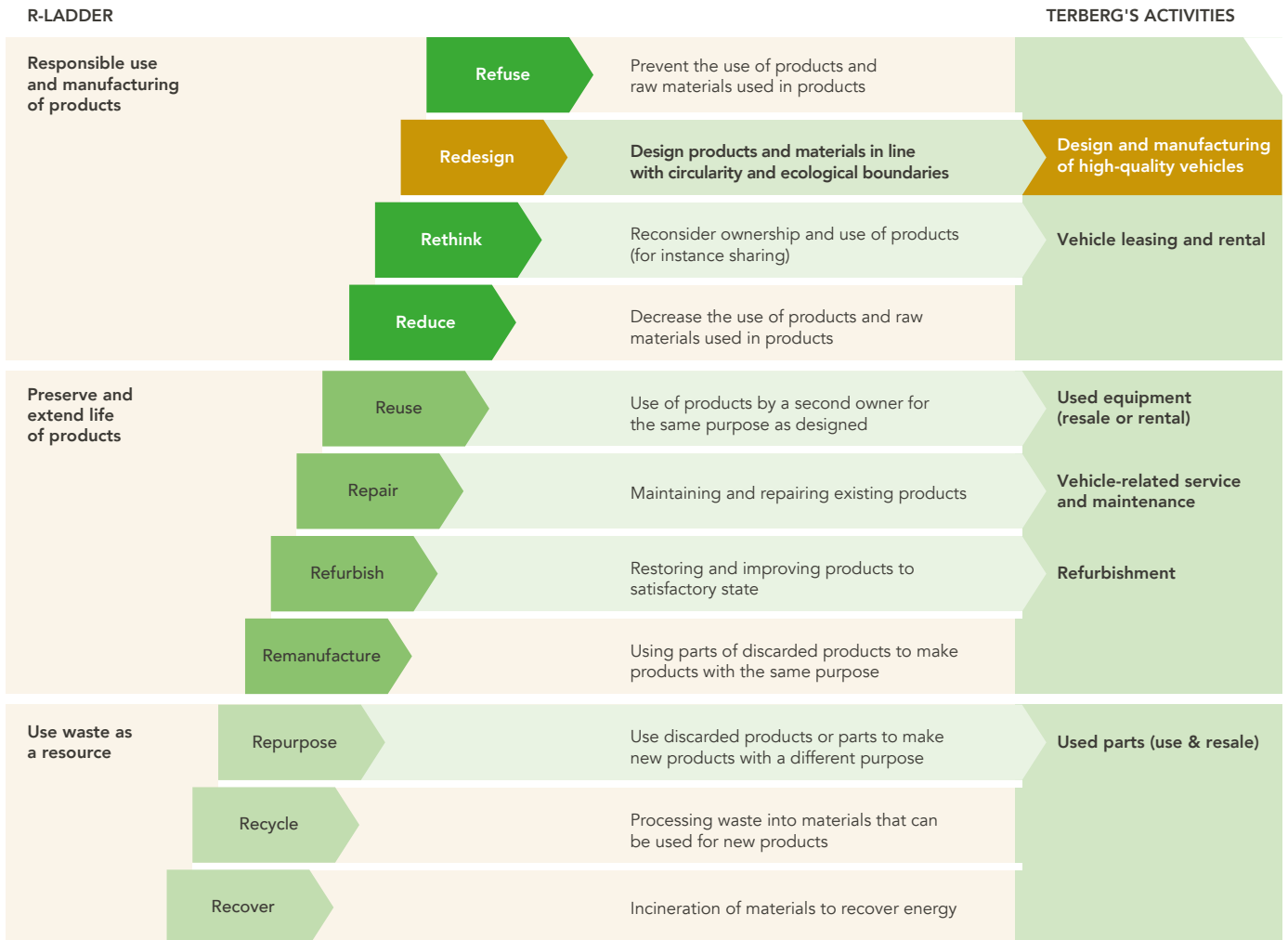
Our local management is responsible for the management of these environmental topics in our companies. As a group, we work on alignment on the environmental topics with a project approach. We work with project members from Royal Terberg Group companies forming a topic-specific team, such as the Life-Cycle Assessment team. Sharing information and best practices and alignment on methodologies contribute to capacity building throughout the company.

Our commitment

With regard to the topics resource use and circular economy, Royal Terberg Group is committed to:

- Transform transportation solutions to a circular economy (Product & service related - pillar 1).
- Reduce (natural) resources use and waste (Own operation - pillar 2).
- Apply Sustainability Due Diligence in the supply chain for responsible sourcing (Supply chain - pillar 3).

Royal Terberg Group activities that contribute to the circular economy, mapped on the R-ladder



Circular economy

Terberg’s business model is moving towards the circular economy through various activities. We operate multiple leasing and rental businesses, refurbish vehicles to a complete overhaul, service and maintain them, resell them second-hand, and reuse and resell components. In addition, several of our products are eco-designed under an ISO14006:2020 certified management system.

The R-ladder, or waste hierarchy, is a model that illustrates the most sustainable methods of resource use and waste management. It begins with **prevention**, which focuses on avoiding waste generation entirely. This is followed by **reuse**, repurposing materials to extend their lifecycle, and **recycling**, where waste is processed into valuable raw materials. Lower down are less desirable practices like **energy recovery** and **disposal**, the latter being the least environmentally friendly option. The R-ladder supports the principles of a circular economy by prioritising actions that conserve resources and minimise waste.

For a visual overview of Royal Terberg Group’s activities on the R-ladder, please refer to page 34, which displays the impact of our activities on different stages of resource use and waste management within a circular economy.

Inflowing materials

To manufacture, service, lease, and resell special vehicles, Royal Terberg Group employs extensive resources, including property, plant, and equipment, alongside a diverse range of components and raw materials such as steel, iron, copper, polymers, and rubber. In 2024, we made significant strides in enhancing our procurement databases, integrating detailed information on article weights and standardised procurement categories. This wealth of data has unlocked a deeper understanding of the materials we procure, giving us unprecedented visibility into resource flows.

Complementing this, lifecycle assessments (LCA) of reference vehicles from our environmental and special vehicle divisions have provided critical insights into the environmental impact of materials across the value chain (see page 40 for LCA). This combination of enriched data and robust analysis empowers Royal Terberg Group to recalibrate its strategies, refine operational processes, and set

ambitious, data-driven objectives. As we further improve the quality of data collection in the years ahead, we are laying a solid foundation to not only monitor resource use but also drive innovative solutions that align with our sustainability goals and support our transition towards a circular economy.

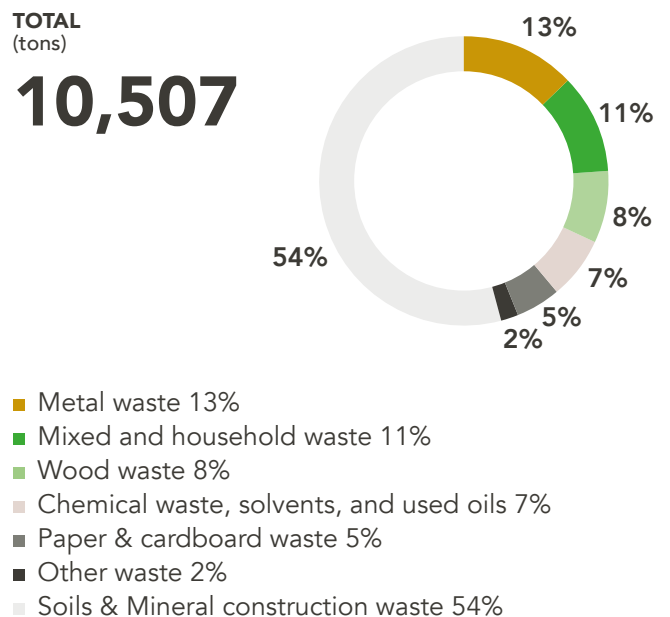
Waste from operations

As a manufacturing company, the Royal Terberg Group has several waste streams flowing out of its operations which are handled using different disposal methods. In 2024, we conducted a company-wide project to collect waste data at a consolidated level, giving us further insight into the amount and types of waste, as well as the hazardous nature and treatment method.

Royal Terberg Group’s main waste stream in 2024 was construction and soil waste, stemming from a large building and construction project at one of our sites. This waste stream will be smaller in general operations, and the majority of waste will then consist of metal, mixed and household wastes, wood, chemicals, solvents, and used oils.

CONSOLIDATED WASTE FIGURES 2024

Royal Terberg Group waste from operations FY2024



The classification of waste streams in Royal Terberg Group was steered by national and regional regulations, and generally, the amount of waste was measured by weighing by contractors. In some cases, the mass of generated waste was estimated based on densities by waste stream type.

In terms of waste treatment methods, we have identified that a major share of our waste is recovered through recycling, for example of metal, wood, and used oils. We will conduct further research in the years to come to fully verify the recovery numbers at a consolidated group-level. Similarly, we have seen that our hazardous waste mainly consists of chemical wastes and used oils from coating and servicing, of which the quantities will be further validated for quantitative group-level reporting as well.

We run multiple waste reduction and recovery initiatives within our companies to continuously reduce our waste impact, ranging from extensive on-site separation to finding better waste treatment methods. One example is the repurposing that takes place at multiple sites, where cardboard boxes are shredded and repurposed into filler for packages that are sent to customers, replacing plastic alternatives. A seemingly small change in our way of working that contributes to the circular economy - reducing waste and promoting the reuse of materials.

“ROYAL TERBERG GROUP’S BUSINESS MODEL IS MOVING TOWARDS THE CIRCULAR ECONOMY.”



Keeping our workers safe with the right personal protective equipment for the job at hand.



CASE STORY

Maximisation of resource recovery: refurbish and reuse

Terberg DTS recently reviewed its long-term vision, emphasising the maximisation of resource recovery throughout the lifespan of a vehicle. **Recycle, reuse, sustainability, and the environment are all terms familiar to businesses today. They are also the cornerstones of Terberg DTS's sustainability policy.** Alisdair Couper, Managing Director at Terberg DTS explains how Terberg DTS aims to maximise resource recovery and reduce the environmental footprint of its vehicles.

Recovering and reusing parts: cost-effective and sustainable

"We began our resource recovery journey in 2024 with the primary aim of refurbishing vehicles that have reached the end of their useful economic life. A purpose-built facility was erected at our head office in Elland, West Yorkshire with the fundamental role to strip vehicles for good second-hand parts. These recycled parts are mostly used to facilitate the repair of vehicles on contract with Terberg DTS both in our workshops and on customer sites. However, we also support non-contract customers who are running older vehicles in need of obsolete or lower priced components. In addition, we offer other companies within the Royal Terberg Group the opportunity to utilise these parts at commercially viable rates."

High-quality product and great after-sales service

"Enabling the Terberg product to continue being operated for 20 plus years is something we are extremely proud of and shows not only the high quality of the product but also the great after sales service that Terberg DTS provides in the UK. Our aim is to help our customers keep their vehicles up and running as long as possible at the lowest cost, maximising value for money and reducing the environmental footprint of our vehicles. We envisage that the project we launched for the recycling of vehicles and parts will allow Terberg DTS and other Terberg companies to continue providing support to our customers across all levels of the market."

Reducing our impact on the environment

"Our objectives for this resource recovery project remain anchored around Terberg DTS's environmental goals of reducing our impact on the environment. A number of key factors that we aim to address are extending vehicle life, combatting obsolescence of components, preventing and limiting waste from end-of-life vehicles and their components, improving the environmental performance of our vehicles during their lifecycle, lowering the total cost of ownership and improving parts availability. Moreover, with this project, we are utilising existing embedded carbon better and avoiding additional carbon emissions in the manufacture and shipping of new parts."

Pollution

From the end of 2024 to early 2025, we conducted a thorough group-wide assessment to evaluate the impact materiality of pollution affecting air, water, and soil across our operations. This comprehensive assessment provided valuable insights into the pollutants arising from activities such as painting, welding, and abrasive blasting, as well as the quantities in which these activities are performed at Royal Terberg Group sites.

The results confirm that pollution from these activities does not represent a material topic for the Royal Terberg Group. This conclusion reflects that our operations have a minimal impact on the air, water, and soil in the surrounding environment, demonstrating that our activities are not significantly harmful to local communities or ecosystems. This finding reinforces the positive narrative that sustainability is deeply embedded in the way we operate, validating our dedication to maintaining environmentally responsible practices and safeguarding the well-being of the communities we serve.

This outcome aligns with our overarching commitment to act as a responsible corporate citizen, ensuring that all companies within the group continue to monitor, control, and prevent pollution locally, in compliance with regional legislation. At the same time, we strive for continuous improvement through proactive measures integrated into our environmental management systems.

“OUR OPERATIONS HAVE A MINIMAL IMPACT ON THE AIR, WATER, AND SOIL IN THE SURROUNDING ENVIRONMENT, DEMONSTRATING THAT OUR ACTIVITIES ARE NOT SIGNIFICANTLY HARMFUL TO LOCAL COMMUNITIES OR ECOSYSTEMS.”



As a responsible corporate citizen, we ensure that we continue to monitor, control, and prevent pollution.



CASE STORY

Royal Terberg Group Hydrogen Solutions

We develop innovative hydrogen solutions for heavy equipment used in construction and logistics. These technologies are aimed at reducing CO₂ emissions and enhancing sustainability in sectors where electrification is challenging. Guido Schoeman Business Development Manager of Terberg Techniek, explains how our hydrogen solutions work.

“Terberg Techniek’s hydrogen solutions provide practical and sustainable alternatives to diesel in sectors where electrification is difficult. With modular systems like the H2-PowerPack, E-PTO-H2 and H2-GenSet, we address the growing demand for zero-emission technologies in construction and logistics.”

H2-PowerPack for construction machinery: reliable and emission-free

“Our H2-PowerPack, a module that combines a fuel cell with an electric drive system, replaces the diesel engine in machines such as excavators. An example is the conversion of two Liebherr 916 Litronic mobile excavators for one of our contractors. These machines are equipped with a 192-kW electric motor, a 48-kWh battery pack, and a fuel cell powered by hydrogen. After six months of testing, the machines proved to operate reliably and emission-free, making them well-suited for urban and environmentally sensitive areas.”

E-PTO and E-PTO-H2 for heavy-duty trucks and cranes

“Our Electric Power Take-Off (E-PTO) and its hydrogen variant (E-PTO-H2) are designed to power hydraulic systems of concrete mixers and truck-mounted cranes without using the vehicle’s diesel engine. The E-PTO can be fitted with lithium-ion batteries and an optional hydrogen module, allowing for quick refuelling. These systems provide sufficient power to operate hydraulic pumps at up to 400 bar, making them suitable for heavy-duty applications.”

H2-GenSet for locations with limited grid capacity

“Another innovative hydrogen solution that we offer is the H2-GenSet, a hydrogen-powered generator intended for construction sites and fleet operators where grid capacity is limited. This generator can charge electric machinery without CO₂ emissions and is particularly useful in locations without a fixed power supply.”

Terberg Benschop’s YT203-H2 Terminal Tractor: no emissions and less noise

“In our ongoing effort to incorporate innovative solutions and cater to the evolving needs of our customers, we developed the YT203-H2, a hydrogen-powered terminal tractor based on the electric YT203-EV platform. This tractor is fitted with four 150-litre hydrogen tanks and delivers performance comparable to diesel models, but without emissions and with significantly reduced noise. The YT203-H2 is well-suited for intensive use in ports and distribution centres. We’re proud that we’ve succeeded in producing a future-proof version of one of our key traditional products that meets the latest noise and emission reduction requirements.”

Environmental footprint of our products

We are dedicated to understanding and reducing the environmental footprint of our products. In the past, we have already conducted Life-Cycle Assessments (LCAs) for specific products, such as a type of container and bin lifter for Refuse Collection Vehicles (RCV), which led to gaining valuable first insights into their environmental impacts.

In 2023, we launched an LCA project for a select number of Terberg vehicles, aiming to gain deeper insights by the end of 2024. This extensive project demanded significant effort from our engineering departments, who worked closely with an external specialised company to ensure its successful execution. Now completed, the project has delivered valuable insights that will drive informed decisions and further strengthen our commitment to sustainability.

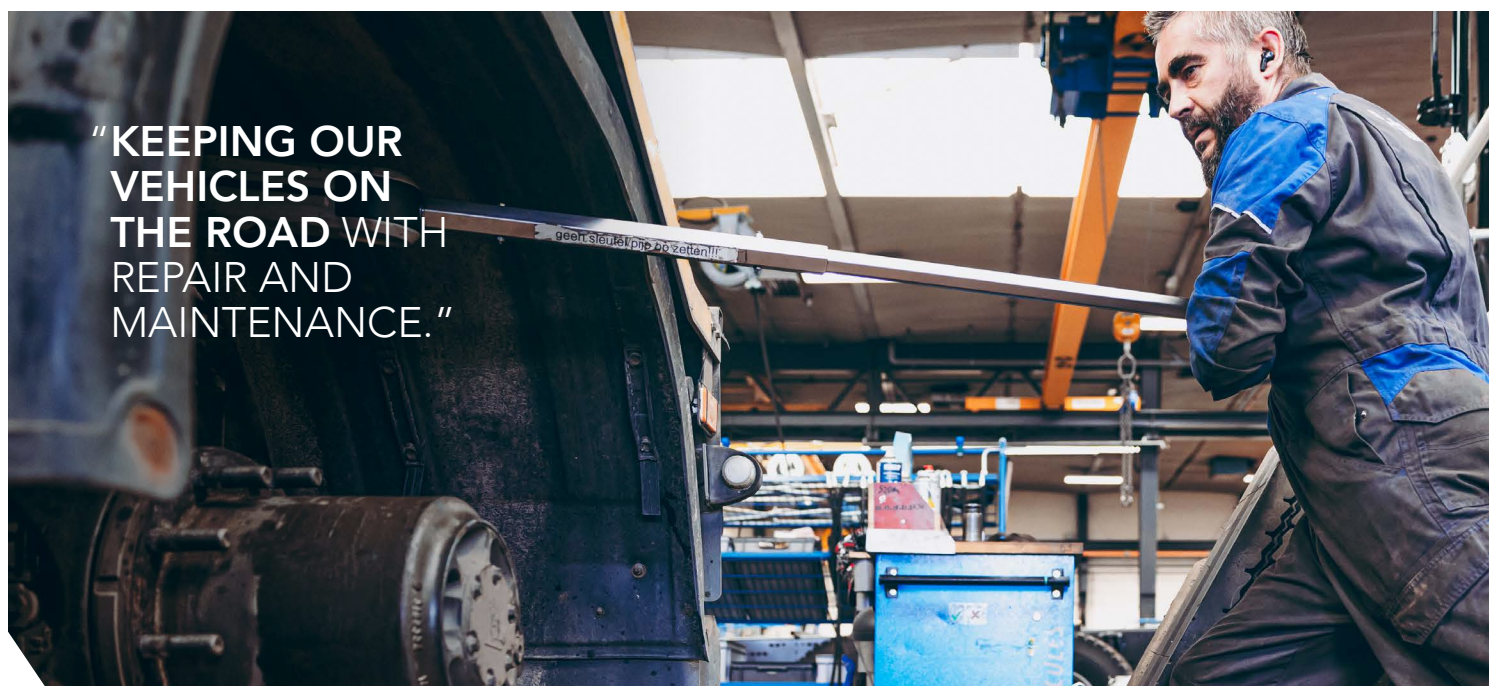
We conducted a study on the lifecycle impacts of several reference vehicles. Through extensive data collection, we identified environmental impact hotspots across 14 main impact categories, including climate change (carbon footprint), water use, toxicity, and resource usage (minerals and fossil).

Impact hotspots

We observed that for all impact categories, the raw material extraction (related to components in the Bill-of-Materials) and the use phase are dominant contributors. Further insights into the specific drivers within these phases revealed that the production and combustion of diesel is a primary source of impact in the use-phase. Regarding the raw materials, the impact of steel components was found to be significant. Additionally, tyre changes contributed notably as well to the overall impact.

Reducing our product footprint

Building on these findings, we are using the insights gained from lifecycle assessments (LCAs) to optimise our products with a focus on the stages that have the highest environmental impact. These analyses have highlighted key areas for improvement, particularly during the raw material extraction phase, where we aim to ensure more efficient and sustainable resource use, and the use phase, where we focus on enhancing product efficiency and durability. By enhancing our data availability and refining our processes, we are creating innovative, resilient products that meet the demands of tomorrow, while aligning with our long-term sustainability objectives.



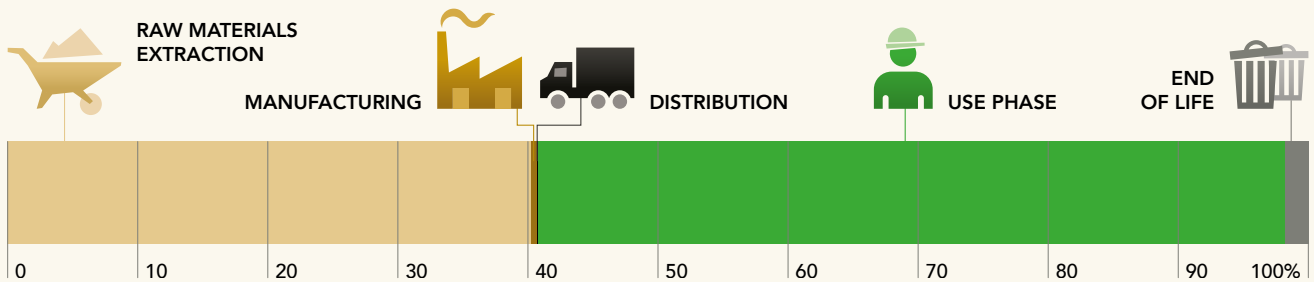
"KEEPING OUR VEHICLES ON THE ROAD WITH REPAIR AND MAINTENANCE."

Impact study of reference vehicles across their full lifecycle



Example of a reference vehicle

Shown here is an example vehicle. Results are in % of the total single score*.



* The **single score graph** aggregates multiple environmental impact categories into one comprehensive result. The score is derived through a process of normalisation and weighting (according to EF 3.1 Method). The single score simplifies the comparison of the overall environmental impact of various products or scenarios, aiding in decision-making and communication.

Environmental Management System

We are committed to minimising our ecological footprint through robust environmental management practices, and we are moving towards ISO14001 certification (an internationally recognised standard for environmental management systems – EMS) for our facilities. This certification ensures that we systematically identify, manage, and reduce our environmental impact, including minimising waste, conserving resources, and mitigating pollution.

As of 2024, the majority of Royal Terberg Group production facilities and multiple distribution and after sales companies are ISO 14001 certified. In addition, multiple sites have an ISO 9001 certified management system, ensuring that our processes meet the highest standards and that our products consistently meet customer requirements. This not only enhances customer satisfaction but also reduces waste and enhances resource efficiency, contributing positively to our sustainability commitment.

We are dedicated to understanding and reducing the environmental footprint of our products.



Annex

The annex contains the GHG footprint data in the format required by the CSRD/ESRS disclosure requirements (for GHG 2024 results).

Disclosure Requirement E1-5-Energy consumption and mix & energy consumption from fossil sources disaggregated by sources

Subsection	Requirement	Metric	Value	Unit
37.a 38.a,b,c,d,e	Total energy consumption from fossil sources	Natural Gas	16,342,179	kWh
		Diesel	21,204,158	kWh
		Petrol	3,230,092	kWh
		LNG	0	kWh
		CNG	0	kWh
		Propane	20,613	kWh
		Kerosene	14,167	kWh
		LPG	234,907	kWh
		District heating	301,111	kWh
		Average fossil grid mix	3,454,249	kWh
		Total energy consumption from fossil sources	41,046,116	kWh
37.b	Total energy consumption nuclear sources	Average nuclear grid mix	860,179	kWh
37.c	Total energy consumption from renewable sources	Bundled	5,619,833	kWh
		Unbundled	172,540	kWh
		Unknown	541,564	kWh
		Average renewable grid mix	2,169,575	kWh
		Total Purchased Renewable Electricity	8,503,512	kWh
	Consumption self-generated renewable energy		1,351,748	kWh
39	Renewable energy production	Renewable Electricity Generation	1,741,906	kWh

Disclosure Requirement E1-6-Gross Scopes 1,2,3 and Total GHG emissions

Subsection	Requirement	Metric	Value	Unit
44.a,b,c,d 48.a,b	Company's GHG emissions in metric tonnes of CO ₂ eq	SCOPE 1	9,866	tCO₂e
		% covered by EU ETS	0	%
49.a,b		SCOPE 2 location-based	3,711	tCO₂e
51		SCOPE 2 market-based	1,734	tCO₂e
52.a,b		SCOPE 3	1,254,400	tCO₂e
		Purchased Goods and Services	190,297	tCO ₂ e
		Capital Goods	15,785	tCO ₂ e
		Fuel and Energy-related Activities	2,366	tCO ₂ e
		Upstream Transportation and Distribution	22,647	tCO ₂ e
		Waste Generated in Operations	2,434	tCO ₂ e
		Business Travel	3,038	tCO ₂ e
		Employee Commuting	2,877	tCO ₂ e
		Downstream Transportation and Distribution	30,618	tCO ₂ e
		Processing of Sold Products	0	tCO ₂ e
		Use of Sold Products	906,423	tCO ₂ e
		End-of-Life Treatment of Sold Products	845	tCO ₂ e
		Downstream Leased Assets	77,044	tCO ₂ e
		Investments	26	tCO ₂ e
		Total GHG emissions (location-based)	1,267,977	tCO₂e
		Total GHG emissions (market-based)	1,266,000	tCO₂e
53	GHG Intensity based on net revenue	Net revenue (NR)	1,301,134,917	€
		Total GHG emissions (location-based)/Net revenue (€)	0.000975	tCO₂e/€
		Total GHG emissions (market-based)/Net revenue (€)	0.000973	tCO₂e/€



IMPACT STORY

Rob van Hove

Board Member of the Royal Terberg Group and CEO of Terberg Special Vehicles

Royal Terberg Group; striving to be the leader in sustainability

Rob van Hove is not a leader who settles for the status quo. Since 2016 he has been with the company, and since 2021 he has been steering the sustainability transition of Terberg Special Vehicles as its CEO and the board of the Royal Terberg Group. With previous senior roles at Kalmar and SMT (Kuiken Groep), and a background in international management and successful turnarounds, Van Hove brings a sharp eye for both innovation and long-term value creation. 'Sustainability and circularity are at the heart of this,' he states.

His passion for sustainability and circularity drives him not only to future-proof the company, but also to actively contribute to a cleaner world. 'Sustainability isn't a trend; it's the only way to pass this business on in good health to the next generation. At Royal Terberg Group, sustainability isn't an isolated objective – it's deeply woven into everything we do.'

Sustainability as a strategic cornerstone

'At the heart of our family business is the responsibility to leave something behind,' Van Hove explains. 'If we don't operate sustainably, there will be nothing left to pass on to the next generation – and that, ultimately, is what a family business is all about; it's the very core of our entrepreneurship.'

This vision is reflected in concrete actions towards electric vehicles, climate responsible facilities, and an electrified internal transport fleet. The company is also piloting hydrogen solutions and retrofitting diesel-powered vehicles into electric ones. Van Hove: 'Our goal to offer all models as zero-emission by 2027 is well within reach – and may even be achieved earlier.'

Designing for multiple life cycles

But sustainability at Royal Terberg Group goes beyond zero-emission vehicles and clean operations. It encompasses the entire value chain – from design and production to reuse and refurbishment. Van Hove: 'We design vehicles for longevity, capable of multiple life cycles through innovative refurbishment and reuse of components. Where some competitors opt for low prices and mass production, we choose quality, safety, reliability and durability – even if that may appear more costly in the short term. One key challenge is competing with these low-cost players, especially in the short and medium term, who make refurbishment economically less viable. In a responsible, sustainable context, it's the long term that matters, not short-term gains.'

Swimming against the tide

The path to a sustainable future is not without obstacles. 'We face competition from companies offering extremely low-priced products of relatively modest quality, making refurbishment less financially attractive. Royal Terberg Group sets itself apart by believing in vehicles designed for multiple lives,



“SUSTAINABLE BUSINESS ISN'T OPTIONAL – IT'S THE ONLY WAY FORWARD.”

through comprehensive refurbishment and reuse. Where competitors lean towards mass production and low prices – turning vehicles into mere commodities – we invest in sustainability by thoroughly exploring which parts can be recycled or reused, and by increasing the number of reusable components in our vehicles’, explains Van Hove.

‘This underpins our ‘Total Cost of Ownership’ strategy, optimising operating costs and technical lifespan. We’re known in the market for reliability, safety, and durability. We may not be the cheapest, but we focus on value for money and outstanding global services to support that extended lifespan.’

Meeting competition head-on

‘Another challenge lies in balancing customers’ ambitions with practical realities. Many customers express a strong commitment to sustainability, yet in practice, financial constraints or short-term priorities can lead to more cost-driven decisions – even if this may have social or environmental impacts further down the supply chain. This makes driving meaningful change a complex journey. But even here, small steps matter. Our vehicles already feature, for instance, modes to optimise routes and reduce fuel consumption.’

Royal Terberg Group’s influence over its supply chain is also limited in some areas. Van Hove: ‘We don’t manufacture engines or transmissions ourselves, so our impact there is restricted. But we do seek ways to make packaging materials more sustainable. This is an area with a huge environmental impact – packaging materials can be a hidden source of pollution, like microplastics.’

Leading by example from within

Royal Terberg Group’s sustainability commitment doesn’t stop at the production line. Its factories and facilities are gradually being made more environmentally sustainable, with solar panels, energy-efficient lighting, and a fully electric fleet. ‘This may not deliver immediate financial returns, but the impact on our emissions is significant,’ Ten Hove emphasises. ‘Since I joined Royal Terberg Group, we’ve reduced our emissions by dozens of percentage points.’

Transparency and reporting play a key role. ‘It forces us to remain ambitious and structured. It’s also motivating to show what we’ve achieved – and where we still need to improve. Our rapid business growth enables us to invest purposefully in sustainability. We’re allocating around six to seven per cent of our revenue to sustainable initiatives. This puts us ahead of the industry, and in turn accelerates our growth. It’s a win-win situation: sustainability benefits both the environment and the business.’

Keeping an eye on the future

Despite the slow pace of global change, Van Hove remains optimistic. ‘Change takes time, but we’re seeing promising developments, like new battery technologies. We believe that with focused, deliberate steps, we can make a difference – even if it takes a while for the market to catch up. The most important thing is to keep believing and keep pushing forward. And that’s exactly what we’re doing; after all, we’re a family business driven by purpose.’

ESG

Social

Introduction

Based on the Double Materiality Assessment described in the chapter Sustainability priorities, commitments & roadmap, the most important social topics for Terberg are:

- Learning and Development
- Health and Safety
- Diversity Equity and Inclusion

In addition, the Terberg Leadership Team added the following topic to our Sustainability Agenda: contributing to the communities and regions we operate in through dedicated social impact initiatives.

"DURING 2024, OUR WORKFORCE CONTINUED TO GROW STEADILY IN LINE WITH THE DEVELOPMENT OF OUR BUSINESS ACTIVITIES. WE STRIVE TO HAVE THE RIGHT CAPACITY TO SUPPORT OUR EXPANDING OPERATIONS AND STRATEGIC GOALS."



Learning and Development/ Diversity, Equity and Inclusion

Our commitment

With regard to Learning and Development, Diversity, Equity and Inclusion, Royal Terberg Group is committed to:

- Support the development of our people.
- Ensure equal treatment and opportunity when it comes to gender equality and diversity.

At Royal Terberg Group, we believe that our people are the foundation of our long-term success. In 2024, we made significant progress in strengthening our social impact, with a continued focus on our commitments.

Our employees are spread across many countries around the world. Some of our entities have been part of the group for a long time, whereas others were acquired more recently or are newly

established. Our entities vary in size and maturity and operate under different policies in accordance with local regulations and interests.

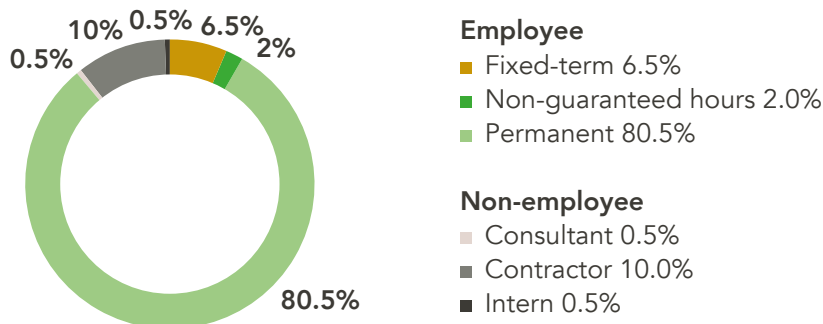
Operating as a decentralised organisation provides entrepreneurial flexibility at the local level. However, this also presents challenges in ensuring consistency and alignment across the Group. This year marked a major step forward in our ability to collect and analyse relevant workforce data across our organisation.

We recognise that building further on our internal capabilities, data governance, and policy alignment is essential to manage material impacts, mitigate risks, and identify opportunities.

We will implement an updated Group wide Whistleblower Policy and a Group wide Whistleblower escalation channel during 2025. In addition, we will perform a readiness assessment in 2025 for CSRD reporting over 2026 to ensure that we have sufficient internal capabilities and data governance.

CHARACTERISTICS OF ROYAL TERBERG GROUP'S OWN WORKFORCE *

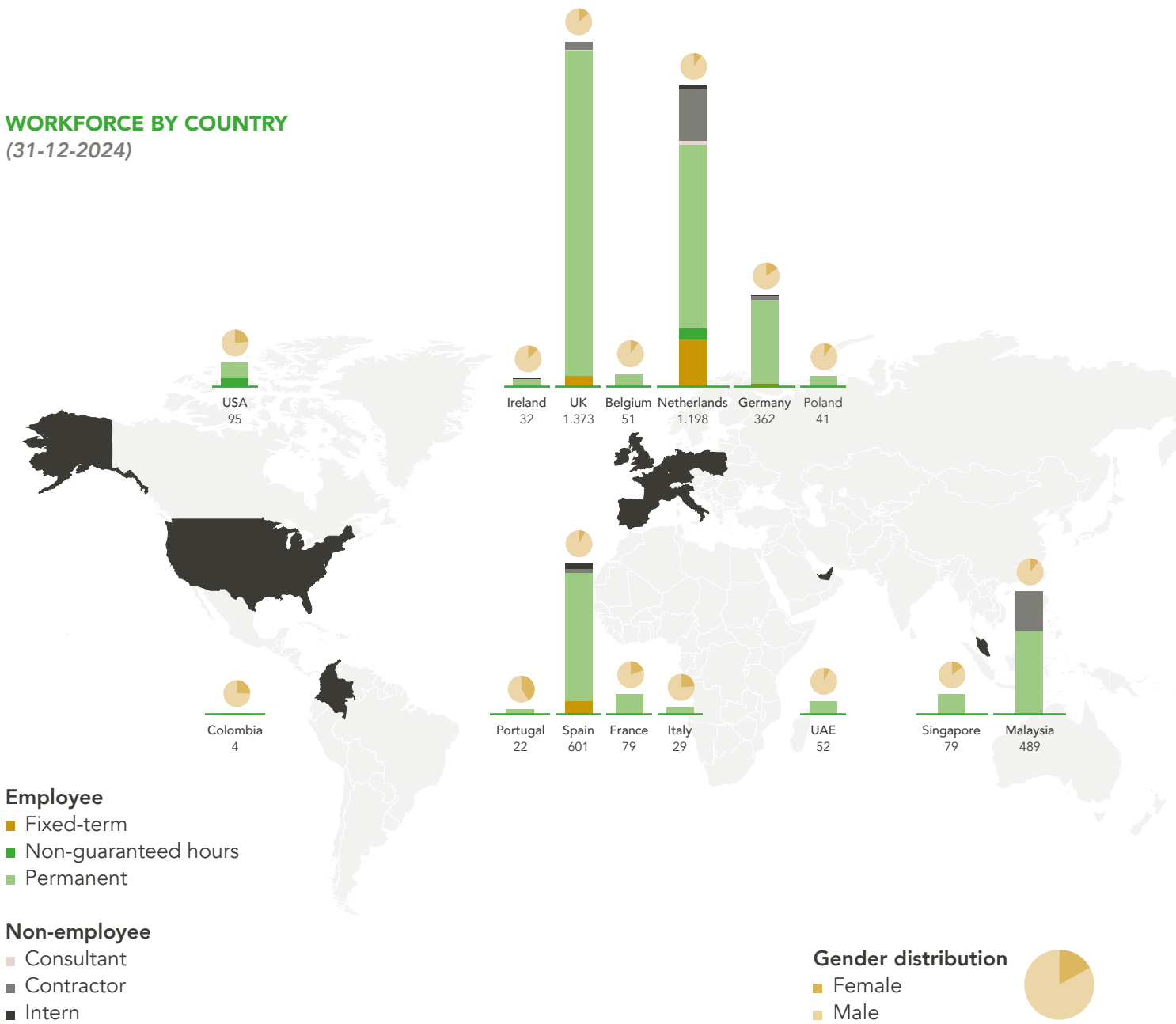
Workerstype



* Our HR departments are responsible for collecting, maintaining, and reporting personnel data. The personnel data reported in the 2024 sustainability statement includes employees and non-employees who have a working relationship with Royal Terberg Group. Figures are End of Year headcount.

The numbers presented include 100% of the workforce of Terberg Tractors Malaysia Sdn. Bhd. and its subsidiaries, without adjustments for Royal Terberg Group's 50% operational control.

WORKFORCE BY COUNTRY
(31-12-2024)



As Royal Terberg Group continues to grow and pursue further international expansion, we remain committed to building and implementing group-wide standards that support a safe, inclusive, and future-ready workplace for all.

We respond effectively to changing business needs through a balanced workforce model, combining a strong base of permanent employees with a flexible workforce. This approach provides flexibility while maintaining organisational stability.

Diversity, Equity and Inclusion

Within the Royal Terberg Group, 13% of the global workforce is female. While our gender balance represents the traditional nature of the technical and industrial sector in which we operate, we aim to build a more inclusive, innovative, and future-ready organisation. We plan to develop and implement specific programmes to improve the gender balance over the period 2026 to 2028.

Workforce / Employee Turnover

Royal Terberg Group is committed to sustainable growth. During 2024, our workforce continued to grow steadily in line with the development of our business activities. We ensure that we have the right capacity to support our expanding operations and strategic goals.

Our current employee turnover rate is 12% and is slightly higher among younger employees. Retaining young talent is a priority for us; they represent the future of our organisation and bring fresh perspectives and skillsets that support innovation and long-term growth.

The organisation’s workforce demonstrates a balanced and layered age structure, reflecting a sustainable mix of early-career, mid-career, and senior professionals.

Talent Acquisition – the introduction of the ATS system

The right composition of our workforce is critical to the continued success and innovation of Royal Terberg Group. However, the labour market is undergoing profound changes, driven by demographic trends, technological advancements, and evolving workforce expectations. These ongoing external changes pose challenges in attracting and retaining qualified talent. To respond proactively,

we introduced an Applicant Tracking System (ATS) “Greenhouse” in our larger locations. This system enhances our ability to monitor, evaluate, and optimise the talent acquisition process. By improving our employer branding, visibility, and coordination in hiring, we are better positioned to develop and build the workforce we need to face future challenges. We will introduce our ATS system in five more locations in 2025-2026.

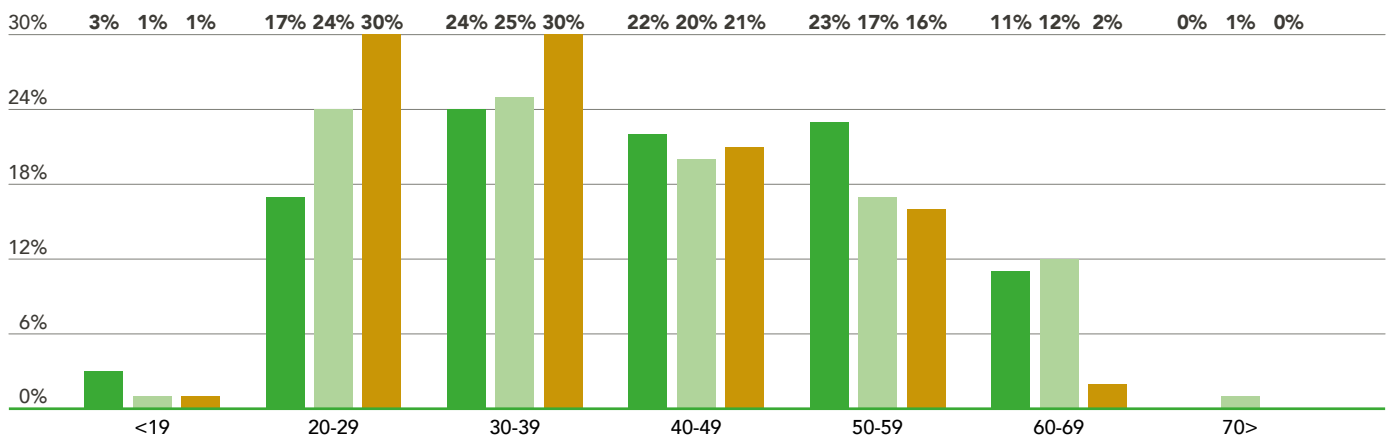
Fair Wages

Royal Terberg Group is committed to paying all employees a fair salary according to local legislation and relevant job market standards/collective labour agreements. Employee salaries and benefits vary from country to country and are further defined in the local guidelines.

Gender pay equity

Initial analysis of our hourly wage data shows a possible gender wage gap. While this insight provides a starting point, we recognise the need for deeper investigation to fully understand the drivers of this possible gap. In the coming years, we aim to establish a more comparable career architecture across countries to enable meaningful analysis of pay differences based on equivalent roles and responsibilities. During 2025, we will perform an assessment of the need for unified career architecture and pay structures within our organisation.

Number of employees



Employees
 ■ Age brackets
 ■ Permanent employees
 ■ Leavers 2024
 ■ Starters 2024

Graphs and information are based on head count 31 December 2024.

Learning and development

Learning and Development

Royal Terberg Group invests in learning and development opportunities to ensure we maintain a skilled, diverse, and future-ready workforce. We plan to invest in a global learning development platform so that training can be delivered in an online format. During 2026, we will investigate which platform meets our organisation's requirements. We believe in promoting internal talent and learning on the job in combination with more formal learning opportunities.

Succession planning

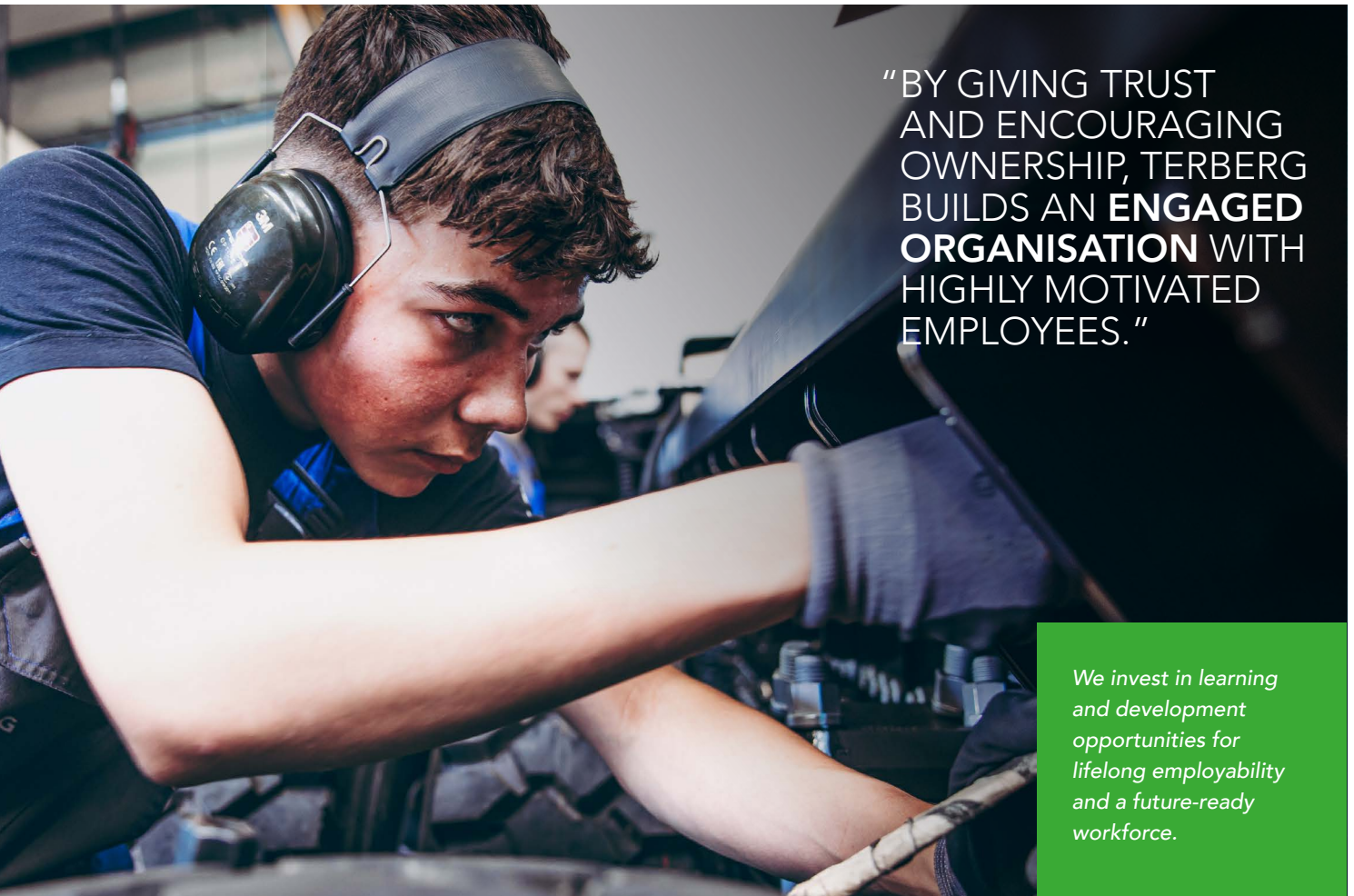
We implemented a global succession planning and talent management process for our leadership in 2024. Our succession planning programme ensures that we have a pipeline of capable leaders ready to step into key roles when needed.

Leadership Development

We will introduce a global leadership development programme for 2025 and 2026. Our Leadership development programme approach is aligned with our strategy and core values.

Early Career engagement

We strengthened our focus on early career engagement in 2024 by building relationships with local universities, vocational schools, and secondary schools. Across our organisation, we offer internships and apprenticeship opportunities that provide hands-on experience and a pathway towards long-term employment at the Royal Terberg Group.



“BY GIVING TRUST AND ENCOURAGING OWNERSHIP, TERBERG BUILDS AN **ENGAGED ORGANISATION** WITH HIGHLY MOTIVATED EMPLOYEES.”

We invest in learning and development opportunities for lifelong employability and a future-ready workforce.

Social dialogue & employee representation

Royal Terberg Group places value on open communication and local dialogue to ensure that stakeholder and employee feedback are translated directly into improvements for employees and the organisation.

Employee representation

Approximately one third of our employees is represented through trade unions, works councils, or other employee representation bodies. Countries where employees are represented are Belgium, Netherlands, France, Italy, Malaysia, Spain, and the United Kingdom.

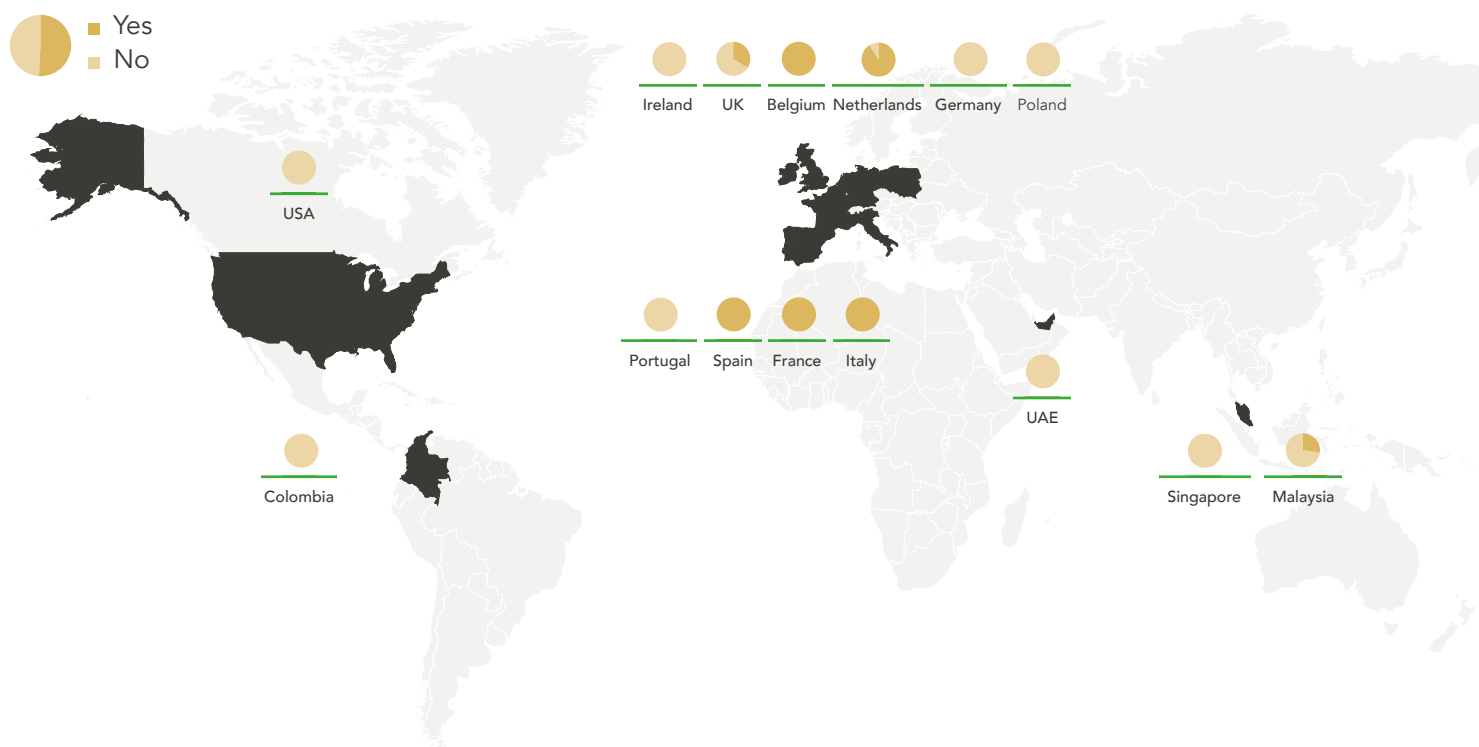
Various initiatives have been implemented across our entities in response to employee consultations and collaboration with employee representation bodies. Examples include agreements with unions on protective clothing, such as improved footwear in welding areas and protective helmets for those working at heights, which both support a safer working environment.

Collective Labor Agreements

More than half of our employees are covered by collective labour agreements that provide a framework for working conditions, benefits, and employee rights.

In response to dialogues that were conducted with employees and employee representative bodies, we have rolled out local employee engagement surveys to better understand employee experiences and needs. We have also launched wellbeing programmes to promote a healthy, supportive work culture. Based on workforce feedback, several entities have introduced more flexible summer holiday periods and company-covered vaccination to support employee wellbeing. These initiatives reflect our ongoing commitment to listening to our people and fostering a work environment where employees feel valued, heard, and empowered.

Permanent employees covered by Collective Labour Agreements, by country (in %)



Social protection

Royal Terberg Group fosters supportive working conditions across its operations.

Social Protection Coverage

Over 95% of our employees are covered by social protection measures that safeguard against loss of income due to injury, parental responsibilities, retirement, and illness.

The small proportion of employees not currently covered are on short-term contracts or are excluded due to specific local policies and regulatory frameworks.

Grievance Processes:

As a decentralised organisation with entities varying in size and maturity, Royal Terberg Group acknowledges the importance of accessible and effective grievance mechanisms across all operations. In countries such as the United Kingdom, the United States, the Netherlands, Germany, and Spain, formal grievance procedures are in place and are being used to ensure employees can raise concerns in a structured and confidential manner.

"OVER 95% OF OUR EMPLOYEES ARE COVERED BY SOCIAL PROTECTION MEASURES THAT SAFEGUARD AGAINST LOSS OF INCOME DUE TO INJURY, PARENTAL RESPONSIBILITIES, RETIREMENT, AND ILLNESS."

We aim to create a workplace where employees feel valued, heard, and empowered.



Health and Safety

Our commitment

With regard to the topic Health and Safety, Terberg is committed to:

- Ensure user health and safety through our vehicle design and construction (product & services related - pillar 1).
- Ensure the health and safety of our people (own operation related - pillar 2).

Occupational Health & Safety management

Occupational health and safety of our employees is a critical focus in our operations. We are committed to continuous improvement by managing serious incidents and addressing risks by investing in appropriate training, safety equipment, and resources. In addition, we are constantly working on increasing safety awareness throughout the organisation.

Beyond our internal health & safety management systems, all Royal Terberg companies are working towards ISO 45001 certification, an internationally recognised standard for Occupational Health & Safety management that provides a robust framework to manage risks, prevent work-related injuries and illnesses, and promote a safe and healthy work environment. Currently, 28% of our workforce by headcount is covered under ISO 45001 certification, and we aim to significantly increase this coverage in the upcoming years. Multiple improvement steps were taken in 2024 across all our companies, including the preparation for the construction of a new factory equipped with an autonomous abrasive blasting cabin and localised welding fume extraction, and comprehensive management and awareness training on a wide range of health and safety topics.

Occupational accidents and accident rates

In 2024, we collected and consolidated extensive annual health and safety data from all legal entities at the Group level. The data include recordable accidents, accident rates, and cases of ill health, including lost days. In the coming years, we will further align and implement these definitions within the organisation, in line with European Sustainability Reporting Standards.

Product-related features and health and safety

Our products are designed with a range of hardware and software features to enhance the health and safety of road users, vehicle operators, and bystanders. At Royal Terberg Group, we care deeply about the well-being of everyone who interacts with our vehicles. This commitment is reflected in features like low-entry cabins for easier and safer access, dual-side cabin access for improved accessibility, and lowered cabins for enhanced visibility and safety. We also prioritise ergonomics with innovations such as our Ergoturn® 180° swivel chair and ensure comprehensive awareness with 360-degree cameras. Our width-sliding cabins and single-man operating systems are designed to make operations smoother and safer. Additionally, by using cleaner power sources like battery electric in our vehicles, we significantly reduce the impact on surrounding air quality, contributing to a healthier living environment. These features are all part of our ongoing effort to create a safer and more efficient experience for everyone who works with and around our vehicles.

In the year under review, we faced an extremely sad event with the loss of one of our valued employees. This tragic incident has profoundly impacted us all and our hearts go out to the family and colleagues affected. We continue to take the safety of our employees very seriously. As a group, we remain steadfast in our commitment to provide a safe work environment and to ensure the well-being of all who are part of the Royal Terberg family.



IMPACT STORY

Bernhard Zoutewelle

Managing Director of Terberg Kinglifter and Terberg Techniek

At Royal Terberg Group, social responsibility isn't just part of our strategy – it *is* our strategy

Bernhard Zoutewelle, shares the philosophy behind the family business. The power of genuinely listening to people and the importance of investing in people. How? By making social responsibility and a people-centred culture not a side issue, but the beating heart of our organisation.

Bernhard Zoutewelle has been co-managing Director of Terberg Kinglifter since September 2024, a role he combines with his position as Director of Terberg Techniek, since March 2024. In this dual management role, Zoutewelle plays a key part in driving social innovation and growth within the organisation, while safeguarding the core values of the family-owned company.

Putting people first as a key to success

'Social responsibility lies at the core of our success,' says Zoutewelle. 'It's not an add-on to our strategy – it is our strategy. In a family business that's been around for 155 years, everything revolves around people: our employees and the community. This focus not only helps Royal Terberg Group attract talent, but also ensures people feel a strong connection with the company for the long term.'

According to Zoutewelle, this is exactly what sets Royal Terberg Group apart in the market. 'We succeed thanks to a culture of appreciation, trust, and genuine attention. This goes beyond good primary and secondary employment conditions and performance reviews. It's in the daily interactions, our openness and open-door policy, learning together, and knowing what drives someone.'

Prioritising safety and diversity

Safety is high on Royal Terberg Group's agenda. 'Health & Safety is an ongoing process,' explains Zoutewelle. 'We invest in training, track key indicators, and actively listen to feedback to make the workplace safer. ISO 45001 certification is a way to structure all our safety efforts and a good step forward.'



**“SOCIAL RESPONSIBILITY
ISN'T A SIDE ISSUE AT
ROYAL TERBERG GROUP
– IT'S AT THE HEART OF
OUR SUCCESS.”**

Royal Terberg Group also sees opportunities in promoting diversity. 'The most innovative ideas and proposals emerge from diversity. This enables us to improve as a leading company in the manufacturing industry and strengthens our innovative capacity.' 'We already have a lot of nationalities on board, and our workforce has a balanced and layered age structure, reflecting a sustainable mix of early-career, mid-career, and senior professionals. However, we also want to improve the gender balance in our organisation. Over the coming years, we will invest in programmes to increase the number of women at all levels within the company. We're fully committed to this as we believe mixed teams perform better. We offer everyone a "home" and actively support integration and inclusion.'

Leadership that fosters trust

Strong leadership plays a pivotal role in Royal Terberg Group's success. 'We want to create a culture of trust and ownership, with leaders setting the right example,' says Zoutewelle. 'For us, it's not just about earning a salary, it's also about meaning, culture, and trust. That's why people want to work here.' Thanks to this culture, Royal Terberg Group not only retains employees but also engages and connects with them. 'We want to be the best employer in the sector – and you achieve this by putting people at the centre.'

Room for growth and development

'At Royal Terberg Group, everyone gets the chance to grow, regardless of background or starting point,' Zoutewelle emphasises. 'We invest in annual training and formal education. We collaborate with schools to inspire young people and get them interested in technology. We even take our vehicles to schools. In addition, we have programmes whereby employees receive a voucher to enhance themselves. This leads to many great ideas and encourages ownership and innovation.'

Zoutewelle adds: 'Giving and receiving feedback plays a big role here. We gather input through daily conversations, an open-door policy, meetings, and employee satisfaction surveys. We use this feedback to continuously improve our organisation and to keep employees engaged. This approach works exceptionally well: We're truly able to attract, engage and retain people.'

Looking ahead

In the coming years, Royal Terberg Group is focusing on three key priorities: fostering trust, building ownership, and learning together. 'These are the social responsibility pillars that will take us further,' concludes Zoutewelle. 'By investing in them, we're building an organisation where people feel valued and enjoy coming to work. This makes Royal Terberg Group a frontrunner in our sector, increases our innovation capabilities, and fosters our strong business growth.'



CASE STORY

Reducing emissions and improving working conditions by switching to water-based paint

A notable example of a pollution-reduction initiative comes from Royal Terberg Group's Ros Roca site in Tarrega, Spain, which successfully reduced Volatile Organic Compound (VOC) emissions from its paint shops by 31% since 2022 by switching to water-based paint. A significant achievement, reflecting Ros Roca's dedication to reducing its environmental footprint while at the same time creating healthier and safer working conditions. Joseph Pedra, Plant Manager at Ros Roca, explains Ros Roca's approach to reducing pollution and improving health and safety.

Reducing VOC emissions by switching to water-based paint

"This initiative is one of Ros Roca's main sustainability goals driven by the need to reduce Volatile Organic Compound (VOC) emissions from our paint shops as our production volumes increase. To achieve this, we analysed different market technologies, such as high solid solvent-based paints, water-based primer and topcoat. After careful consideration, we opted to switch from solvent-based primer to water-based primer, while keeping solvent-based paint for the final topcoat. With this change, we are also improving the health and safety conditions in our paint shop, as water-based paints are less toxic and aren't flammable, reducing existing safety risks. This decision also allowed us to continue using our existing facilities without needing costly filtering system installations, requiring only an upgrade of our painting equipment."

No concessions to durability, quality and properties

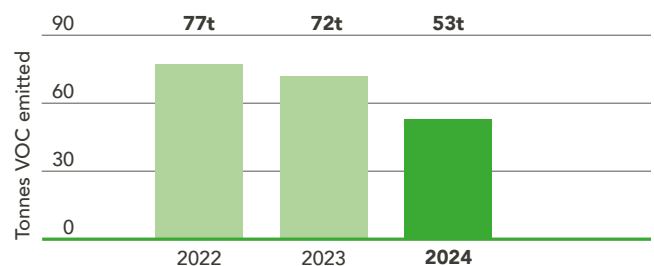
"Initial tests of this new technology in terms of durability, quality, and properties showed that it maintained the results obtained with solvent-based paint, while significantly reducing VOC emissions during the priming process. After validating these

tests, we proceeded to adapt our painting machinery to accommodate water-based paint, updated our work instructions, and consolidated this change throughout 2023."

Adopting innovative solutions and future-proof technologies

"We are currently conducting trials with new technologies such as ultra-high solids, solvent-free primer systems, and water-based paint for primer and topcoat systems. The goal is to determine which technology will be implemented in our new paint facilities, set to launch in August 2025. Besides increasing our painting capacity to meet future market demands, this will further reduce VOC emissions. We are committed to exploring and adopting innovative solutions that enhance our sustainability efforts. This includes ongoing research and development in collaboration with industry partners and experts such as BASF and PPG companies to stay up to date about new technologies and developments that will appear in the near future."

Ros Roca Tarrega reduced its Volatile Organic Compound (VOC) emissions by 31% since 2022 by switching to water-based coating



Contributing to the communities and regions we operate in

Our commitment

We have a long history of contributing to the communities and regions in which we operate through dedicated social impact initiatives, and we are committed to continuing to do so in the future. It is up to the individual Royal Terberg companies to take these initiatives since this concerns their connection with the local communities and regions in which they operate. We believe that personal connections allow our companies to understand and address the unique needs of their communities, fostering a sense of belonging and mutual support.

Terberg Foundation

The Royal Terberg Group makes an annual donation to the Terberg Foundation, which is the dedicated philanthropic foundation for the social initiatives of the Terberg family, independent from the Royal Terberg Group. It has been operating since 2017 through the voluntary and enthusiastic efforts of the Terberg family. The foundation's mission is to foster greater independence of people who need it by encouraging social, financial, and community self-sufficiency. The projects span education, sports, welfare, and healthcare.

Contributions by our companies

Royal Terberg Group companies positively impact local communities through financial donations and active community engagement. Our contributions include community initiatives such as educational programmes at local schools, like "Dennis the Dustcart". We also provide monetary donations to local sports clubs across various disciplines and support good causes like Outlookers Eyesight, which aids visually impaired individuals. Additionally, we make in-kind donations of recycled goods, including monitors, mobile phones, and computers, to schools, enhancing educational resources and opportunities for students.

Through these efforts, Royal Terberg Group is committed to supporting and enriching the communities in which we operate, making a meaningful difference and contributing to sustainable development.

"WE HAVE A LONG HISTORY OF CONTRIBUTING TO THE COMMUNITIES AND REGIONS IN WHICH WE OPERATE THROUGH DEDICATED SOCIAL IMPACT INITIATIVES."



Supporting the growth and well-being of our local communities.



CASE STORY

Environmental Awareness initiative: teaching children the importance of waste reduction

Helder Bernardo Ferreira, Sales representative, explains how Resitul in Venda do Pinheiro, Portugal, is helping to create environmental awareness among young children.

Learning waste separation and reduction at an early age

"As part of World Environment Day, Resitul carried out an environmental awareness initiative with children aged between 2 and 7, aiming to instil the importance of proper waste separation and reducing waste from an early age. Under the motto 'It's important to separate', the sessions took place in a playful and age-appropriate environment. Through simple, visual explanations, the children learned about the waste cycle, the benefits of recycling, and how small individual actions can have a big environmental impact. Concepts like reuse and shared responsibility were also introduced."

Leaving a positive mark

"One of the most memorable moments was the activity called 'Leave your (positive) mark, where each child painted one of their hands yellow and left a handprint on a Ros Roca waste collection truck – a symbolic gesture representing their commitment as well as our commitment to the environment."

Celebrating World Environment Day

"In addition to the educational aspect, the children also enjoyed a creative moment: each child coloured a backpack featuring environmental messages and illustrations. This marked the celebration of World Environment Day and allowed the children to take home a personal reminder of their involvement in the cause."

Shaping conscious and responsible future citizens

"The initiative was a great success, generating enthusiasm among the children who participated as well as very positive feedback from both teachers and families. We believe that raising awareness from an early age is key to shaping more conscious and responsible future citizens. This activity was part of a series of awareness campaigns we have been conducting in schools and kindergartens, which we intend to continue throughout the school year. Our goal is to promote sustainable habits through education and active participation. In the UK we have a specially designed RCV, Dennis the Dustcart, that comes to school to help teach schoolchildren about waste and recycling."

ESG Governance

Introduction

Based on the Double Materiality Assessment in the chapter Sustainability priorities, commitments & roadmap, the most important governance-related topic for Royal Terberg Group is Business Conduct. A sub-topic that was highlighted in the assessment was the management of relationships with suppliers.

“BUSINESS CONDUCT IS THE **MOST IMPORTANT** GOVERNANCE-RELATED TOPIC FOR ROYAL TERBERG.”



Responsible Business Conduct

Our commitment

With regard to the topic governance, Royal Terberg Group is committed to responsible business conduct by:

- Applying our Code of Conduct in our value chain (our value chain comprises suppliers, our own operation, distributors, and customers).
- Applying sustainability due diligence in the supply chain to ensure responsible sourcing.

Suppliers code of conduct

The Royal Terberg Group is a world leader in the design and manufacture of refuse collection vehicles, special vehicles, and lifters, with an established reputation for supplying quality products that meet the highest expectations in terms of performance, cost, and delivery.

To support this, we believe in working together to build strong, ethical, and sustainable partnerships, with any entity that supplies products or services to us. We have developed a Supplier Code of Conduct (the "Code") which sets out the principles we expect our suppliers to adhere to, ensuring that we operate responsibly, respectfully, and in alignment with shared values.

This group-wide Code is being rolled out across the organisation. Existing local Supplier Codes of Conduct are gradually being replaced by the Royal Terberg Group Supplier Code of Conduct to ensure a unified approach.

Through this Code, we aim to create a meaningful and positive impact, and we firmly believe that we can achieve this together. Our expectation for suppliers is simple: they must conduct business in a fair, lawful, and honest manner, and pay particular attention to ethical practices, respect for people, environmental responsibility, compliance with laws and commitment to quality.

"WE PROMOTE A TOP-DOWN CULTURE THAT DOES NOT TOLERATE ANY VIOLATIONS OF ITS CODE OF CONDUCT, CONFLICT OF INTEREST POLICY, OR ANTI-CORRUPTION AND BRIBERY POLICY."

We believe in working together to build strong, ethical, and sustainable partnerships with our suppliers.



Business Ethics

Royal Terberg Group is dedicated to conducting its business in an ethical, responsible, and professional manner. We promote a top-down culture that does not tolerate any violations of its Code of Conduct, Conflict of Interest Policy, or Anti-Corruption and Bribery Policy. These policies apply to all employees, directors, officers, board members, consultants, and personnel working under Royal Terberg Group's direction, requiring adherence to local legislation while conducting business fairly and honestly.

The **Code of Conduct** serves as the foundation for ethical business practices across the organisation. It sets the standard for behaviour, requiring all employees to act with integrity, respect, and professionalism in their daily activities. The Code emphasises compliance with local and international laws, ethical decision-making, and fostering a culture of accountability and trust. Employees are expected to uphold the highest standards of conduct to protect the organisation's reputation and ensure a fair and inclusive work environment.

The **Conflict of Interest Policy** supports the principles outlined in the Code of Conduct by providing clear guidance on identifying and managing potential conflicts of interest. This policy requires all personnel to prioritise the interests of the organisation over personal or external interests and to disclose any circumstances that could give rise to a conflict. Group HR and Group Legal & Tax are responsible for providing advice and support to ensure compliance with this policy.

The **Anti-Corruption and Bribery Policy** is designed to prevent, detect, and address any forms of bribery, corruption, or unethical conduct. It ensures that all Royal Terberg Group employees act with integrity, transparency, and in compliance with applicable laws and regulations, including international standards such as the UK Bribery Act and the US Foreign Corrupt Practices Act (FCPA). Employees in functions identified as at-risk receive mandatory annual e-learning training on anti-corruption, worldwide anti-bribery, and ethical business. This training is monitored by Group Legal & Tax, and employees have access to an online platform with additional in-depth training materials.

To ensure the effective implementation of these policies:

- Any suspected violations must be reported immediately, either to managers, Group Legal & Tax, or via the Whistleblowing channel provided in each country or entity.
- Whistleblowers acting in good faith are protected from retaliation, and all reports are handled confidentially.
- HR is responsible for conducting investigations and ensuring swift and appropriate responses under strict confidentiality. External expertise may be utilised if necessary.

The policies are owned by the Group HR Director and Group Legal & Tax Director, and are approved by the Royal Terberg Group Board of Directors and its Extended Board. Any amendments must be reviewed by Group HR and Legal & Tax and approved at the highest level. The minimum decision-making level on policy infringements is direct reporting to the Division CEO and Royal Terberg Group CEO, with independent decision-making ensured by the one-over-one principle. The ultimate decision-making authority rests with the Royal Terberg Group Board of Directors and its Extended Board.

By fostering a fair, transparent, and ethical working environment through its **Code of Conduct**, **Conflict of Interest Policy**, and **Anti-Corruption and Bribery Policy**, Royal Terberg Group ensures adherence to the highest standards of integrity and governance. Together, Royal Terberg Group employees uphold these values to safeguard the organisation's reputation and success globally.



IMPACT STORY

Pere Petit

Chief Operating Officer (COO) for Europe of Terberg Environmental

'Governance as a catalyst for sustainable growth'

'As Terberg continues its rapid international expansion, the importance of solid governance structures has become increasingly evident. With recent strong organic growth and acquisitions in the United States and Malaysia – alongside rising complexity in operations and regulations – the company recognises the need to strengthen its internal frameworks,' Pere Petit, Chief Operating Officer (COO) for Europe of Terberg Environmental explains. 'Strong revenue growth, international presence, and regulatory complexity all point to the need for clear rules and processes. The importance of governance within our growing family business – with a long-term vision – is increasing.'

Pere Petit is an industrial executive with over three decades of experience across Europe. Currently serving as COO for Europe at Terberg Environmental, he also leads strategic operations for the Ros Roca Manufacturing Plant – part of the Terberg Group and a pioneering company in sustainable waste collection and environmental vehicle manufacturing, based in Tàrrega, Spain. As Managing Director of Ros Roca since 2016, Pere has been instrumental in driving integration and international growth, building on his extensive background in corporate leadership, governance, finance, and business transformation.

Governance rooted in long-term values

As a family-owned company, Royal Terberg Group governance philosophy is deeply rooted in long-term value creation rather than short-term financial gains. 'We are not driven by quarterly earnings but by resilience, stewardship, and sustainability,' explains Petit. 'This long-term orientation influences our approach to governance. It's not just about ticking compliance boxes – it's about ensuring our long-term values are embedded throughout the business.' According to Petit, those values – integrity,

innovation, and sustainability – are integral to Terberg's DNA. 'As the company scales up, governance becomes the framework that safeguards these principles across all operations, geographies, and decision-making processes. Our Code of Conduct is essential in this regard, although its dissemination and clarity require continuous improvement. The key is balancing entrepreneurship, legal compliance, and risk management. This is facilitated by an authorisation and governance matrix that incorporates multiple perspectives into key decisions, and by investing in compliance and audit teams to ensure adherence. Governance becomes the mechanism that ensures our Code of Conduct principles are upheld in every country, every business unit, and every decision we make.'

Balancing coherence with entrepreneurship

One of the greatest challenges for a fast-growing company is finding equilibrium between centralised oversight and decentralised entrepreneurship and innovation. Royal Terberg Group's model embraces both. 'Our success has always been built on local entrepreneurship,' says Petit.





“FOR A FAMILY-OWNED COMPANY LIKE TERBERG, WHICH IS NOW A GLOBAL ENTERPRISE, GOVERNANCE IS THE BRIDGE BETWEEN OUR VALUES AND OUR BUSINESS PRACTICES.”

‘That flexibility enables subsidiaries to respond to market needs swiftly. At the same time, we need coherence in areas like compliance, ethics, sustainability, and of course, governance. As we expand, our operational complexity increases – and so does the need for robust governance structures. Good governance ensures transparency, consistency in decision-making, and the ability to scale responsibly. For a family-owned company like Royal Terberg Group, which is now a global enterprise, governance is the bridge between our values and our business practices.’

A more standardised approach

Petit continues: ‘In recent years, we have been managing compliance across our expanding footprint. As we grew and acquired new companies, we realised the need for a more standardised approach to ethics and integrity. We not only developed a global Code of Conduct, but also created summaries in multiple languages, along with tailored training and awareness programmes across the company. Everyone is expected to grasp the fundamentals of our governance practices. The result is a clearer understanding among our teams of what is expected, and a greater ability to detect and address issues early. This builds trust not only internally, but also with our customers, partners, and regulators.’

Professionalising the governance framework

More recently, Royal Terberg Group has focused on formalising and integrating its governance systems across the Group. This includes clearer lines of accountability, stronger internal controls, and more professional board structures. ‘We’ve also strengthened our compliance and reporting systems to meet international standards,’ notes Petit.

‘Crucially, we’ve invited external perspectives into advisory roles, which helps us challenge ourselves and bring in new expertise. This is critical when you’re managing operations across so many different markets and regulatory environments. It enables us to adapt effectively to the wide range of regulatory conditions we operate in.’

The future of governance at Terberg

‘We want governance to be a strategic asset, not just a control mechanism,’ continues Petit. ‘That means continuing to invest in our capabilities, embracing digital tools for greater transparency, and fostering a culture where governance is owned by everyone – not just the Board or compliance teams. As we move forward, I believe the companies that will thrive are those that combine strong values with strong governance. For us, this is not just about managing risk – it’s about enabling sustainable growth, attracting top talent, and delivering value to society.’

Building trust

According to Petit, good governance is about building trust – within the company, with our clients and stakeholders, and with society at large. At Royal Terberg Group, we are proud of our 155-year heritage, but we are also looking ahead. Governance is what allows us to grow with purpose, stay true to who we are, and, as a family-owned company, continue to make a positive impact in everything we do.

Sustainability in the value chain

Royal Terberg Group is part of the value chain. We design, engineer and produce vehicles, sell or rent them and deliver a range of after-sales services. To be able to do so, we source materials, products and services.

Further down the value chain, customers use our products and services and dispose of them end-of-life.

As a company, we have responsibilities for the sustainability associated with the products and services we procure, our own operation and the use of our products and services by our customers.

We realise fully that our responsibility with respect to sustainability goes far beyond the responsibility for our own operation.

Our value chain



Raw materials such as sheet metal, rubber, plastic, etc

The **suppliers** convert raw materials into parts such as axles, engine, wires, etc

The parts bought from suppliers are assembled in **our vehicle factory**

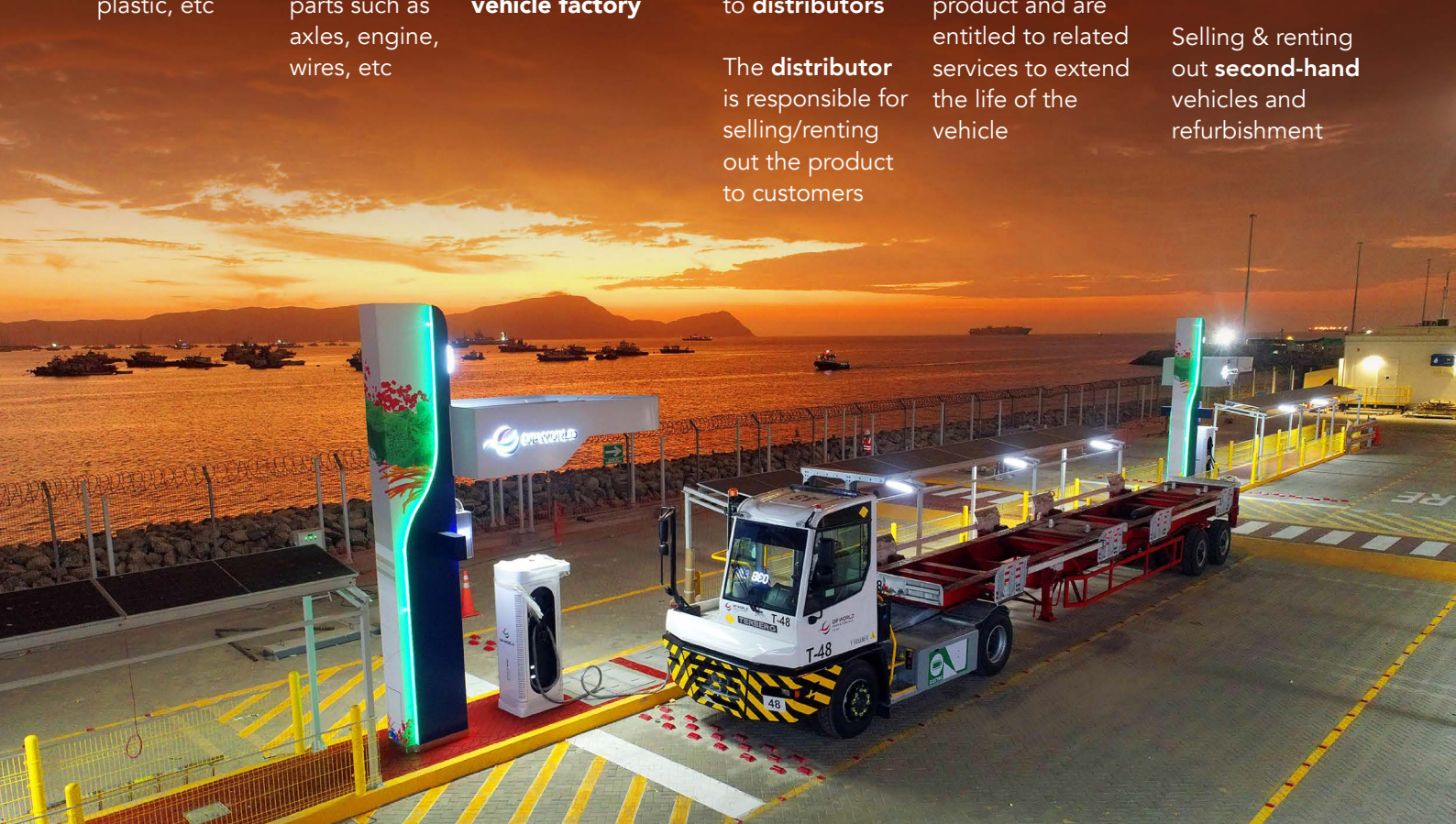
The assembled vehicles are distributed to **distributors**

The **distributor** is responsible for selling/renting out the product to customers

The **customers** receive and pay for the final product and are entitled to related services to extend the life of the vehicle

Circular end-of-life treatment by **recycling services**

Selling & renting out **second-hand** vehicles and refurbishment





ROYAL TERBERG GROUP B.V.
(THE NETHERLANDS)

SPECIAL VEHICLES

TERBERG BENSCHOP B.V. (THE NETHERLANDS)	TERBERG MIDDLE EAST FZE (UNITED ARAB EMIRATES)
TERBERG TRACTORS NEDERLAND B.V. (THE NETHERLANDS)	MANUPOINT S.R.L. (ITALY)
TERBERG D.T.S. (UK) LTD (UNITED KINGDOM)	TERBERG MPM IRELAND LTD (IRELAND AND NORTHERN IRELAND)
TERBERG SPEZIALFAHRZEUGE GMBH (GERMANY)	TERBERG TRACTORES IBERIA SL (SPAIN AND PORTUGAL)
TERBERG TRACTORS BELGIUM BV (BELGIUM)	TERBERG TRACTORS MALAYSIA, SDN.BHD. (JV 50/50) (MALAYSIA)
TERBERG TAYLOR AMERICAS GROUP LLC (JV 50/50) (UNITED STATES)	TERBERG MANUFACTURING & ASSEMBLY SDN.BHD. (JV 50/50) (MALAYSIA)
TERBERG TAYLOR AMERICAS MANUFACTURING LLC (JV 50/50) (UNITED STATES)	TERBERG SERVICES SOLUTIONS SDN.BHD. (JV 50/50) (MALAYSIA)
TERBERG TAYLOR AMERICAS, LLC (JV 50/50) (UNITED STATES)	HITECH AUTO PTE.LTD. (JV 50/50) (SINGAPORE)
TERBERG TAYLOR AMERICAS RENTAL & LEASE, LLC (JV 50/50) (UNITED STATES)	

ENVIRONMENTAL EQUIPMENT

TERBERG MACHINES B.V. (THE NETHERLANDS)	TERBERG HS GMBH (GERMANY)
TERBERG MATEC NEDERLAND B.V. (THE NETHERLANDS)	ROS ROCA S.A.U. (SPAIN)
TERBERG MATEC BELGIUM BV (BELGIUM)	ENVIRORENT XXI, S.L.U. (SPAIN)
TERBERG MATEC SAS (FRANCE)	RESITUL LDA. (PORTUGAL)
TERBERG MATEC POLSKA SP.Z O.O. (POLAND)	DENNIS EAGLE INC (UNITED STATES)
DENNIS EAGLE LTD (UNITED KINGDOM)	TERBERG MATEC LATAM SAS (COLOMBIA)
TERBERG MATEC UK (UNITED KINGDOM)	TERBERG ROSROCA VEHICLE MANUFACTURING LLC. (UNITED ARAB EMIRATES)
TERBERG AUTOMOTIVE B.V. (THE NETHERLANDS)	ZENITH ENGINEERING PTE LTD (SINGAPORE)
	IG ZENITH SDN. BHD. (MALAYSIA)

MODIFICATION TRUCKS

TERBERG TECHNIEK B.V. (THE NETHERLANDS)
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TRUCK MOUNTED FORKLIFTS

TERBERG KINGLIFTER B.V. (THE NETHERLANDS)	TERBERG KINGLIFTER GMBH (GERMANY)
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Also read the Sustainability Report of our group companies:



Ros Roca
Statement of non-
financial
information 2023
(Spanish)



Dennis Eagle
Sustainability
Report 2023

Royal Terberg Group
Newtonstraat 2
3401 JA IJsselstein
The Netherlands
www.royalterberggroup.com
info@terberg.nl