

net zero carbon transition plan

content

this transition plan is a strategic roadmap, illustrating how we plan to be net zero carbon by 2050 or earlier.



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about this report

The Aalberts net zero carbon transition plan is fully aligned with the Aalberts' 'sustainable entrepreneurship' strategy and the 'thrive 2030' strategy and is consistent with the disclosures in the Aalberts annual report 2025, ensuring internal coherence.

The transition plan entails upon the oversight and accountability on the plan, it sets out how Aalberts will achieve its commitment to reach net zero carbon emissions by 2050 or earlier, providing a forward-looking perspective that outlines the company's roadmap, identifies key risks and opportunities, and underpins the 2030 targets with concrete, time-bound and quantitative action plans. The plan is reviewed annually and updated where necessary, ensuring flexibility and responsiveness to changing circumstances and stakeholder expectations.

The transition plan applies to the entire Aalberts organisation and its value chain and incorporates all climate-related material topics identified through the Aalberts double materiality assessment, ensuring completeness. Further information is available at aalberts.com/sustainability



about this picture
An Aalberts employee operates machinery that manufactures piping systems for underfloor heating.

foreword

we mitigate climate change
by taking responsibility
for our footprint.

message from our CEO

“At Aalberts, our mission is to engineer mission-critical technologies enabling a clean, smart and responsible future. Besides our commitment to play a role in the energy transition through the environmental and societal impact of our technologies, we are committed to mitigate climate change by taking responsibility for our footprint.

With our strategy ‘thrive 2030’, we have set up clear ambitions and strategic initiatives to be net zero carbon in 2050 or earlier. We see sustainability as a growth driver across our three segments and are committed to support our customers in their sustainability journey, from achieving energy and resource efficiency in buildings, enabling industrial customers to extend product lifetime and realise energy efficiency, and accelerating technological breakthroughs for semicon OEM.

This transition plan is a strategic roadmap, illustrating how we plan to be net zero carbon by 2050 or earlier. It serves as a strategic blueprint and outlines the way we envisage to achieve our targets and is expected to evolve over time as we progress on our commitments.

Through innovation, operations excellence, and collaboration with our partners, we are embedding decarbonisation through our value chain. All together with our stakeholders, we are committed to realise our sustainable commitments and we will continue to enable a clean, smart and responsible future.”

Stéphane Simonetta
Chief Executive Officer





about this picture
An Aalberts employee operates in precision extrusion to manufacture parts for an aerospace customer.

value chain



the context in which we operate lays the foundation for our transition plan.

decarbonisation involves the entire value chain and presents risks and opportunities we face collectively.

upstream value chain

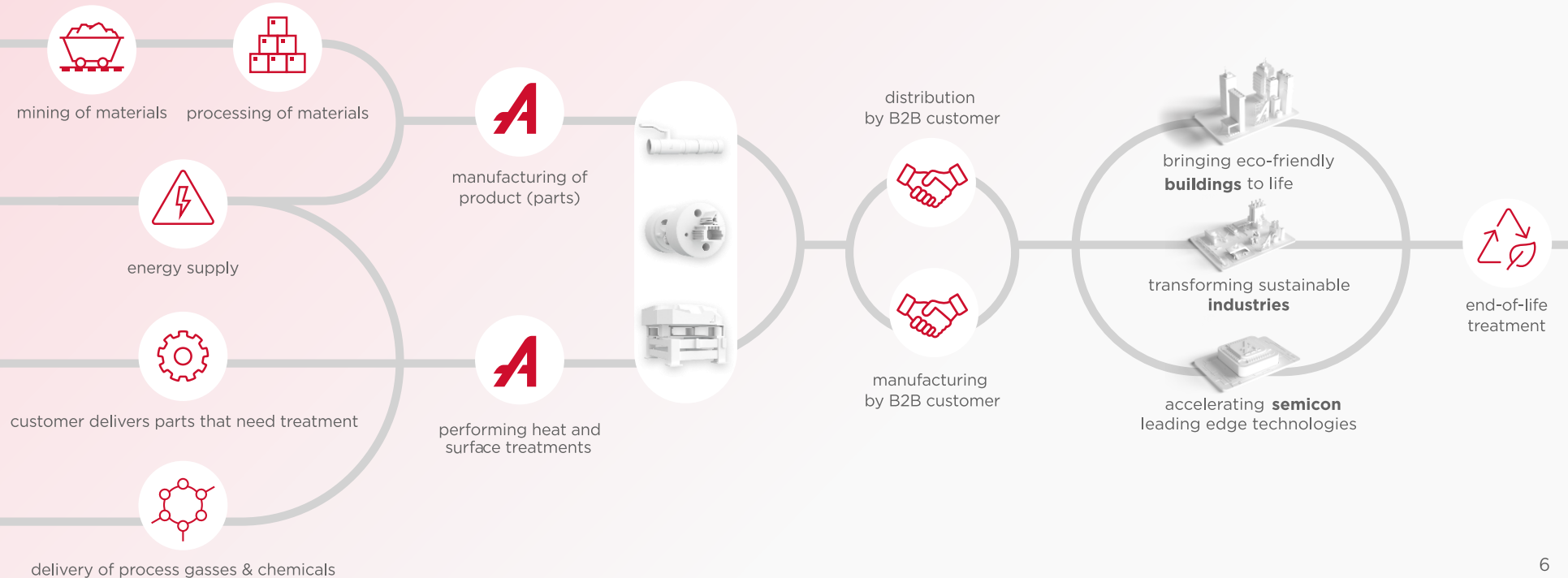
Our upstream value chain comprises the supply of raw materials required to manufacture our products and perform our treatments. the upstream value chain comprises of the largest share of our carbon footprint.

own operations

Aalberts engineers mission-critical technologies enabling a smart, clean, and responsible future. The CO₂ emissions from our operations relate to the energy required for manufacturing product (parts) and performing heat and surface treatments.

downstream value chain

Our downstream value chain comprises of the B2B customers and OEM end-users across three segments: industry, semicon and building. Our innovations enable customers to save resources like energy and water.



physical risks

we assess potential physical climate risks to establish vulnerability, build resilience and ensure business continuity.

risk identification and management

Aalberts business teams assess physical climate risks and resilience together with our property risk insurer and follow-up on the implementation of recommendations to ensure business continuity in case of emergency. These include behavioral, engineering, and technological adaptation measures such as flood emergency plans, physical flood protection, and roof securement in hurricane-prone areas. The open standing recommendations are monitored and discussed quarterly and integrated in the sustainability improvement plan.

potential financial impact

Aalberts addresses physical climate risk to ensure business continuity. Potential financial implications relate to direct damage to property value and business interruption, estimated in loss expectancy. Although physical risks cannot be fully predicted, the resilience analysis, follow-up recommendations and business continuity plans enhance our preparedness to manage potential events.

climate scenarios

In developing our net zero carbon transition plan, we assessed our physical risks alongside the RCP 2.6 scenario and the RCP 8.5 scenario, as set by Intergovernmental Panel on Climate Change (IPCC). The scenarios utilized range from average global warming of 2.0°C to 4.4°C – and clearly show that achieving net-zero will depend on further climate action by government and business, particularly in accelerating the transition to renewables.

Our current risk exposure primarily pertains to climate perils such as flooding and hail. The 2030 assessment result shows an increased exposure to chronic risks, including drought and sea level rise, which will elevate operational risks and exacerbate climate perils such as flooding, storms and wildfires. By 2050, these trends are expected to persist, with the disparity between scenarios becoming more pronounced.

potential physical risks under RCP 2.6 scenario		2030	2050
acute	extreme precipitation and wind	●	●
chronic	temperature rise, drought and sea level rise	●	●

the RCP 8.5 scenario increases the risks of the RCP 2.6 scenario

transition risks

we assess potential transition climate risks to build a future-proof organisation, using climate scenarios to anticipate the consequences of global warming.



risk identification and management

Aalberts identifies climate transition risks through our overall risk and opportunity management and a Double Materiality Assessment (DMA). Based on the Task Force on Climate-Related Financial Disclosures (TCFD), the ESG transition risks are categorised. Appropriate mitigation measures are integrated in the sustainability improvement plans of the business teams and in the overall 'thrive 2030' strategy.

potential financial impact

The potential financial impact is considered in the financial materiality assessment of the DMA. Financial materiality is assessed on financial magnitude and likelihood, plotted on potential impact on Revenue, EBITDA, CAPEX and Free Cash Flow. Actual financial impact is measured through various initiatives, such as incorporating the decarbonisation levers and a carbon price in our internal investment proposal sheets.

climate scenarios

In developing our net zero carbon transition plan, we assessed our transition risks alongside the NZE scenario and the STEPS scenario, as set by the International Energy Agency (IEA). The scenarios utilized range from average global warming of 1.5°C to 2.4°C - and clearly show that achieving net-zero will depend on further climate action by government and business, particularly in accelerating the transition to renewables.

The NZE scenario assumes that the pace of energy efficiency doubles and renewable energy triples, with deployment of CCUS. The world reaches net zero emissions by 2050, limiting global warming to 1.5°C by 2050. The STEPS scenario assumes that the current policies remain in place and the demand for renewable energy will grow, limiting global warming to 2.4°C by 2050.

potential transition risks		time horizon	STEPS scenario	NZE scenario
technology	increased capital expenditures necessary to invest in low-carbon manufacturing technologies for our operations	medium-to-long term	●	●
reputation	losing stakeholder trust and interest due to insufficient GHG performance or transparency	medium-to-long term	●	●
market	grid congestion and the shortage and higher cost of renewable energy could hamper the ability to shift from fossil fuels to cleaner energy	short-to-long term	●	●

global tailwinds



the global tailwinds, prompting structural shifts in our industries, drive opportunities for growth at Aalberts.

our tailwinds

At Aalberts, we see sustainability as a business opportunity and use it as a growth driver, that is why we rather call it sustainable entrepreneurship. To create shared value for all our stakeholders, sustainable entrepreneurship is fully embedded in our strategy 'thrive 2030', accelerating our unique positions with high growth potential and sustainable impact.

We identify four global tailwinds that are shaping our future: urbanisation, technology acceleration, reshoring and decarbonisation. Those global tailwinds are anchored in legislation such as the EU Clean Industrial Deal and Net-Zero Industry Act, accelerating the demand for efficient energy systems and the focus on a carbon neutral economy in 2050.

opportunities for growth

Driven by the tailwinds, we see many opportunities for growth in the Aalberts playing field, where we are accelerating semicon leading edge technologies, bringing eco-friendly buildings to life and transforming sustainable industries.

- in building, we enable the energy transition and tackle labour shortages by investing in digital offering, offer integrated solutions and improve the ease of installation.
- in industry, we enable the decarbonisation journey of our customers by investing in R&D and breakthrough technologies.
- in semicon, we design to value long-term partnerships by investing in subsystem integration and focus on repair and reuse.

urbanisation

strong need for comfortable and healthy buildings, sustainable transportation and connectivity

technology acceleration

exponential need for AI computing power, smart buildings, industry 4.0

reshoring

regionalisation of critical manufacturing drives need for supply chain proximity

decarbonisation

growing demand for energy efficiency and sustainable, lightweight and durable solutions

low-carbon products



we contribute to low-carbon products both through the positive environmental impact of our technologies and by increasing data availability and transparency regarding the carbon footprint of our products.

reducing the carbon footprint of our customers with our low-carbon technologies

With our technology portfolio we make social and environmental impact. We express this impact by our SDG rate: revenue that is contributing to the Sustainable Development Goals (SDGs). Under Aalberts' strategy 'thrive 2030' our target is to maintain an SDG rate above 70%, while executing our growth agenda. In 2025, our SDG rate was 71%. The products and services considered for the SDG rate, enable customers to avoid emitting CO₂, by providing sustainable solutions. Therefore, the SDG rate is an indicator of revenue from clean technologies at Aalberts.

reducing the carbon footprint of our products

We conduct Life Cycle Assessments (LCAs) to measure and manage cradle-to-grave GHG emissions of our products, following recognised standards such as ISO 14040, ISO 14044 and EN 15804+A2. The LCA insights help us reduce the carbon footprints of our products through better product design, material choices and manufacturing processes. We share product carbon footprints with customers through third-party, verified Environmental Product Declarations (EPDs), available on the websites of the Aalberts brands.

building

at the heart of every great building, we engineer integrated systems for heating, cooling and sanitary applications



6

clean water and sanitation

18%

driven by the need for more efficient use and sustainable water management. Aalberts serves its customers by:

- engineering solutions for safe and clean drinking water, through our lead-free piping systems
- improving water quality with our technologies, through filtration, purification and softening
- creating water efficiency in eco-friendly buildings, by expansion vessels that save water



7

affordable and clean energy

31%

driven by a growing demand for more comfortable buildings and urbanisation, Aalberts serves its customers by:

- engineering technologies for low-carbon energy systems
- supporting solar panels and hydrogen installations
- enabling energy efficiency with our low-carbon products and services

industry

at the forefront of decarbonising industries, we engineer durable, lightweight technologies and improve material characteristics



12

responsible consumption and production

9%

driven by the growing need for sustainable mobility and the strong focus on CO₂ and weight reductions. Aalberts serves its customers by:

- enhancing product lifetime and enabling weight reduction, through sophisticated heat and surface treatments and high-tech aluminium extrusions
- minimising hazardous waste, through developing alternatives for hazardous substances

semicon

in a world connected by microchips, we engineer leading-edge, tailor-made technologies together with semicon OEM's



9

industry, innovation and infrastructure

13%

driven by the increasing demand for semicon chips and energy efficiency driving demand for smaller nodes. Aalberts serves its customers by:

- facilitating the growth of sustainable industries, through developing and manufacturing infrastructure needed for the technological breakthroughs of our customers that accelerate decarbonisation
- accelerating technological break throughs, through delivering ultra-precision and ultra-cleanliness, enabling accuracy and control and facilitating nanometer precision



about this picture
An Aalberts employee prepares the refurbishment of an expansion vessel into an air separator.

sustainability governance

we embed sustainability across its organisation and into its core-decision making, to deliver on our sustainability commitments.

Supervisory Board oversight and experience

The Supervisory Board supervises the long-term value creation strategy, the establishment and implementation thereof by the Management Board and the Executive Team and the impacts, risks and opportunities and associated targets, related to sustainability topics. The Supervisory Board can leverage the expertise of the director sustainable entrepreneurship.

The Audit Committee monitors the ESG reporting process and risks associated with it, the internal control systems and implementation of the CSRD.

Management Board and Executive Team accountability

The Management Board and Executive Team establish and implement the sustainable entrepreneurship strategy, driven by the director sustainable entrepreneurship, and manage and monitor ESG performance. The director sustainable entrepreneurship is part of the Executive Team and sustainability is a reoccurring topic on the agenda.

Sustainability is considered in long-term financial planning, scenario analysis and the development of the 'thrive 2030' strategy. Given Aalberts' focus on sustainability, overall ownership of sustainability is with the CEO.

The Aalberts HSR & Sustainability network, consisting of operational and sustainability leaders, executes the strategy through the implementation of business team improvement plans. They are supported by the head office sustainability team.

sustainability incentives

Compensation for the Management Board includes a Long-Term Incentive (LTI) plan 2025-2027. The LTI plan incorporates two ESG related non-financials, derived from Aalberts' strategic ESG priorities.

For the 2025-2027 series, the sustainability performance criteria are set for reduction of scope 1 and 2 CO₂ emissions and separately the scope 3 CO₂ emissions.



stakeholder engagement and policy advocacy

stakeholder engagement and policy advocacy shape our decarbonisation strategy and accelerate industry action.

stakeholder engagement

Stakeholder engagement enables Aalberts to capture multiple perspectives, gain broader insight into value creation, and ensure that business strategy and decision-making align with the needs, expectations, and concerns of stakeholders, supporting a positive and lasting impact. The frequency, level and method of engagement is tailored to the goal of the dialogue and the relationship with the stakeholder.

The main stakeholders of Aalberts are shareholders, customers, employees, business partners and society.

The results of stakeholder engagement are used to determine the materiality of ESG topics for the Aalberts, identify possible impacts, risks and opportunities and shape the sustainable entrepreneurship strategy and target setting.

case

In 2025, Aalberts engaged with many peers and industry experts to share and learn on multiple sustainability topics. For example, Aalberts' director sustainable entrepreneurship Anne-Lize van Dusseldorp was part of the Legal500 GC Summit Netherlands 2025 to engage on Climate reporting in 2025, as Aalberts has been reporting alongside CSRD guidelines since 2024.



policy advocacy

Aalberts develops mission-critical technologies enabling resource efficiency and more sustainable industrial and building systems. In line with our strategic priorities, we support public policies that enable and accelerate the transition to sustainable solutions across our markets.

We engage primarily through relevant industry associations, partnerships, and multi-stakeholder platforms, where we contribute technical expertise and practical insights during policy development processes. For example, Aalberts has been a member of the Dutch technology industry FME.

Our engagement supports and promotes climate action, circularity, and responsible resource use, in alignment with the objectives of the Paris Agreement. In 2025, Aalberts became a signatory of the UN Global Compact (UNGC), committing to its Ten Principles on human rights, labour, environment, and anti-corruption.

Public affairs and policy-related activities are coordinated at both group level and integrated across our business segments to ensure a consistent and effective approach. Regional alignment enables us to monitor emerging policy developments, assess their relevance, and define Aalberts' positions in collaboration with industry peers and other stakeholders.

Through this approach, Aalberts seeks to contribute constructively to policy discussions while supporting a regulatory environment that fosters innovation, competitiveness, and sustainable long-term value creation.



about this picture
an Aalberts employee operates
machinery that performs heat
treatment on customer parts in the
automotive industry.

net zero carbon roadmap

the net zero carbon roadmap illustrates how we will deliver on our commitment to be net zero carbon by 2050 or earlier.

net zero carbon commitment (2050)

The Aalberts net zero carbon roadmap shows how we will reach our commitment to be net zero carbon by 2050 or earlier. We have established ambitious targets to significantly reduce our carbon footprint while supporting our growth agenda. These targets are based on the sustainability improvement plans developed by our business teams and approved by the Management Board and the Executive Team. To decarbonise our own operations and our supply chain, we have set targets on scope 1, 2 and 3 emissions. To achieve these targets, we will act on key initiatives across the value chain, considering our six the decarbonisation levers (page 16).




near-term targets (2030)

Aalberts has set near-term targets to support our net zero carbon commitment. The targets are calculated with the tools and methodology provided by the Science Based Target Initiative (SBTi) and follow a net zero carbon trajectory. To decarbonise our own operations, we focus on our energy use and have set the following targets:

- o decrease scope 1 & 2 CO₂ intensity by 50%, base year 2018
- o decrease absolute scope 1 & 2 CO₂ emissions by 40%, base year 2018

to decarbonise our supply chain, we focus on the use of materials and have set the following target:

- o decrease scope 3 (purchased goods) CO₂ intensity by 30%, base year 2024

	focus	initiatives	progress 2025	targets 2030	net zero carbon 2050
scope 1+2	 energy use in CO ₂ intensity and absolute	<ul style="list-style-type: none"> o drive energy efficiency o electrification o use renewable energy 	absolute \downarrow 34% intensity \downarrow 40% 2025 versus 2018*	absolute \downarrow 40% intensity \downarrow 50% versus 2018	continue progress
scope 3	 purchased goods in CO ₂ intensity  waste in waste disposed intensity	<ul style="list-style-type: none"> o smart product design o acting on circular solutions o value chain collaboration 	purchased goods \downarrow 18% waste \uparrow 13% 2025 versus 2024**	purchased goods \downarrow 30% waste \downarrow 30% versus 2024	continue progress

*progress is measured on an accumulative basis **organic improvement percentage
 CO₂ intensity = tonnes CO₂ divided by total revenue in EUR million
 waste disposed intensity = kg waste disposed divided by total revenue in EUR million

decarbonisation levers

we identify six decarbonisation levers that can be applied in our own operations and our supply chain to achieve our CO₂ emission targets.

decarbonisation across our value chain

To decarbonise our operations, we focus on reducing the carbon footprint of our energy use. Through improving the energy efficiency of our manufacturing processes, increasing the renewable share and electrifying our processes and buildings where technically and economically viable.

To decarbonise our value chain, we focus on reducing the carbon footprint of the materials we use. Through smart product design, we can use less or low carbon materials and ensure durability, reuse and recyclability. Circular practices are applied to minimise scrap, reduce packaging and improve waste management. Value chain collaboration is a pre-condition to any successful decarbonization in the supply chain, engaging suppliers and customers in initiatives that improve efficiency, sustainability, and cost performance for all parties.

decarbonisation across our segments

Aalberts engineers' mission-critical technologies in three different segments, with a different focus and prioritized decarbonisation levers.

building

engineering and manufacturing products for our building customers results in a strong focus on reducing scope 3 emissions related to products, by collaborating with value chain partners on incorporating recycled or low-carbon materials.

industry

performing heat and surface treatments to strengthen our industrial customers results in a strong focus on reducing scope 1 and 2 emissions, by improving energy efficiency, using renewable energy and electrifying operations.

semicon

delivering technological solutions to our semicon customers results in a strong focus on reducing their upstream scope 3 emissions, by collaborating with value chain partners to set up take-back systems and reuse components.



energy
efficiency



renewable
energy



driving
electrification



smart
product design



circular
solutions



value chain
collaboration

decarbonisation in own operations

we focus on reducing our energy use and increasing our renewable share to decarbonise our own operations.

improving energy efficiency

We believe that the most sustainable long-term solution for the planet and our company is energy efficiency. We reduce CO₂ emissions by doing more with the same or doing the same with less.

In our operations, we map energy flows and identify improvements using smart sensors. We drive efficiency by using updated machinery, implementing waste heat recovery systems and driving behavioral change within our factories.

Energy intensity is assessed across all locations. Energy efficiency action plans are integrated in the sustainability improvement plans and where applicable, in line with ISO requirements.



2025 highlight

In Germany, we lowered process temperatures and optimised weekend operating modes to improve energy efficiency.

increasing renewable energy use

We are committed to increase the renewable share of its energy mix. We reduce CO₂ emissions by purchasing renewable energy and generating renewable energy ourselves.

This includes integrating renewable energy into long-term investments, such as installing solar panels and designing new buildings with sustainable features certified by third-party initiatives like BREEAM and DGNB.

Generating our own energy reduces our dependence on volatile energy markets and possible transition risks of renewable energy shortages while our customers to reduce their CO₂ emissions, as we manufacture parts used in renewable energy installations.

The renewable share was 33% in 2025, while our self-generated electricity increased to 3,206 MWh in 2025, a 70% increase compared to 2024.



2025 highlight

In Hungary, we procured 100% renewable electricity for one of our sites, saving approximately 1,446 tonnes CO₂ annually.

driving electrification

Aalberts drives the process of converting industrial processes to electricity-based power sources. We reduce CO₂ emissions through electrification as it enables us to increase energy efficiency and the renewable share of our energy mix.

Electrification relates to a wide range of industrial processes and equipment, including heating systems, transportation vehicles, production machinery and material handling systems.

Currently, not all our operational processes can be transitioned to electricity-based power sources and investments in electrification are often part of larger investments, such as asset replacement, capacity expansion or new build. Our approach to the innovation gap and financial planning is described on [page 23](#).



2025 highlight

In the Netherlands, we changed a production process from hydraulic to electric, reducing energy use by 50% while manufacturing.



case: improving energy efficiency



Marc Lunemann, energy manager Europe at Aalberts surface technologies, shares how he drives energy efficiency at the heat treatment site in Dunningen, Germany.

“We want to do more with less,” Marc explains as he describes the challenge of running furnaces that heat up to 950°C. By examining production data, the team discovered anomalies in batch rates and cycle times.

“We experimented with production planning to increase the average batch rate and decrease the duration time — and this led to improvements in efficiency,” he says.

A second insight came from reviewing the cooling system. “We recognised that there seems to be no correlation between energy usage and cooling demand,” Marc recalls. By reactivating demand-based control, the system began using energy only when cooling was actually needed.

Both measures together saved around 300 tonnes of CO₂ per year. As Marc puts it: “In the end, it costs nothing — just questioning the status quo.”

You can watch the video of Marc at [Aalberts.com/driving energy efficiency](https://aalberts.com/driving-energy-efficiency) ↗

decarbonisation in value chain

we focus on reducing the impact of the materials we use to manufacture our products and deliver our services to decarbonise our value chain.

smart product design

We adjust the design of our technologies to use less- or low-carbon materials in manufacturing, ensure durability during use, and facilitate reusability and recycling at the end of life.

Through LCAs, we eliminate redundant materials and reduce product weight, minimising resource use and corresponding CO₂ emissions.

We also seek to substitute materials with low-carbon alternatives, such as recycled materials or green steel, to achieve further CO₂ savings. In 2025, 32.4% of our purchased goods and services (measured in weight) consisted of recycled content.



2025 highlight

In Germany, we changed the design of our ball valve, reducing the weight and CO₂ footprint.

acting on circular solutions

We are committed to improve waste management and recover the materials across our own operations and value chain.

We monitor waste flows to identify opportunities for waste prevention and for adopting circularity measures.

We focus on reducing waste and reusing and recycling where possible, so minimum waste ends up in incineration or landfill. Waste incinerated or landfilled results in high CO₂ emissions. In 2025, 69% of our waste generated was recovered, and 31% was disposed.



2025 highlight

In the Netherlands, we moved to one waste handler, improving our monitoring of waste streams, leverage our scale and reduce costs and CO₂ emissions.

value chain collaboration

Aalberts acknowledges that a sustainable transition requires us to collaborate with our business partners.

We reduce CO₂ emissions in our value chain with our customers by co-engineering low-carbon design specifications and setting up take-back systems to repair, refurbish and remanufacture products to prevent materials from becoming waste.

Value chain collaboration enables smart product design and acting on circular solutions.



2025 highlight

In the Netherlands, we increased the transparency and data availability of our low-carbon products, through a collaboration with 2BA.

expected decarbonisation

we aim to accelerate our decarbonisation towards 2050 through integrated financial resource allocation and policy advocacy.

financial resource allocation and planning

Aalberts recognises the need for greater insight into resource-allocation to deliver on our commitment to be net zero carbon by 2050 or earlier, we have taken significant steps to embed sustainability in our financial planning.

In 2025, we have integrated the decarbonisation levers in the forecasting and budgeting process, enabling our business teams to align high-level financial planning with their sustainability improvement plans.

We have incorporated the decarbonisation levers and an internal carbon price in investment proposal sheets, allowing business teams and Management Board to assess and compare the environmental impact of proposed investments.

innovation gap

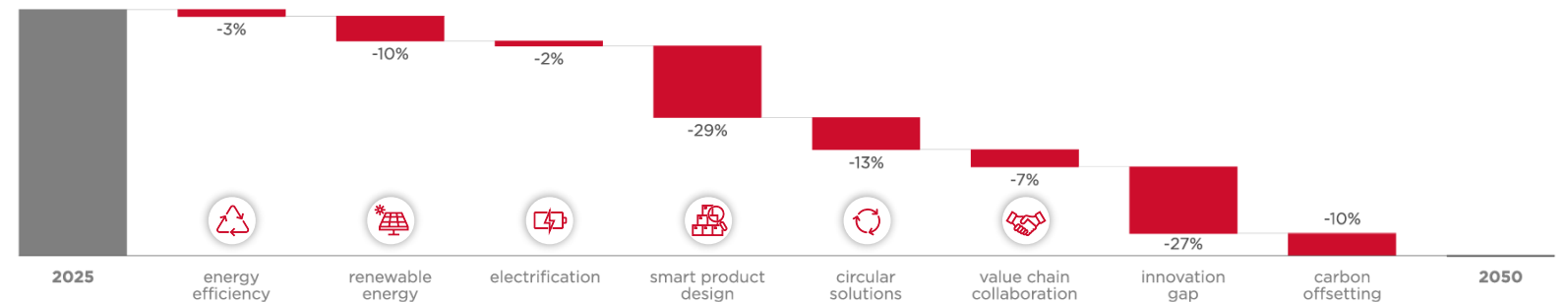
We acknowledge that our decarbonisation pathway depends on external factors. Regulation, market conditions and access to affordable financing can drive or hamper future resource allocation and the acceleration of our decarbonisation.

Also, the limited accessibility and affordability of low-carbon technologies and materials is currently considered an innovation gap, that challenges us in our net zero carbon commitment. We anticipate that technological advancement, industrial scaling, and supportive policy frameworks will drive large-scale deployment and cost reduction of low-carbon technologies and price competitiveness of renewable energy, solving this innovation gap.

Bridging the innovation gap and decarbonisation is a collective effort, of Aalberts, its value chain partners and the remaining stakeholders that shape the context of our operations.

expected effect of decarbonisation levers on scope 1, 2 and 3 emissions

(purchased goods and services)





about this picture
An Aalberts employee tests
technology for the semicon industry.

actual CO₂ performance

we measure and report on absolute scope 1, 2 and 3 CO₂ emissions and CO₂ intensity.

absolute CO₂ emissions

Aalberts recognises that its scope 1, 2 and 3 CO₂ emissions contribute to global warming. Our CO₂ emissions are calculated in line with the GHG Protocol and disclosed in accordance with the CSRD. Our scope 1 and 2 CO₂ emissions primarily consist of electricity and natural gas used in our buildings and processes, our scope 3 CO₂ emissions mostly relate to the purchased goods and services we procure to manufacture our products and deliver our services.

In 2025, the execution of the 'thrive 2030' growth agenda resulted in significant changes in company composition. As a result, our absolute scope 1 and 2 emissions increased by 3.7% compared to 2024.

CO₂ intensity

CO₂ intensity is calculated by dividing tonnes CO₂ emissions by total EUR million revenue. In 2025, the scope 1 and 2 CO₂ intensity increased by 7.6% compared to 2024.

Following a reporting improvement project in 2025, purchased goods reporting matured. This affected the scope 3 CO₂ intensity (related to purchased goods and services), resulting in a decrease of 35.4% compared to 2024.

We continue to measure, monitor and report our scope 3 emissions, improving our measurement methodologies, increasing the share of activity-based data (2025: 35%) and expanding the number of scope 3 categories we measure. In 2025, we started reporting on category 2: capital goods.

scope 1, 2 and 3 CO₂ emissions	2018	2023	2024	2025	%N/N-1
scope 1 and 2 emissions	309,656	250,864	219,979	228,216	3.7%
scope 1 emissions	88,600	119,112	107,321	108,874	5.9%
scope 2 emissions (market-based)	221,056	139,421	128,411	126,159	-1.8%
scope 3 emissions			1,807,773	1,172,513	-35.1%
category 1: purchased goods and services			1,731,756	1,077,963	-37.8%
category 2: capital goods				39,589	
category 3: fuel and energy related activities			31,515	33,958	7.8%
category 5: waste generated from operations			44,502	21,003	-52.8%
scope 1, 2 and 3 emissions			2,027,752	1,400,729	-30.9%
scope 1 and 2 CO ₂ intensity	112	75	70	75	7.6%
scope 3 CO ₂ intensity (related to purchased goods and services)			550	355	-35.4%

organic CO₂ performance

the execution of the 'thrive 2030' growth agenda resulted in significant changes in company composition.

to be transparent, we report our organic CO₂ performance.

normalisation

In 2025, the execution of the 'thrive 2030' growth agenda resulted in significant changes in company composition. To provide clear insights into our organic performance, we normalise 2024 actuals for impact of the acquisitions, divestments, emissions factors and exchange rate harmonisation.

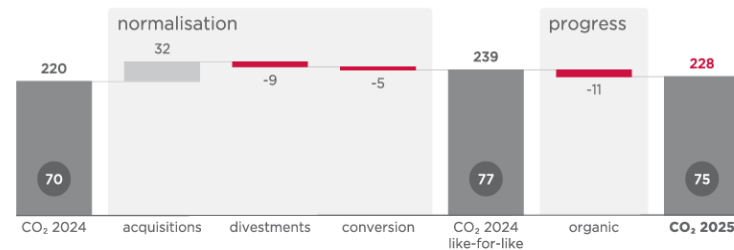
A reconciliation bridge on scope 1 and 2 emissions and scope 3 emissions (purchased goods and services) is disclosed to illustrate the like-for-like comparison and clear insight into our organic progress in both absolute CO₂ emissions and CO₂ intensity.

organic progress

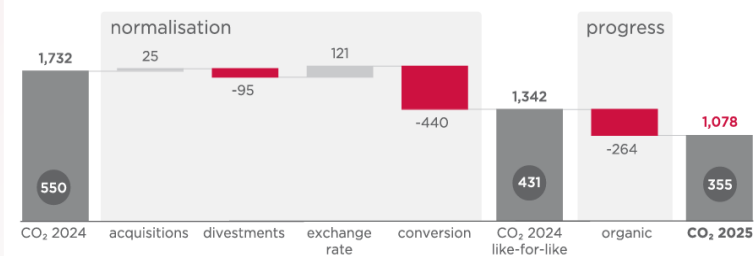
As a result of executing our net zero carbon roadmap and acting on our decarbonisation levers, our absolute scope 1 and 2 emissions organically decreased by 4.6% compared to the 2024 normalised value. Scope 1 and 2 CO₂ intensity organically decreased by 2.0% compared to 2024.

The scope 3 CO₂ intensity (related to purchased goods and services) organically decreased by 17.6% compared to the 2024 normalised value.

reconciliation bridge of scope 1 & 2 emissions
(absolute and intensity)



reconciliation bridge of scope 3 emissions related to purchased goods and services
(absolute and intensity)



progress on targets

the execution of the 'thrive 2030' growth agenda resulted in significant changes in company composition.

to be transparent, we present our accumulative progress on our targets.

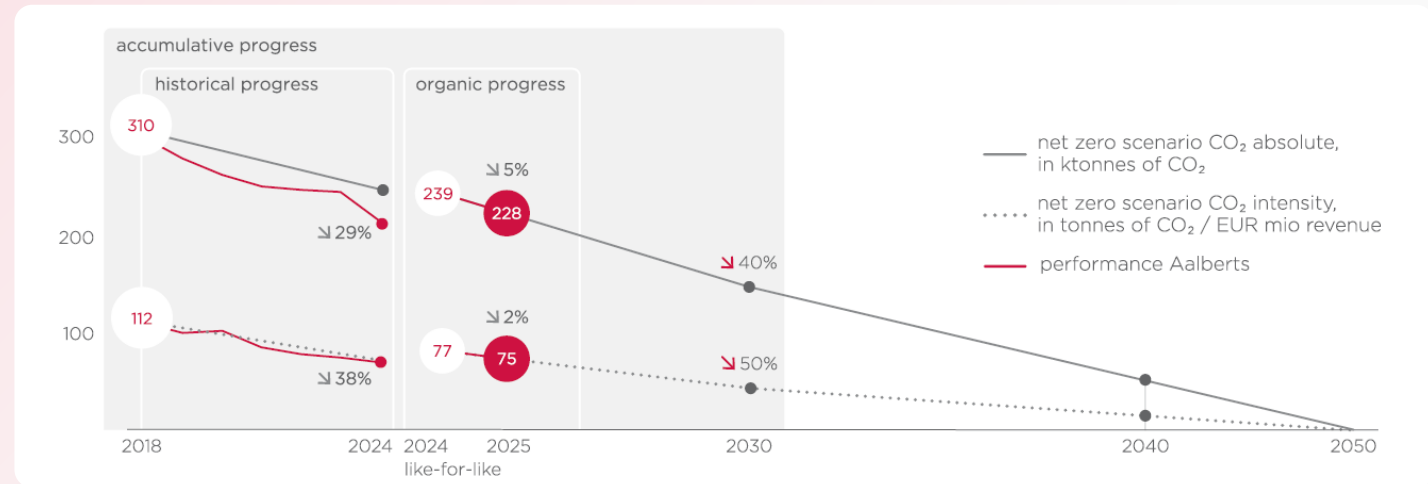
accumulative progress on targets

Progress against the targets is measured on an accumulative basis, to account for the 'thrive 2030' growth agenda. For example, the historical progress, between 2018 and 2024, shows that Aalberts reduced its scope 1 and 2 absolute emissions by 29% and CO₂ intensity by 38%, capturing the full effect of organisational, methodological and market-driven impacts.

Driven by the 'thrive 2030' growth agenda, our approach to account for progress matured. From 2025 onwards, we focus on our organic year-on-year progress, by normalising the prior-year results for changes in company composition and emission factor revisions.

To align our measurement methodologies, the overall progress is measured on accumulative basis. The 29% reduction between 2018 and 2024 and the organic reduction of 5% between the 2024 normalised value and 2025, result in an accumulative progress of 34% against our target of -40% by 2030.

The same approach is taken for CO₂ intensity, resulting in an accumulative progress of 40% against our target of -50% by 2030.





about this picture
Aalberts employees walk towards a
clean room at one of our sites.

glossary of terms

this climate glossary offers definitions for key terms used in the Aalberts net zero carbon transition plan.

the list aims to clarify the most important terms used in the context of our climate strategy.

Carbon Capture, Utilisation and Storage (CCUS)

a process that captures CO₂ emissions and either reuses them in new products or stores them permanently to prevent release into the atmosphere.

Corporate Sustainability Reporting Directive (CSRD)

the CSRD is a European legislation that requires companies to publicly disclose their ESG performance and management.

decarbonisation

the process of reducing or eliminating human-caused carbon dioxide (CO₂) and other GHG emissions from the economy.

Double Materiality Assessment (DMA)

a mandatory evaluation process under the CSRD that assesses how ESG factors impact a company financially and how the company impacts the environment and society.

Environmental Product Declaration (EPD)

a standardised document that quantifies the environmental impact of a product throughout its life cycle.

Greenhouse Gas (GHG) emissions

greenhouse gas emissions (such as CO₂) trap heat in the atmosphere, contributing to global warming and climate change.

Life Cycle Assessment (LCA)

a method for assessing environmental impacts associated with all stages of a product's life cycle.

net zero carbon

a state where CO₂ emissions are reduced to as close to zero, with any remaining, unavoidable emissions removed from the atmosphere through carbon removal methods.

Net Zero Emissions (NZE) Scenario

a pathway developed by the International Energy Agency where global energy efficiency doubles, renewables triple, and net zero emissions are achieved by 2050, limiting warming to 1.5°C.

RCP 2.6 Scenario

a low-emissions pathway under the Representative Concentration Pathways limiting global warming to below 2°C by 2050 through strong climate action.

RCP 8.5 Scenario

a high-emissions pathway under the Representative Concentration Pathways assuming continued increases in GHG emissions, leading to -4.4°C warming by 2050.

Science Based Targets initiative (SBTi)

an established initiative helping companies set emission reduction targets aligned with climate science.

Stated Policies (STEPS) Scenario

a scenario by the International Energy Agency assuming current energy and climate policies remain in place, leading to -2.4°C warming by 2050.

Sustainable Development Goals (SDG)

the 17 global goals adopted by the United Nations to achieve sustainable development by 2030.

Taskforce for Climate Financial Disclosures (TCFD)

a global initiative that developed recommendations for climate-related financial risk disclosures.

United Nations Global Compact (UNGC)

a voluntary initiative by the United Nations encouraging businesses to adopt sustainable and socially responsible policies.

disclaimer

this net zero carbon transition plan contains forward-looking statements concerning the anticipated development of Aalberts. These statements are founded on estimates and assessments derived from all information available at the time this document was prepared.

Such forward-looking statements are inherently subject to uncertainties and factors beyond the Aalberts' control. Should the underlying assumptions prove to be inaccurate, or should the identified risks or opportunities materialise, actual results and developments may differ materially from those expressed or implied in these statements.