

# Sustainability Report

2025



## Period of reporting

# January 2025 - December 2025

## Reporting Scope

This report covers all activities at our operations and locations globally

## Reporting standards

Corporate Sustainability Reporting Standards and the ESRS topics are used in identifying the material topics for Visscher-Caravelle

The sustainability report has been prepared by Visscher-Caravelle and covers the Environmental, Social, and Governance (ESG) impacts over the year 2025. The information presented is based on internal data collection processes and has been reviewed by relevant stakeholders in line with the double materiality assessment requirements under the Corporate Sustainability Reporting Directive (CSRD). All impact data are calculated in accordance with the Greenhouse Gas (GHG) Protocol. For any concerns, please get in touch with your local contact person or via [sustainability@visscher-caravelle.com](mailto:sustainability@visscher-caravelle.com).

## Disclaimer

This sustainability report includes data from the business units Textiles EU (Visscher-Caravelle Poland and Durmont), Plastics EU (Vicim), Vanprotections (Vanprotech Poland and Portugal), and USMCA (Visscher-Caravelle Mexico and North America). From the reports of 2026 and ongoing, impact data of the business unit Aftermarket (Just Carpets and Unique Carpets U.K. will also be shown.

The GHG emissions of Visscher-Caravelle Poland consists 70% of our OE automotive operations and 30% of non OE and non automotive operations.

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# .01 Executive summary



## Executive Summary

# At Visscher-Caravelle, sustainability is not just a goal...

### Highlights of the year

It forms the foundation of our culture, innovation, and growth. As we reflect on another transformative year, we are glad to present our 2025 sustainability report. Over the past year, we have succeeded in achieving key milestones such as introducing recycling programs in our facilities, establishing strategic partnerships within our supply chains, and continued the development of sustainable flooring solutions.

In a strong demanding, and rapidly changing industry, we remain committed to our environmental stewardship. Amidst evolving regulations, supply chain disruptions, and market shifts, we continue to prioritize sustainable practices, ensuring long-term resilience for our business and the planet.

We have seen carbon footprint data becoming more integral to our operations, with our own tool Ecoserve, now fully implemented. This powerful platform makes data accessible to internal teams and external stakeholders, enabling them to emphasize on, compare and communicate carbon footprint of products with ease and transparency.

### ***On behalf of our board, Tiemen van Dijk - CEO***

*"To boost our environmental goals, we have accelerated the carbon neutrality of our facilities. By investing in renewable energy sources and efficiency upgrades across the sites, we are reducing emissions with 50% to 100%, positioning us on the path to carbon neutral operations.*

*This year, we have also undertaken a comprehensive re-evaluation of our sustainability strategy in collaboration with our leaders. Through dynamic workshops and data analysis, we have refined our approach to address our climate impact more effectively and re-emphasized the importance of our circularity principles. By doing so, Visscher-Caravelle has demonstrated more commitment than ever to pioneering in a sustainable future in the automotive."*

# .02 About Visscher-Caravelle



# Visscher-Caravelle at a glance

## Tier 1

Supplier to major OEM customers

**12M sets**

Production volume

**30%–50%**

Market shares in major markets per region

## Family business

Dutch family business, rooted in carpet industry

**>2.000**

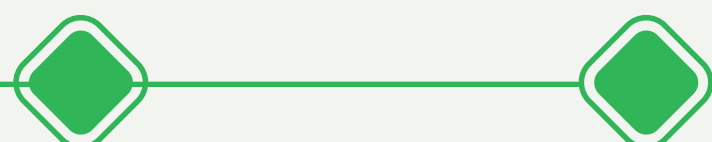
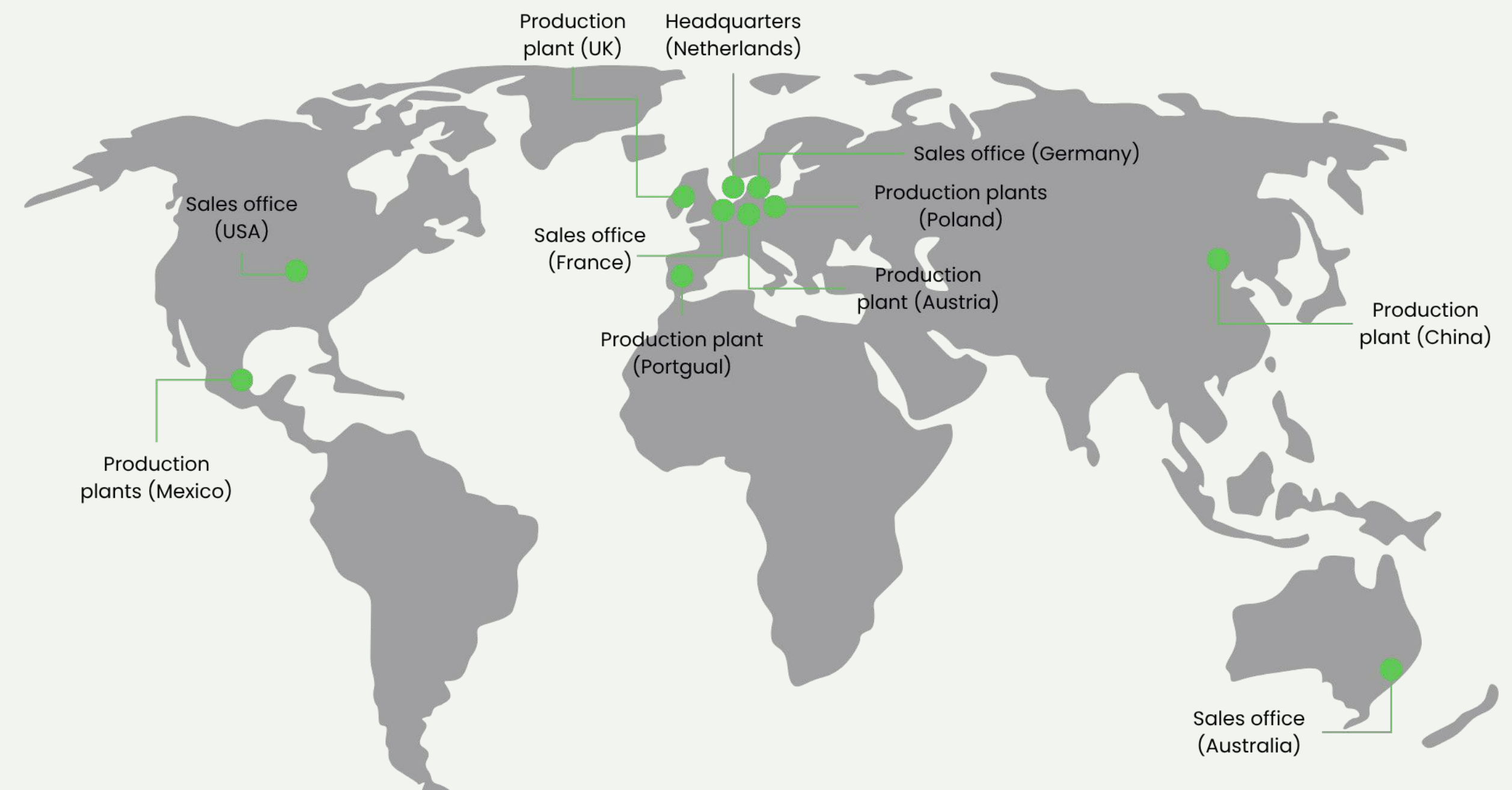
Employees worldwide

**>300M€**

Turnover FY2025

## Global presence

From Europe to America and Asia



About Visscher-Caravelle

# Being true

At Visscher-Caravelle, we are committed to guiding our stakeholders through measurable progress. Being True represents our promise to deliver better, more sustainable products than yesterday – every single day. It is not just a statement; it is how we hold ourselves accountable. Through transparent reporting, clear metrics, and honest communication, we demonstrate that sustainability is not a destination but a continuous journey of improvement.

Being True means, we do not make empty promises. We set ambitious targets, measure our progress, and share the results openly with our customers, partners, employees, and communities.

About Visscher-Caravelle



## About Visscher-Caravelle

# Evolving our sustainability framework

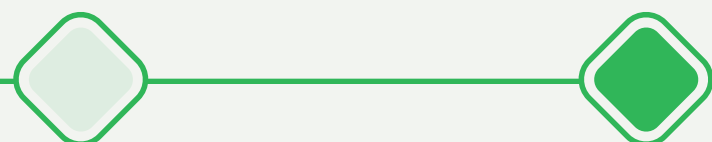
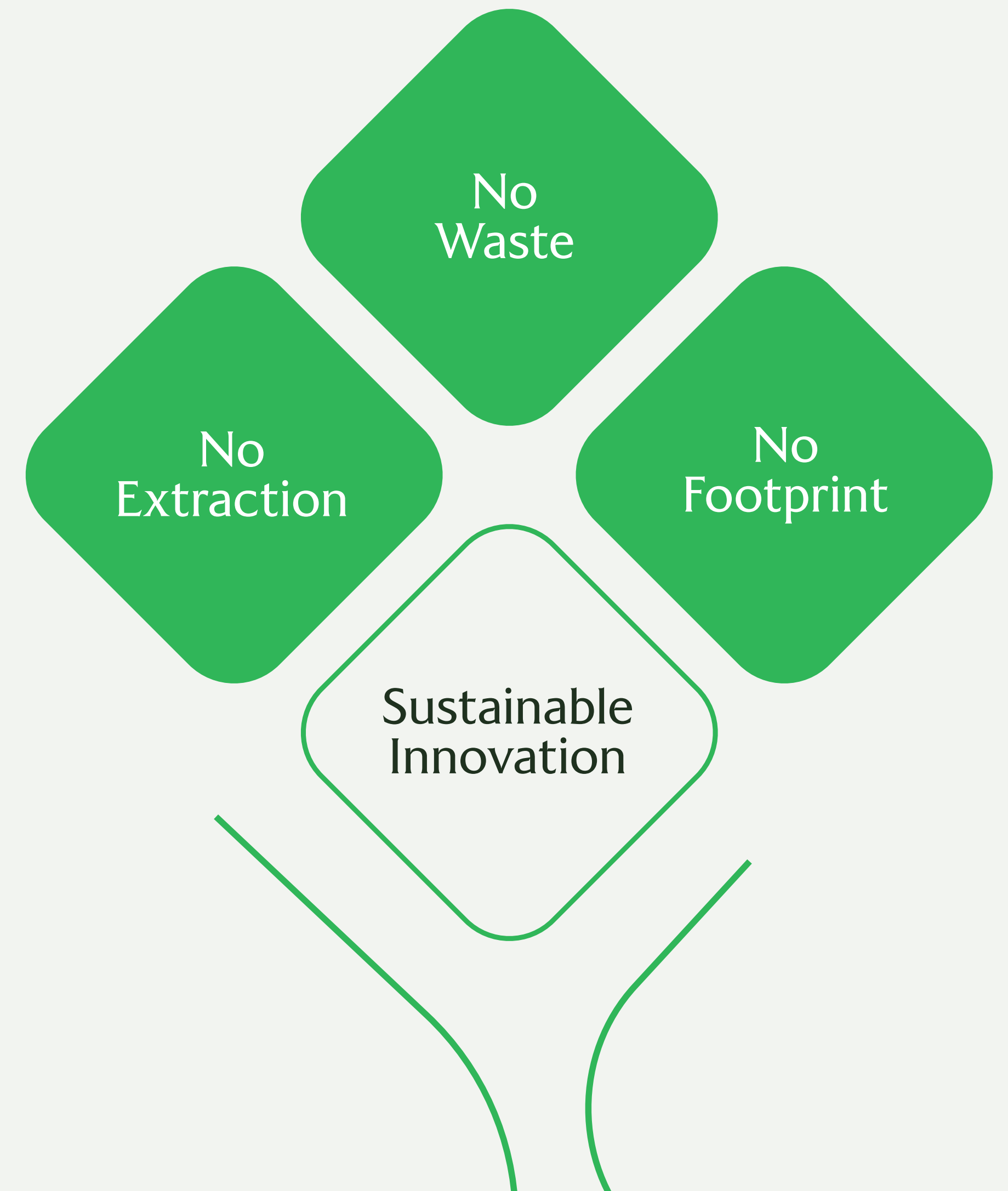
At Visscher-Caravelle, sustainability is at the heart of our organization.

Our commitment to environmental responsibility drives our strategy, operations, and relationships across our entire value chain. In 2025, we took a great step forward in how we communicate and structure our ambitions. As our sustainability program matured, we recognized the need to evolve our framework.

Our previous approach was built on four pillars:

- **Circular Products and Processes**
- **Sustainable Innovation**
- **No Waste**
- **No Footprint**

While this framework served us well, we identified an opportunity to create a more powerful and cohesive message. Through strategic evaluation, we consolidated our environmental commitments into a streamlined, action-oriented program that is easier to communicate, easier to measure, and more impactful in driving change.



# .03 Environment

Environment



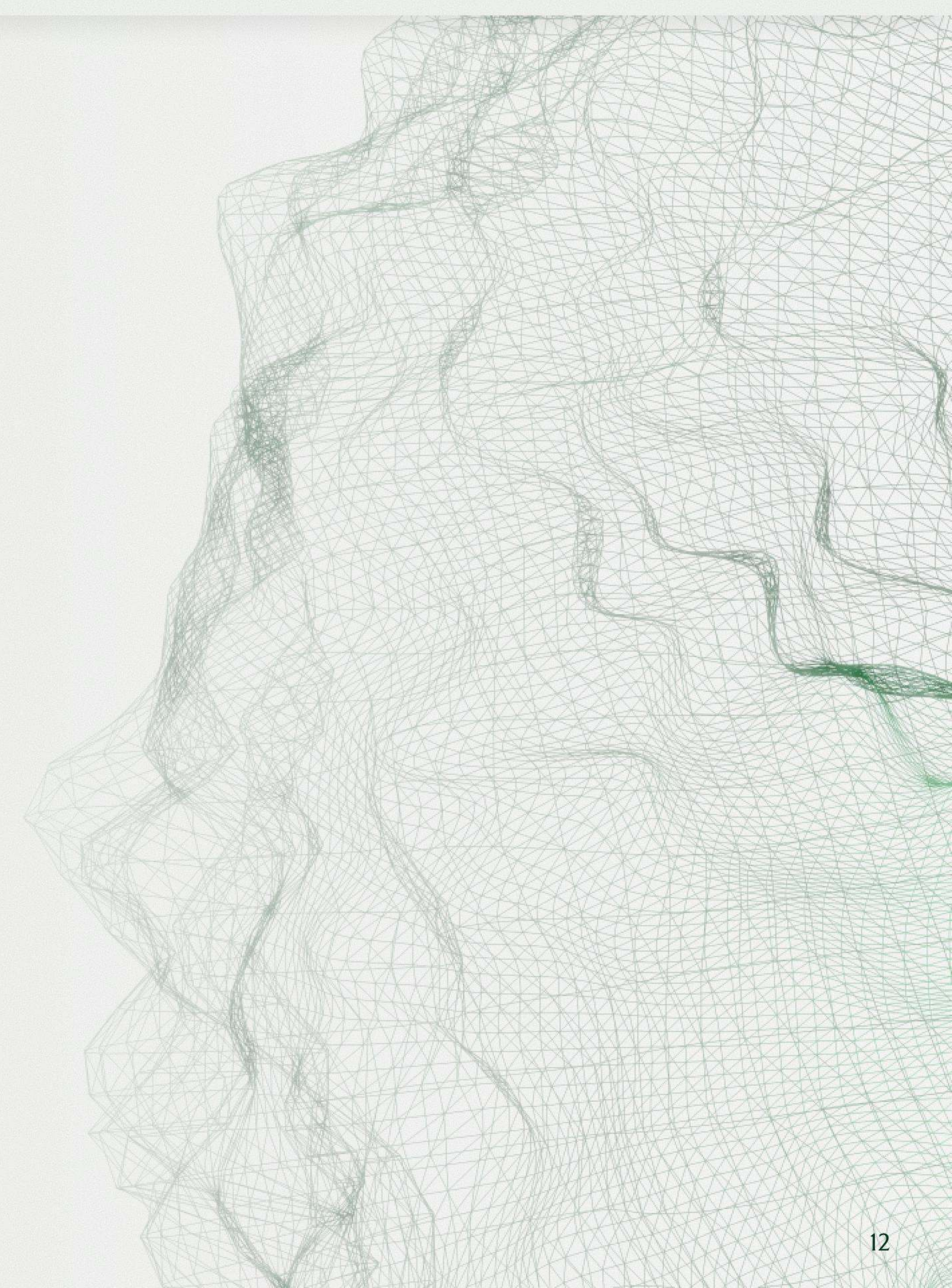
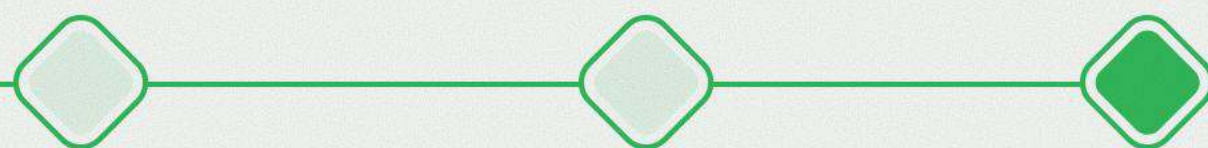
## Environment

# OUR APPROACH

Our approach and policy cover all environmental related themes that are important for Visscher-Caravelle. According to the double materiality assessment conducted, the material themes climate change, water and marine resources, and circular economy are covered in this chapter.

Being true means taking responsibility for our impact. This starts with our Global Environmental Policy, focusing on impact reductions across our supply chain. Our three pillars – No Extraction, No Footprint, and No Waste – address recyclability, energy and water usage, carbon footprints, and waste reductions. In our carbon footprint calculations, we cover the scope 1, 2 and 3 emissions according to the Greenhouse Gas Protocol.

Environment



Environment

# DOUBLE MATERIALITY

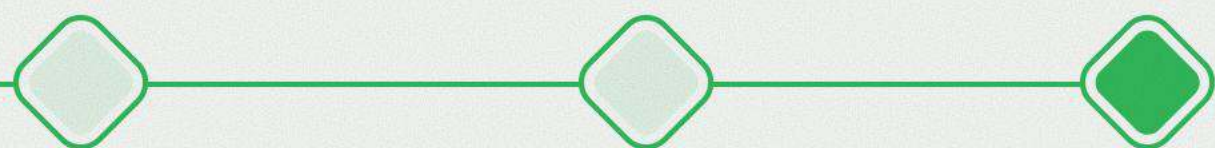
In this year's sustainability report, we built upon the comprehensive Double Materiality Assessment (DMA) conducted for our 2024 report. Instead of undertaking a full analysis anew, we adopted it as a starting point for focused reflections within a smaller internal group. This allowed us to reassess the outcomes, considering any evolving material themes, risks, or opportunities in line with the Corporate Sustainability Reporting Directive (CSRD).

This targeted review led to a minor adjustment in our double materiality profile from 2024 to 2025. The Environmental remain consistent, with the same sub-themes identified as material based on their impact scores. However, we have refined our scope by excluding the Social (S) and Governance (G) themes. For S1 (Own Employees), all sub-themes scored below the materiality threshold.

In S2 (Workers in the Value Chain), while most areas were non-material, Safety & Health was noted as a monitoring priority due to geopolitical factors, without meeting the threshold for inclusion. This streamlined approach ensures our reporting remains focused on the most impactful areas, aligning with our ongoing commitment to sustainability as detailed in our Global Environmental Policy. We continue to monitor all ESG dimensions to adapt to future developments.



Environment



## Environment

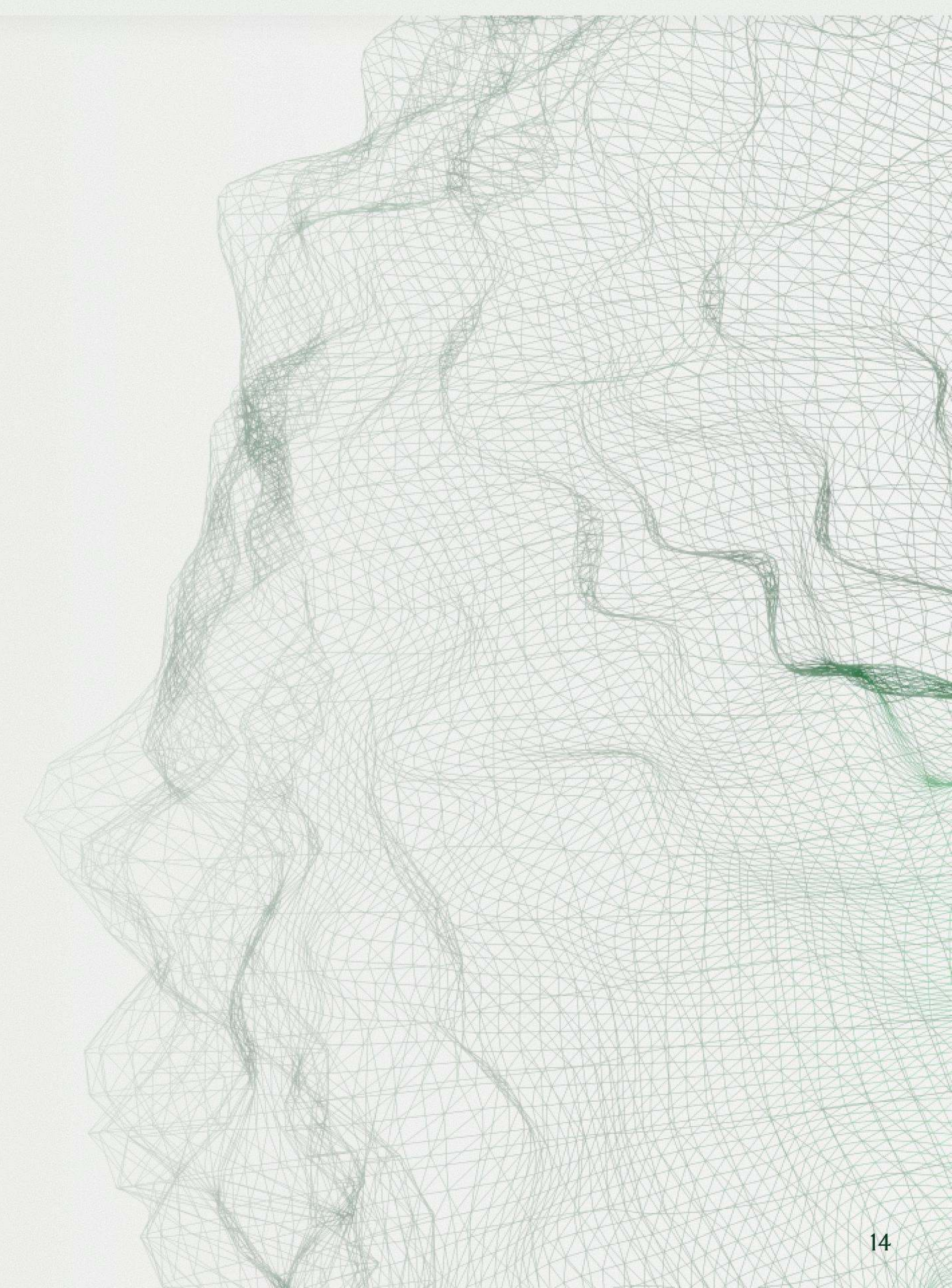
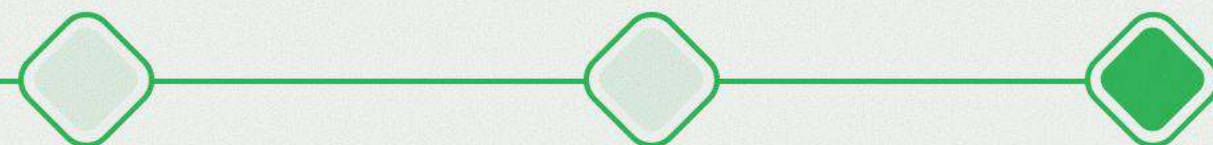
# NO FOOTPRINT

We raise awareness of sustainability within our organization and among all our partners. Together, we develop new business models to integrate and market sustainable innovation. Within Visscher-Caravelle, we are working on minimizing greenhouse gas emissions now and working towards complete neutrality by 2039. We do this by optimizing processes in the direct emissions of scope 1 and the indirect emissions of scope 2 and 3.

### Quick access:

- Energy consumption and energy mix
- Our impact
- Targets and actions

Environment

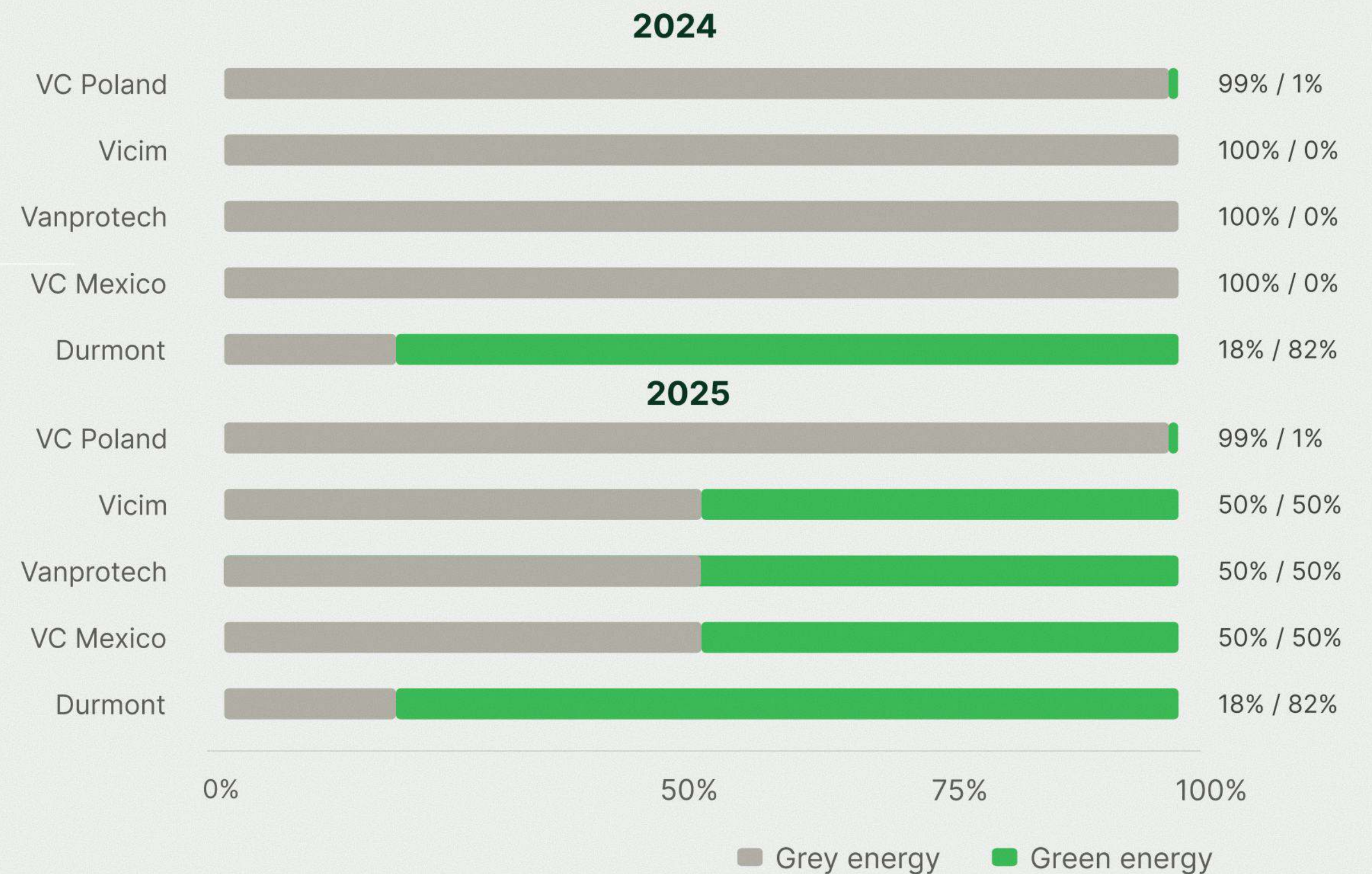


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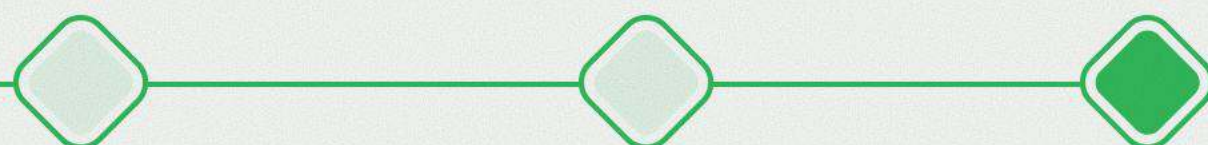
# Energy consumption and energy mix

In this context, grey energy refers to electricity and gas from fossil sources that do not contain any form of renewable energy. Green energy indicates the current share of green energy in our consumption.

There is a significant increase in our use of green energy across our total operations. In Mexico, two of the four facilities have installed solar panels. With that, we have reduced our dependency on the use of the local energy grid, and did a step forward to carbon-neutrality. The purchase of green energy resources in Poland has also increased and expect to increase more in 2026.



Environment



Environment

# Our impact

GHG emissions (TCO2)	2023	2024	2025
Scope 1	906	869	365
Scope 2	9.740	10.780	7.611
<b>Total scope 1 &amp; 2</b>	<b>10.646</b>	<b>11.649</b>	<b>7.976</b>
Scope 3 materials	70.400	68.590	63.907
Scope 3 operations	6.355	6.628	4.834
Scope 3 transport	10.070	10.852	9.462
<b>Total scope 3</b>	<b>86.825</b>	<b>86.070</b>	<b>78.203</b>
<b>Total scopes</b>	<b>97.471</b>	<b>97.719</b>	<b>86.179</b>

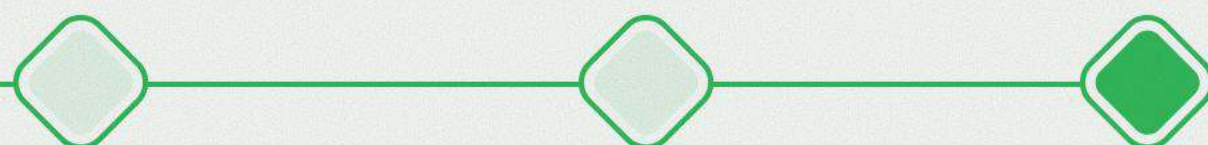
Total GHG emissions per 1 million EUR revenue

<b>2023</b>	440 TCO2
<b>2024</b>	411 TCO2
<b>2025</b>	394 TCO2

Total GHG emission of baseline year **2017: 594 TCO2.**

The data provides an overview of our GHG emissions in the years 2023, 2024, and 2025, alongside emissions intensity per 1 million euros in revenue. Our largest impact lies in cope 3, which are upstream emissions. Due to ongoing efforts in reducing gas usage, optimizing electricity consumption and shifting to green electricity sources, our scopes 1 and 2 are very low in impact.

- *Scope 1 emissions cover direct emissions from our facilities. We have selected gas consumption as the primary source;*
- *Scope 2 emissions include emissions from purchased electricity, which is consumed directly at our facilities;*
- *Scope 3 emissions cover upstream emissions, including purchased materials, supplier operations, and transportation to our Business Units. These calculations are performed using our Ecoserve tool, supported by EPDs and the Ecoinvent database 3.11 and 3.12.*

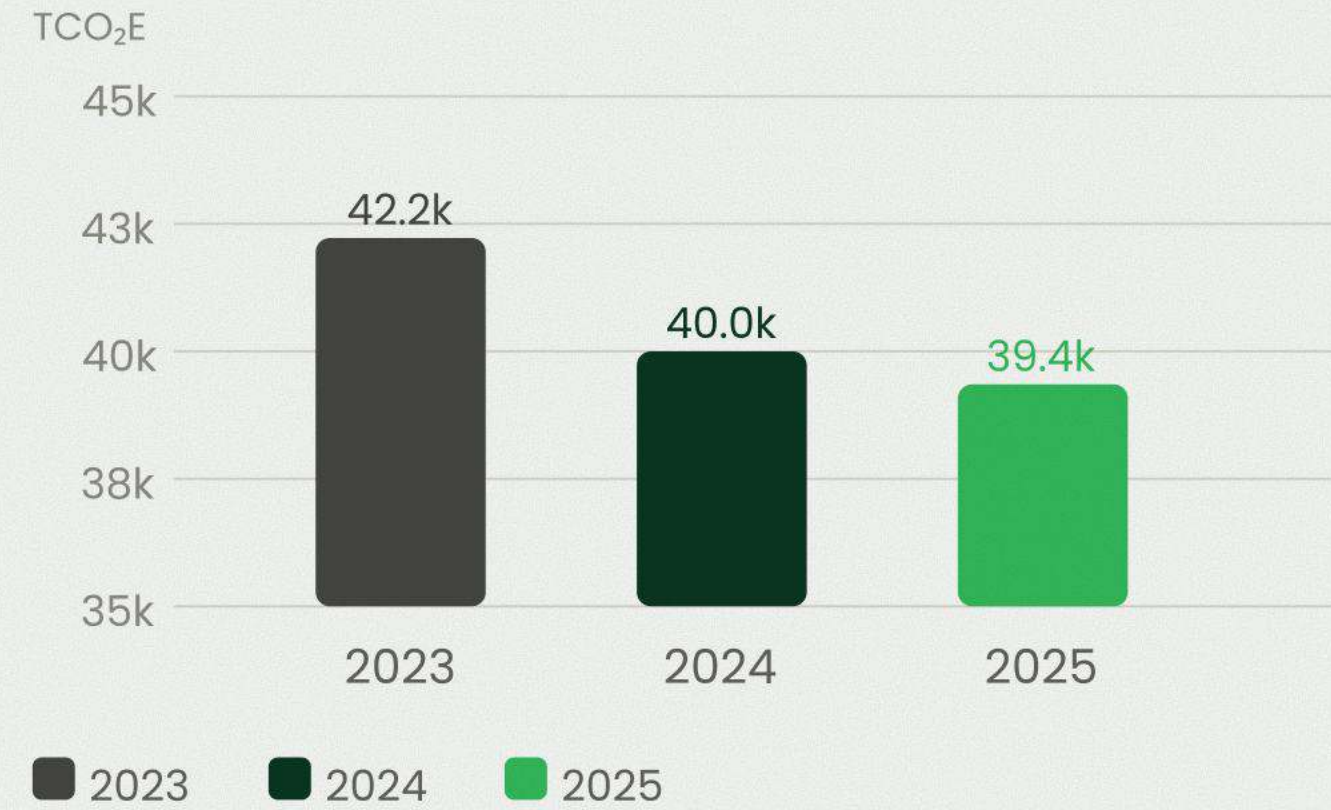


Environment

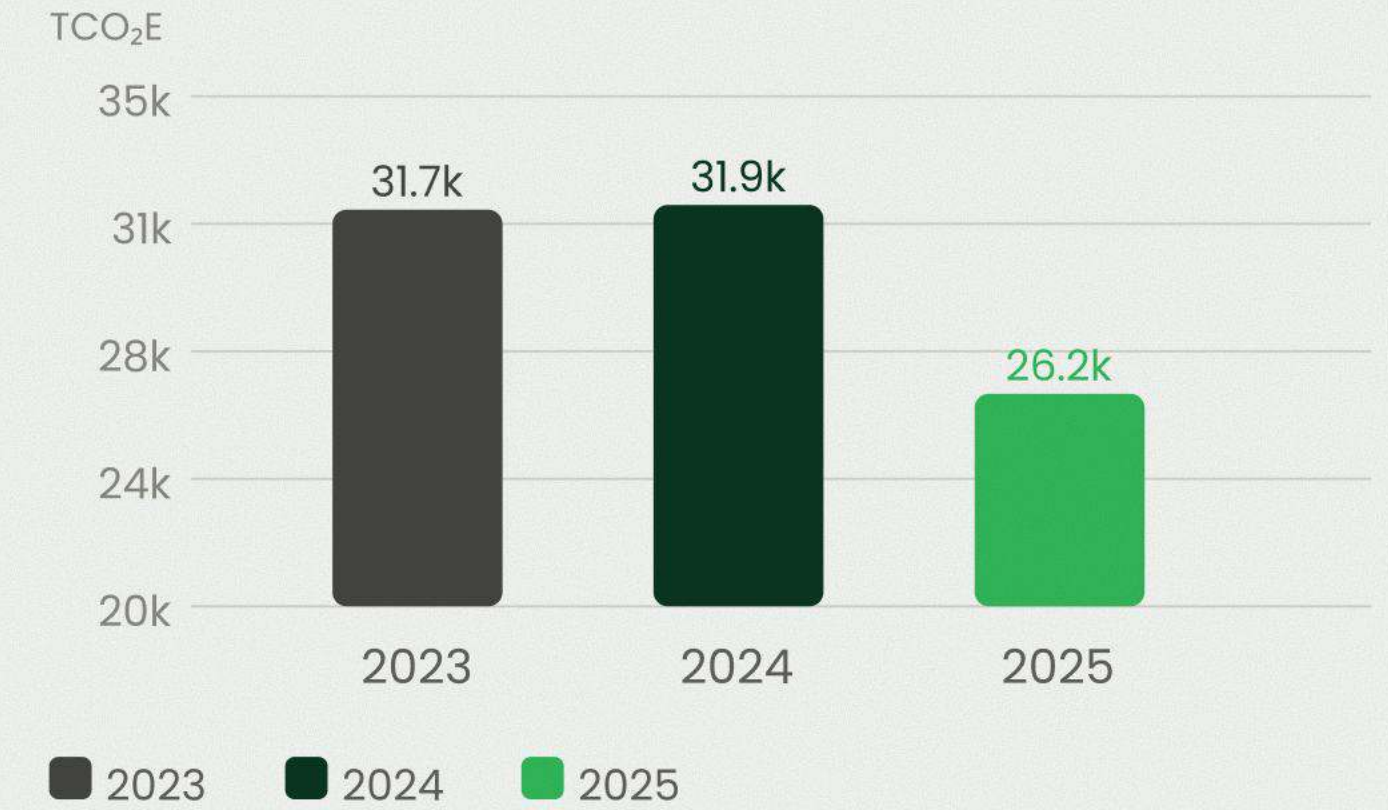
# Our impact

The GHG emissions shown on the previous page are in a bit more detail outlined per business unit on the right, with a focus on Scope 3 upstream impacts. Notably, Vanprotections shows a negative impact due to the biobased materials used in their wooden panels, as proven in different environmental product declarations from suppliers.

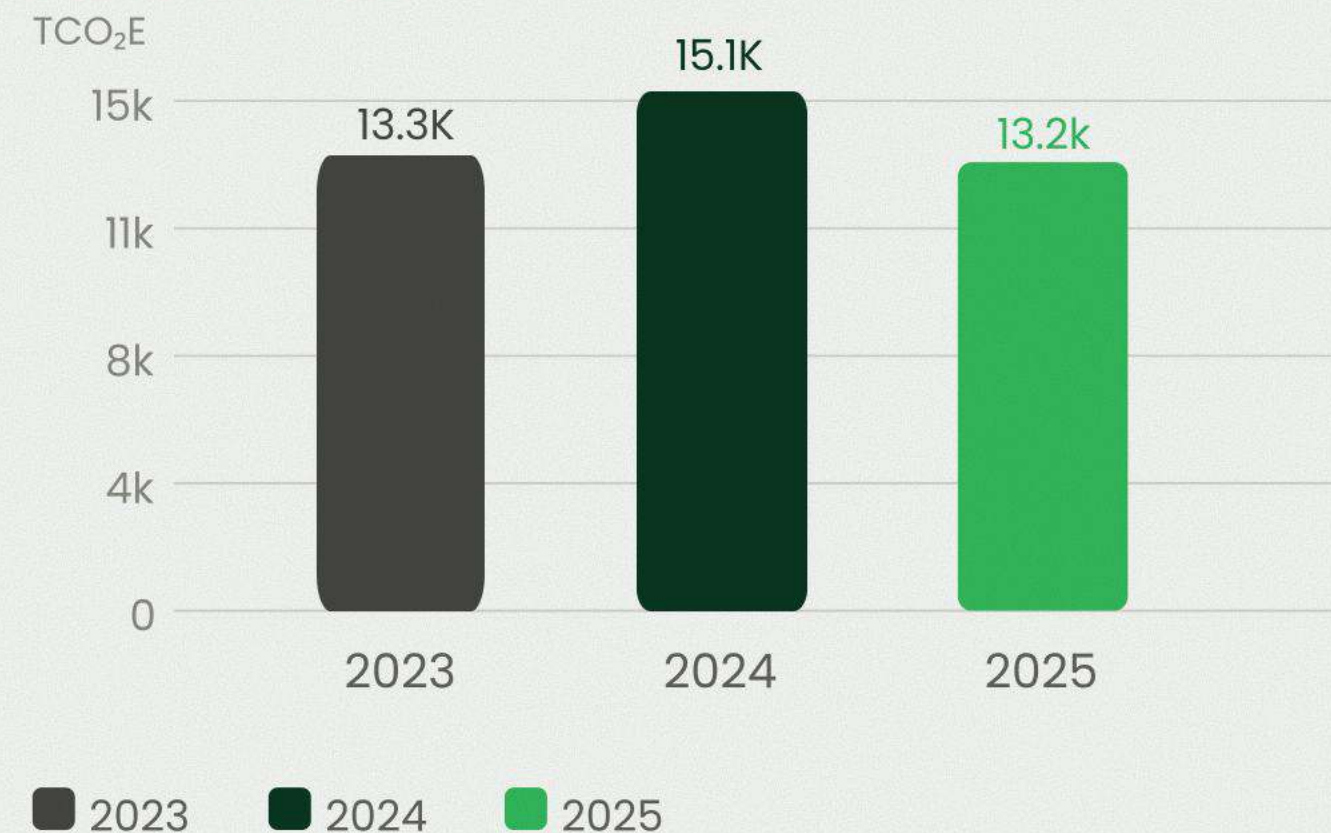
## TEXTILES EU



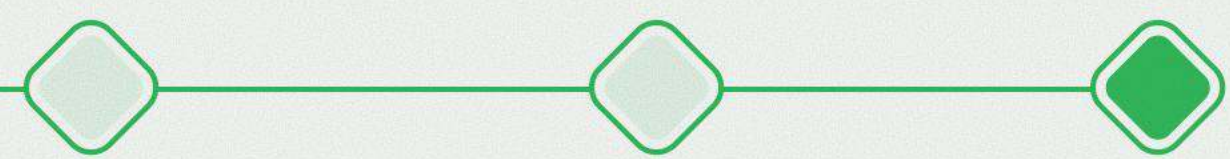
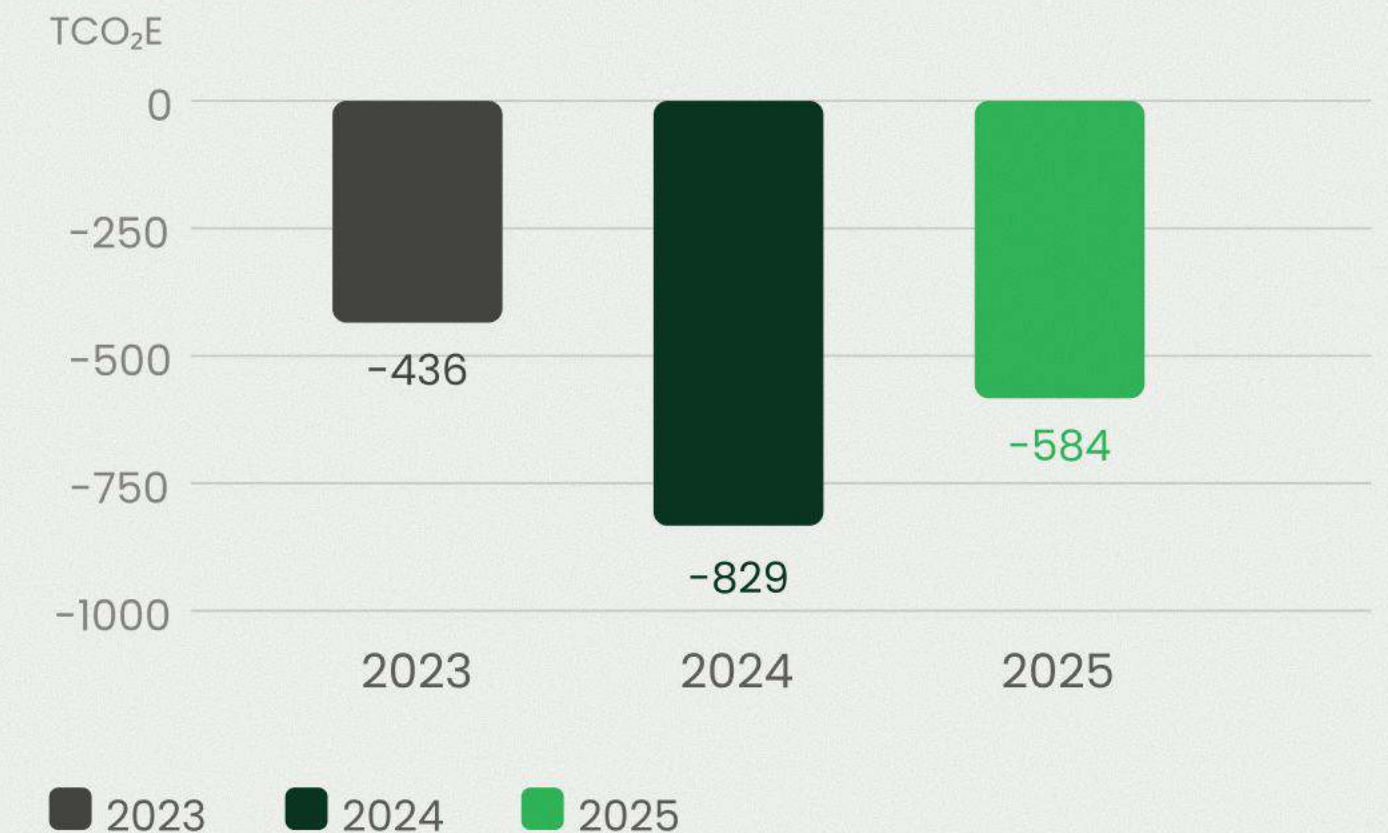
## USMCA



## PLASTICS EU



## VANPROTECTIONS EU



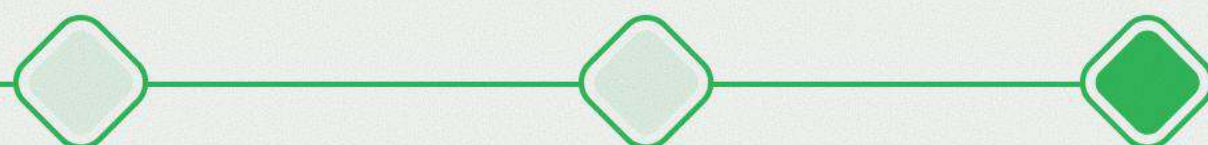
Environment

# TARGETS & ACTIONS

Based on our energy data described in this chapter, an overview of our goals, targeted milestones and actions are written here.

Near-term goals	Status	Remarks
Climate neutral travel policy by 2024	Achieved	We have a sustainable travel policy in place with the aim to raise awareness on conscious and sustainable travel. Part of the plan was also to compensate our flights with a local project about plastic recycling. In 2026, the policy as well as the compensation plan will be communicated across all facilities and a KPI on flights will be developed.
Reduce transport emissions by 80% by 2025	Not achieved	We have ongoing projects of localizing our production processes which will lead to a reduction of our inbound transport. This will target the scope 3 transport impact as shown on the previous pages. But this reduction is expected to be visible in our impact data of 2026 and onwards. In addition, there are different steps taken to map the impact of outbound transport, which will help us to measure the downstream impact, manage it with relatable KPIs and monitor the reductions.
Carbon neutrality at key impact suppliers by 2026	Ongoing	All our suppliers are obligated to sign our suppliers code of conduct. Here, our ESG targets, norms and values are expressed. However, we are also collecting CO2 data as well as the carbon-neutral roadmaps of our high- and medium impact suppliers. This is an ongoing project. By 2030 all our direct suppliers should be carbon-neutral in the production of our raw materials.
Scope 1, 2, 3 upstream 50% neutrality by 2030	Ongoing	Our own operations have a increased use of green energy and are therefore lowering their dependency on local electricity grids. Furthermore, energy measurements are being implemented to monitor and manage the energy usage during production processes. This will enable (an increased) optimization of energy usage, while lowering the unnecessary energy needs.

Environment



**“Achieve carbon-neutrality by 2039”**

## Environment

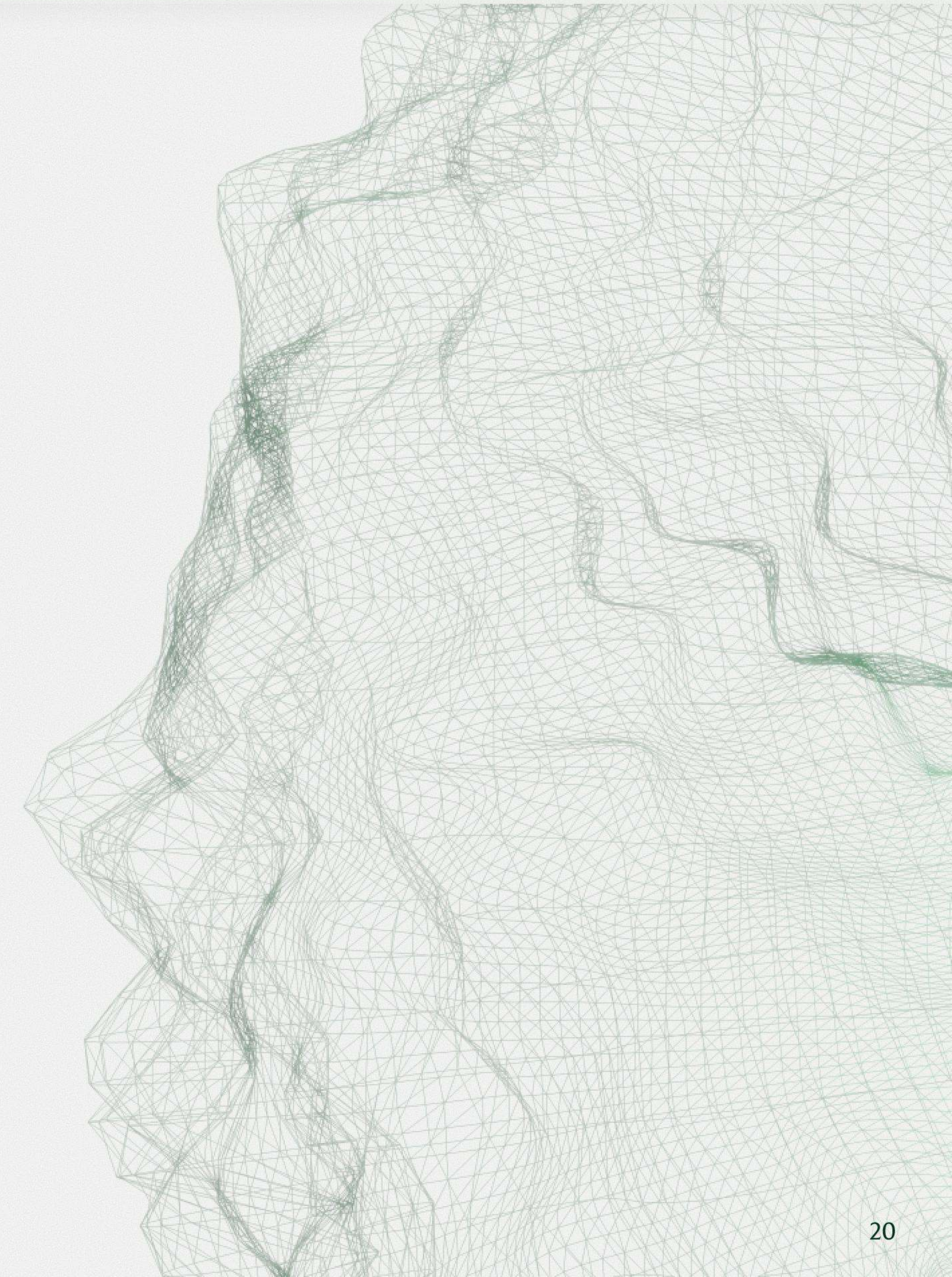
# NO EXTRACTION

Within the company and our supply chain, we are committed to minimize the extraction of raw materials and create a closed loop by 2039. By processing sustainable resources, reducing and preventing the impact on earth's finite resources, we aim to have a great influence in the circular economy. All our products are on its way to become lighter, with less impact and fully recyclable. In this way, together with our partners, we are making 100% recyclable products in a circular chain reality.

## Quick access:

- Material inflow metrics
- Calculating impact
- Targets & actions

Environment



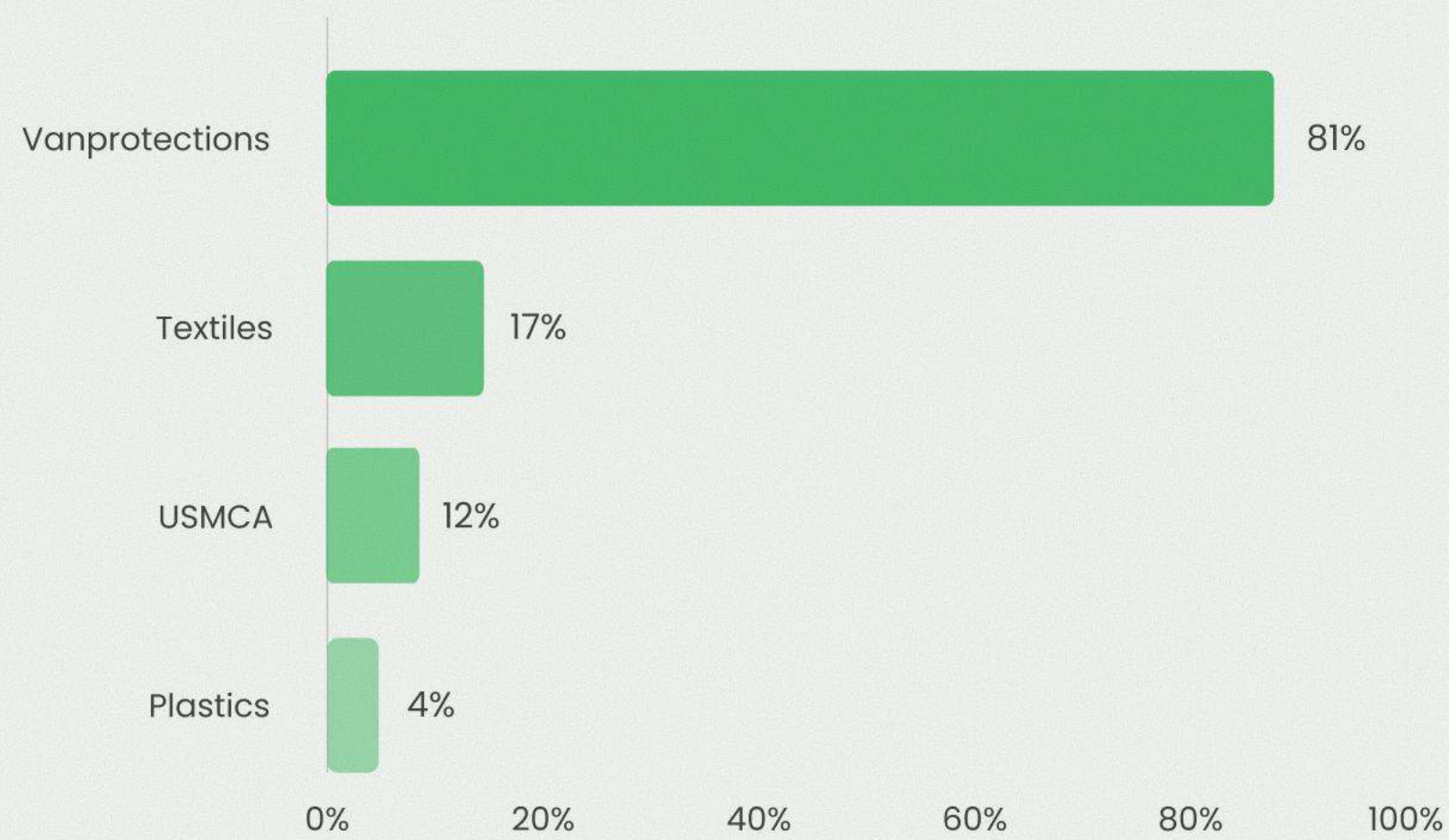
Environment

# MATERIAL INFLOW METRICS

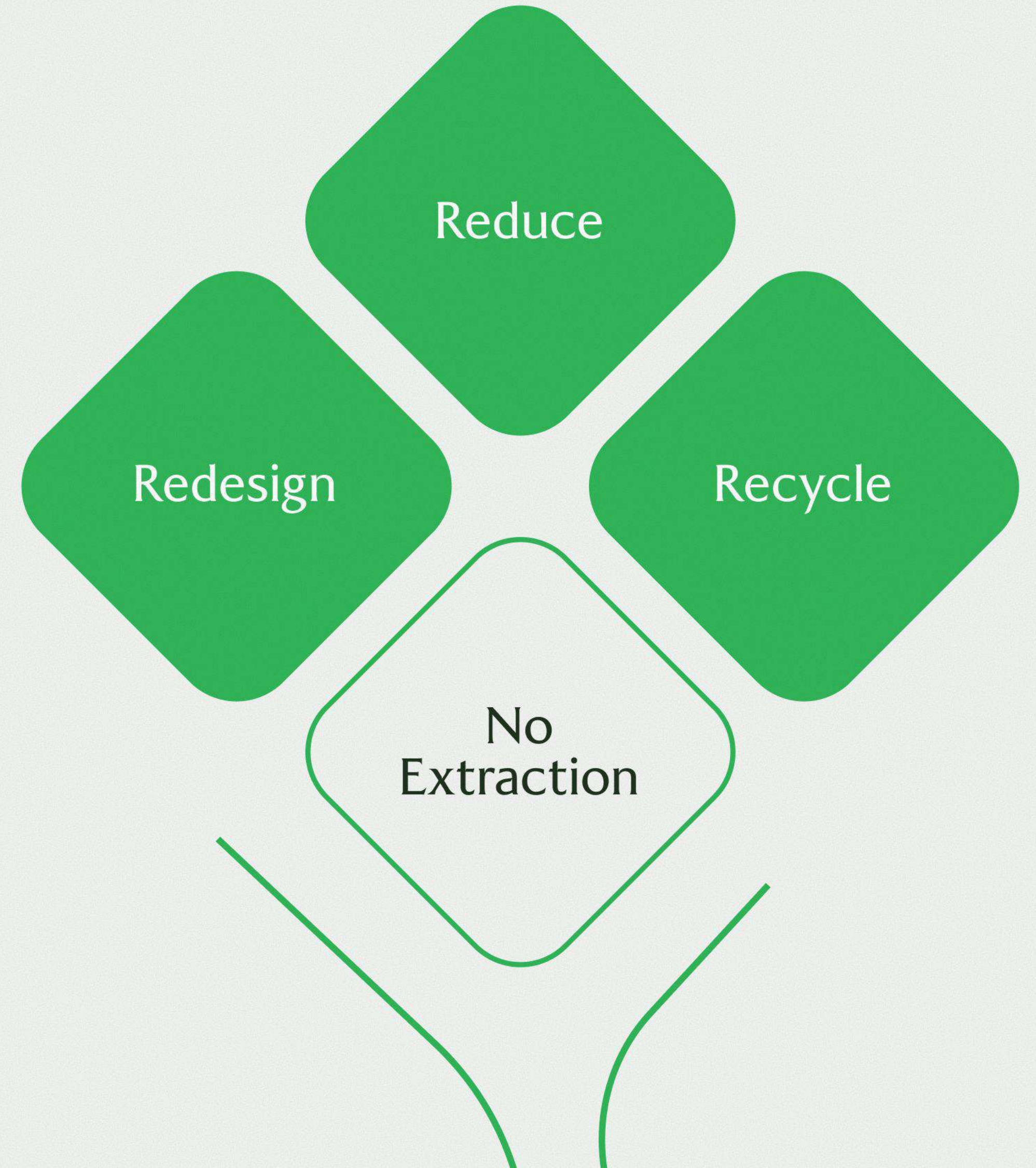
Developing better products than yesterday, we implement the Triple R principle—Redesign, Reduce, Recycle—in practical ways to optimize our product lines. For redesign, we engineer light-weight products incorporating bio-based or recycled materials. By doing so, this directly reduces CO2 emissions and other impacts, such as on water. Ensuring the products are recyclable is the third step, answering the question of recycling our production waste and after the products end-of-life.

### Average sustainable content per unit

From the active products per business unit in 2025, the total average sustainable content is shown.



Environment



## Environment

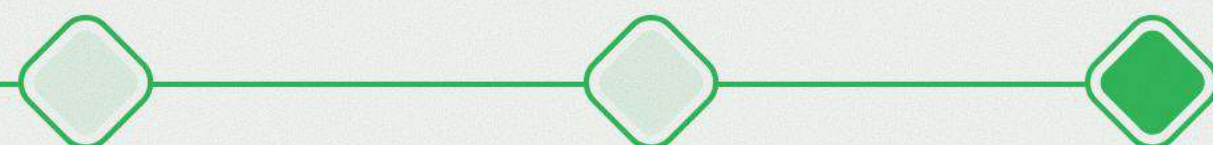
# Calculating impact

**We have advanced our CO2 calculation tool both within our organization, enabling us to provide, compare, and showcase detailed product impact data.** This breakthrough empowers us to consistently calculate environmental impacts, educating our customers and suppliers while continuously improving data accuracy and transparency. By integrating primary data directly from suppliers with secondary data from the Ecoinvent database, we ensure robust and reliable assessments. Furthermore, we are expanding these calculations to our customers, using them to demonstrate the sustainability impacts of their current products and highlighting the clear benefits of switching to our more sustainable alternatives.

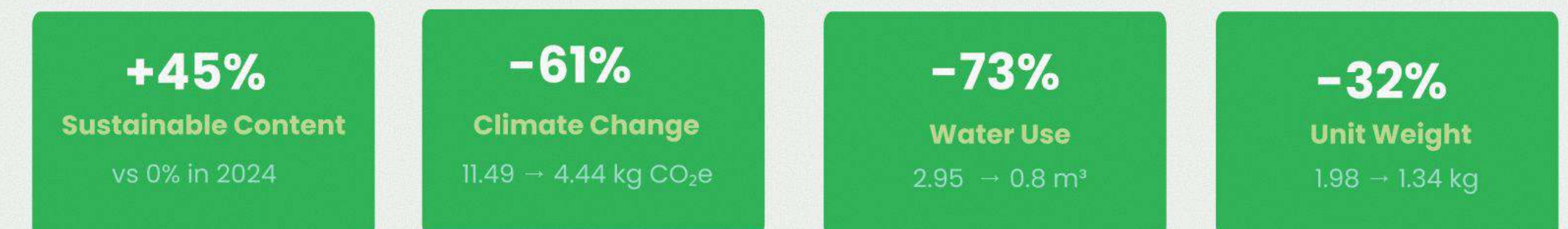
In a successful showcase with one of our key customers, we utilized Ecoserve to clearly illustrate the environmental benefits, providing data-driven insights that highlighted reduced carbon footprints and resource efficiencies achieved through our products.

The table **illustrates the enormous potential of sound material choices we have.** This progress through a side-by-side comparison of Product A and Product B, highlighting key metrics the product weight, climate change impact and water reduction.

Environment



	Product A - 2024	Product B - 2025
Sustainable Content	0 %	45 %
Unit Weight	1.98 kg	1.34 kg
<b>TOTALS</b>		
Climate Change	11.49 kg CO <sub>2</sub> e	4.44 kg CO <sub>2</sub> e
Water Use	2.95 m <sup>3</sup>	0.8 m <sup>3</sup>
<b>MATERIALS</b>		
Climate Change	10.31 kg CO <sub>2</sub> e	3.93 kg CO <sub>2</sub> e
Water Use	2.836 m <sup>3</sup>	0.982 m <sup>3</sup>
<b>OPERATIONS</b>		
Climate Change	0.57 kg CO <sub>2</sub> e	0.02 kg CO <sub>2</sub> e
<b>TRANSPORTS</b>		
Climate Change	0.62 kgCO <sub>2</sub> e	0.5 kg CO <sub>2</sub> e



Source: Visscher-Caravelle Ecoserve data calculation

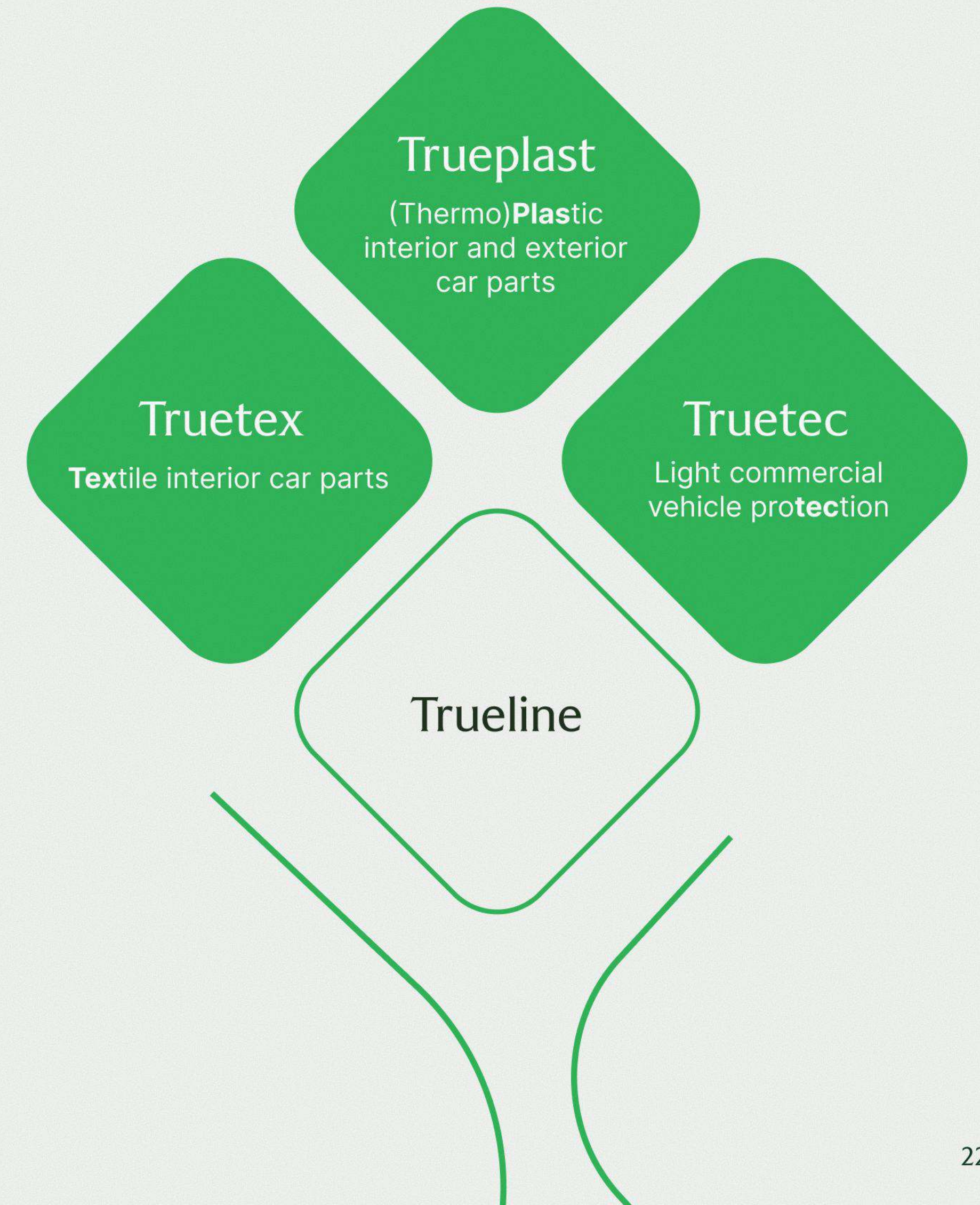
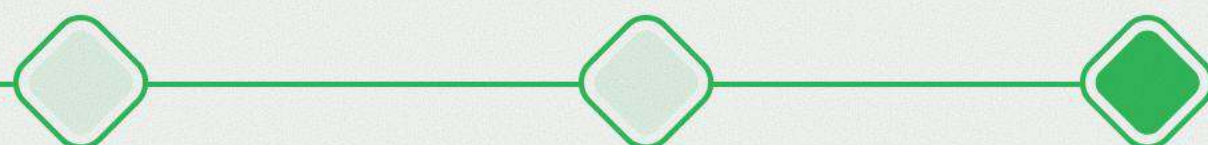
Environment

# TARGETS & ACTIONS

Goals	Status	Remarks
Develop sustainable content solutions with a minimum of 70% for all product groups with 80% of the sales volumes by 2030	Ongoing	With the ongoing implementation of our triple R principles (Redesign, Reduce, Recycle), we are targeting our deadline.
Develop recyclable products solutions with a minimum of 70% for all product groups respectively with 50% of the sales volumes by 2025, and 100% by 2030	Ongoing	This goal is interconnected with the first one, any progress on one of the goals impacts the other. In this case, for all product groups, textile car mats, all weather mats and van protections, the share of sustainable content is increasing.
Develop recycling technologies for all product groups respectively with 50% of the sales volumes by 2025, and 100% by 2030	Ongoing	Explained in No Waste chapter

As demonstrated through Ecoserve that provides detailed product impact data, we have developed the **Trueline** product range. This initiative is directly inspired by the Triple R principles as explained earlier, and the need of strong communication towards our supply chain. Recognizing the need to translate these goals into actionable products, we created Trueline based on impact calculations that form the foundation of our branding strategy. These calculations, utilizing primary supplier data and secondary Ecoinvent sources, enable us to quantify and minimize environmental footprints, guiding the development of specialized lines. **Truetex** for textile products, **Trueplast** for all-weather mats, and **Truetec** for vanprotections. By focusing on sustainable materials, reduced waste, and lower emissions, Trueline puts our black-text objectives into practice. We aim to further implement and expand this range in the coming period, supporting our broader goals of educating stakeholders and driving measurable sustainability improvements.

Environment



Environment

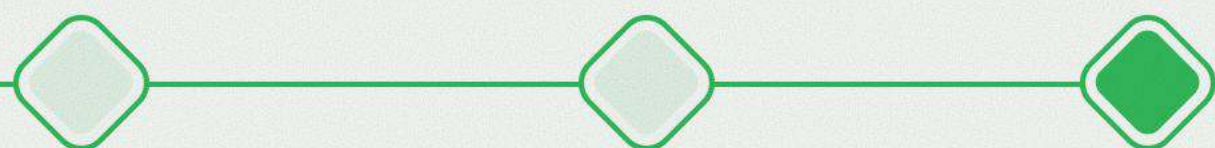
# NO WASTE

Our dedication to the Triple R principle – Redesign, Reduce, Recycle – with a primary focus on the Recycle step, is emphasized in the chapter ‘No Waste’. This approach drives us to transform production waste, such as scraps from manufacturing car mats and van protections, into valuable resources through recycling processes. By prioritizing closed-loop systems, we aim to eliminate waste entirely, ensuring that materials are reused to minimize environmental impact. Looking ahead, we are launching projects to integrate recycling technologies, like sorting and reprocessing methods, to further boost recovery rates and support a circular economy.

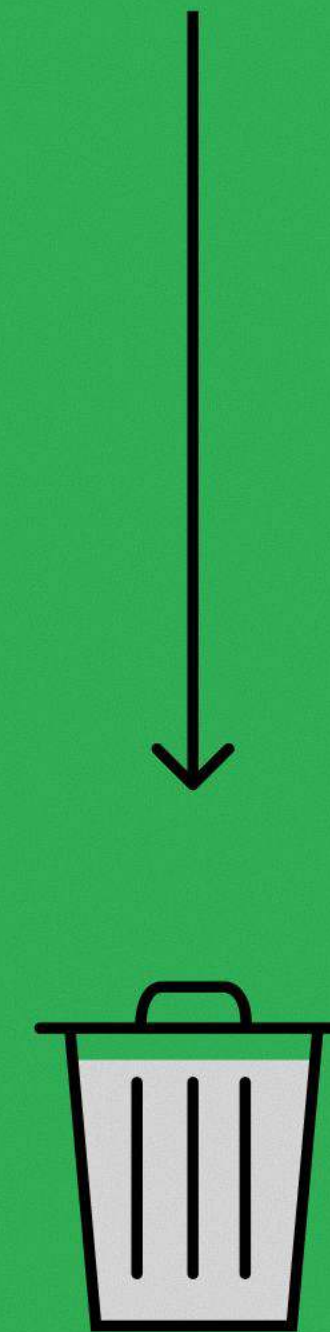
Quick access:

- Material outflow metrics
- Targets & actions

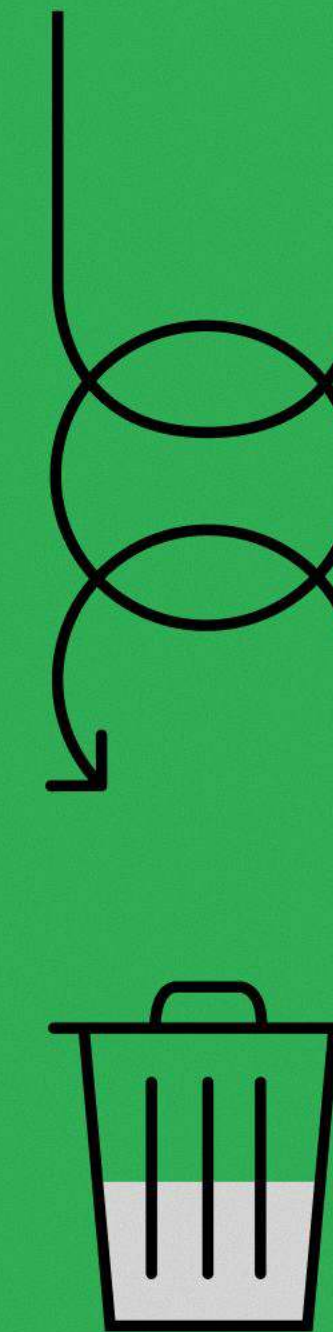
Environment



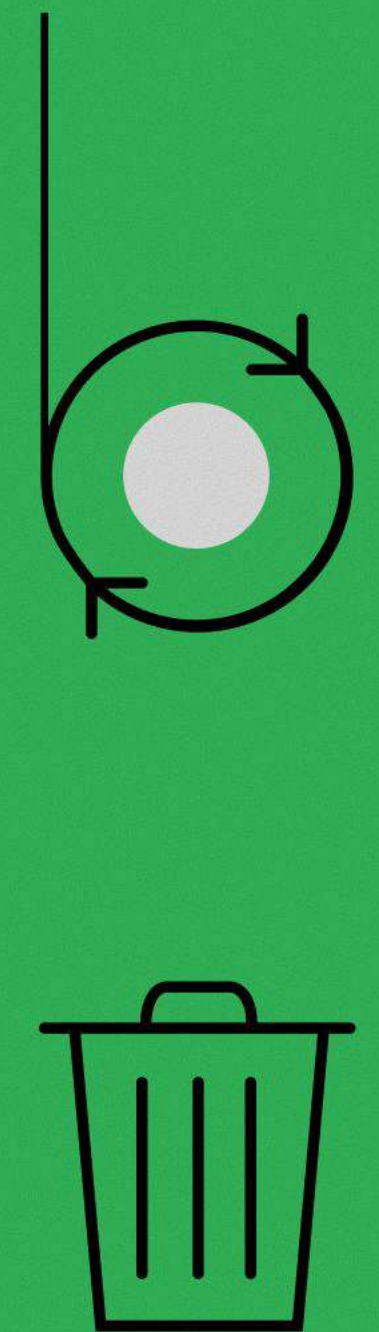
Linear economy



Recycling economy



Circular economy



Environment

# Material outflow metrics - waste

We have detailed the waste generated from our production activities. The table presents data on waste streams, including cutting waste across all plants, as well as plastic, wood, and other materials.

Cutting waste from our Vanprotections business unit is directed to recycling. Additionally, an ongoing project aims to enable the upcycling of polypropylene panels, which are currently subject to downcycling.

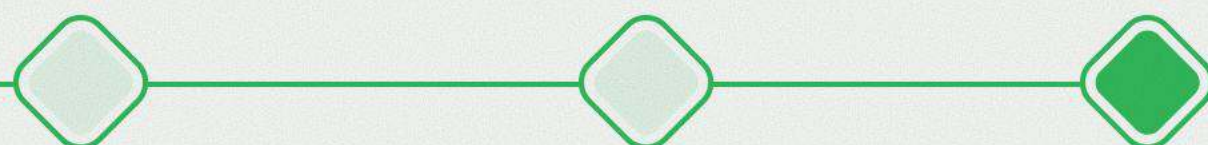
The reported reusable waste consists of materials reused during production in our plastics business unit. In our Mexican plants, these waste streams are not yet recorded as reused waste, but this will be implemented in the near term. Waste directed to incineration primarily comprises carpet cutting waste across all business units. Starting next year, we will report carpet waste per business unit, including the percentages allocated to recycling.

Various recycling projects are being implemented to address these waste streams, as detailed in the chapter on goals, targets, and actions below.

## Waste (in tons)

Production waste	2023	2024	2025
Reusable waste	127	112	119
Recyclable waste	2.331	3.007	2.645
<b>Total amount of waste diverted from disposal</b>	<b>2.458</b>	<b>3.119</b>	<b>2.764</b>
Waste processing by means of energy generation (incineration)	4.520	4.072	3.789
<b>Total waste</b>	<b>6.978</b>	<b>7.191</b>	<b>6.553</b>

Water usage	2023	2024	2025
<b>Total water consumption</b>	<b>77.382</b>	<b>73.553</b>	<b>42.638</b>



Environment

# TARGETS & ACTIONS

## Continuous improvement initiatives

Through different improvement initiatives, we have been reducing waste over the past years by optimizing our plotting processes. The upcoming steps contain the prevention of around 300 tons waste which is equal to 160 tons of CO2e. Furthermore, another recycling initiative is transferring more cutting waste to yarn recycling in 2026. The waste generated from our recyclable polyamide/polyolefine carpet constructions will be send to partners for recycling; around 160 tons.

Goals	Status	Remarks
Development of KPIs on water	To be defined	2025 was our first year where we started tracking the water consumption on a group level. Out of the double materiality assessment, water has been defined as material topic. We do not have water consumption in our tier 1 operations, but do use water in the production of carpets at Durmont. This water consumption consists primarily of reused water.
Create raw materials out of the production waste: 25% by 2025, and 100% by 2030	Ongoing	

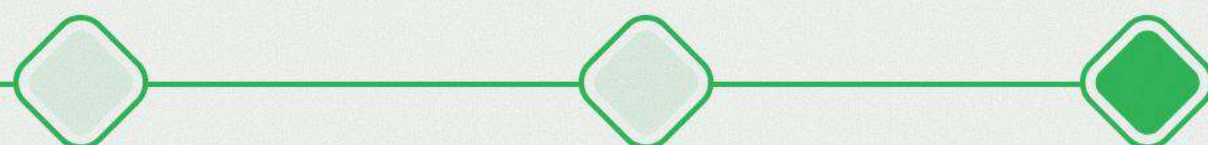
## Carpet recycling initiative from The Netherlands

The general recycling of carpets and car mats is tough due to the multi-layer designs mixing polymers like polypropylene (PP), polyethylene terephthalate (PET), and polyamide (PA) with backings and contaminants. To tackle this, a consortium of Dutch companies including Visscher-Caravelle has been granted a multi million subsidy to develop the recycling technology.

The project builds a full chain from collecting and sorting waste to recycling via mechanical, physical, or depolymerization methods, aiming for closed-loop uses like spinning new yarns for carpets, plus solutions for backings and contaminants.

“By turning carpet waste into useful resources, we're helping push toward a more sustainable flooring industry with less waste.”

Environment



# .04 Social

Social



## Social

# OUR APPROACH

## A consistent global framework, locally grounded

Our global People & Culture policy applies across all Visscher-Caravelle locations worldwide. While we maintain a uniform standard, we respect local laws, regulations, and cultural differences. Accountability sits with our Global HR Manager, supported by regional HR managers to ensure implementation and compliance at every level.

## Grounded in international standards

These commitments are formalized in our Global Code of Conduct, aligned with the UN Guiding Principles on Business and Human Rights (UNGPs) and the International Labour Organization (ILO) Conventions. The same standards are extended to our supply chain through our Global Supplier Code of Conduct – compliance is mandatory for all suppliers.

## Human rights at the core

We are firmly committed to upholding human rights across our entire organization and supply chain. This means:

- **Fair wages and safe working conditions for all**
- **Full support for the right to association and collective bargaining**
- **Zero tolerance for discrimination of any kind**
- **Freedom of expression, without fear of reprisal**
- **Absolute condemnation of forced labor, human trafficking, and child labor**

Social



Social

# METRICS & TARGETS

Our commitment to fostering an inclusive and empowered workforce, with key focuses on workforce structure, diversity, training, and development is highlighted in this chapter. Our workforce structure reflects a balanced global team.

## Workforce structure

Employee count by country

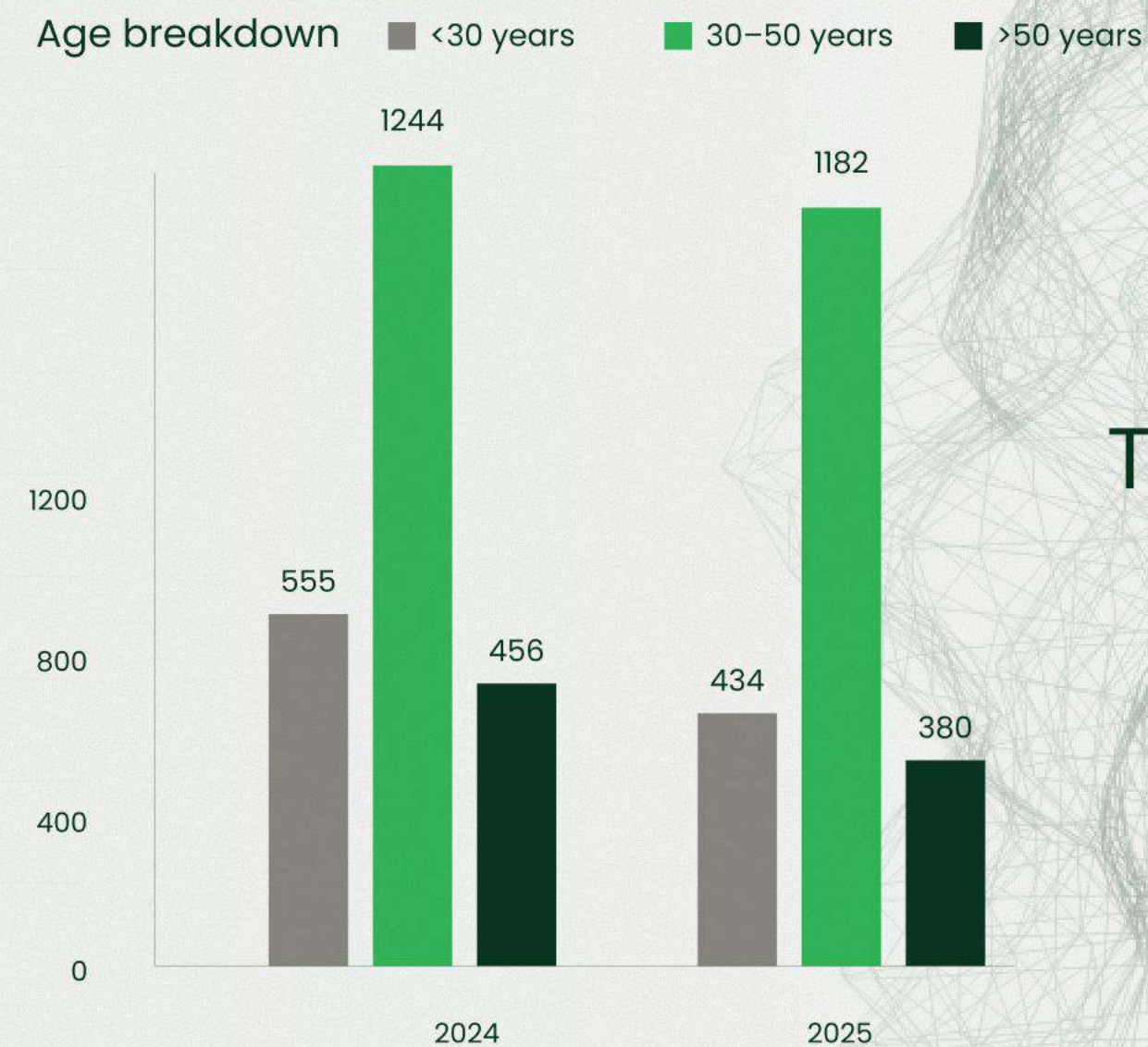
Country	2024	2025
Poland	1.388	1.185
Austria	162	149
England	98	104
Portugal	37	38
Netherlands	114	112
Mexico	519	467
United States	18	24
China	38	28
<b>Total</b>	<b>2.374</b>	<b>2.107</b>

## Diversity

Employee count per gender 2025

Country	Female	Male
Poland	665	520
Austria	52	97
England	31	73
Portugal	11	27
Netherlands	51	61
Mexico	253	214
United States	9	15
China	0	28
<b>Total</b>	<b>1.072</b>	<b>1.035</b>

Employee count by age



## Training & development

**2024**  
**689**  
people

**2025**  
**571**  
people

Social



## Social

# METRICS & TARGETS

## Information security and AI

**As a trusted partner in the automotive supply chain, we recognize that safeguarding information is not only a technical necessity – it is a matter of trust. Protecting the data of our people, our customers, and our business partners is central to who we are and how we operate.**

Our information security governance is built on a formal policy framework aligned with internationally recognized standards. At key locations serving the automotive industry, we maintain TISAX certification to meet the specific information security expectations of our OEM customers. This framework is overseen at group level to ensure a consistent baseline across all Visscher-Caravelle locations worldwide, while respecting local regulatory requirements such as the EU General Data Protection Regulation (GDPR).

In 2025, we further matured our information security program by strengthening our risk management processes, enhancing access controls, and expanding continuous monitoring across our global IT environment. Regular vulnerability assessments and security testing are carried out to proactively identify and address potential risks before they can impact our operations or stakeholders.

We believe that technology alone does not create a secure organization – people do. That is why we invest in ongoing employee awareness and training, ensuring that every colleague understands their role in keeping our information safe. These efforts are embedded in our broader governance documentation, including our Global Code of Conduct, and reinforce the culture of trust that defines Visscher-Caravelle.

Looking ahead, we are also developing a responsible approach to artificial intelligence. As AI-driven tools become more prevalent in our industry, we are establishing governance principles to ensure that any adoption of AI within our organization is transparent, ethical, and aligned with our commitment to data privacy and security.

Social



Social

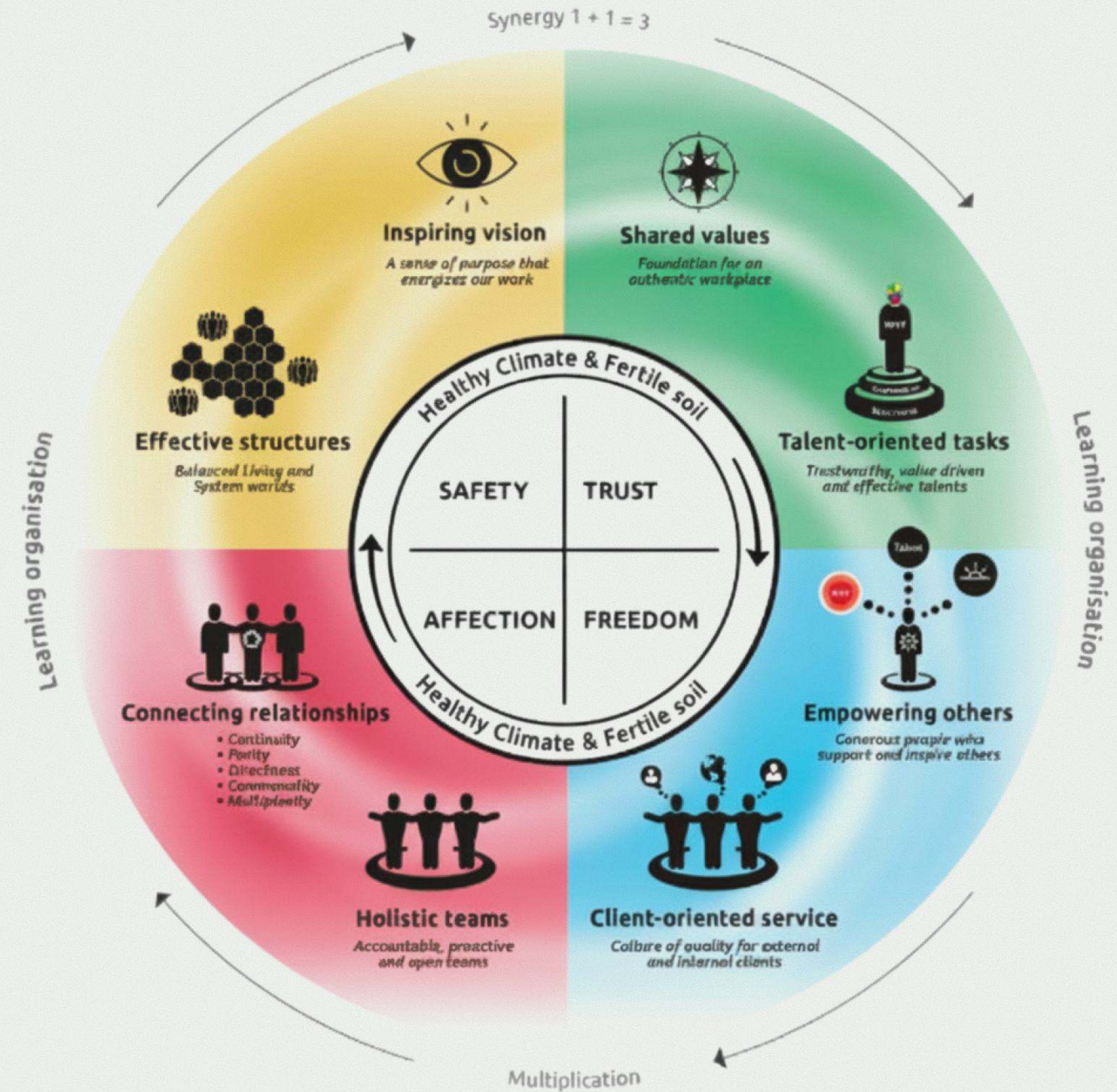
# EMPOWERING PEOPLE

At Visscher-Caravelle, trust is the foundation of everything we do. We believe that meaningful human connections drive positive change – for our people, our business, and the broader society. This commitment to sustainable growth shapes ecosystems that are both resilient and lasting.

Our approach rests on four core values: safety, trust, affection, and freedom. These values guide how we work together – locally and globally – and inform every policy we put in place.

That is why we continue with leadership training across the globe to apply these values and encourage our teams to put in into practice. In 2024, 89 leaders across all our operations have been trained with these principles. This year, we have trained 47 leaders.

To further implement our principles and enhance training and development, in 2026, we will implement a global training platform to work on the right embedding of these principles, but also to ensure that our code of conduct becomes a living document. In addition, our yearly employee satisfaction surveys help us to measure, monitor and manage continuous improvements at our workforce.



Social



Social

# SOCIAL ACTIVITIES

A selection of the social initiatives we have organized is highlighted below. Ranging from team-building activities to engagement with the local community, these initiatives reflect our commitment to collaboration and shared experiences.

At **Visscher-Caravelle Poland**, we had the pleasure to host an Entrepreneurship Day at our company once again. As part of this nationwide initiative, students from the Technical School in Grudziadz visited our facilities to gain insight into our production processes and daily operations. The program support young people in making informed decisions about their future careers!

At **Visscher Caravelle Mexico**, we celebrate Safety, Health and Environment Week 2025—an initiative that reinforces our commitment to well-being, prevention and environmental responsibility. These pillars remain central to our culture as we work together toward a safer, healthier and more sustainable future.



Social

# SOCIAL ACTIVITIES

At Vicim, We had the pleasure of participating in an event organized by the Voivodeship Labour Office in Toruń and the District Labour Office for the City of Toruń, held under the honorary patronage of the Marshal of the Kujawsko-Pomorskie Voivodeship, Piotr Całbecki, and the Mayor of Toruń, Paweł Gulewski. The event provided an excellent opportunity to present our company, exchange insights on labor market trends, and establish valuable connections with local stakeholders.



Students from the 5th grade of the Industrial Engineering – Mechanical Engineering program recently had the opportunity to visit Durmont in Hartberg. In addition to gaining valuable insights into the company’s production processes, a cooperation within the Case Studies course was launched. Through this collaboration, students will work on real business challenges and develop technical, logistical and economic solutions. This partnership creates a valuable link between theory and practice, helping students gain practical experience for their future careers. A sincere thank you to Durmont Hartberg for their openness and support.



# .05 Governance

Governance



Governance

# OUR APPROACH

## Organizing good governance

At Visscher-Caravelle, we are committed to conducting our business with integrity, transparency, and full compliance with all applicable anti-corruption and anti-bribery laws and regulations. We maintain a zero-tolerance approach to any form of corruption or bribery across our operations, ensuring ethical business practices at all levels of the organization.

### Reporting standards

Our approach is defined in our Global Code of Conduct, which applies across our global organization and establishes the standards for ethical behavior and compliance for all employees and stakeholders.

### Accountability at every level

The Board of Directors and management oversee the implementation of these policies. All employees, including management, are required to comply with strict guidelines that prohibit bribery, facilitation payments, or any form of improper advantage, including offering, promising, giving, or accepting anything of value to influence business decisions.

## Policies



Global Code of Conduct



Global Grievance Policy



Global Conflict Minerals Policy

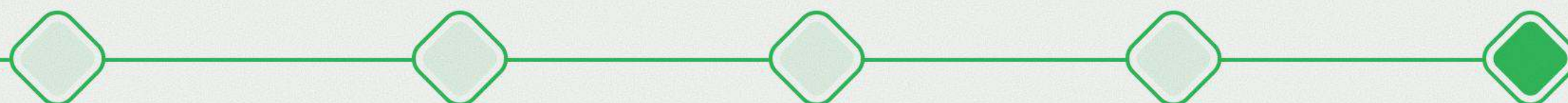


Global Supplier Code of Conduct



Global Purchasing Policy

Governance



Governance

# METRICS & TARGETS

## Business Conduct

At Visscher-Caravelle, we attach great importance to transparency and ethical conduct across our organization. In the coming period, we will focus on the development and implementation of a structured training program to strengthen awareness and understanding of our anti-corruption and anti-bribery principles.

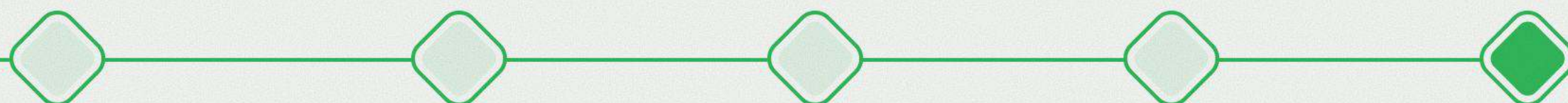
This initiative aims to ensure that employees become familiar with the key themes and expectations outlined in our Global Code of Conduct. By building knowledge and promoting consistent understanding across the organization, the program will support the effective application of our ethical standards in daily operations.

In addition, the training will incorporate elements of the Global Grievance Mechanism Policy, enabling employees to better understand how concerns can be raised and addressed. This approach will help strengthen our ability to proactively monitor, prevent, and respond to potential issues. Progress on this initiative will be reflected in our next reporting cycle.

## Continuous improvement

Continuous improvement with customer sustainability. Our participation and collaboration on different platforms to express our commitment to sustainable development and getting assessed is an ongoing activity. The questionnaires on the NQC platform and on Ecovadis support us in making improvements and in complying with customer needs.

Governance



# Thank you

Sustainability report - 2025

