

Corporate Social Responsibility

Report 2025

SPACE FOR WHAT MATTERS



Contents.



INTRODUCTION

- 03 [Why this report matters](#)
- 04 [Who we are](#)
- 06 [One LDB Strategy](#)
- 08 [Our approach](#)



SUSTAINABILITY

- 10 [Basis for preparation](#)
- 11 [DMA results](#)
- 12 [Value chain](#)



ENVIRONMENTAL

- 14 [Climate](#)
- 24 [Biodiversity](#)
- 25 [Circularity](#)



SOCIAL

- 31 [Own workforce](#)
- 35 [Workers in the value chain](#)
- 36 [Our customers](#)
- 37 [Success stories](#)



GOVERNANCE

- 44 [Supplier management](#)
- 45 [Ethics and compliance](#)



ECOVADIS

- 46 [Ecovadis](#)



Why this report matters.

This report reflects the progress we've made during 2025 and the foundations we've built for the future.

Guided by ONE LDB, we continue to strengthen the way we understand, measure and improve our impact.

Because creating space for what matters starts with understanding how we create it.

Colophon

Published by
Losberger De Boer Holding GmbH

Gottlieb-Daimler-Ring 14
74906 Bad Rappenau
Germany

www.losbergerdeboer.com
csr@losbergerdeboer.com



An introduction from the CEO.

At Losberger De Boer, the way we approach sustainability is evolving. In the past, much of the focus was on identifying where we could make a difference – but, over the past year, the emphasis has shifted towards something more fundamental: putting the right structures in place to understand, manage, and improve our impact over time.

That's meant doing a lot of groundwork in 2025. We've spent considerable time and energy looking closely at how data is collected across our organisation, where gaps exist, and how we can make information more consistent and reliable. This isn't always the most visible part of sustainability, but it's certainly a necessary one. Without a clear and shared understanding of where we stand, it's almost impossible to set realistic targets or measure progress in any meaningful way.

Alongside this, we've started to bring more structure into how we manage key topics. This includes how we collaborate with suppliers, approach resource use, and monitor areas such as business conduct. In many cases, this work is still developing, but the direction is clear: to move from fragmented initiatives towards a more

consistent, data-driven, company-wide strategy.

A large part of this effort sits within our value chain. We know that a significant share of our environmental and social impact lies beyond our own operations. By improving how we engage with our suppliers, we're beginning to build a more complete picture of that impact and where we can influence change.

That being said, we're accountable for the actions and impacts of our own organisation. Providing a safe working environment, supporting our employees, and maintaining responsible business practices remain central to how we operate. These aren't new priorities, but they're being strengthened and approached with greater consistency.

What ties all of this together is a focus on making sustainability more manageable. Not as a separate activity, but as something embedded in day-to-day decision-making. Step by step and day by day, we're formulating an approach that allows us to track what matters, identify where improvements are needed, and act on them in a structured way.

There's still work to do. As our data improves and our systems develop, we'll be better equipped to set clear targets and report more fully on our progress in the future. This report reflects where we are today, and the direction we're taking.

I'd like to take this opportunity to thank our employees, customers, and partners for their continued commitment and collaboration. The progress we're making is built on these relationships, and on a shared understanding that long-term success depends on how responsibly we operate.



”

Responsibility becomes meaningful when it is operational.

Arnout de Hair
CEO



Losberger de Boer creates space for what matters.

Today, Losberger De Boer is a leading international specialist in space solutions. We design, manufacture, rent, and sell temporary and permanent structures for events, commercial applications, and rapid deployment needs. Our solutions range from large-scale event venues and industrial facilities to warehouses, sports halls, classrooms, healthcare environments, and even emergency response infrastructure.

With operations across Europe, the Middle East, and Asia, we serve clients across a wide range of sectors. Our expertise is called upon wherever high-quality space is needed quickly, reliably, and without compromise. From global sporting events and international summits to long-term commercial and public-sector projects, our structures support some of the world's most demanding environments and circumstances.

What sets Losberger De Boer apart is the combination of engineering expertise, manufacturing capability, and operational experience we bring to every project.

From initial concept and design through to installation and ongoing support, we provide end-to-end solutions tailored to each client's specific needs.

At our core, we're problem-solvers. We help clients create the space they need, often under complex conditions, tight timelines, or changing circumstances. This has always required a focus on efficiency and the smart use of materials – principles that closely align with circular and sustainable design thinking.

Because many of our structures are designed for reuse, adaptability, and long service life, circular thinking has long been embedded in how we work, long before it became a formal sustainability concept.

Whether temporary or semi-permanent, every structure is designed to perform, adapt, and deliver value where it matters most.

€208M

revenue 2025

103+

years experience

20

international hubs
(we operate in more than 20 countries)

774+

employees worldwide

Where it all began

One of the roots of today's Losberger De Boer can be traced back to a simple challenge in Alkmaar. When additional space was needed for a local event, an existing circus tent was acquired and repurposed to accommodate visitors.

What began as a practical solution evolved into a business dedicated to creating temporary spaces where people can come together. The principles behind that first project – adaptability, resource efficiency, and responding to a specific need – continue to resonate in the way we operate today.

More than a century later, we still create structures that bring people together while making the most effective use of the resources available to us.



First Losberger advertisement from 1925



De Boer's famous repurposed circus tent



One LDB strategy.

Losberger De Boer has evolved significantly over the last decade. What was once two separate companies became one organisation following the merger of Losberger Holdings and De Boer Structures in 2017. More recently, we've taken this integration a step further by bringing all business units together under a single, unified operating model: One LDB.

This strategic transformation reflects our vision of operating as one global business, with one shared purpose, one clear

direction, and one consistent standard of excellence. Rather than functioning as separate entities or divisions, our rental, sales, and production operations now work as fully integrated parts of a single organisation. This enables us to collaborate more effectively and deliver the superior value our global customers have come to expect.

The benefits of this unified approach are significant. By aligning our operations, processes, and decision-making, we can operate more efficiently and leverage

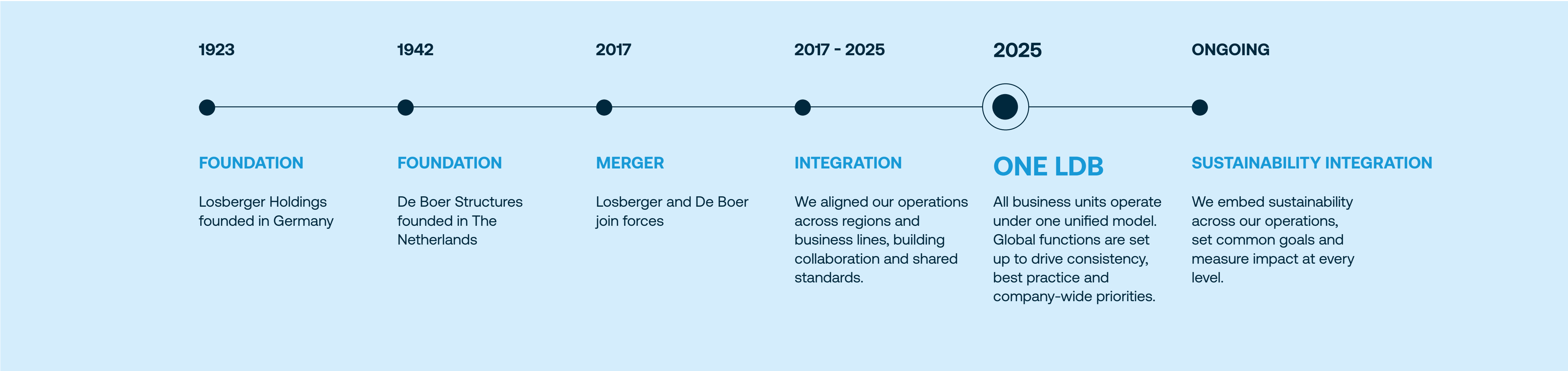
the full breadth of our capabilities across our regions and business lines. It also strengthens our resilience, allowing us to adapt more effectively in an increasingly complex and dynamic business environment.

A key part of this transformation has been the establishment of global functions, including Group Legal, Human Resources, and Corporate Social Responsibility (CSR). These centralised functions help ensure consistency, drive best practice, and support the implementation of company-

wide priorities across all parts of the organisation.

From a sustainability perspective, the One LDB strategy provides a stronger foundation for meaningful progress. A unified structure allows us to embed sustainability more consistently across our operations, set common goals, and measure performance more effectively. It also enables us to share knowledge easily and ensure our environmental, social, and governance commitments are integrated into the way we operate at every level.

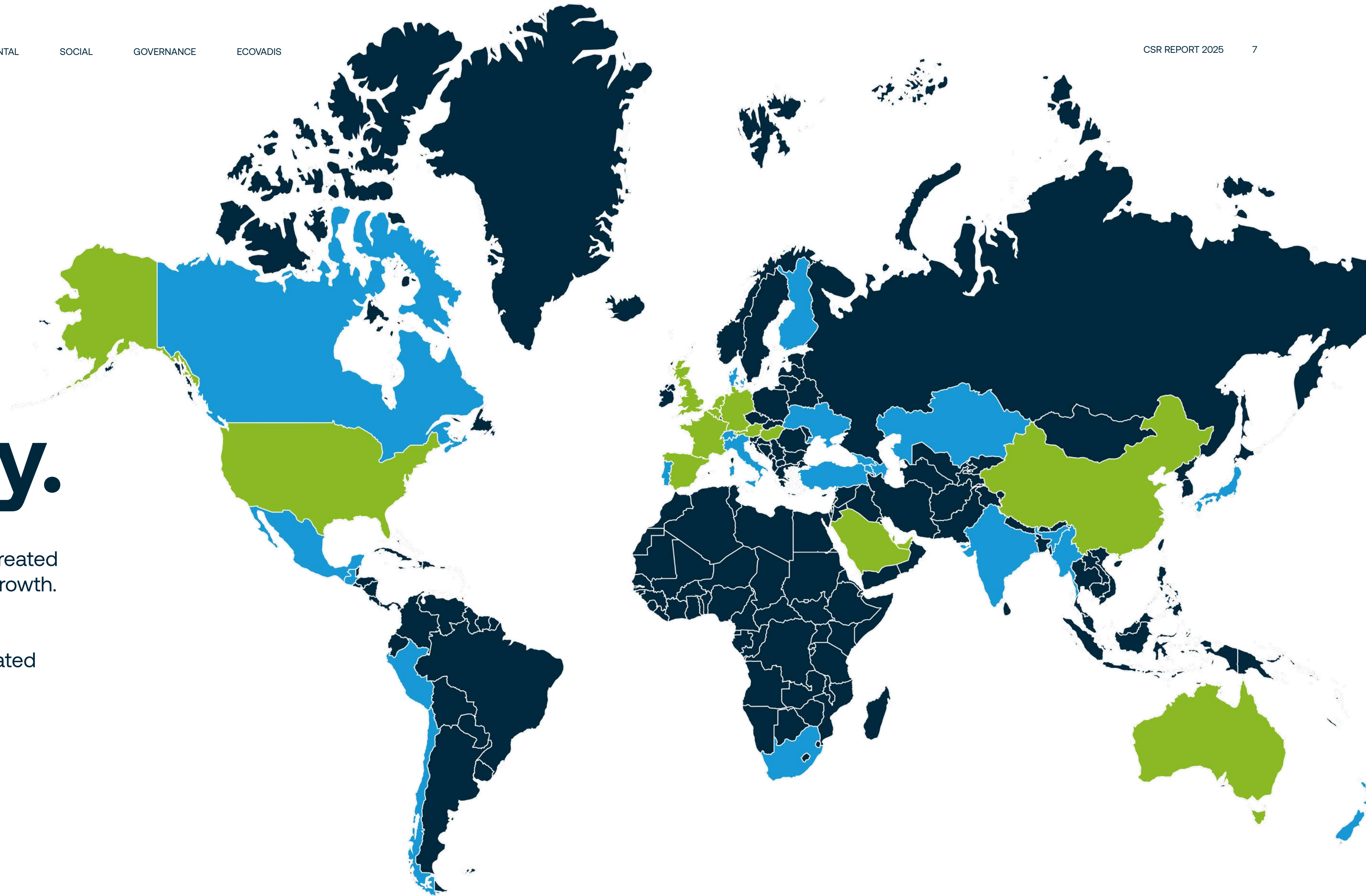
Ultimately, One LDB is about creating a more connected, agile, and responsible business – one that's better equipped to serve its customers, support its people, and deliver long-term sustainable value for all stakeholders.



One company.

Our transformation into One LDB has created a stronger foundation for sustainable growth.

Losberger De Boer operates across 20 international hubs to deliver one integrated standard of structural excellence and sustainability.



- LDB hub
- LDB representation



Our approach. Our CSR strategy.

Sustainability is an integral part of how we design, deliver, and manage our structures.

At Losberger De Boer, our approach to sustainability is shaped by two closely connected principles. We seek to maximise the value and lifespan of the materials and structures we use through reuse, adaptability, and responsible lifecycle management. At the same time, we recognise the social value our structures create by providing spaces where people can come together, work, learn, celebrate, recover, and connect.

These principles have shaped our business since its earliest days, when a repurposed circus tent was used to create space for people while extending the life of an existing structure. They continue to guide how we create value today.

Our approach revolves around a simple principle: responsible choices should be made at every stage of a structure's lifecycle, from design and sourcing through to production, installation, use, and eventual removal.

This perspective mirrors the nature of our business. Many of our structures are

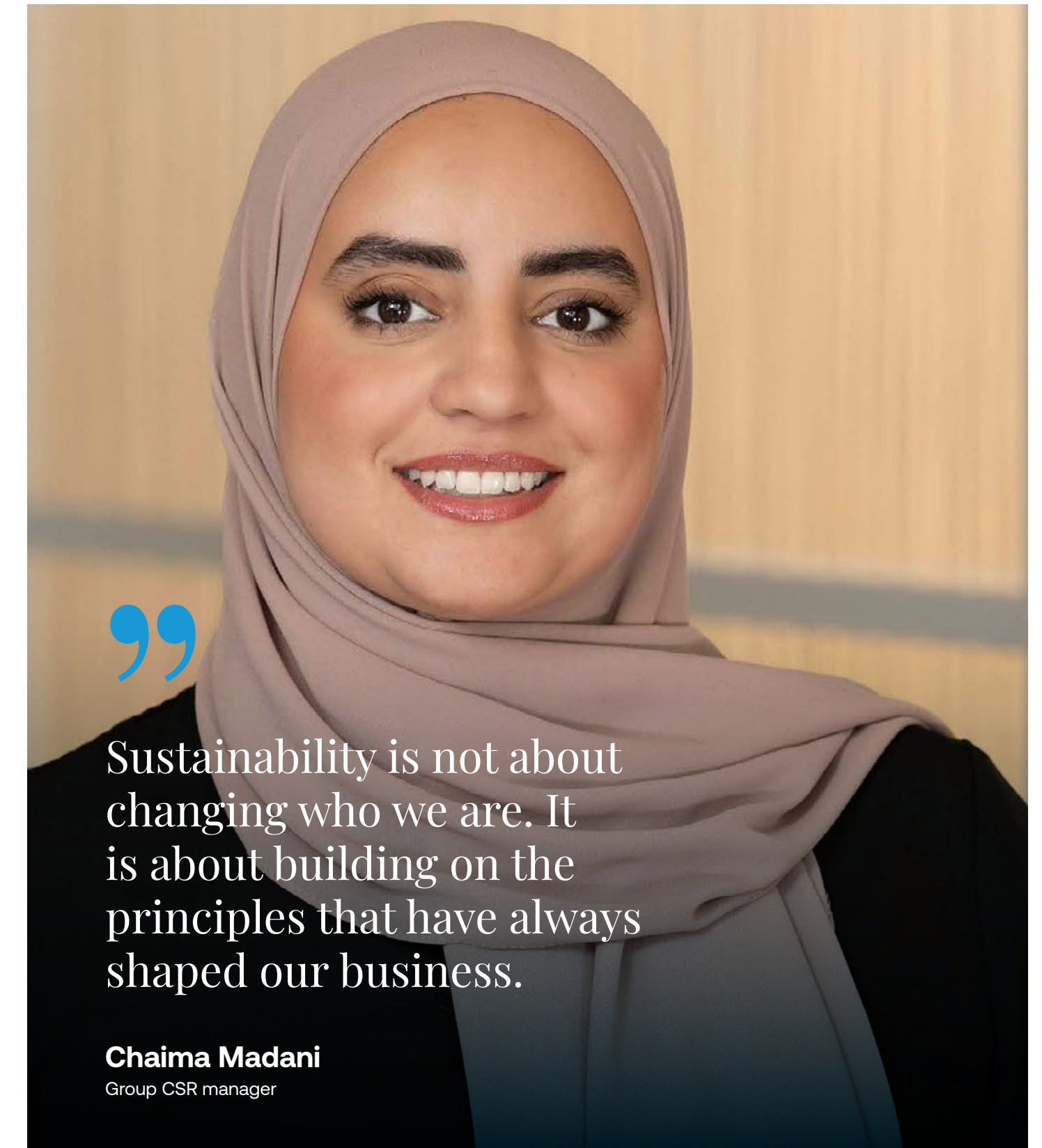
temporary by design, and that shapes how we think about impact. We begin every project with the understanding that the site is only ours for a limited time. As such, our aim is to meet our clients' needs while minimising environmental impact during use and leaving as little lasting trace as possible once a structure is removed.

At the same time, we recognise that our structures are ultimately spaces for people. Whether supporting major events, education, emergency response, or community activities, they bring individuals together, enable shared experiences, and provide continuity in moments that matter. Creating environments that are safe, accessible, and welcoming is, therefore, a fundamental part of our responsibility.

We continuously seek opportunities to improve how our structures are realised. This includes reducing emissions, optimising material use, increasing the reusability of components across multiple projects, and extending the lifespan of our assets through durable and modular design. Together, these measures help us support a more circular approach while maintaining the quality, flexibility, and speed our clients have come to expect.

Our responsibility also extends beyond our own operations. A significant share of our environmental and social impact sits within our value chain, which is why supplier engagement is a central part of our strategy. Through active supplier management, ongoing evaluation, and closer collaboration, we aim to promote fair practices, improve transparency, strengthen accountability, and support better performance over time.

When a project comes to an end, our structures are removed and the site is restored as far as possible to its original condition. Our physical presence may be temporary, but the value created often lasts much longer in the experiences shared and the connections made.



Sustainability is not about changing who we are. It is about building on the principles that have always shaped our business.

Chaima Madani
Group CSR manager

This is how we approach sustainability at Losberger De Boer:

by creating spaces that bring people together while maximising the value and lifespan of the materials and structures we use. As our business and the expectations around us continue to evolve, we'll keep refining our approach, building on strong foundations while remaining flexible, practical, and focused on our long-term impact.



Sustainability.

Sustainability is at the heart of how we design, build and operate.



LOSBERGER
DE BOER

Basis for preparation.

We’ve prepared this Sustainability Report voluntarily and in alignment with the European Sustainability Reporting Standards (ESRS), as a guiding framework. While Losberger De Boer is not currently subject to mandatory reporting under the CSRD, we’ve chosen to align our disclosures with selected ESRS to improve the transparency, structure, and comparability of our sustainability reporting.

Building reporting maturity

This report marks an important step in our CSRD journey. It reflects progress towards a more consistent, data-driven approach to sustainability reporting, while also acknowledging that this is still a developing process for our organisation. In 2025 in particular, building complete and fully consistent datasets across all entities proved challenging, as systems, processes, and reporting structures were still being aligned following recent organisational restructuring. As a result, some data gaps remain, and certain figures required estimation or the use of proxies.

The scope of this report aligns with the organisational boundaries used for financial reporting and includes entities under Losberger De Boer’s operational control. The report primarily focuses on our own operations, while also incorporating relevant

impacts, risks, and opportunities across the value chain where feasible, including upstream suppliers and downstream activities.

Given the current maturity of available data, some value chain disclosures are based on supplier engagement, internal assessments, and the use of estimates where primary data isn’t available yet.

Double materiality analysis

The content of this report is based on a Double Materiality Assessment conducted in 2024 as part of our CSRD preparations. The DMA considered both the impact of our activities on people and the environment, and the financial risks and opportunities arising from sustainability matters. The process involved cross-functional workshops and input from stakeholders across the business, resulting in a refined set of material topics and subtopics which form the basis of our sustainability strategy and the structure of this report. In line with ESRS principles, only those topics identified as material are included.

As this is an early stage in our reporting journey, certain disclosures rely on estimates and assumptions. This is particularly evident in areas such as Scope 3 greenhouse gas emissions, value chain impacts, forward-looking targets and transition plans, and some environmental metrics, including water and waste. Where complete data is

not yet available, we apply a best-efforts approach, using available internal data, supplier information, and relevant industry assumptions where appropriate.

Continuous improvement

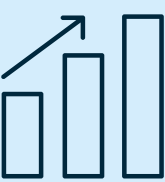
We recognise that our sustainability reporting will continue to evolve. We’re actively strengthening our data collection processes, governance structures, and methodologies to improve accuracy and comparability over time. This includes expanding Scope 3 coverage, formalising key policies, and further developing our climate targets, Science Based Targets initiative, and UN Sustainable Development Goals.

This report hasn’t been subject to external assurance, nor has it been audited or reviewed by an independent third party. While it doesn’t represent full compliance with ESRS at this stage, we believe it reflects a transparent and structured voluntary alignment with its principles. As our reporting capabilities mature, we may seek external assurance and further alignment with ESRS requirements in future reporting periods. We also continue to monitor ongoing developments and potential changes to the CSRD, and will adapt our approach accordingly as the regulatory landscape evolves.

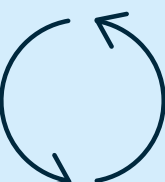
We focus on the following five SDGs:



SDG 3
Good health and well-being
Sustainable employability, personal development, and the well-being of our people are important to us.



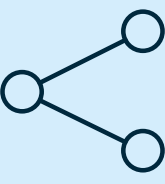
SDG 8
Decent working conditions and economic growth
Sustainability and good working conditions are a key factor in selecting suppliers; with an updated Code of Conduct, we want to be able to guarantee a sustainable supply chain.



SDG 12
Responsible consumption and production
We continuously develop new materials and solutions that have a smaller ecological footprint, and are easier to handle and transport.



SDG 13
Climate action
In the future, we will present the entire carbon footprint of a project to our client, in combination with options to reduce this footprint.



SDG 17
Partnerships
Through intensive collaboration and by sharing knowledge with longstanding, innovative partners, we aim to make great strides in the foreseeable future.



DMA results.

As part of our CSRD journey, we conducted a Double Materiality Assessment (DMA). This is a comprehensive method of measuring both our impact materiality and financial materiality to identify the sustainability-related areas of focus most relevant to us as an organisation.

In other words, completing this DMA meant we could assess how our activities impact society and the environment, and highlighted how various sustainability-related risks and opportunities may affect our financial performance for better or worse.

We used a structured and collaborative approach to complete the DMA, including a series of interactive workshops with stakeholders from across the organisation. We felt the direct involvement of different departments and perspectives was necessary to ensure a fair and well-balanced evaluation of the Environmental, Social, and Governance (ESG) topics that matter most to us, our customers, and our broader ecosystem.

The initial outcome of the assessment was a list of twelve material topics – which, following a thorough internal review, we dissected and restructured to create a clearer, more focused representation of the key issues we face. This refinement

reduced the number of material topics from twelve to eight, supported by eight sub-topics. Importantly, this restructuring didn't alter the underlying assessment or its conclusions. The material impacts, risks, and opportunities identified through the DMA remain unchanged – only the way in which the results are grouped and presented has evolved to provide a clearer, more meaningful reflection of our sustainability priorities.

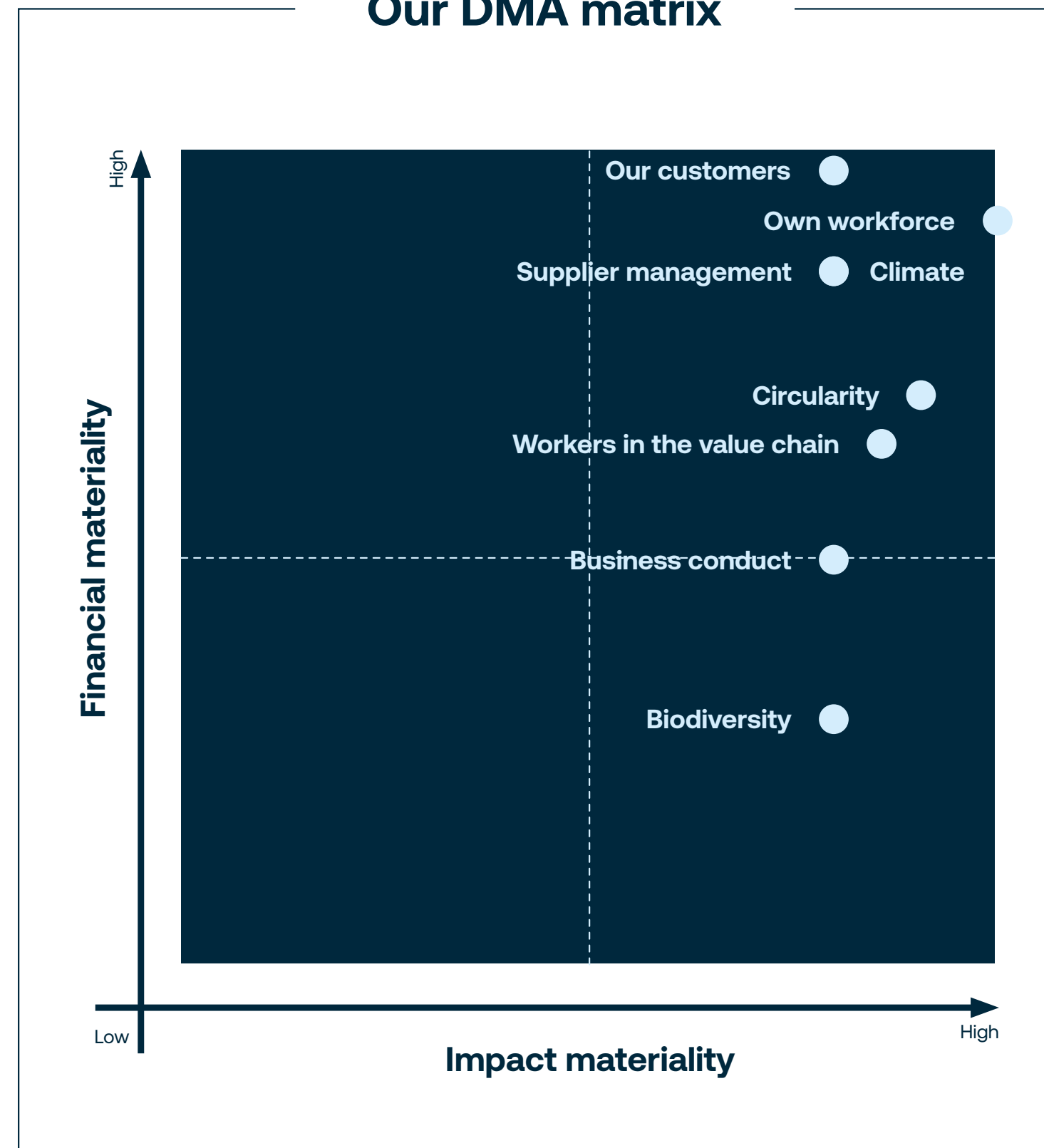
As a result, we now have a more accurate representation of the realities within our organisation and can focus our efforts on addressing our most significant sustainability challenges and opportunities.

DMA matrix

Our DMA matrix shows that Our customers, Own workforce, Supplier management and Climate as particularly significant areas of impact, risk, and opportunity. More broadly, the process has provided us with a clear and robust foundation for defining the material topics that'll guide our sustainability strategy and reporting. We have also identified where these material impacts, risks, and opportunities occur across our value chain and mapped them in the value chain assessment presented below.

In the following sections, we take a closer look at these material topics and the role they play in shaping our approach.

Our DMA matrix

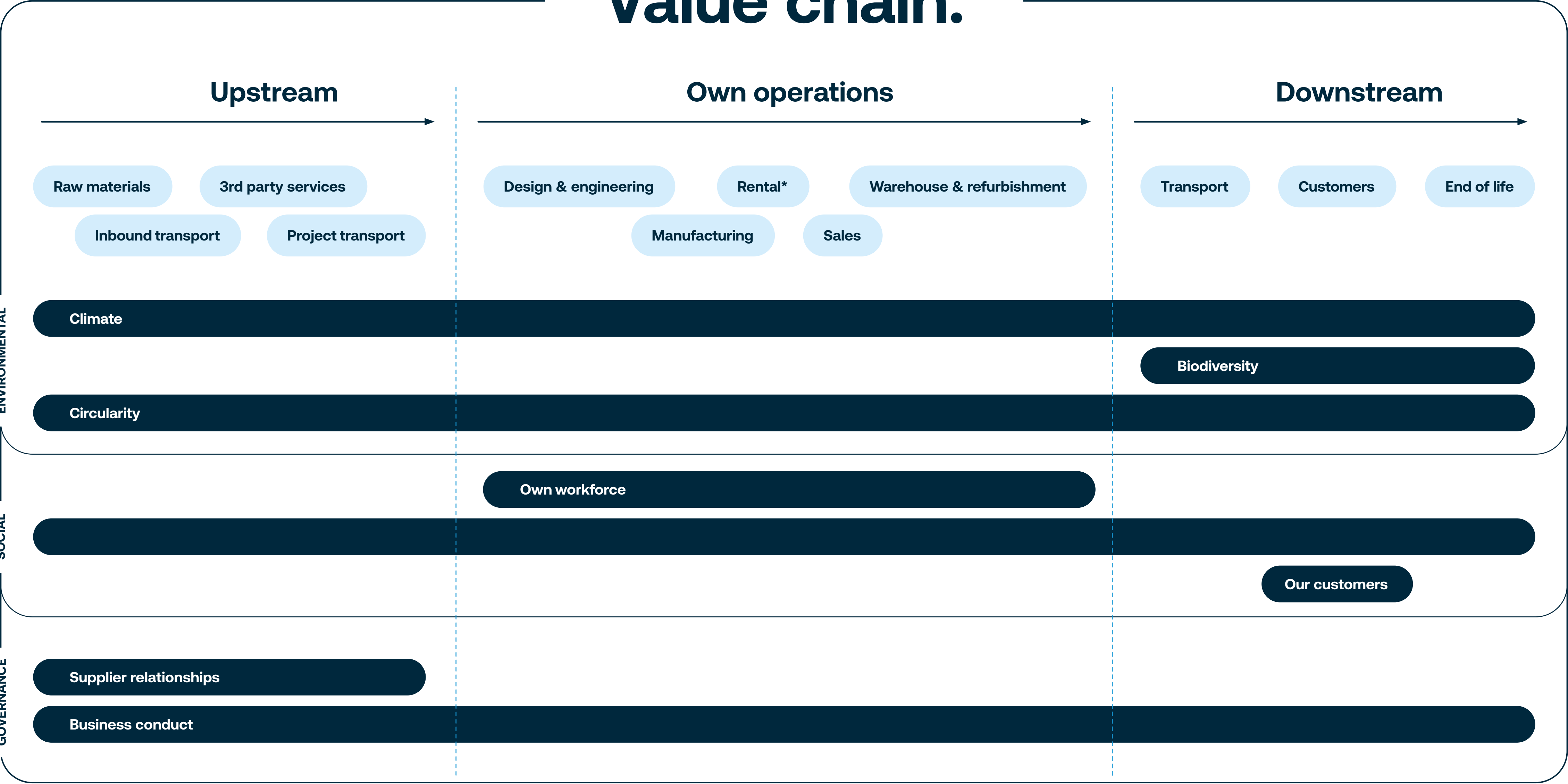


” Sustainability is no longer separate from financial performance; it is increasingly shaping it.

Holger Lompe
CFO



Value chain.



*(including project management, installation & breakdown)



Environmental.

Our commitment to the planet
drives responsible choices today
for a better tomorrow

Climate transition plan.

CLIMATE

In 2025, we initiated the development of our Climate Transition Plan (CTP), which will define a clear, structured, and actionable pathway towards achieving our ambitious climate goals.

Transition plans of this nature must be thorough and well developed, not only to meet regulatory requirements under the European Sustainability Reporting Standards (ESRS), but also to ensure our climate objectives are fully embedded in our overall business strategy and day-to-day decision-making.

While ongoing discussions surrounding the Corporate Sustainability Reporting Directive (CSRD) may ultimately affect whether a Climate Transition Plan remains a mandatory reporting requirement, we still recognise its strategic value. Developing a CTP is essential for us to analyse, formalise, and strengthen our approach to climate action.

As we develop this plan, we’re considering alignment with the Paris Climate Agreement goal of limiting global warming to 1.5°C, as well as emerging regulatory requirements and stakeholder expectations. Our CTP will also serve as a foundation on which we will build and integrate climate considerations into our broader risk management and financial planning processes.

A credible transition starts with a clear plan and a shared direction. Our Climate Transition Plan will turn ambition into action and guide us towards a low-carbon future.

WE EXPECT TO FINALISE THE CTP IN 2026 AND INTEND FOR IT TO ESTABLISH:

- 01 The strategic direction for reducing our greenhouse gas emissions (GHGs)
- 02 Key milestones and timelines across short-, medium-, and long-term horizons
- 03 The actions and initiatives necessary to achieve our targets
- 04 The governance and accountability structures supporting implementation
- 05 The resources and investments needed for us to deliver on our commitments



Climate-related risks & opportunities.

CLIMATE

In 2025, Losberger De Boer conducted a Climate Risk & Opportunity (CRO) assessment. An important step in strengthening our understanding of how climate change could affect our business and how we, in turn, can respond.

Completed in December 2025, the assessment forms a key part of our approach to identifying, analysing, and managing climate-related impacts, risks, and opportunities in line with ESRS requirements.

Our assessment explored both the risks associated with the transition to a low-carbon economy and the physical impacts of climate change. This involved examining how evolving regulation, carbon pricing, market dynamics, and technological advances could influence our business, while also considering the effects of more immediate and long-term climate hazards. From extreme weather events to gradual shifts in temperature and precipitation patterns, these physical changes have the potential to affect our operations, assets, and supply chain.

To build a comprehensive picture, we followed a structured methodology guided by ESRS and EFRAG recommendations. We identified a range of relevant climate scenarios, including one aligned with limiting global warming to 1.5°C, and mapped our key assets, operations, and value chain activities against them. This allowed us to assess where we might be most exposed or vulnerable, and to evaluate the likelihood, severity, and potential financial implications of the climate-related risks and opportunities we identified.

The insights we gained through this process have proven invaluable. They’re already helping us to shape targeted mitigation and adaptation measures, while ensuring climate considerations are increasingly embedded within our broader enterprise risk management processes.

As we continue to refine our analysis and validate the findings, we’ll disclose the detailed results of the assessment, including any material climate-related risks and opportunities, in future sustainability reporting.

CRO assessment

Completed in December 2025.

Transition risks

Risks arising from the transition to a low-carbon economy.

Physical risks

Evaluation of organizational resilience across a range of climate futures, including a 1.5°C scenario.



Our climate approach.

CLIMATE

Our environmental policy provides the foundation for how we manage climate-related impacts, risks, and opportunities across our organisation. The development of our Climate Transition Plan and the completion of our Climate Risk & Opportunity assessment represent important next steps in strengthening and formalising this approach.

The policy helps ensure that climate considerations are embedded throughout our operations and decision-making processes, while supporting alignment between our strategic objectives, operational activities, and regulatory requirements.

Building on this foundation, we continue to strengthen the capabilities, governance structures, and resources needed to deliver on our climate ambitions.

In doing so, we also contribute to the achievement of the United Nations Sustainable Development Goal 13 (Climate Action) by supporting measures to combat climate change and its impacts.

Ambitions Our overall environmental and climate-related ambitions	Principles The principles guiding our actions and decision-making
Goals The goals we've set for ourselves	Continuous improvement Our approach to achieving these goals through continuous improvement



”
Being a responsible part of the societies in which we live and work is a foundational pillar of our global ethical beliefs. Respecting rules, setting standards and improving on status quos is therefore getting more and more into our operational DNA.

Ralf Maus
Co-CEO



Driving climate action.

CLIMATE

Alongside the development of our Climate Transition Plan, and our climate-related risks and opportunities assessment, we're working to ensure we're equipped and positioned to implement it.

In 2025 and 2026 we focused on:

- Reinforcing our internal data collection and carbon accounting capabilities
- Enhancing both the quality and reliability of our GHG data
- Aligning our internal governance structures to support climate-related decision-making
- Increasing company-wide awareness and engagement on climate-related topics

These preparatory steps are crucial. They ensure that, once finalised, our Climate Transition Plan can be effectively implemented and monitored.

Until then, further definition is required.

As part of the next phase, we will work to define:

- Concrete emission reduction initiatives across our operations and value chain
- The required capital expenditure and operational investment
- Responsibility allocations across our business units and functions
- The monitoring and reporting mechanisms we'll use to track our progress against each target

As an organisation, we're eager to get up to speed as soon as possible – but we also recognise that, to have any meaningful effect, our actions need to be grounded in robust data and aligned with our operational realities and strategic priorities. This phased approach ensures exactly that.



Climate targets.

CLIMATE

We recently concluded the process of formalising our climate targets, guided by the latest climate science and aligned with the Science Based Targets initiative (SBTi), marking an important evolution in our climate strategy.

Previously, our ambition was to achieve net-zero emissions across Scopes 1 and 2 by 2030. While this remains a clear long-term objective, we recognised the need to align our targets more closely with the latest scientific guidance and evolving regulatory expectations. As a result, we’ve refined our approach and established a new near-term target: to reduce our absolute Scope 1 and 2 greenhouse gas emissions by 42% over the defined baseline period, in line with the SBTi framework and the goals of the Paris Climate Agreement.

Throughout 2025, we laid the groundwork for this next phase of our climate journey. This included developing our greenhouse gas emissions baseline, aligning our calculations with recognised methodologies, and carrying out initial internal validation of our data and assumptions.

Building on this foundation, we formally committed to the SBTi in 2026 and initiated the external validation process for our targets.

Simultaneously, we’re looking beyond our near-term goals. We’re continuing to define our long-term climate ambitions, including our pathway to net zero and the reduction of our Scope 3 emissions. Given the complexity of emissions across the value chain, this work requires a particularly structured and collaborative approach.

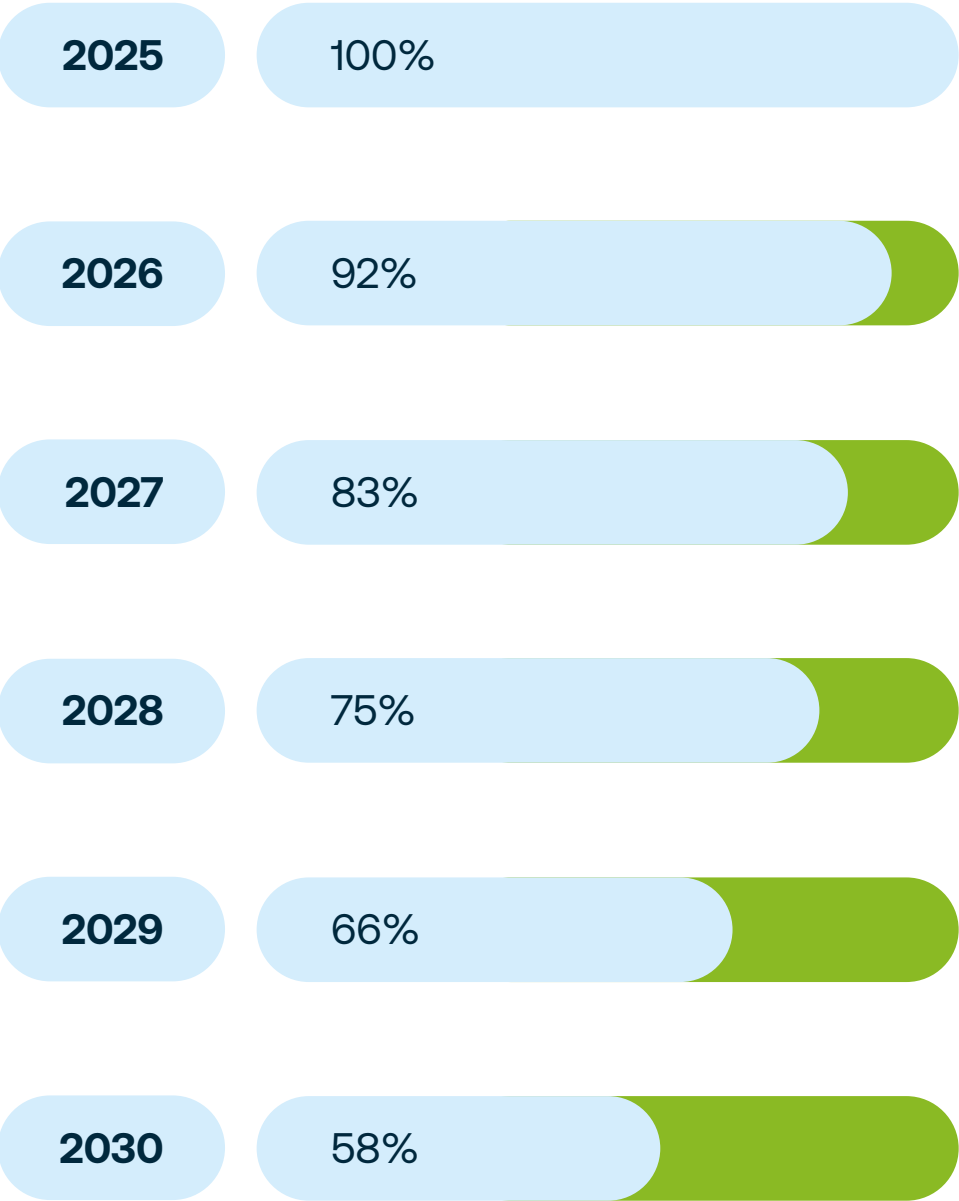
By taking the time to build robust, science-based targets, we believe we can ensure our climate commitments are not only ambitious, but also credible, achievable, and capable of driving meaningful long-term change.

Environmental performance 2025

42%

Reduction target for scope 1 & 2 emissions by 2030 (vs. 2025)

Our progress

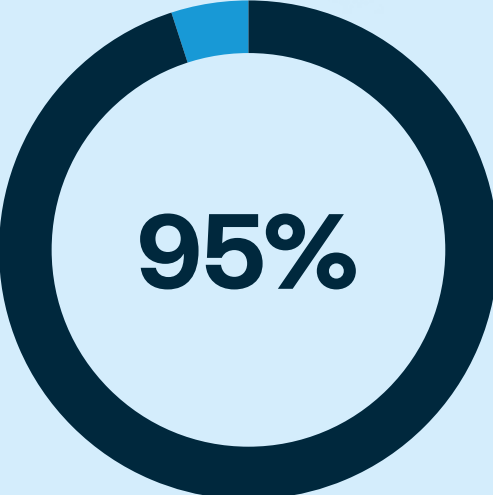




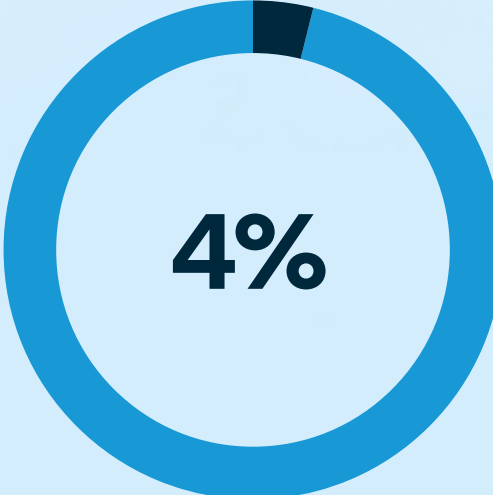
WHY IT MATTERS

Understanding our emissions across the entire value chain helps us focus on the areas with the greatest impact and opportunity. It enables to take targeted action with our suppliers, in our operations and with our customers to reduce emissions and build a more sustainable future.

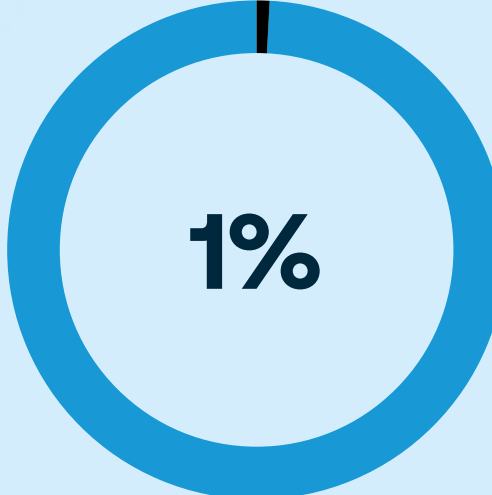
WHERE OUR BIGGEST EMISSIONS COME FROM



SCOPE 3 - UPSTREAM
Largest share driven by purchased materials, especially steel, aluminium and textiles.



SCOPE 1 & 2
Emissions from our own operations and energy use.



SCOPE 3 - DOWNSTREAM
Emissions from our own operations and energy use.



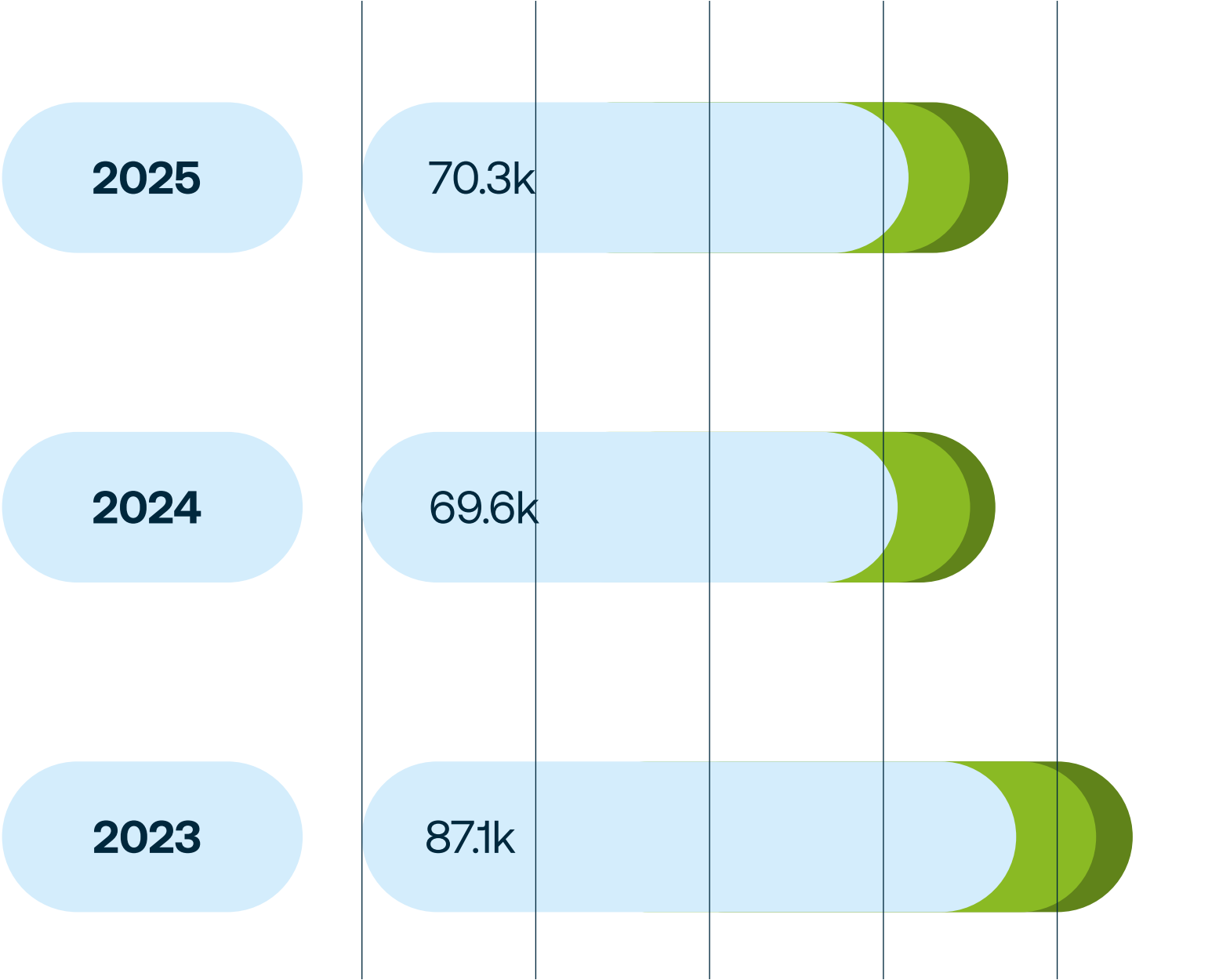
Greenhouse gas emissions.

CLIMATE

Reducing greenhouse gas emissions is at the heart of our climate strategy. To achieve our climate targets, it is essential that we understand where emissions occur across our operations and value chain, enabling us to focus our efforts where they can have the greatest impact.

Using the Greenhouse Gas Protocol, we measure and report emissions across Scope 1, Scope 2, and Scope 3. Together, these categories provide a comprehensive picture of our carbon footprint and help us track progress towards our climate ambitions.

The following sections describe the main sources of emissions within each scope and the actions we are taking to reduce them.



Total GHG emissions (t CO₂e)

Our emissions – Scope 1, 2 & 3

We are committed to reducing our greenhouse gas emissions across our entire value chain. The chart on the left shows our progress for Scope 1, 2 (market-based) and Scope 3 emissions.

- Scope 1
- Scope 2 (market-based)
- Scope 3



Scope 1 & 2

CLIMATE

As Scopes 1 and 2 cover both the direct emissions from our day-to-day operations and the emissions associated with the energy we consume, we’re actively pursuing a range of targeted initiatives to reduce our overall carbon footprint.

A key focus area is our transition away from natural gas towards green energy contracts, ensuring an increasing share of the electricity we use across the organisation comes from renewable, low-carbon sources. Alongside this, we’re also working on optimising our vehicle fleet, including exploring electrification, the use of lower-emission fuels, and improving efficiency through smarter planning and utilisation.

However, we recognise that the most meaningful impact comes not only from changing the source of energy, but also from reducing the amount of energy we use in the first place. For this reason, we’re placing increasing emphasis on operational energy efficiency across our sites and processes. This includes monitoring consumption more closely and identifying where we can reduce usage without compromising performance.

Together, these efforts help us address both sides of the equation: decarbonising our

energy supply while also reducing overall demand. This dual approach is central to how we manage our Scope 1 and 2 emissions in a way that is both practical and aligned with our operational reality.

We remain committed to taking tangible, measurable steps that reduce our direct and energy-related emissions, supporting our broader climate ambitions and contributing to a more sustainable way of operating.

Reducing emissions starts with reducing energy demand.

Our focus



Green energy contracts



Energy efficiency



Fleet optimisation



Smarter monitoring



Scope 3 emissions.

CLIMATE

We recognise that the vast majority of our carbon footprint is generated within our value chain. In 2024, Scope 3 emissions accounted for approximately 94% of our total greenhouse gas emissions, with Purchased Goods & Services representing by far the largest source of impact.

As a result, a key focus area for us is the responsible sourcing of materials and services. We continuously seek opportunities to reduce the environmental impact associated with the products and materials we purchase by extending asset lifespans, increasing reusability, optimising material use, and strengthening engagement with suppliers. Through closer collaboration with our supply chain partners, we aim to improve transparency, encourage more sustainable practices, and support emissions reductions across the value chain.

Transportation and distribution also represent a significant source of Scope 3 emissions. To reduce emissions in this area, we are accelerating our transition towards lower-carbon transport solutions, including the use of HVO100 fuel and electric transport where operationally feasible. In December 2025, we successfully completed our first fully electric journey, an important milestone on our path to decarbonisation. Alongside transitioning to

lower-carbon transport, we continuously optimise our logistics network through improved transport planning, increased load efficiency, and the reduction of unnecessary movements.

A key part of this approach is maximising direct project-to-project deployment wherever possible. Rather than returning structures and equipment to one of our warehouses between projects, we seek opportunities to transfer assets directly from one project location to the next. This reduces transport distances, improves asset utilisation, and helps avoid unnecessary emissions associated with additional handling, storage, and transportation. In 2025, this approach contributed to an estimated reduction of 80 t CO₂e.

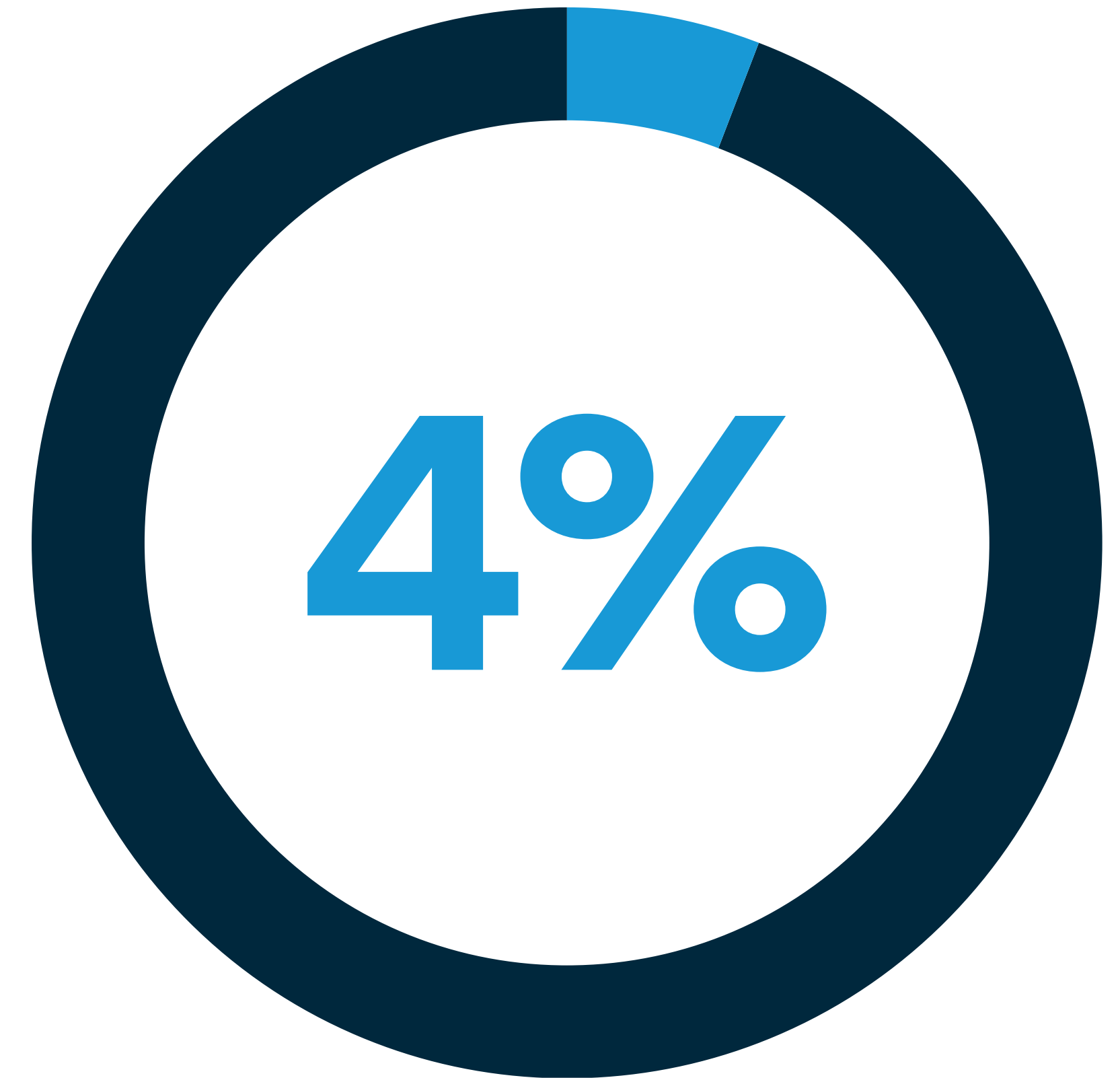
Where operationally feasible, we also prioritise lower-emission modes of transport, such as rail, to further reduce emissions associated with our logistical activities.

Beyond procurement and logistics, we continue to explore opportunities to reduce emissions associated with the use of our products and services. Energy consumption during project execution remains a relevant source of downstream emissions, and we seek to mitigate this through lower-

carbon energy alternatives. These include Solar4Rental solutions for temporary applications and installable solar energy systems for longer-term projects, helping customers reduce their reliance on fossil-fuel-based power generation.

Through these actions, we aim to address the most significant sources of value chain emissions while supporting our broader climate objectives and long-term decarbonisation ambitions.

Only 4% of our emissions come from our own operations. The remaining 96% originate across our value chain.



Total GHG emissions.

CLIMATE

Scope	Category	2023 t CO ₂ e	2023 share	2024 t CO ₂ e	2024 share	2025 t CO ₂ e	2025 share
1.1	Combustion – vehicles (owned or controlled)	907	1%	1104	2%	741	1%
1.2	Combustion - within company facilities (owned or controlled)	1287	1%	1088	2%	709	1%
1.3	Fugitive emissions	2	<1%	3	<1%	0	--
1.4	Physical or chemical processing	0	--	0	--	0	--
1	Sum scope 1	2195	2.5%	2195	3%	1450	2%
2.1	Purchased electricity	1061	1%	1327	2%	1061	2%
2.2	Purchased steam	0	--	0	--	0	--
2.3	Purchased heating	12	<1%	12	<1%	0	--
2.4	Purchased cooling	0	--	0	--	0	--
2	Sum scope 2	1073	1.5%	1339	2%	1061	2%
3.1	Purchased goods & services	71745	82%	54397	78%	54589	78%
3.2	Capital goods	2822	3%	943	1%	917	1%
3.3	Fuel- and energy-related activities (not covered in scope 1&2)	645	1%	664	1%	729	1%
3.4	Upstream transportation & distribution	4635	5%	5548	8%	7398	11%
3.5	Waste generation in operations	532	1%	365	1%	473	1%
3.6	Business travel	1314	2%	1918	3%	1774	3%
3.7	Employee commuting	1134	1%	1075	2%	1022	1%
3.8	Upstream leased assets	0	--	0	--	0	--
3.9	Downstream transportation & distribution	0	--	0	--	0	--
3.10	Processing of sold products	0	--	0	--	0	--
3.11	Use of sold products	0	--	0	--	0	--
3.12	End-of-life treatment of sold products	634	1%	549	1%	289	0%
3.13	Downstream leased assets	362	<1%	672	1%	655	1%
3.14	Franchises	0	--	0	--	0	--
3.15	Investments	0	--	0	--	0	--
3	Sum scope 3	83823	96%	66131	95%	67846	96%
Total	Total	87091	100%	69665	100%	70357	100%

↓ 19.3%

total emission
reduction
from 2023 to
2025



Our approach to biodiversity.

BIODIVERSITY

In 2024, as part of our Double Materiality Assessment, we took a step back to better understand how our business interacts with the natural world. What became immediately clear is that our most significant biodiversity impacts sit upstream, within the materials we rely on, particularly aluminium and steel.

These impacts begin long before our structures take shape, at the point of raw material extraction, which is exactly why our procurement strategy favors materials with high recycled content. Activities such as bauxite mining can place pressure on ecosystems and stunt biodiversity. While these processes fall outside our direct operations, we recognise that our choices still play a role.

So that's where we're focusing our efforts. By prioritising aluminium and steel with higher recycled content, we aim to reduce reliance on primary raw materials and, in turn, help lessen the pressure on natural ecosystems.

Biodiversity also comes into view at the point where our structures are installed. These sites can experience temporary disruption during

setup and dismantling. However, responsibility for site preparation and restoration typically sits with our clients and partners, meaning our direct influence is limited. Even so, we don't want to ignore it. Instead, we're choosing to stay engaged, which means having open conversations with clients, encouraging responsible site practices where appropriate, and seeking to understand what measures are already in place.

Our role, for now, is a focused one: making more considered material choices, staying aware of potential impacts, and using our voice to promote good practice where we can.

As our sustainability approach continues to evolve, we'll look more closely at how biodiversity can be further integrated into our policies and decision-making, and share any future commitments or targets as they develop.

Our most significant biodiversity impacts begin long before our structures are built.



Our approach to resource use.

CIRCULARITY

At Losberger De Boer, circularity is embedded in our organisation’s DNA. The vast majority of our structures are designed for repeated use, redeployment, and long service lives, allowing us to maximise value from the resources we use while minimising waste.

This circular foundation is one of our greatest strengths. While initiatives such as PVC reuse and recycling are important, our biggest contribution to circularity lies in designing products that can be used again and again across multiple projects, locations, and customers. This significantly reduces the need for virgin materials and helps extend the lifecycle of our assets.

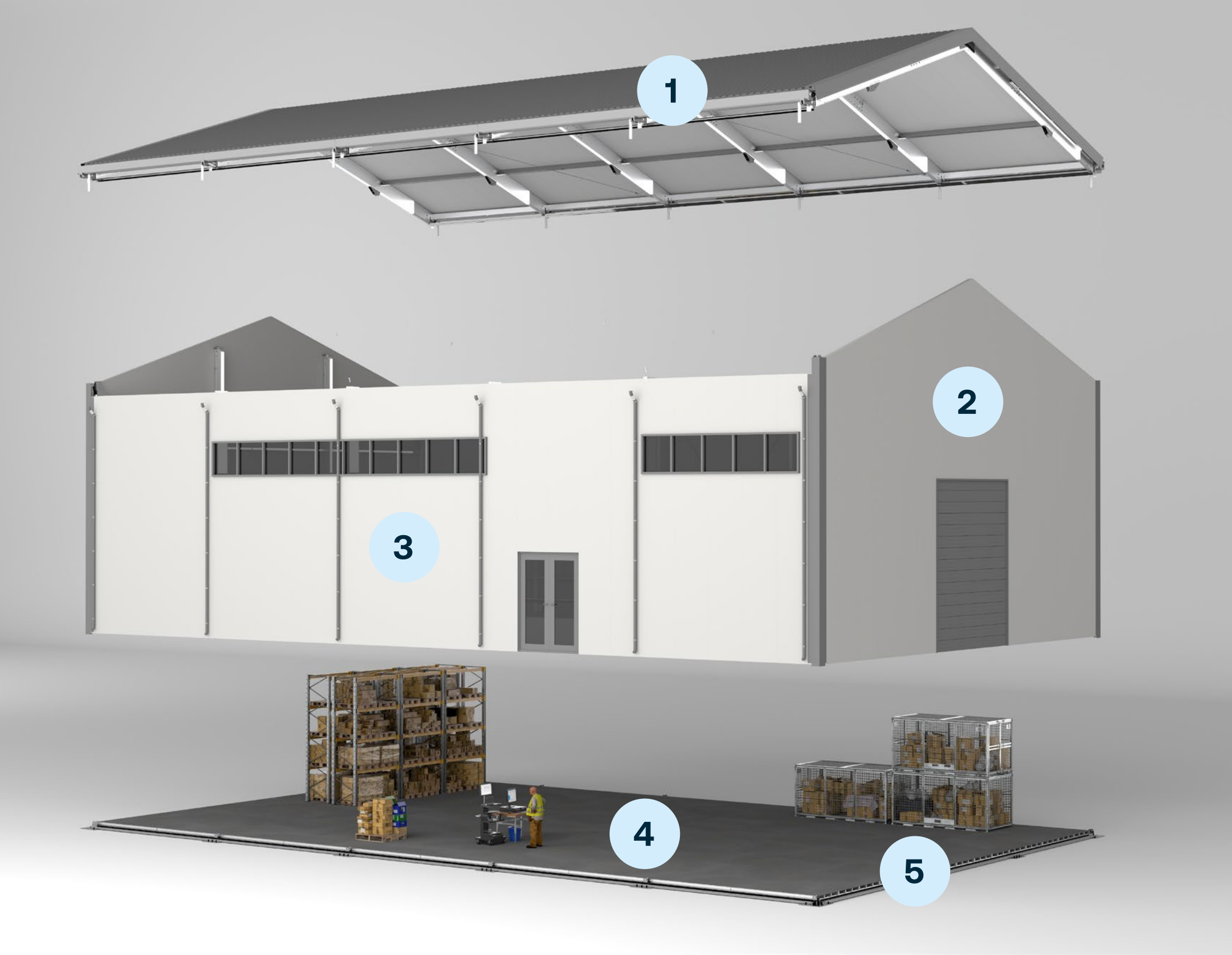
Our approach is further supported by our Sustainable Procurement Policy, which guides how we select and work with suppliers. It sets clear expectations around quality, reliability, and sustainability, helping us to partner with organisations that share our commitment to responsible resource use.

In practice, this means looking closely at how materials enter and leave our business. By working collaboratively with suppliers, we aim to improve efficiency and support more circular material flows throughout our value chain.

We also recognise that many of the greatest opportunities and challenges – lie upstream. Much of our resource use is shaped by the choices and practices of our suppliers, which is why we place strong emphasis on building long-term partnerships and maintaining an open dialogue on sustainability.

As our approach continues to evolve, we will further embed circularity principles into our procurement processes and broader operations, strengthening resource stewardship across the entire value chain.

By embedding circularity into our products, procurement practices, and value chain, we contribute to the achievement of the United Nations Sustainable Development Goal 12 (Responsible Consumption and Production), supporting more efficient use of resources, waste reduction, and the transition towards a circular economy.



- 1 **Roof system**
Light weight and weather resistant
- 2 **Primary frame**
High strength aluminium
- 3 **Wall system**
Flexible and interchangeable
- 4 **Floor system**
Safe, fast and adaptable
- 5 **Connections**
Designed for repeated use



Resource inflows.

CIRCULARITY

The materials we use to manufacture our products and structures are the bedrock of our business and account for the majority of our resource inflows. Understanding the composition of these material flows is essential if we are to understand our environmental impact and identify opportunities to improve resource efficiency and circularity.

Together, these four materials represent the largest share of our total resource inflow and are integral to the performance, durability, and functionality of the structures we design and produce.

Given their significance, we’re increasingly focused on how we source, use, and manage these materials throughout their lifecycle. This includes improving the sustainability of our procurement practices, supporting the use of recycled and lower-impact materials where feasible, and enhancing the way materials are reused, recovered, or recycled at the end of their useful life.

By taking a more holistic approach to material management, we aim to reduce our environmental footprint and advance our broader circularity ambitions.



ALUMINIUM

2,115

tonnes



STEEL

1,375

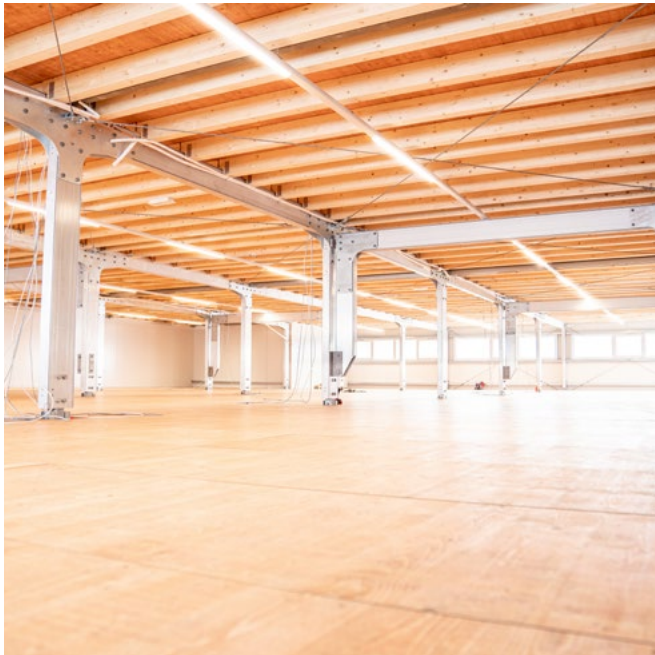
tonnes



PVC

825

tonnes



WOOD

408

tonnes

The right materials.
Used better.
For longer.

Our most significant material inputs in 2025



PVC reuse.

CIRCULARITY

Each year, we give a significant volume of PVC materials a second life. We want to help keep valuable resources in use for longer and support our broader circularity ambitions. In 2025, we repurposed approximately 120 tonnes of PVC, equivalent to around 5 full truckloads – through reuse and recycling initiatives.

A substantial proportion of this material is donated for use in African agriculture, where it’s put to practical use during harvest seasons, such as collecting fruit from trees. Its usefulness rarely ends there. Once it has served its initial purpose, the same material is often repurposed again as roofing sheets or insulation, extending its functional lifespan even further. This cascading approach to reuse ensures the material delivers value across multiple applications before reaching the end of its life.



Extending value beyond the first use.

Historically, end-of-life PVC panels were often treated as waste, either scrapped or sent to landfill. This not only resulted in the loss of valuable raw materials, but also increased reliance on virgin resources.

In addition to direct reuse, we also send end-of-life PVC sidewall panels for mechanical recycling. These panels are processed into granulate, which is then used as a secondary raw material in the manufacture of new plastic products. This further extends the lifecycle of our materials and reduces demand for virgin plastic. Together, these initiatives are helping us move away from a traditional linear model of “take, make, dispose” towards a more circular approach, where materials are retained within the value chain for as long as possible.



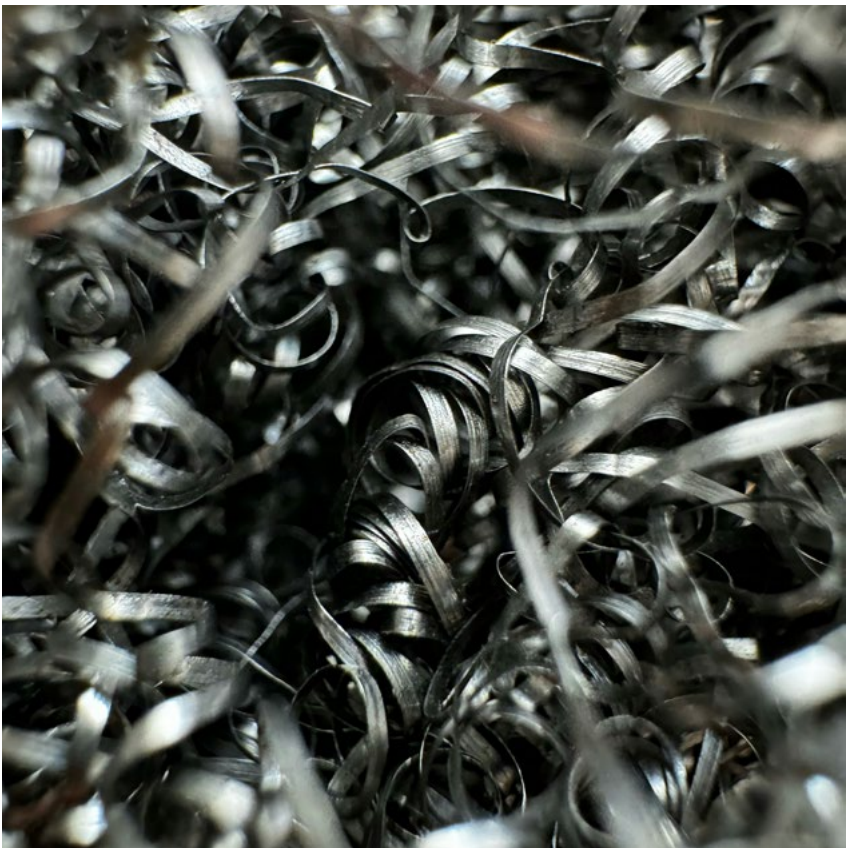
Aluminium & steel reuse.

CIRCULARITY

We have long-established practices in place for recycling steel and aluminium from end-of-life structures and production scrap.



Materials that have reached the end of their functional lifespans, including residual materials generated during our manufacturing processes – are systematically collected and carefully separated to enable high-quality recycling.



We collaborate closely with our suppliers, who process these materials into secondary raw materials to be reintroduced into the production of new metal products. This ensures both our steel and aluminium remain within our value chain, preserving their inherent value and reducing the need for virgin raw materials.



These metals are highly recyclable, so this process represents an efficient and effective contribution to our sustainability objectives. By keeping these materials within the circular economy for as long as possible, we reduce the environmental impact associated with the extraction and production of primary materials while supporting more sustainable resource usage across our operations and supply chain.

Keeping valuable materials in circulation.



Water & waste management.

CIRCULARITY

At Losberger De Boer, responsible water and waste management form an important part of our broader approach to resource stewardship. While our primary contribution to circularity lies in extending the lifespan of our structures and materials, we also recognise the importance of managing the resources consumed and waste generated throughout our operations.

Operational waste can arise from manufacturing activities, maintenance processes, installations, and day-to-day business operations. To minimise the environmental impact of these waste streams, we work closely with specialised waste management partners to ensure materials are segregated, recovered, and recycled wherever possible.

Through responsible waste handling and ongoing improvements to waste management practices, we aim to maximise resource recovery and minimise waste sent for disposal.

Responsible water management is equally important. A significant share of our water

use is linked to cleaning processes, which accounted for approximately 60% of our total 11,162 m³ water consumption in 2025. This makes cleaning one of the most relevant areas for improving water efficiency across our operations.

In response, we introduced practical improvements, including the active recycling of soapy water, which is now only replaced once it reaches saturation. This simple but effective change extends the usable life of each batch of water, reducing unnecessary consumption without compromising quality or performance.

The impact has been significant. By refining this process, we now save approximately 540 m³ of water annually, while also reducing the volume of wastewater generated.

By refining our cleaning processes, we now save

3 M³

of water per operational day

That's

540,000

litres saved annually

Equivalent to approximately

7,000

bathtubs

These actions mark an important step in strengthening our approach to resource stewardship. As we continue to improve our monitoring and data collection, we will further identify opportunities to reduce water consumption, minimise waste generation, and improve resource efficiency across our operations.



To formalise our approach, we are developing a dedicated Water & Wastewater Management Policy, which will define clear principles, responsibilities, and ambitions for the responsible use of water across our operations. As we build on these foundations, we will continue to refine our approach and report on progress in future sustainability disclosures.



Social.

We create spaces that bring people together and build stronger communities.

Working conditions.

OWN WORKFORCE

At Losberger De Boer, creating a safe, respectful, and supportive working environment is a fundamental part of how we operate. We believe that strong working conditions contribute not only to employee wellbeing, but also to the long-term success and resilience of our organisation.

In 2025, we took an important step towards greater consistency in our people practices by appointing Tim Behrendt as our Global HR Director. With over 13 years of international HR management experience, he has already played a key role in aligning how we manage and support employees across our locations, while maintaining the flexibility needed to reflect local circumstances and legal requirements.

Our expectations regarding workplace behaviour, employment standards, and human rights are set out in our Code of Conduct and Employee Handbook. These standards are supported by a zero-tolerance approach to human trafficking, forced labour, and child labour. As part of our hiring process, age verification is conducted for all new employees and apprentices to help ensure compliance with applicable labour standards and legal requirements.

Through these commitments, we contribute to the achievement of the United Nations

Sustainable Development Goal 8 (Decent Work and Economic Growth) by promoting fair working conditions, protecting labour rights, and fostering safe, inclusive, and respectful workplaces across our organisation.

We are committed to maintaining open communication throughout the organisation. Employees are represented through various works councils and employee representative bodies, with regular meetings taking place between employee representatives and management. These meetings are supported by documented agendas and meeting minutes, helping to ensure transparency, accountability, and constructive dialogue on workplace matters.

Creating a respectful workplace starts with shared standards.

Code of conduct

Open dialogue

Employee handbook

Social protection

Our foundation



In addition, we conduct an annual employee satisfaction survey to better understand employee perspectives and identify opportunities for improvement. The results are reviewed by management and, where appropriate, translated into follow-up actions aimed at strengthening employee engagement and workplace wellbeing.

When concerns are raised, they can be addressed through established internal channels, including direct communication with management. We aim to address issues in a fair and constructive manner, supporting a workplace culture built on mutual respect, trust, and accountability.



Health & safety.

OWN WORKFORCE

Given the hands-on and on-site nature of many of our business activities, health and safety is a core priority at Losberger De Boer. Creating a safe working environment starts with ensuring that employees have the appropriate equipment, resources, and knowledge to perform their work safely and effectively.

Training plays a central role in our approach. Employees receive relevant health and safety guidance when they join the organisation, supported by ongoing training and awareness activities designed to ensure that risks remain well understood and effectively managed over time. Clear operational guidelines and day-to-day supervision help embed safe working practices across our activities.

This commitment extends beyond our own workforce. We also work to ensure that value chain workers operating on our sites receive appropriate health and safety information, guidance, and support, helping to maintain consistent standards and safe working practices throughout our projects.

Through these efforts, we contribute to the achievement of the United Nations Sustainable Development Goal 3 (Good Health and Well-being) by promoting

occupational health and safety, preventing work-related injuries, and supporting the well-being of everyone working across our operations and value chain.

Oversight is provided by a dedicated Health & Safety Officer, who supports the consistent application of health and safety standards and assists in identifying, assessing, and managing potential risks. This focus is particularly important for roles such as our tent builders, who frequently work on-site in varied and sometimes physically demanding environments. As working conditions can differ significantly from one location to another, preparation, awareness, and adherence to established procedures are essential.

We view health and safety as a continuous process of improvement. Through regular evaluations, incident reviews, and employee feedback, we continue to refine our approach and identify practical opportunities to reduce risk and support a safe, reliable, and healthy working environment.

We are committed to providing a safe and healthy working environment for our people, our partners and everyone who work on our sites.

01

TRAINING

We ensure our people have the knowledge and skills to work safely through regular training and clear instructions

02

EQUIPMENT

We provide the right equipment and ensure it is used and maintained to the highest standards.

03

SUPERVISION

Strong leadership and on-site supervision help us maintain safe practices and respond quickly when needed.

04

CONTINUOUS IMPROVEMENT

We learn from experience, share insights and improve our ways of working every day.



Equal treatment & opportunities.

OWN WORKFORCE

We are committed to providing equal opportunities for all employees and fostering a workplace where everyone is treated with dignity, fairness, and respect. Employment-related decisions are based on skills, qualifications, experience, and performance, ensuring employees have the opportunity to contribute and develop based on merit.

As an international organisation operating across multiple countries and cultures, we recognise the value that diverse backgrounds, perspectives, and experiences bring to our business. We strive to create an inclusive working environment where employees feel welcome, valued, and able to participate fully, regardless of gender, age, nationality, ethnicity, religion, disability, sexual orientation, or other personal characteristics.

Through this commitment, we contribute to the achievement of the United Nations Sustainable Development Goal 5 (Gender Equality) by promoting equal opportunities, fostering an inclusive workplace, and supporting equal participation and career development for all employees.

Supporting employee growth is an important part of this commitment. Individual development plans form part of the annual performance review process, helping employees identify development objectives, strengthen capabilities, and explore opportunities for career progression. These discussions support both individual ambitions and the long-term needs of the organisation.

We maintain a zero-tolerance approach to discrimination, harassment, and any form of unequal treatment. Employees have access to established grievance and reporting mechanisms through which concerns related to discrimination, harassment, or inappropriate behaviour can be raised confidentially and addressed in a fair and timely manner.

We view equal treatment and opportunities as an ongoing commitment. By continuing to promote inclusion, support professional development, and maintain fair employment practices, we aim to provide a working environment in which all employees have the opportunity to succeed and contribute to the continued success of our organisation.

Everyone deserves the opportunity to contribute, develop, and succeed.

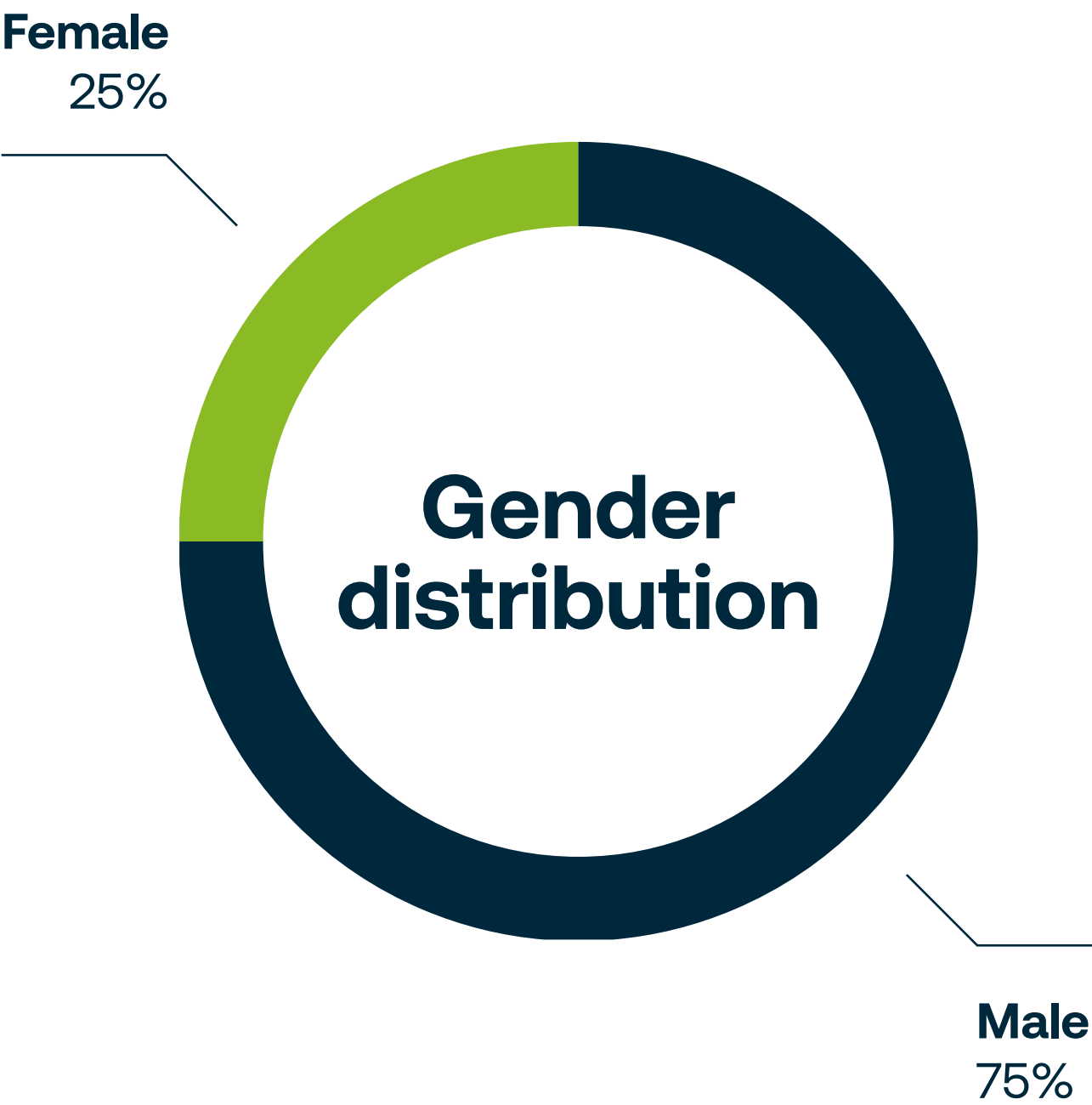
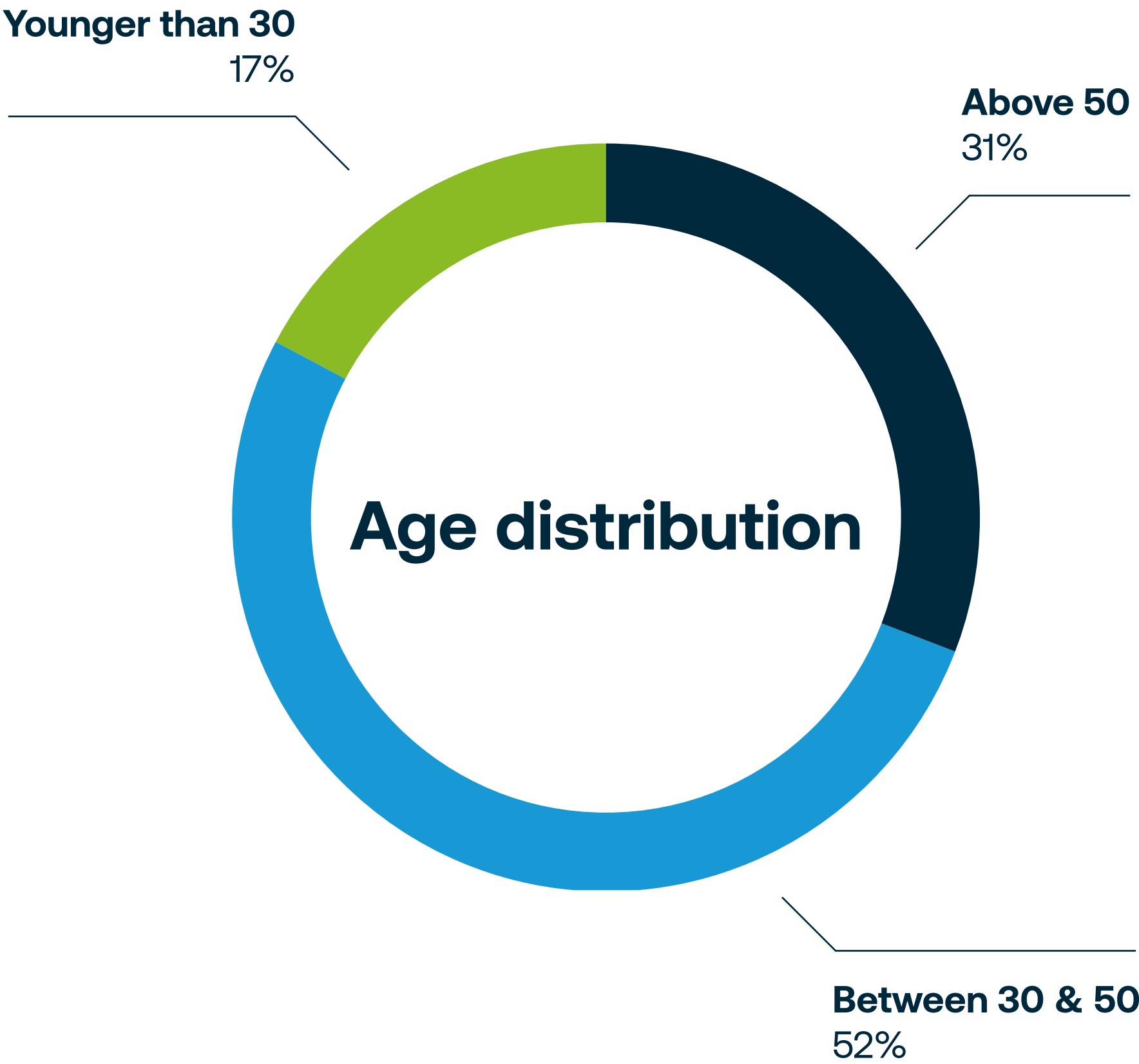


Metrics.

OWN WORKFORCE

Understanding the composition of our workforce is an important part of building an inclusive, resilient, and future-ready organisation. By monitoring key workforce metrics, we can better understand the makeup of our organisation, identify trends over time, and ensure our people strategies remain aligned with the needs of our business and our employees.

In 2025, our key workforce metrics were as follows:



Full-time equivalent (FTE) employees

774

Tracking these indicators helps us to assess workforce diversity, support effective workforce planning, and inform initiatives related to recruitment, development, and employee wellbeing. As our data collection and reporting processes continue to mature, we plan to further strengthen our insights into workforce composition and use this information to support informed decision-making across the organisation.

The strength of our business starts with our people.



Workers in the value chain.

We recognise that our responsibilities don't stop at our own operations. Our work relies on a wider network of suppliers and partners, and with that comes a shared interest in fair and safe working conditions across the value chain.

Our role begins with setting clear expectations. Through policies like our Code of Conduct, we outline the principles we expect partners to uphold, including respect for human rights, the fair and respectful treatment of workers, and the prevention of human trafficking, forced labour, and child labour.

With this in mind, we aim to work with partners who align with these standards. At the same time, we're realistic about where our direct control ends. Suppliers and contractors are responsible for their own employees and working conditions, so our focus is on choosing the right partners, maintaining open dialogue, and encouraging transparency in how they manage their workforce.

Health and safety is an important part of this conversation, particularly where external workers are involved in activities linked to our projects. We expect our partners to provide appropriate training, equipment, and guidance to ensure safe working conditions.

Responsible partnerships create stronger outcomes for everyone.

Clear expectations

Responsible partnerships

Safe working practices

Our approach



Where we work alongside contractors or shared sites, we typically coordinate on safety practices to keep activities structured and consistent. This helps reduce risks and ensures everyone involved is working to a common understanding of safety.

Overall, our approach is a practical one: setting clear expectations, working with partners who take these issues seriously, and collaborating where possible, all while recognising that responsibility for implementation sits with each employer.



Our customers.

The relationship we have with our customers is built on trust and reliability. From the first conversation to final handover, our core focus is on providing the right solution in a way that’s efficient, straightforward, and dependable.

What matters most to our customers is often simple: they need the right space, in the right place, at the right time. Our role is to make that happen – whether for a major event, a commercial project or a critical response situation – so that they can focus on what they do best.

This extends beyond installation. Once a project is complete, our structures are removed and the site is restored as far as possible to its original condition. Our physical presence may be temporary, but the experiences we provide are intended to last.

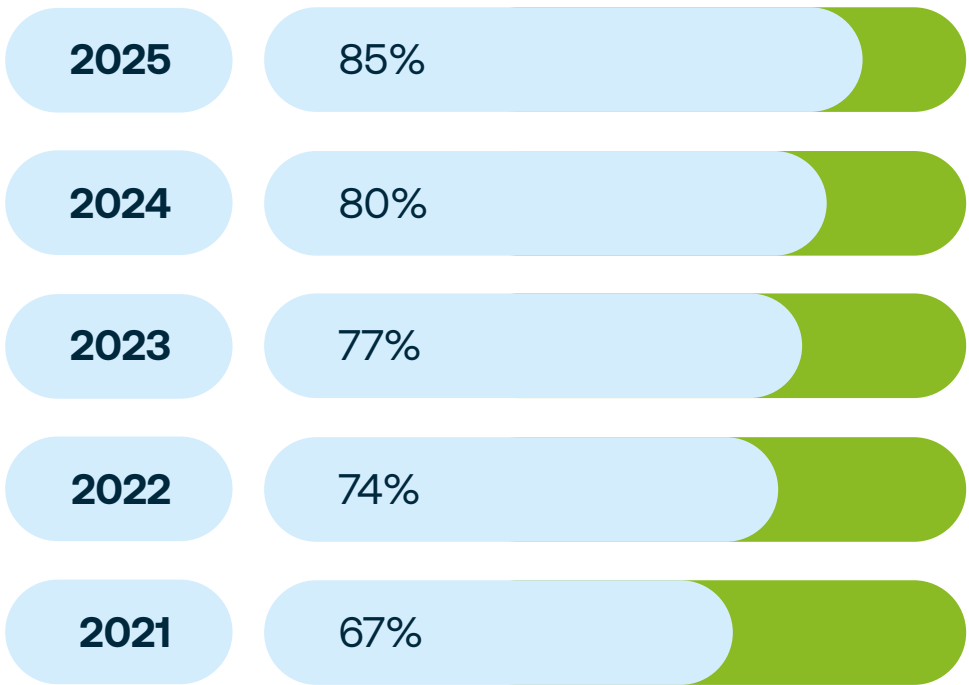
Listening to our customers is an important part of how we improve. For more than fifteen years, we’ve measured customer sentiment using the Net Promoter Score (NPS), supported by structured feedback and complaint-handling processes. This gives us clear insight into what we’re doing well and where we can do better. That focus is reflected in our results. Our NPS increased from 67 in 2023 to 74 in 2024, reaching 77 in 2025. Looking ahead, we’ve set a target of 80 by 2027 and 85 by

2030. Performance is measured consistently across all customer segments and regions using a standardised methodology, supported by post-project evaluations, customer surveys, and feedback from complaint-resolution processes.

While NPS provides a valuable measure of customer satisfaction, it doesn’t capture the full extent of the value we aim to create. Many of our projects support something bigger than the structures themselves. They enable continuity in challenging circumstances, create space for learning and growth, and provide the setting for moments that matter.

Whether delivering temporary classrooms, supporting emergency response, or enabling major public events, our solutions are designed to be flexible and effective. In many cases, their impact extends beyond our immediate customer to the wider communities they serve.

Customer satisfaction

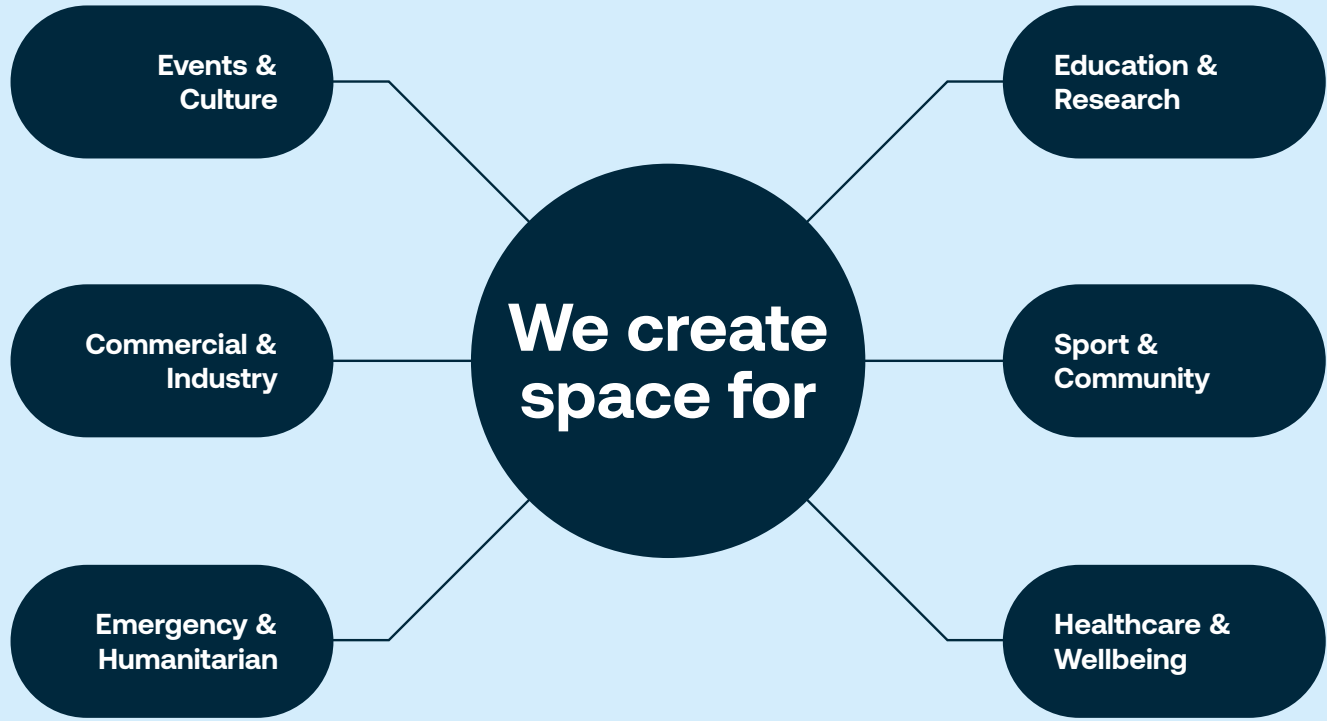


That’s ultimately what we strive for:

not simply to provide space, but to help our customers achieve their goals and, in doing so, create lasting value for the people and communities around them. This is what our entire ESG strategy revolves around.

Customer impact network

Space that enables what matters



Success stories.

Our customers typically occupy the intersection between impact, ambition, responsibility. Whether delivering global sporting events, responding to national crises, or advancing education and innovation, they rely on spaces that support people and communities while generating long-term value.

The following examples illustrate how our projects contribute to positive social impact. In each case, our temporary and semi-permanent structures enabled continuity, connection, and opportunity, helping our customers achieve their goals while creating meaningful outcomes for the people and places they serve.



SailGP.

PREMIUM HOSPITALITY ON THE
SASSNITZ BREAKWATER

In August 2025, the island of Rügen hosted the first-ever Germany Sail Grand Prix, bringing one of the world’s most exciting sailing championships to German waters for the first time. For Losberger De Boer, it was an opportunity to create a premium hospitality experience that connected people, place, and performance.

At the centre of the project was the Adrenaline Lounge, a hospitality structure located directly on the Sassnitz breakwater. Positioned just metres from the racing, the venue offered guests an immersive viewing experience while providing a unique setting for networking, entertainment, and partner engagement.

Beyond the event itself, SailGP delivered significant benefits for Sassnitz and the wider Rügen region. Global broadcast coverage and thousands of visitors helped showcase the destination’s ability to host world-class sporting events, supporting local businesses and raising the area’s international profile.

Delivering the project on the breakwater required careful planning and close collaboration across engineering, logistics, R&D, and on-site delivery teams. Strict load restrictions, limited access, and challenging coastal weather conditions demanded flexible solutions and strong coordination with local stakeholders. Throughout the project, safety and operational excellence remained a priority. The structure was

installed and operated to the highest standards, providing a safe and welcoming environment for guests, staff, and partners.

Following the event, the temporary installation was removed with minimal impact on the site, demonstrating how major events can be delivered responsibly in sensitive coastal locations. The project highlights how temporary structures can create lasting value by combining technical expertise, thoughtful design, and memorable guest experiences.

AT A GLANCE

Premium hospitality structure on Sassnitz breakwater

Delivered in high-wind coastal conditions

Cross-functional delivery (incl. engineering, logistics and R&D)

Global broadcast sporting event with international reach

Build time: 20 days



”
The SailGP project showed how expertise and collaboration can transform a challenging environment into an unforgettable experience along the stunning Sassnitz coastline.

Laura Sanz
Account & Project Manager



Bringing
world-class
sport closer
to people and
places.



Málaga Ladies Cup.

HOSPITALITY THAT ELEVATES
SPORT AND COMMUNITY SPACE

In 2025, Málaga hosted the Andalucía Costa del Sol Open de España presented by Oysho, the season-ending tournament of the Ladies European Tour. As one of the most prestigious events in women's golf, it brought together elite players, sponsors, partners, and spectators for a week of competition at Real Guadalhorce Club de Golf. Losberger De Boer was proud to contribute by delivering a temporary hospitality environment designed to enhance the event experience for all involved.

Set within the grounds of the course, the structure provided a welcoming and versatile space where guests could gather and enjoy the tournament in comfort. It served as a central meeting point for players, sponsors, organisers, and visitors, supporting everything from business conversations and networking to hospitality and relaxation between rounds.

We tailored the design carefully to complement its surroundings. Positioned within the natural landscape of the course, the structure integrated seamlessly into the venue while providing the high-quality facilities expected of an international sporting event. This balance between functionality and sensitivity to place helped preserve the character of the location while elevating the overall visitor experience.

Beyond the tournament itself, the event reinforced Málaga's standing as a leading destination for world-class sport. By hosting the finale of the Ladies European Tour, the city further strengthened its reputation on the international golf calendar, attracting visitors, media attention and investment while showcasing the region to a global audience.

Delivering the project required careful planning and diligent coordination. Working within a live event environment and a demanding schedule, teams collaborated closely to ensure the structure was installed efficiently, safely, and to the highest possible standards. The result was a reliable, high-performing space that met the needs of the tournament without disrupting the venue's day-to-day operations.

Comfort, accessibility, and safety were priorities throughout. The structure was designed to provide a secure and enjoyable environment for all users, reflecting our commitment to creating spaces where people can come together with ease and confidence and enjoy each space as if it's always been there.

Once the tournament concluded, the installation was removed, leaving the course unchanged. We're proud of the experiences it accommodated and the role it played in supporting a landmark event in women's sport.

By supporting a leading event in women's sport and delivering a structure designed for reuse and minimal site impact, the project reflects how temporary infrastructure can contribute to more inclusive and responsible sporting events.

AT A GLANCE

Temporary hospitality structure for Ladies European Tour final

Real Guadalhorce Golf Club Malaga

Integrated into active golf course environment

Delivered within live tournament programme

Build time: 4 days

**A landmark event
in women's sport
that brought
athletes, guests
and spectators
together.**



Padel.

FLEXIBLE INFRASTRUCTURE FOR A SPORT THAT BRINGS PEOPLE TOGETHER

Padel is transforming the world of sport. With its rapid rise in popularity and highly social nature, it has become one of the fastest-growing sports in the world. For Losberger De Boer, this presents an exciting opportunity to support a movement that’s not only changing how people play, but also how communities stay active and come together.

As demand for padel continues to grow, so does the need for high-quality, adaptable infrastructure. This is where we play an important role. By designing and delivering flexible, covered padel facilities, we help clubs, investors, leisure operators, and communities respond quickly to rising demand, creating spaces both accessible and built for year-round use.

Our modular approach offers clear advantages. Facilities can be installed quickly, tailored to specific locations and requirements, and expanded as demand evolves. This means operators can now bring new courts to market faster while reducing disruption and avoiding the permanence and resource intensity of traditional construction. It’s an approach that aligns commercial agility with responsible resource use.

Padel’s appeal lies in its accessibility. Easy to learn and inherently social, it welcomes players of all ages, abilities, and backgrounds. By enabling faster, more resource-efficient

development of sports facilities, our approach supports both increased physical activity and a more sustainable model for expanding community infrastructure. These venues often become much more than sporting facilities. They serve as community hubs, bringing together players, families, local businesses, and spectators in shared spaces designed for interaction and enjoyment. In this way, the infrastructure itself contributes to social wellbeing and encourages healthier, more connected lifestyles.

Our solutions are also designed with longevity and adaptability in mind. Components can be reconfigured, relocated, or repurposed as needs change, supporting a more circular approach to sports infrastructure. This flexibility allows operators to invest with confidence while minimising waste and maximising the long-term value of their assets.

As padel continues its global expansion, and moves closer to potential Olympic recognition, Losberger De Boer is well positioned to support the next phase of its development. By combining technical expertise, innovative design, and a deep understanding of temporary and semi-permanent space solutions, we’re helping shape the future of this dynamic sport.

- AT A GLANCE
- Modular padel court infrastructure (fast-deploy system)
- Serving rapidly growing global market (>25M players worldwide)
- Faster deployment than traditional sports facility construction
- Year-round covered playing capabilities



Enabling more ways to play. Building stronger, more active communities.



RAAC.

EMERGENCY EDUCATION FACILITIES FOLLOWING RAAC CLOSURES

When the RAAC crisis emerged across the UK, schools faced an urgent and deeply disruptive challenge. Buildings that had long been part of everyday school life were suddenly deemed unsafe, forcing closures and leaving thousands of students, teachers, and families facing uncertainty. For Losberger De Boer, this was about far more than providing temporary structures – it was about helping schools restore stability, continuity, and confidence at a critical moment.

Working closely with the Department for Education, local authorities, and school leadership teams, we delivered rapid, practical solutions that allowed education to continue with minimal disruption. Between August 2023 and January 2024 alone, we completed seven temporary school facilities across the south of England, ranging from individual classroom blocks to larger multi-building campuses.

Each project was shaped by the specific needs of the school. In some cases, this meant creating fully equipped classrooms and teaching spaces; in others, it involved providing essential facilities such as dining halls, kitchens, offices, and multi-purpose areas. At The Gilbert School, for example, a temporary canteen and kitchen facility was designed, built, and operational within weeks, ensuring that 1,600 students could continue to access hot meals and shared social

space. The impact extended well beyond the physical buildings themselves. By enabling students to return to in-person learning quickly, these solutions helped preserve educational continuity, routine, and wellbeing during a period of significant uncertainty. For school communities, maintaining a sense of normality was invaluable. Classrooms remained places of learning, friendships could continue uninterrupted, and staff were able to focus on supporting students rather than managing prolonged disruption.

Speed was essential, but so too was quality. Drawing on decades of experience in emergency response and rapid deployment, our teams were able to assess requirements quickly and begin construction within days. These spaces were designed not simply as temporary stopgaps, but as safe and fully functional learning environments that could support schools for as long as needed.

The projects also demonstrated the adaptability of semi-permanent structures. They offered schools a cost-effective, flexible alternative to traditional construction, while minimising environmental impact through reusable components and efficient material use. Once permanent solutions are in place, these structures can be repurposed, relocated, or reconfigured, supporting a more circular approach to construction and resource use. Importantly, our response helped schools remain at the heart of their

communities. Education is about far more than lessons alone – it provides stability, social connection, and a sense of belonging. By creating safe spaces where students could continue to learn, eat, gather, and grow, we supported operational continuity on one hand and the wellbeing and resilience of entire school communities on the other.

These projects highlight how adaptable, reusable structures can provide rapid, lower-impact solutions in times of crisis, supporting both educational continuity and more sustainable approaches to emergency infrastructure.

AT A GLANCE

7 school sites delivered

Capacity supporting ~1,600 students per site

Classrooms, dining, kitchens, and support spaces provided

Build time: ~5 months

**Creating safe spaces.
Supporting learning.
Strengthening school communities.**



TUM Aerospace Campus.

When the Technical University of Munich set out to expand its aerospace and geodesy capabilities, the ambition was clear: to create one of Europe's leading hubs for teaching, research, and innovation. The challenge was equally clear. A fully operational campus for more than 2,500 students needed to be designed, built, and ready for use in just 6 months.

For us, this was an opportunity to demonstrate how our flexible space solutions can accelerate progress in education and research. Working as a turnkey partner, we delivered a complete campus environment that, to this day, combines the speed of modular construction with the quality, functionality, and permanence of a traditional academic setting.

The result is a vibrant learning environment at Ottobrunn-Taufkirchen, located at the heart of Bavaria's aerospace cluster. More than 12,000 square metres of teaching, research, and operational space were created, including lecture halls, seminar rooms, offices, technical facilities, and student areas. At its centre is the "Magistrale", a 115-metre internal spine that connects the campus and provides places for collaboration, informal learning, and everyday interaction.

Designed to support both academic excellence and student wellbeing, the campus offers bright, modern, and fully accessible spaces. Large rooflights

maximise natural daylight, while integrated building technology optimises lighting, climate control, and energy use in real time. This intelligent system has reduced energy consumption by up to 23%, demonstrating how innovation can enhance both performance and sustainability. The project also highlights the value of adaptability.

By combining hall systems, modular buildings, and container-based units, we were able to tailor each space to its specific purpose. From high-capacity lecture theatres to specialist operational facilities, including a modular fire station and technical support hub. This versatility ensured the campus could meet immediate needs while remaining flexible enough to evolve alongside the university's future ambitions. Beyond the buildings themselves, the campus plays an important social and economic role. It provides students and researchers with an inspiring environment in which to learn, collaborate, and innovate. Equally, it strengthens the wider aerospace ecosystem, fostering closer links between academia, industry, and government in one of Europe's most dynamic innovation clusters.

Once complete, the campus immediately became more than a collection of buildings. It became a place where ideas can be tested, partnerships can be formed, and the next generation of engineers, scientists, and innovators can thrive.

The TUM Ottobrunn-Taufkirchen project is a powerful example of how Losberger De Boer creates space for what matters. By combining speed, precision, and forward-thinking design, we helped deliver an educational environment that'll support learning, discovery, and innovation for years to come.

Across each of these projects, one thing remains consistent: the ability to create spaces that respond to immediate needs while contributing to longer-term social, economic, and environmental value.

This is how we endeavour to support our customers. We exist to successfully deliver each project, but also to create outcomes that make a positive difference beyond them.

AT A GLANCE

Turnkey temporary university campus

12,000 m² teaching, research, and operational space

Capacity for 2,500+ students

Build time: 6 months

**Creating space
for ideas to
take flight
today, and
tomorrow.**



Governance.

Strong governance is the foundation for integrity, accountability and trust.



Supplier management.

Our suppliers are central to how we operate, and where many of our environmental and social impacts sit. Building strong, transparent relationships with them is therefore a key part of our approach to sustainability.

Guided by the OECD Guidelines for Responsible Business Conduct, we aim to identify, assess and address environmental, social and governance risks throughout our value chain while working collaboratively with suppliers to drive continuous improvement.

In 2025, we introduced a global supplier management system to bring more structure and consistency to how we select and work with suppliers. This has given us a much clearer view of the goods and services we purchase, and the impacts that come with them.

A particular focus has been on integrating sustainability into day-to-day supplier management. As much of our impact – especially our Scope 3 emissions – lies within our value chain, better data is essential.

To support this, we introduced an ESG questionnaire, allowing suppliers to share information on their environmental, social, and governance practices, which helps us build a more complete picture of our value chain and identify where improvements may be needed.

We've also implemented a supplier risk assessment to highlight potential ESG

and compliance risks. Where higher-risk suppliers are identified, the aim is to start a constructive conversation, understanding the context, and, where possible, working together to improve standards over time. At the same time, the system allows us to take further action if expectations aren't met.

Through this collaborative approach, we contribute to the achievement of the United Nations Sustainable Development Goal 17 (Partnerships for the Goals) by working closely with our suppliers to improve sustainability performance, strengthen transparency, and promote responsible business practices throughout our value chain.

We expect our suppliers to follow our Code of Conduct and provide transparency on areas such as anti-bribery and corruption. This helps solidify a more consistent approach to integrity across our network.

In practice, this approach relies on two factors: reliable data and open dialogue. Both are becoming a more regular part of how our procurement teams work, supported by close collaboration with our CSR function.

Alongside this, we try to maintain fair and straightforward business relationships. This includes adhering to agreed payment terms, 60 days for regular suppliers and 30 days for labour partners, helping to build long-term partnerships based on trust and clarity.

SUPPLIER ENGAGEMENT SYSTEM

01

ONBOARDING

We select suppliers based on clear criteria and ensure they commit to our Code of Conduct and expectations from the start.

02

ASSESSMENT

Suppliers complete an ESG questionnaire and risk assessment so we can better understand their practices and potential risks.

03

ENGAGEMENT

We start a dialogue with our suppliers to understand context, address risks and work together to improve standards.

04

MONITORING

We monitor performance and compliance through data, evaluations and ongoing communication.

05

IMPROVEMENT

We support continuous improvement and take further action where expectations are not met.



”

Sustainability starts in our supply chain. Through transparency and collaboration, Procurement drives lasting impact

Mijke Admiraal - Zijp
Sr. Group Purchaser/
Procurement Manager



Ethics and compliance.

Conducting business with integrity is foundational to our day-to-day operations. It shapes how we work internally and engage with partners across our value chain.

Our approach is built on being clear on expectations, staying alert to potential risks, and acting when needed. In 2025, we reinforced this by rolling out mandatory anti-bribery and corruption training for all employees, delivered through an independent third-party provider. The aim was straightforward: to ensure everyone understands how to recognise risks and respond appropriately in their daily work. By making this training mandatory and centrally monitored, we've taken steps towards a more consistent understanding of ethical behaviour across the organisation.

Alongside training, we focus on maintaining visibility of potential risks. This includes internal monitoring as well as a whistleblower mechanism, which allows employees and external stakeholders to raise concerns confidentially. It's an important part of how we identify issues early and ensure they can be addressed without fear of negative consequences.

During the reporting period, no material incidents related to bribery, corruption, or other breaches of business conduct were identified. While this is certainly encouraging, our focus remains on maintaining robust processes and continuing to strengthen them over time.

When concerns are raised, they're reviewed and addressed in a structured and fair way. This may involve investigation, corrective actions, or improvements to existing processes, depending on the situation.

Overall, we endeavour to keep our approach practical and consistent, combining clear expectations, regular training, and effective monitoring to support responsible business conduct across the organisation.

Responsible business conduct depends on clear expectations, open dialogue and accountability.



Ecovadis.

Sustainability is becoming increasingly embedded in how we operate, and our partnership with EcoVadis has played an important role in this journey. It provides an independent benchmark against which we can measure progress, identify opportunities, and drive continuous improvement across our organisation.

We began working with EcoVadis in 2021, recognising the value of a globally respected framework for assessing sustainability performance across complex international supply chains. Our Rental Projects Division was the first part of the business to be assessed in 2022, earning a Silver Medal and establishing a strong foundation for broader participation.

By 2024, EcoVadis assessment had been expanded across the Group, reflecting our commitment to a more consistent and integrated approach. Since then, we’ve achieved and maintained a Gold Medal rating, with our score rising from 77 out of 100 in 2024 to 82 in 2025. This places Losberger De Boer among the top 2% of all companies assessed worldwide.

This progress is the result of focused effort across all four EcoVadis assessment areas: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement. In particular, we’ve strengthened our sustainable procurement practices,

maintained key ISO certifications, and enhanced our performance monitoring through more structured, KPI-led reporting. These developments reflect a business that’s moving beyond strong intentions towards increasingly mature, data-driven sustainability management.

Our EcoVadis performance also supports our wider strategic direction. It demonstrates that sustainability considerations are becoming more deeply integrated into our governance, operations, and supply chain management. In doing so, it helps us become more resilient and transparent while delivering greater value for our customers, our partners, and other stakeholders.

Looking ahead, we remain focused on further progress. In 2026, our priority is to renew and improve our EcoVadis rating, with the ambition of moving closer to Platinum status. To support this, we’re implementing a range of enhancements, including updates to our sustainable procurement policy, stronger alignment across all our business units, and continued development of our internal reporting capabilities.

A key part of this evolution is our transition towards the requirements of the Corporate Sustainability Reporting Directive (CSRD). This report has been developed with reference to the CSRD framework,

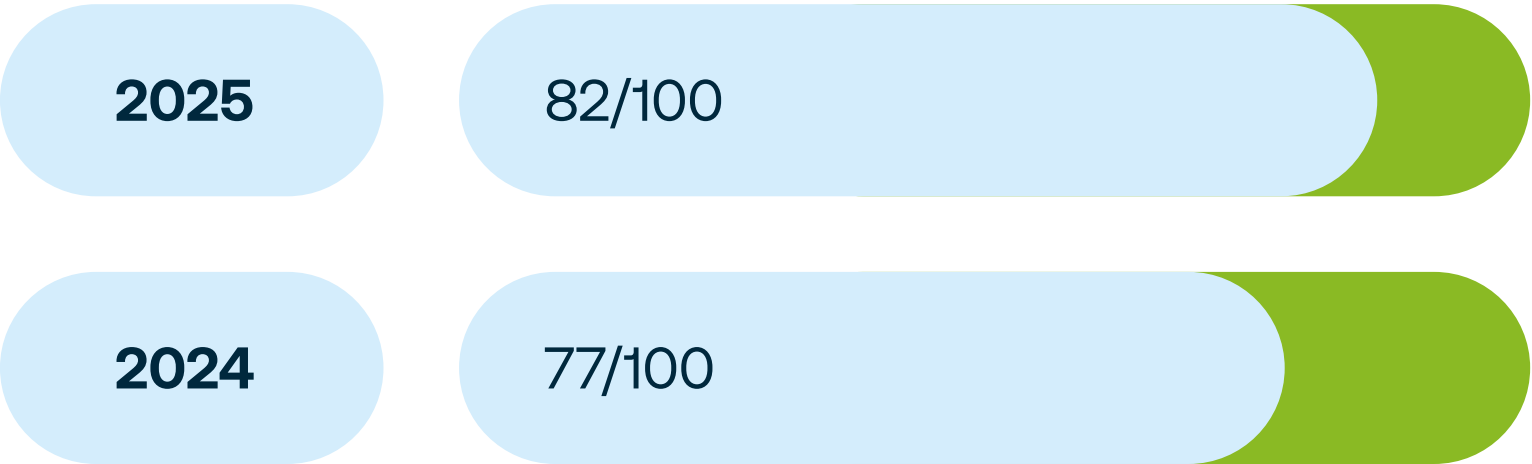
supporting a more rigorous and consistent approach to sustainability disclosure. As regulatory expectations continue to evolve, this’ll help ensure that our reporting remains transparent, relevant and aligned with best practice.

Our EcoVadis journey reflects a broader commitment: to keep improving, remain accountable, and ensure sustainability sits at the heart of the way we do business. It’s one measure of progress, but also a reminder that meaningful sustainability performance is built through continual collaboration and informed action.



Ecovadis scorecard

Overall sustainability score
+5 points vs 2024



THEME	SCORE (/100)	VS 2024
Environment	82	+3
Labor & human rights	84	+4
Ethics	73	+3
Sustainable procurement	79	+9



Space for what matters.

This report marks an important step for Losberger De Boer. Over the past year, we've focused on building the foundations – improving how we collect data, aligning our internal systems, and bringing our organisation closer together through One LDB.

These may not always be the most visible changes, but they matter. They give us a clearer understanding of our impact and allow us to move forward with greater consistency and confidence in our decisions.

Sustainability is central to how we think, work, and support our customers. Every structure we design and deliver is an opportunity to do things more responsibly, and to create spaces that serve people in many meaningful ways.

Looking ahead, our focus is on turning these foundations into measurable progress. We'll continue to develop our climate approach, strengthen how we design for circularity, and deepen collaboration and awareness across our value chain. Just as importantly, we'll keep investing in our people and maintaining the high standards of quality and reliability our customers expect.

The world around us is changing, and so are the expectations placed on businesses like ours. We see that not as a challenge to

manage, but as a responsibility to meet and an opportunity to improve.

One LDB reflects how we move forward: aligned, in pursuit of the same goal. Because, ultimately, while our structures may be temporary, the impact they create often isn't.

We're grateful to the employees, partners, and customers who've joined us on this journey and contributed to our progress. Together, we'll continue creating space for what matters - and safeguard it for the sake of all our futures.



Appendix.

// CSRD reference table

DR	Description	Page
ESRS 2 General disclosure		
GOV-1/ GOV-4	Governance of sustainability matters	Planned for future reporting
SBM-1/ SBM-3	Strategy, business model and material impacts, risks and opportunities	6-8
IRO-1/IRO-2	Materiality assessment process	11 - 12
BP-1/ BP-2	Basis for preparation of the sustainability statement	10
GDR-P,A,M,T	General Disclosure Requirements for policies, actions, metrics, and targets	All material topics are disclosed in accordance with the GDR approach
ESRS E1 Climate change		
E1-1	Transition plan for climate change mitigation	14
E1-2	Identification of climate-related risks and scenario analysis	15
E1-3	Resilience in relation to climate change	15
E1-4	Policies related to climate change mitigation and adaptation	16
E1-5	Actions and resources in relation to climate change mitigation and adaptation	17
E1-6	Targets related to climate change	18
E1-7	Energy consumption and mix	20 - 23
E1-8	Gross scope 1, 2, 3 GHG emissions	23
E1-9	GHG removals and GHG mitigation projects financed through carbon credits	n/a
E1-10	Internal carbon pricing	n/a
E1-11	Anticipated financial effects from material physical and transition risks and material climate-related opportunities	n/a
ESRS E2 Pollution		not material
ESRS E3 Water		not material
ESRS E4 Biodiversity		
E4-1	Biodiversity and ecosystems transition plan	n/a
E4-2	Policies related to biodiversity and ecosystems	24
E4-3	Actions and resources related to biodiversity and ecosystems	24
E4-4	Targets related to biodiversity and ecosystems	n/a
E4-5	Metrics related to biodiversity and ecosystems change	n/a
ESRS E5 Circularity		
E5-1	Policies related to resource use and circular economy	25
E5-2	Actions and resources related to resource use and circular economy	25

DR	Description	Page
E5-4	Resource inflows	26
E5-5	Resource outflows	27 - 29
ESRS S1 Own workforce		
S1-1	Policies related to own workforce	31-33
S1-2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	31-33
S1-3	Actions and resources related to own workforce	31-33
S1-4	Targets related to own workforce	31-33
S1-5	Characteristics of the undertaking's employees	34
S1-6/ S1-16	Metrics related to own workforce	n/a
ESRS S2 Workforce in the value chain		
S2-1	Policies related to workers in the value chainworkers to raise concerns or needs and approaches to remedy	35
S2-2	Engagement with workers in the value chain, existence of channels for workers to raise concerns or needs and approaches to remedy	35
S2-3	Actions and resources related to workers in the value chain	35
S2-4	Targets related to workers in the value chain	35
ESRS S3 Affected communities		not material
ESRS S4 Consumers and end-users		
S4-1	Policies related to consumers and end-users	36
S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	36
S4-3	Actions and resources related to consumers and end-users	36
S4-4	Targets related to consumers and end-users	36
ESRS G1 Business conduct		
G1-1	Policies related to business conduct	44-45
G1-2	Actions related to business conduct	44-45
G1-3	Targets related to business conduct	44-45
G1-4	Metrics related to corruption or bribery	44-45
G1-5	Metrics related to political influence, including lobbying activities	44-45
G1-6	Metrics related to payment practices	44-45

SPACE FOR WHAT MATTERS

**Creating adaptable
spaces.
Supporting stronger
communities.
Building a more
sustainable
future.**

Losberger De Boer Holding GmbH

Gottlieb-Daimler-Ring 14
74906 Bad Rappenau
Germany

www.losbergerdeboer.com

CSR Report 2025

