
SUSTAINABILITY
REPORT 2025
BEKAERT DESLEE





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About this report

Our **2025 Sustainability Report** is intended to provide our stakeholders with **clear and transparent insights** into our **sustainable business practices**. This report has been prepared with due consideration of the initial version of the Corporate Sustainability Reporting Directive (CSRD). No external assurance has been obtained for this report.

Based on the revised CSRD thresholds, BekaertDeslee currently no longer falls within the scope of the CSRD. The company is a portfolio entity of the German holding company Franz Haniel & Cie. GmbH, headquartered in Duisburg, Germany. Franz Haniel & Cie. assumes the reporting obligations for its portfolio companies.

Nevertheless, in line with our commitment to transparency and trust, **BekaertDeslee strives to align closely with the principles and requirements of the CSRD** and will adopt the European Sustainability Reporting Standards (ESRS) as its reporting framework going forward, applying them in a pragmatic and practical manner.

This report covers the **reporting period** from January 1, 2025, to December 31, 2025.



DATE OF PUBLISHING

1th of June 2026

FEEDBACK WELCOME

Please don't hesitate to interact with us on the content of this report or our ESG policies.

Contact: Ruben Puype, Sustainability Director.

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ABOUT THIS REPORT

Our annual sustainability report 2025 aims to provide transparency to our stakeholders about our sustainable business practices. This report has been prepared in first alignment with the Corporate Sustainability Reporting Directive (CSRD). No external assurance was provided. Currency of monetary values are in Euro.

OWNERSHIP AND LEGAL FORM

BekaertDeslee Holding is a Belgian limited liability company whose registered office is located at Deerlijkseweg 22, 8790 Waregem, Belgium. BekaertDeslee Holding is registered in Kortrijk under the number 0628953443.
The company has operations in 17 countries: Belgium, Romania, Turkey, Poland, Estonia, Czech Republic, Spain, USA, China, Indonesia, Australia, Mexico, Brazil, Argentina, Canada, India and South Africa.
Relevant NACE codes: 13,2; 13,3; 13,9

ENTITIES INCLUDED IN THIS REPORT

BekaertDeslee Holding NV

BekaertDeslee Innovation bvba

BekaertDeslee NV

Bekaert Textiles Holding BV

BekaertDeslee Spain S.L.

BekaertDeslee France S.A.S

BekaertDeslee CZ s.r.o. (before 24/5/23 called: Bekaert Textiles CZ s.r.o.)

Bekaert Tekstil Sanayi ve Ticaret A.S.

Bekaert Tekstil Pazarlama Dagitim ve Tic LTD. STI

DesleeClama Eastern Europe S.R.L.

DesleeClama Solutions S.R.L.

Deslee Baltic OÜ

DesleeClama Poland Sp.z.o.o.

BekaertDeslee USA Inc.

Politel S.A. de C.V.

Bekaert Textiles Mexico S. de R.L. de CV

Progresive Products de Mexico S. de R.L. de CV (PPM)

Bekaert Textiles Argentina S.A.

BekaertDeslee Brazil Indústria e comércio de artigos têxteis Ltda.

Bekaert Têxteis do Brasil Ltd

Bekaert Deslee (Aust) Pty Ltd

Bekaert Textiles (Wuxi) Co. Ltd

PT Clama Indonesia

BekaertDeslee Colombia S.A.S.

Deslee Mattex Ltd. (40% Joint-venture)

Les Tricots Maxime Inc.

9459-4355 Québec Inc. (holding entity)

Maxime Knitting Mexico SA de CV

CMC BekaertDeslee Private Limited (Joint-venture 25%)

A message from our CEO

DEAR READER,

Welcome to our 2025 Sustainability Report.

At BekaertDeslee, sustainability remains a core element of our business strategy and long-term vision. It guides how we create value, manage risks responsibly, and strengthen our position in a rapidly changing market. This report reflects the progress we are making, the challenges we face, and the ambitions that continue to drive us forward.

Over the past year, we have taken important steps to further structure and strengthen our sustainability approach. We have defined a clear roadmap to achieve our Science Based Targets initiative (SBTi) commitments, and our circularity ambitions are now formally embedded within this roadmap. This ensures a more integrated approach, linking climate action and circular product design into one coherent strategy.

Governance and accountability remain key. Our sustainability key performance indicators are closely monitored by the Executive Committee, ensuring regular oversight and informed decision-making at the highest level of the organization. Overall, most of our results are developing in line with our medium-term ambitions.

At the same time, we operate in a challenging external context. Ongoing geopolitical tensions and declining consumer confidence are creating headwinds for the market adoption of more sustainable products. While this affects short-term dynamics, it does not change our long-term direction.

We remain firmly committed to taking a leading role in sustainability within our sector. A strong example of this ambition is the industry award we received in 2025 at Interzum for our Infinity mattress cover. The Infinity cover consists of 91% recycled material and is fully recyclable and traceable throughout its entire life cycle, demonstrating that innovation, performance, and sustainability can go hand in hand.

Sustainability is not separate from our business, it is how we build resilience, strengthen competitiveness, and prepare BekaertDeslee for the future. I invite you to explore this report and see how we continue to turn ambition into concrete action.

Thank you for your continued trust and engagement.

– **Eric Lachambre**,
CEO at BekaertDeslee



Who are we?

Our purpose, vision and mission

At the heart of our sustainability strategy lies our purpose. It guides our daily efforts to embed sustainability into every aspect of our operations, driving meaningful impact across our business.



Our purpose

We improve the lives of many, for generations, enabling the planet to sleep better.



Our vision

We will be your trusted and preferred partner, passionate in providing sustainable textile solutions, close to you.

Living our values at BekaertDeslee



At BekaertDeslee, our values serve as a shared compass, ensuring our culture remains as resilient as the fabrics we create. In an environment spanning knitting, weaving, and sewing, these principles are operational assets. We see this most clearly in the “integrity of the stitch”, when a team member addresses a flaw at the source to set the next colleague up for success.

This sense of accountability is what allows our collective quality to remain high. Our local leaders act as a vital bridge to the shop floor, engaging in direct and open dialogue to keep our teams aligned. Supporting them, senior leadership maintains the “loom” of our organization, providing the long-term vision and resources needed to protect our craft as the industry evolves.

We weave this mindset throughout the entire employee life cycle. From day one, contribution is measured not only by technical skills, but also by character and behavior. By valuing the unique expertise each individual brings to their station, we foster an inclusive environment where everyone belongs.

This foundation of mutual support ensures we are not just operating equipment, but building a culture of trust. At BekaertDeslee, our values are the common thread connecting our diverse sites. By ensuring every voice is heard and every stitch is purposeful, we turn these principles into a driving force behind our success. We are not just manufacturing products; we are strengthening a community built on integrity and shared commitment to our future — always staying “close to you”.

— **Diana Avram**,
HR Director at BekaertDeslee EMENA

VALUES

At BekaertDeslee, we sincerely believe our employees are our number one asset.
Our success is based on our core values: these represent our highest priorities.
They are at the heart of the BekaertDeslee culture and inspire our employees to take action.
The five selected values are deeply rooted in the history and DNA of BekaertDeslee.



COLLABORATION

We rise by lifting others, we join efforts and we share knowledge & best practices.



ACCOUNTABILITY

We take ownership, we value feedback and we care about all stakeholders.



RESPECT

We show respect, we foster diversity and we treat everyone with dignity.



INITIATIVE

We make it happen, we actively build our future and we push ourselves and others to the next level.



HONESTY

We communicate in a transparent way, we act with integrity and we treat people fairly.

Value creation

With more than 100 years of history, we are dedicated to creating long-term value for society as a whole. We focus on continuously strengthening our Trinity of Strengths:



Customer Trust
Building strong, long-term partnerships within the mattress industry to deliver better sleep solutions for people around the world.

Manufacturing Excellence
Ensuring fast and reliable time-to-volume through operational excellence and scalable production capabilities.

Technology Leadership
Providing leading-edge, customized technologies that enable advanced and innovative product designs.

Our value creation model and strategy

BekaertDeslee is the world's leading specialist in the development, manufacturing, and sale of woven and knitted textiles and cut & sewn mattress covers. Every day, we cover an estimated 110,000 mattresses with our fabrics, from Vancouver to Sydney, from Helsinki to Cape Town. With 25 business locations across 19 countries and headquarters in Waregem, Belgium, BekaertDeslee is a truly global company with a strong local presence.

Our Strategic Focus: Three Pillars for Impact

To deliver the best possible sleep solutions for people around the world, BekaertDeslee's strategy is built on three core pillars:

1. Better Sleep

Better sleep starts with having access to a proper mattress. While mattresses are standard in developed countries, many people in developing regions still sleep on the ground or use indigenous solutions such as mats or netted beds. As **disposable incomes rise and the global middle class expands**, mattresses are becoming more accessible.

By 2030, over 5 billion people are expected to be part of the middle-income class, with around 4 billion of them living in **emerging markets**. Thanks to our "Close-to-You" footprint — with production sites in China, Indonesia, Mexico, Brazil, and Argentina , **BekaertDeslee is well-positioned to support this growth**. As a minority shareholder of Deslee Mattex Ltd. in South-Africa, we are as well supporting the local sub-Saharan mattress production market.

2. Commercial Excellence

The average person spends about one-third of their life on a mattress. **While a mattress may be viewed as a costly household item, the cost per night is minimal when considering its use, typically eight hours a day for around ten years.**

BekaertDeslee aims to clearly communicate the **added value** of our fabrics, not only **to mattress manufacturers but also to the end-consumer**, by highlighting how our materials contribute to sleep quality, comfort, and design.

3. Cost Efficiency

In today's inflationary environment, offering cost-efficient sleep solutions without compromising on service or quality is more important than ever. BekaertDeslee is committed to continuous improvement — upgrading our machinery, investing in **automation** and **artificial intelligence**, and optimizing our **operations**.

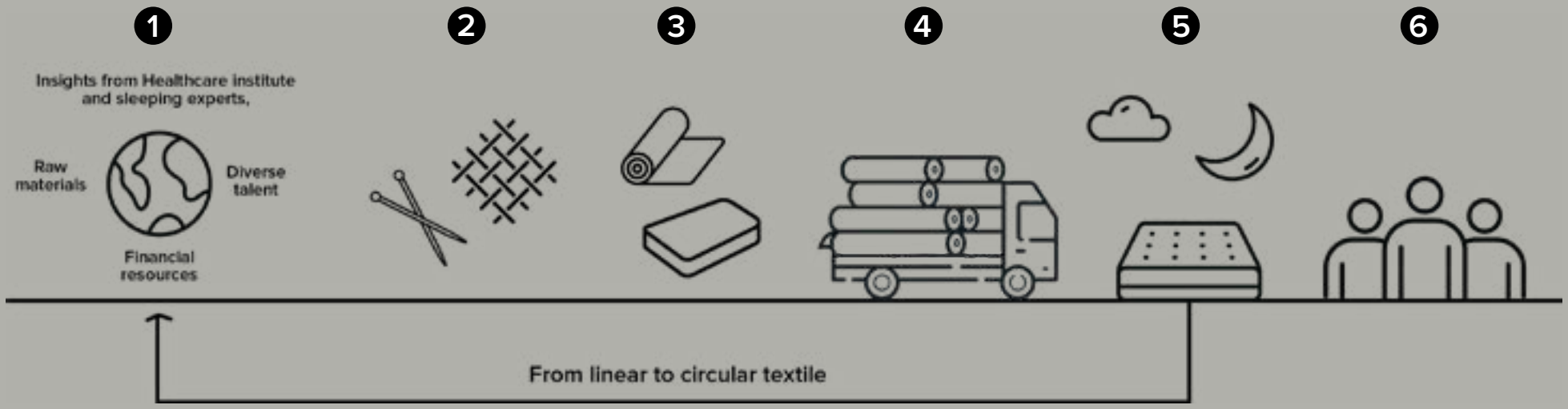
These efforts drive production efficiency, shorten lead times, improve product quality, and reduce material waste, all while ensuring we remain a reliable and competitive partner for our customers.

Our value chain

BekaertDeslee operates in a complex yet structured value chain, engaging multiple stakeholders from raw material sourcing to end-consumer use.

1+ Bln

people sleep on our fabrics every night



1 Resources

The journey starts with sourcing high-quality raw materials, primarily polyester (PES) yarns, which are mostly derived from virgin mineral oil today. Thanks to our global supplier base, we can source a broad variety of yarn types, helping us stay ahead of market trends and material innovation.

For specialty applications, we also convert polymer pellets in-house to yarns. Beyond yarns, we procure chemicals (used in fabric finishing) and packaging materials on a global scale.

In addition to physical inputs, financial capital, diverse talent, and expertise from sleep scientists and healthcare institutions are essential resources in this phase.

2 Development

We convert the yarns into fabrics through knitting and weaving technologies. These fabrics then undergo a finishing process, where they are treated with performance-enhancing coatings. These can make the fabrics moisture-repellent, fire-retardant, anti-bacterial, or skin-soothing, depending on customer needs.

This development phase enables us to fine-tune the performance and aesthetics of each fabric for its intended market.

3 Manufacturing

After finishing, the fabric flows into two main routes:

- It is either rolled and shipped to mattress producers, who integrate it into their own designs, or
- It is cut and sewn in-house into a fully finished mattress cover, which is then delivered to mattress assemblers or Bed-in-a-Box (Biab) brands.

This in-house capability allows us to deliver both semi-finished and ready-to-assemble solutions.

4 Distribution

Finished fabrics and covers are packed and distributed through our global logistics network, ensuring timely delivery to mattress producers and assemblers across the world. Our ability to operate on this scale supports both global brands and local mattress companies.

5 Customers

At this stage, our fabrics become part of the final product: a mattress. Mattress producers integrate our covers with a core (typically made of foam, latex, or springs). These final products are then sold via retailers, wholesalers, or direct-to-consumer brands.

Today, over 1 billion people sleep on our fabrics every night, a milestone that reflects our deep integration into the global sleep economy.

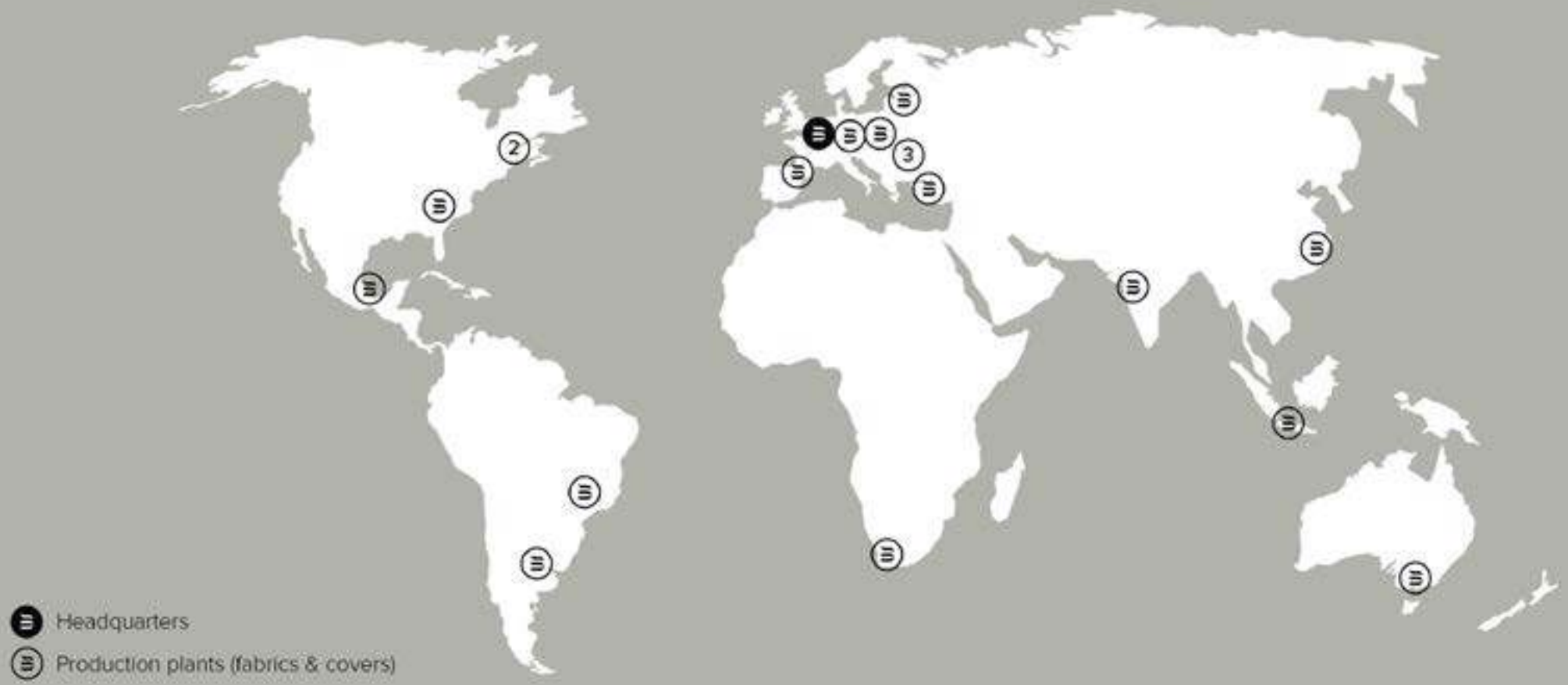
6 Community & End-of-Life

The final stage involves what happens after use. Most mattresses are discarded after 10 years, often ending up in landfills or being incinerated. In better cases, they are sent to dismantlers where different parts (foam, springs, fabrics) are separated and downcycled (e.g. into insulation materials).

Some countries are starting to implement take-back and recycling systems for mattresses, however this is still an emerging practice.

Always around the corner

Our global presence allows us to always be **close to you**.
25 locations, connected as one virtual company. BekaertDeslee at your service!





Our offer

At BekaertDeslee, we are committed to creating lasting value for end-consumers, our customers, employees, partners, and shareholders through innovative fabric and cover solutions.

As the **global leader in the development, manufacturing, and sales of woven and knitted mattress textiles and cut & sewn mattress covers**, we offer products that seamlessly combine advanced technical properties with appealing design.

Traditionally known as the provider of the “gift wrap” of the mattress, BekaertDeslee plays a vital role in the bedding industry. While the fabric represents only about 2% of the total cost of a mattress, it strongly influences the customer’s purchase decision, making the look and feel of the mattress a key differentiator. By offering high-quality, competitively priced fabrics and covers, we add significant value for mattress producers.

Beyond aesthetics, we enhance sleep quality through a suite of specifically developed technologies integrated into our products. These technologies are grouped into nine functional categories, making it easier for customers to select solutions that align with their mattress concepts.

Seven of these groups contain various sleep-enhancing technologies. For example, our temperature-regulating fabrics incorporate specialized yarns and finishes that help manage the microclimate of the sleep environment. Each year, we unveil new innovations at major international fairs — in 2025, this was INTERZUM in Germany. Additionally, we launch a new collection annually, showcasing fresh colours and designs that align with global trends.

Our sustainable product offerings run through all nine functionality groups, supporting our commitment to a more responsible, future-proof industry.

Allergen reducing

Reducing the exposure to allergens such as dust mite matter and pet allergens.

Bacteria reducing

The safe-for-sleep treatments that offer a fresh and long-lasting healthy sleep environment.

Recovery

Optimize the sleep quality and the recuperation of the body.

Temperature

Control of microclimate of the sleep environment.

Ventilation

Stimulate the air circulation and evaporation.

Wellness & beauty

Convert the mattress into a wellness.

Safety & function

Fit for function.

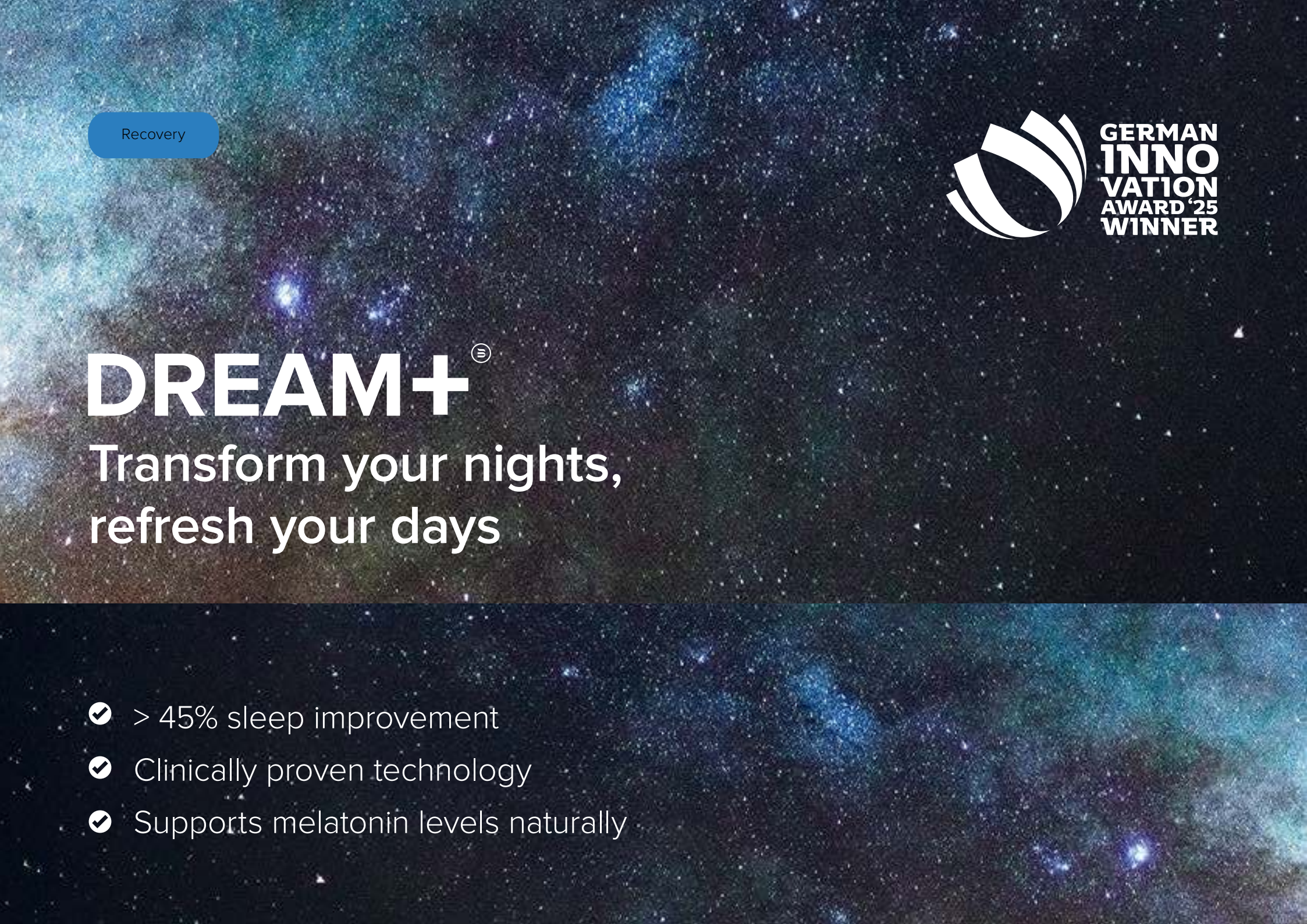
Look & feel

Transfer your fabric into a timeless appeal and comfort.

Fiber feature

Recycled, natural, branded and certified yarns fabrics, Biobased features, biodegradable, FSC.




Recovery
GERMAN INNOVATION AWARD '25 WINNER
DREAM+
Transform your nights, refresh your days
> 45% sleep improvement
Clinically proven technology
Supports melatonin levels naturally

DREAM+™ is a game changing solution designed to improve your sleep experience, helping you fall asleep faster, stay asleep longer, and sleep deeper, so you wake up truly refreshed.

- Natural melatonin boost for better sleep: use of advanced **bio-based microcapsules** infused with Australian tea tree extract to **naturally stimulate melatonin production**. Melatonin is essential for regulating sleep-wake cycles, helping you to have a more restorative sleep.

- Clinically proven: **improvement of more than 45% in overall sleep quality**, helping users fall asleep faster and experience more restful sleep.

How it works: The microcapsules are embedded in the mattress fabric and burst, releasing active ingredients into the air. This technology works through inhalation, stimulating melatonin production to help you fall asleep faster, stay asleep longer, and sleep deeper, so you wake up truly refreshed.



Key figures

FINANCE

TURNOVER

372

million euros*

ASSETS

541

million euros*

*consolidated net sales

BUSINESS

PRODUCTS IN OUR ASSORTMENT
22,000

PRODUCTION SITES
25
in 19 countries

SALES VOLUME
textiles for
110,000
mattresses per day

HR

PERMANENT ASSOCIATES
3,432

PART-TIME EMPLOYEES
31

ASSOCIATES COVERED BY COLLECTIVE BARGAINING AGREEMENTS
23.6%

FULL-TIME EMPLOYEES
3,687

PROPORTION MEN/WOMEN
55%/45%

NON-FINANCIAL

GHG EMISSIONS (SCOPE 1, 2)
28,615
tonnes CO_2e

% RECYCLED MATERIALS
10.9%

EMPLOYEE ENGAGEMENT SCORE
78%



Corporate governance

Governance structure and principles

How we operate

BekaertDeslee Group is managed through an Executive Committee (ExCom) of eight members, chaired by the CEO. The ExCom includes leaders of the main Group Support Functions (Sales, Finance, Strategy, HR, Supply Chain, Marketing, R&D, and IT), and the three regions: the Americas, EMENA, and APAC.



Eric Lachambre
CEO



Sergio Marin
CFO



Dirk Verly
EVP HR



Peter Janse
EVP & General Manager BDEMENA



Wim Van Thienen
EVP APAC & General Manager China



Rafael Rodriguez
EVP Americas & President North-America



Julie Pompilio
EVP Supply Chain & Procurement



Kévin Burkel
EVP Sustainability, Marketing & Strategy

BekaertDeslee operates in **three regions** – the Americas, EMENA, and APAC – each headed by an Executive Vice President (EVP) and supported by a local management team. The Americas and APAC are further structured into Business Units (North America, Brazil, and Argentina for the Americas; China, Indonesia, Australia, and India for APAC).

While all **ExCom members report directly to the CEO**, regional teams report to their respective EVP and functionally to the Heads of Group Support Functions in the ExCom. This ensures alignment across management and business processes while maintaining local responsibility and accountability.

BekaertDeslee applies a structured management steering process, including:

- Bi-weekly ExCom meetings
- Monthly Operating Meetings with Business Units
- Monthly Health of Business Review Meetings with the shareholder
- Monthly Strategy Deployment Review Meetings with the shareholder
- Quarterly Operating and Strategic Meetings with Business Units and Support Functions

Nomination and selection of the Executive Committee

The CEO and CFO are appointed by the shareholder, Haniel. Other ExCom members are appointed by the CEO in close collaboration with Haniel, based on defined selection criteria tailored to the function. The hiring process follows general BekaertDeslee principles, including multiple interviews and assessments.

Operating principles

The following principles guide management's behaviour and decision making within the BekaertDeslee Group. They also constitute the foundation for a trustworthy cooperation between BekaertDeslee's regions, local Business Units and its ExCom, for the benefit of the BekaertDeslee Group and ultimately the Haniel Group.

- With our purpose and vision to create value for generations, regional management teams are responsible for growing and developing their businesses sustainably in support of this overarching objective.
- All management **decisions in the BekaertDeslee Group shall be made not only on an economic basis**, but also with due consideration of the interests of stakeholders and the actual and potential impact on the environment and society.
- BekaertDeslee's **core behaviours** define expectations for all employees, form the basis of our target culture, and guide performance evaluation, recognition, and placement decisions.
- Regional teams ensure **all activities comply with applicable laws** and the BekaertDeslee Code of Conduct, which is binding for all employees and management.
- Regional teams and Business Units report regularly to the ExCom on performance and all material developments. Extraordinary events, significant deviations from plans, or suspected irregularities must be reported to the ExCom without undue delay.
- Cooperation between ExCom and regional management is based on mutual trust and openness. The **ExCom bears joint responsibility and strives for unanimous decisions**; if not possible, decisions are made by majority vote, with the CEO holding a veto right.

- The **Four-Eyes Principle** applies: Each company is represented by two authorized representatives acting jointly.
- Speculative transactions are prohibited, only transactions within normal business operations or to hedge financial risks are allowed.
- For specific areas, the ExCom and/or Haniel reserves the right either to give its consent before implementation or to issue minimum requirements for corporate governance-related matters. Regional teams are responsible for implementation and compliance monitoring.

Governance roles in sustainability

BekaertDeslee applies an **integrated sustainability governance framework**. The ExCom aligns the sustainability strategy with shareholder Haniel.

The ultimate responsibility for the sustainability strategy and performance lies with the Executive Committee. Operational execution is led by the business units, governed by the **Sustainability Director** and supported by a **cross-functional teams** across the relevant departments. The **EVP Sustainability, Marketing and Strategy** (a member of ExCom) sponsors the strategy, ensures internal collaboration, allocates resources, and removes hurdles. The Sustainability Director provides quarterly updates to the ExCom.

Frequent **alignment meetings** are held with other **Haniel portfolio companies**, and sustainability KPI's are reported monthly to the shareholder. The ExCom validates key deliverables such as the Double Materiality Assessment and objectives, policies and roadmaps.

Several **topical workstreams** with subject matter experts are in place. They prepare PATM (Policies, roadmaps and Actions, Targets, Metrics) and will monitor progress and regularly evaluate Impacts, Risks, and Opportunities (IROs).

There is also an **internal audit committee** at the level of the shareholder. In addition, a GRC (Governance, Risk, Compliance) committee is in place, which holds two formal review meetings per year between Haniel's Legal, Risk & Compliance team and the BekaertDeslee CEO, CFO, Group Compliance Officer, and Risk Manager.



Our priorities

Material Impacts, risks & opportunities

Sustainability is complex and multifaceted. To ensure we focus on what truly matters, we must identify the topics that are most relevant to BekaertDeslee and its stakeholders. This is done through a materiality assessment, which helps us prioritize the environmental, social, and governance issues that have the greatest impact and importance.

Methodology

We conducted a **Double Materiality Assessment** (DMA) — a structured process that evaluates two dimensions:

- **Impact materiality**: how the company affects the environment and society
- **Financial materiality**: how sustainability issues may impact the company's financial performance

This approach is a core requirement of the Corporate Sustainability Reporting Directive (CSRD) and helps organizations like BekaertDeslee identify their most significant sustainability topics, also known as **Impacts, Risks, and Opportunities (IROs)**. These insights are essential to shape and strengthen our sustainability strategy.

Our **first materiality assessment** took place **in 2021** and focused on two main criteria:

- Organizational impact: The significance of our economic, environmental, and social impacts
- Stakeholder relevance: the extent to which these topics influence our stakeholders' decisions and expectations

This initial assessment laid the foundation for our strategy. **In 2024**, we conducted a **full Double Materiality Assessment**, integrating both impact and financial perspectives. As a result, we now consider not only **environmental** topics but also **social** and **governance** topics as highly material.

DMA Process

The DMA was carried out in several key steps:

1. Context analysis and identification of **potential IROs**

Based on BekaertDeslee's core activities, potential positive and negative impacts were identified and mapped to the EFRAG standard structure (topics and sub-topics). Our previous materiality analysis served as a starting point, and was enriched with input from our external sustainability consultant.

For each impact type, we assessed:

- Affected stakeholders and their position in the value chain (upstream/downstream)
- Whether the impact is actual or potential, and over what time horizon

- Whether the impact relates to human rights
- Whether the impact is direct or indirect

2. IRO Assessment

Each impact was assessed based on the following criteria:

- **Scale:** severity in terms of magnitude and intensity
- **Scope:** how widespread the impact is
- **Remediation:** difficulty in mitigating, remedying, or reversing the impact
- **Likelihood:** probability of occurrence

The assessment was led by the Sustainability Manager and reviewed by internal subject matter experts.

Financial risks and opportunities were evaluated using:

- **Type** of financial impact
- **Magnitude** of the effect
- **Likelihood**

This financial analysis was conducted by the Sustainability Manager and reviewed by the EVP Sustainability, Strategy & Marketing (SMS) and the COO.

3. Validation of the assessment

The results were reviewed internally by the CEO, CFO, and EVP SMS, and then externally by the sustainability consultant of our shareholder, Haniel.

No additional **stakeholder interviews** or surveys were conducted during this process. However, our regular engagement with key stakeholders ensures internal experts are well-informed on stakeholder expectations.

The **threshold** for materiality was defined by our shareholder and aligned with the methodology used across other portfolio companies.

BekaertDeslee has chosen to report based on its own DMA results, rather than at group level. The outcome of the DMA also feeds into our annual group risk and compliance assessment.

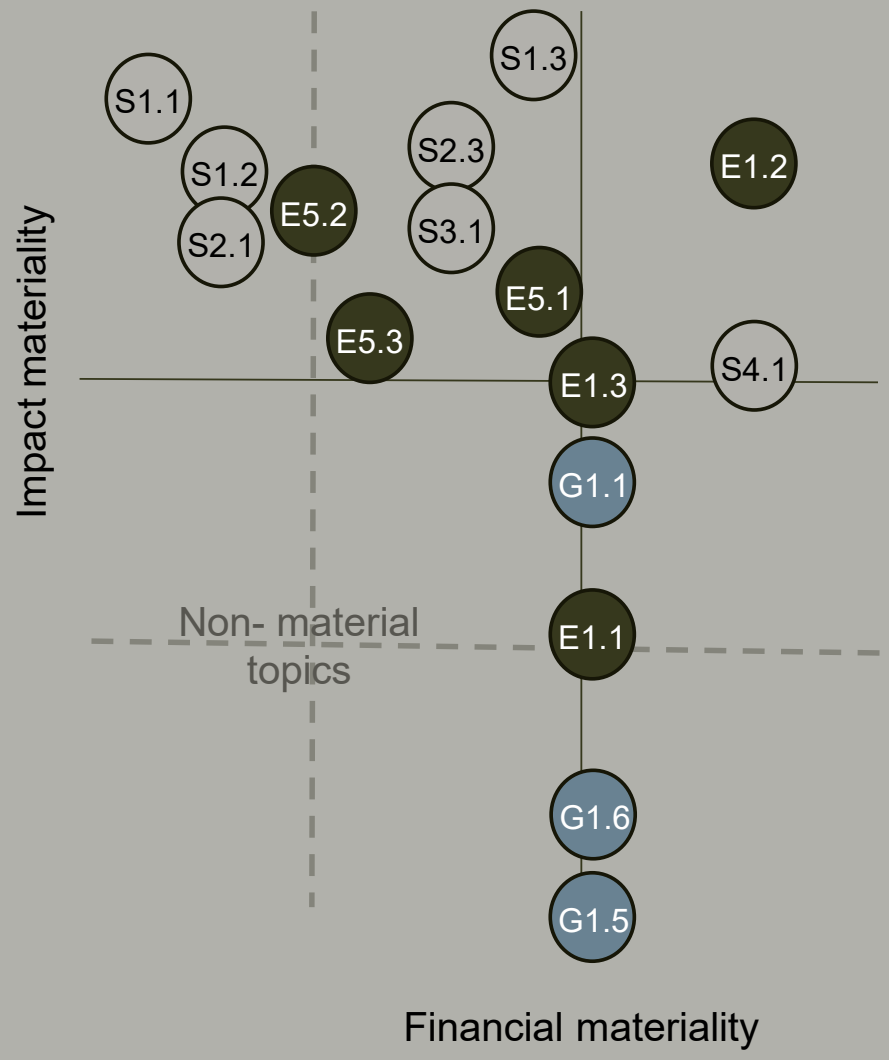
There was no reassessment of the DMA in 2025

"OVER 150 POTENTIAL IMPACTS, RISKS, AND OPPORTUNITIES (IRO'S) WERE ASSESSED."

– **Ruben Puype**,
Sustainability Director at BekaertDeslee



DMA outcome


S1.3
S1.1
S2.3
E1.2
S1.2
E5.2
S3.1
S2.1
E5.1
E5.3
S4.1
E1.3
G1.1
Impact materiality
Non- material topics
E1.1
G1.6
G1.5
Financial materiality

The following overview outlines the key material sustainability topics identified for BekaertDeslee. The IROs are explained in more detail in the following chapters.

Material topics	Impact, Risks & opportunities					Value Chain			Time horizon		
	Negative Impact	Positive Impact	Actual or potential impact	Risk	Opportunity	Upstream	Own operations	Downstream	Short	Medium term	Long
E1.1 Climate change adaptation	*		Potential		*	*	*		*	*	*
E1.2 Climate change mitigation	*		Actual	*		*	*	*	*	*	*
E1.3 Energy	*		Actual	*		*	*	*	*	*	*
E5.1 Resources inflows	*	*	Actual			*	*	*	*	*	*
E5.2 Resource outflows (products and services)	*		Actual			*	*	*	*	*	*
E5.3 Waste	*		Actual				*		*	*	*
S1.1 Working conditions (own workforce)	*	*	Actual				*		*	*	*
S1.2 Equal treatment and opportunities (own workforce)	*	*	Actual				*		*	*	*
S1.3 Other work-related rights (own workforce)	*	*	Actual			*	*	*	*	*	*
S2.1 Working conditions (workers in the value chain)	*		Potential			*			*	*	*
S2.3 Other work-related rights (workers in the value chain)	*		Potential			*	*	*	*	*	*
S3.1 Communities' economic, social and cultural rights		*	Actual				*		*	*	*
S4.1 Information-related impacts for end-users		*	Actual	*	*			*	*	*	*
G1.1 Corporate culture	*	*	Actual		*	*	*		*	*	*
G1.5 Management of relationships with suppliers	*		Actual	*		*	*	*	*	*	*
G1.6 Corruption and bribery	*		Potential		*	*	*		*	*	*



Stakeholder involvement

At BekaertDeslee, stakeholder engagement is an **ongoing dialogue** rather than a one-time event. For this Double Materiality Assessment (DMA), no additional stakeholder consultations or interviews were conducted. However, through regular interactions with key stakeholders, such as customers, suppliers, employees, and shareholder, our internal subject matter experts maintain a strong understanding of stakeholder expectations and concerns.

Differing stakeholder perspectives identified through this ongoing engagement were consolidated and discussed cross-functionally. Where perspectives diverged, topics were assessed based on their relevance, severity, and potential impact along the value chain, ensuring a balanced and well-informed outcome of the DMA.

This continuous engagement is vital to ensure the assessment reflects real-world priorities and emerging sustainability challenges. It helps us identify the most relevant topics, reinforces the credibility of the process, and ensures our sustainability strategy stays aligned with stakeholder needs and societal expectations.

Stakeholder	Why Dialogue Matters	Engagement channels
Employees	Employees provide direct insight into daily operations. We aim for fair working conditions, equal opportunities, and transparent pay. Dialogue helps detect early signals and strengthens social sustainability.	Through a monthly survey, we monitor the Net Promoter Score (NPS) and ask targeted questions regarding material topics. This helps to detect early signals of potential issues or areas for improvement in our culture, processes, or working conditions.
Shareholder (Haniel)	Regular dialogue ensures alignment with group-level sustainability expectations and risk thresholds, supporting long-term value creation and consistent reporting across portfolio companies.	Bi-monthly meetings with sustainability managers from Haniel and other portfolio companies focus on sharing trends and best practices.
Customers	“Close to you” is our motto. Engaging customers helps identify evolving expectations around product sustainability, circularity, and transparency, supporting innovation while strengthening trust and loyalty.	Sales managers and customer service maintain close contact with clients, supported by designers and R&D. We measure customer satisfaction (cNPS) and sustainability commitment through quarterly surveys. Scoop trends is an easy to digest and attractive medium that invites to active interaction with customers.
Suppliers	Dialogue with suppliers helps manage upstream risks (e.g. human rights, emissions) and fosters collaboration on sustainable sourcing, innovation, and compliance with ESG standards.	Our category managers and procurement managers are responsible for building up long-term relationships and partnership with our key-suppliers.
Industry federations	Participation in sector platforms enables knowledge sharing, regulatory alignment, and collective progress on sustainability challenges relevant to the textile and bedding industry.	We actively attend and participate in several industry federations.
General	Everyone within the value chain can raise concerns confidentially regarding unethical behaviour by the company or its employees.	SpeakUp is a comprehensive compliance and whistleblowing platform designed to help organizations foster ethical workplace cultures by enabling safe, anonymous, and efficient reporting of concerns.

Design as a driver of sustainable innovation

Interview with Renata De Bene, Project Manager Innovative cover Designs at BekaertDeslee



For me, design always starts with finding solutions. That challenge is what motivates me most in my daily work. Inspiration doesn't come from one fixed place: it can come from nature, something I read, or even a conversation with friends. Often, the most interesting ideas emerge when I connect things that don't seem related at first. I translate that inspiration into concrete designs through an iterative process of experimenting, sharing early ideas, gathering feedback, and refining until the solution feels right.

Every project begins with a clear creative brief. It defines the look and feel, technical requirements, and how the product fits within the wider collection. This brief is developed together with design management and colleagues from R&D, Sales, Marketing, and Product teams, so we start with aligned expectations. From there, I research shapes, fabrics, and details, working closely with textile designers to develop materials and create initial concepts. We translate these into 3D designs using our digital cover design platform, which allows us to assess aesthetics and functionality at an early stage.

Sustainability is embedded in how I design from the very beginning. I constantly consider material choices, combinations, and ways to simplify designs, such as mono-material solutions or modular covers that can be repaired instead of replaced. We also look closely at production waste and actively explore partnerships that help reduce environmental impact.

Collaboration is essential throughout this process. By staying in close dialogue with Solutions, Production, R&D, and Sales, we ensure that creative ideas are feasible and production-proof. Projects like the Interzum 2025 concepts showed how strong teamwork allows us to turn ambition into tangible, responsible products.

To me, design proves that sustainability, quality, and aesthetics can reinforce each other. When done right, sustainable design adds value — for the product, the customer, and the planet.

"STRONG COLLABORATION ACROSS TEAMS IS WHAT TURNS CREATIVE IDEAS INTO MARKET-READY, RESPONSIBLE PRODUCTS."

– Renata De Bene

Project Manager Innovative cover Designs at BekaertDeslee



World of Wonders

WOW!

WOW! COLLECTION: WORLD OF WONDERS

WOW! This is pure bliss!

Say hello to WOW! — a dazzling universe where **fun** is louder, **color** is **bolder**, and every design is a *love letter* to life's most exciting moments. This is not just a collection, it's a *celebration*. A kaleidoscope of emotions, a playground of patterns, a festival of life, little moments of joy.

WOW! is more than an expression, it's an experience. It's that moment of magic when something grabs your attention and fills you with joy. It's unexpected: a burst of color, a happy little surprise hidden in the print, a texture that makes you want to reach out and touch it.

From bold splashes of color and joyful shapes to vibrant layers and sensory surprises, each fabric is a moment of pure delight. This collection doesn't wait quietly to be noticed, it jumps off the hanger with confetti in hand and says: "Surprise!"

Memberships

EBIA: European Bedding Industries' Association, Europe

ISPA: International Sleep Products Association, USA

Fedustria: Belgian Federation for the Textile, Wood and Furniture Industry

ABSC: Australian Bedding Stewardship Association

NBF: National Bed Federation, United Kingdom

Abicol: Associação Brasileira da Indústria de Colchões, Brazil

Asocama: Asociación Española de la Cama, Spain

Matratzenverband: Der Fachverband Matratzen-Industrie e.V., Germany

APL: Association pour la Promotion de la Literie, France

VOKA: Flemish Network of Companies, Flanders

FITA: Federacion Industrias Textiles Argentinas, Argentina

Texfor: Confederación de la Industria Textil, Spain

Ellie.Connect by Ariadne Innovation

Awards



Interzum Award 2025 High Product Quality – **INFINITY COVER**

German Innovation Award 2025 – Excellence in B2B – Transformative Solutions – **PURIFAIR™**
German Innovation Award 2025 – Excellence in B2B – Materials & Surfaces – **PURIFAIR™**
German Innovation Award 2025 – Excellence in B2B – Materials & Surfaces – **DREAM+™**
German Innovation Award 2025 – Excellence in B2C – Interior & Living – **INFINITY COVER**

GERMAN INNOVATION AWARD '25 WINNER

Our sustainability strategy 2030

The outcome of our 2024 Double Materiality Assessment (DMA) provided valuable insights into the most relevant sustainability topics for Bekaert-Deslee. These insights form the foundation of our updated sustainability strategy, built around three strategic pillars: Environment, Social, and Governance (ESG).

At the heart of this strategy lies our purpose — guiding our actions and decisions as we work towards creating long-term value for all stakeholders. **Each ESG pillar translates our material topics into concrete ambitions and initiatives**, ensuring that our strategy is both focused and future-proof.

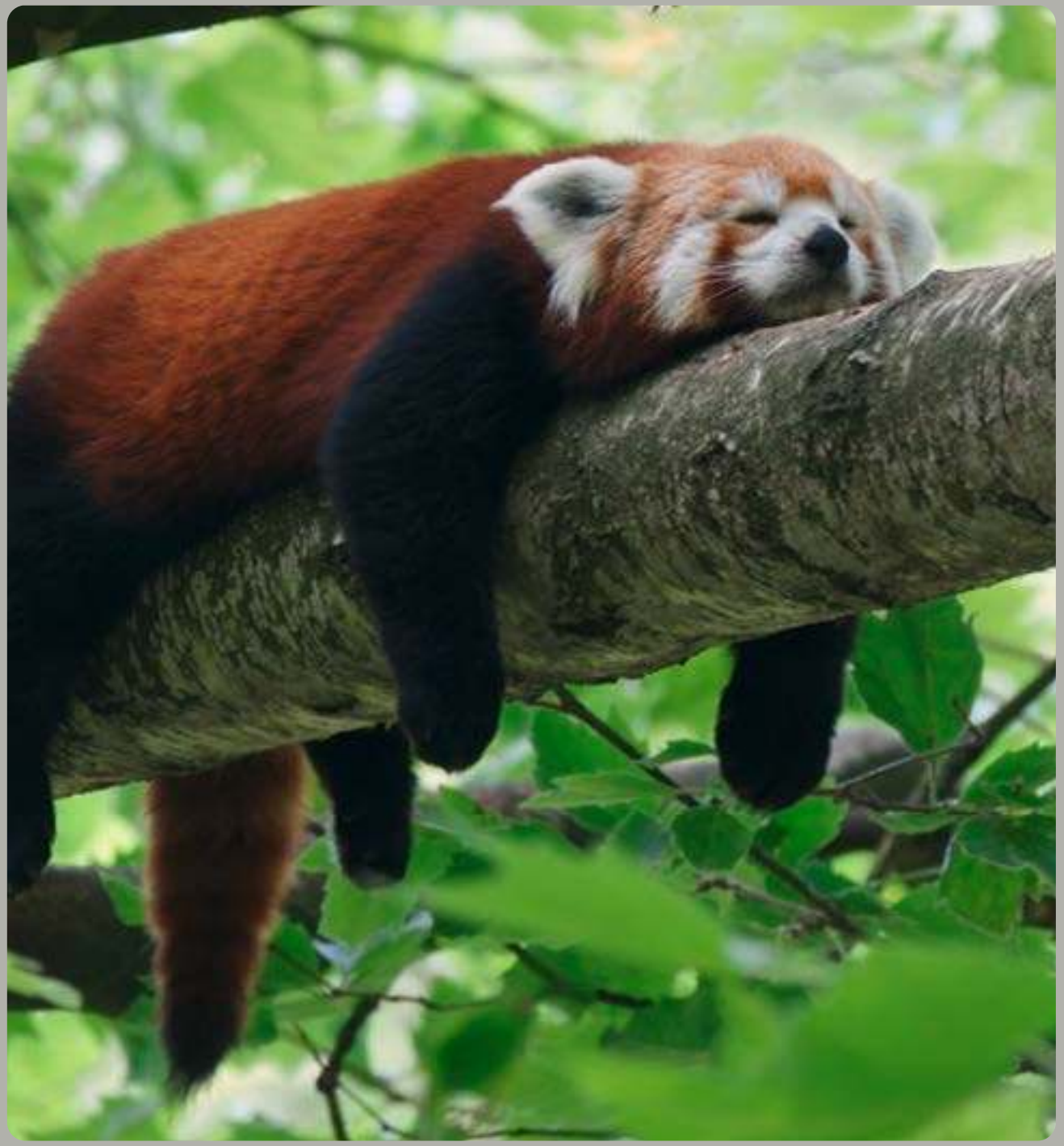


Our why

“Scientists have found a powerful treatment that boosts memory, creativity, health, and happiness, while making you live longer. It’s free, natural, and incredibly effective.”

“The treatment is called sleep.”

- Matthew Walker





Protecting the Planet

Circularity and Climate Action

We believe that protecting the planet is essential for a sustainable future. Therefore, our ambitions to transition to a low-carbon economy and pursue a fully circular value chain are at the forefront of our strategy. We aim to reduce CO_2 emissions by 65% in our operations and 30% in our supply chain by 2030. Additionally, we are committed to increasing the use of eco-designed products, sourcing more sustainable materials, enhancing recyclability, and reducing waste streams to achieve a fully circular textile chain by 2050.

Empowering People

Continuous Development and Working Conditions

We believe that empowering people is crucial for organizational and societal growth. Therefore, our ambitions to foster continuous development and ensure fair and healthy working conditions are integral to our mission. We strive to create a safe and inclusive workplace where everyone has equal opportunities to realize their potential.

Engaging Society

Business Ethics and Transparency

We believe that engaging society through ethical business practices and transparency is vital for building trust and long-term success. Therefore, our ambitions to uphold high standards of integrity and transparency guide our actions. We are committed to conducting business responsibly, ensuring compliance with statutory rules, and maintaining a clear compliance organization.

Protecting Planet

Leading the change:
circular by design, climate-proof by commitment

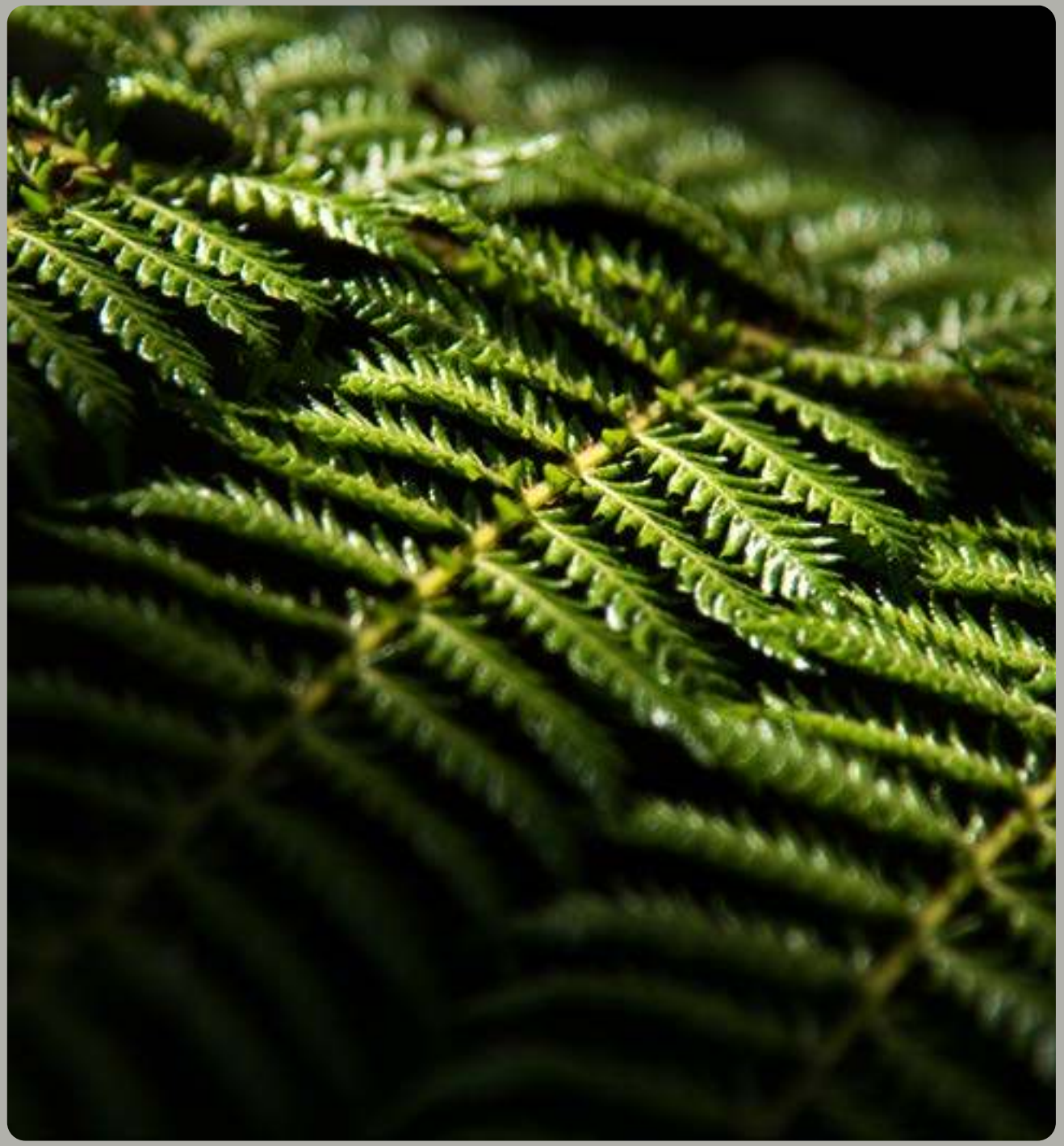


A vision for climate action

The textiles industry has a high negative impact on climate change as one of the highest contributors to carbon emissions.

The bedding sector requires significant effort to keep it on track to contribute to global sustainability goals.

By setting science-based targets and taking climate action, BekaertDeslee wants to be an accelerator and a game changer in the sector. Change starts with awareness and transitions into action. Together, let's be those who re-imagine what the future of mattresses can look like.





The **textile industry** is among the **top ten most environmentally harmful industries** globally, due to its **high greenhouse gas emissions, water consumption, and waste generation**. As a manufacturer of mattress fabrics, BekaertDeslee is part of this value chain and recognizes its responsibility to reduce its environmental footprint. BekaertDeslee is operating in a high impact sector

Although our company is a relatively small player in the global textile landscape, we are committed to ambitious climate action. Our primary focus lies on climate mitigation, as climate change is one of the most pressing challenges of our time, impacting biodiversity, human health, and economic resilience.

Our greenhouse gas emissions are mainly concentrated in **Scope 3**, particularly in the purchase of yarn and the end-of-life phase of our sold products. These indirect emissions represent the largest share of our carbon footprint. In contrast, our **Scope 1 and 2** emissions are almost entirely linked to energy consumption, primarily fossil fuels used to power production facilities.

To address these challenges, **BekaertDeslee has committed to Science Based Targets initiative (SBTi) with validated near-term goals towards 2030**, aligning our climate strategy with the latest climate science. As of now, we are among the very few, if not the only, mattress textile manufacturers with validated SBTi targets. This underlines our leadership in sustainable innovation within our niche.

We have developed a comprehensive roadmap to achieve our targets, focusing on:

- Improving **energy efficiency** across all sites
- Transitioning to **renewable energy** sources
- **Collaborating with suppliers** to reduce upstream emissions
- Exploring circular solutions for **end-of-life** textiles

By taking these steps, we aim not only to reduce our own emissions, but also to inspire others in the industry to follow suit.

Our impacts, risks and opportunities

Related to climate, several material IRO's were identified during the materiality assessment.

Material topics	Impact, Risks & opportunities					Value Chain			Time horizon		
	Negative Impact	Positive Impact	Actual or potential impact	Risk	Opportunity	Upstream	Own operations	Downstream	Short	Medium term	Long
E1.1 Climate change adaptation	*		Potential		*	*	*		*	*	*
E1.2 Climate change mitigation	*		Actual	*		*	*	*	*	*	*
E1.3 Energy	*		Actual	*		*	*	*	*	*	*

Climate change adaptation

Climate change can cause disruptions in the supply chain, leading to delays, increased costs, and potential loss of revenue. By adapting its supply chain to climate change in the short-term, BekaertDeslee could prevent these disruptions, ensuring the smooth operation of its business in the medium- and long-term.

Climate change mitigation

Contribution to climate change occurs through **direct emissions** from BekaertDeslee manufacturing sites (Scope 1 and 2 greenhouse gas emissions) resulting from energy use. The dependency on non-renewable energy sources such as natural gas for raw materials manufacturing and electricity are generally contributing to GHG emissions.

Contribution to climate change occurs also through **indirect emissions** (Scope 3). The extraction and processing of raw materials for synthetic yarns, viscose, or cotton can generate emissions through machinery operation, transportation, and chemical treatments. These processes contribute to the company's overall greenhouse gas emissions and impact climate change. BekaertDeslee's supply chain activities, including the procurement of raw materials and components, often rely on transportation and logistics powered by fossil fuels.

The disposal of our fabrics at end-of-life generates emissions. Since mattresses and fabric covers are generally not yet entering recycling routes, this contributes to BekaertDeslee's overall greenhouse gas emissions.

Different regions are implementing regulations to monitor and reduce greenhouse gas (GHG) emissions. Failing to reduce GHG emissions can result in additional costs from mitigation obligations and potential liabilities if targets are not met. If BekaertDeslee does not commit to climate protection, it could face a loss of reputation and market share, as customers may prefer to buy from companies that prioritize sustainability.

Energy use

BekaertDeslee's textile manufacturing processes are energy-intensive, requiring significant amounts of electricity and other forms of energy (natural gas and fuels) for operations such as extrusion, weaving, knitting and finishing.

Part of our Scope 2 strategy is to rely on guarantees of origin and renewable energy certificates for electricity, which leads to extra costs that may rise in the future due to market mechanisms.

Our policies

BekaertDeslee is committed to addressing climate change and accelerating the energy transition across all operations and product categories.

The company has set **near-term science-based targets** aligned with the 1.5°C pathway, aiming for a 65% absolute reduction in Scope 1 and 2 emissions and a 30% reduction in Scope 3 emissions (purchased goods & services and end-of-life treatment) by 2030, compared to 2021. Key decarbonization levers include energy efficiency, renewable electricity, sustainable materials, circular product design, supplier engagement, and collaboration with customers.

Climate adaptation efforts focus on enhancing operational resilience, diversifying sourcing, and integrating climate risks into the company's risk

management framework. A structured management system ensures **annual emissions measurement**, action planning, and progress tracking. The ultimate responsibility for climate and energy performance lies with the **Executive Committee**. Operational execution is led by the **business units**, governed by the Sustainability Director and supported by a **cross-functional teams** across of operations, procurement, engineering, innovation and others relevant departments. The policy aligns with the SBTi, GHG Protocol and supports SDGs 7, 12, and 13.



Our ambition on climate

65% less CO_2 emissions in own operations

30% reduction of CO_2 emissions related to purchased goods & services and end-of-life processing of sold goods

Climate and energy policy

Climate transition plan

Our transition plan for climate change mitigation sets out how BekaertDeslee intends to transform its strategy and business model to ensure compatibility with the transition towards a low-carbon economy.

Our near-term GHG emission reduction targets are science-based and aligned with limiting global warming to 1.5°C above pre-industrial levels, in line with the Paris Agreement and the objectives of the European Climate Law (Regulation (EU) 2021/1119).

In 2024, the Science Based Targets initiative (SBTi) validated that the greenhouse gas emission reduction targets submitted by BekaertDeslee conform to the SBTi Criteria and Recommendations (version 5.1). SBTi classified BekaertDeslee's target ambition as consistent with a 1.5°C trajectory.

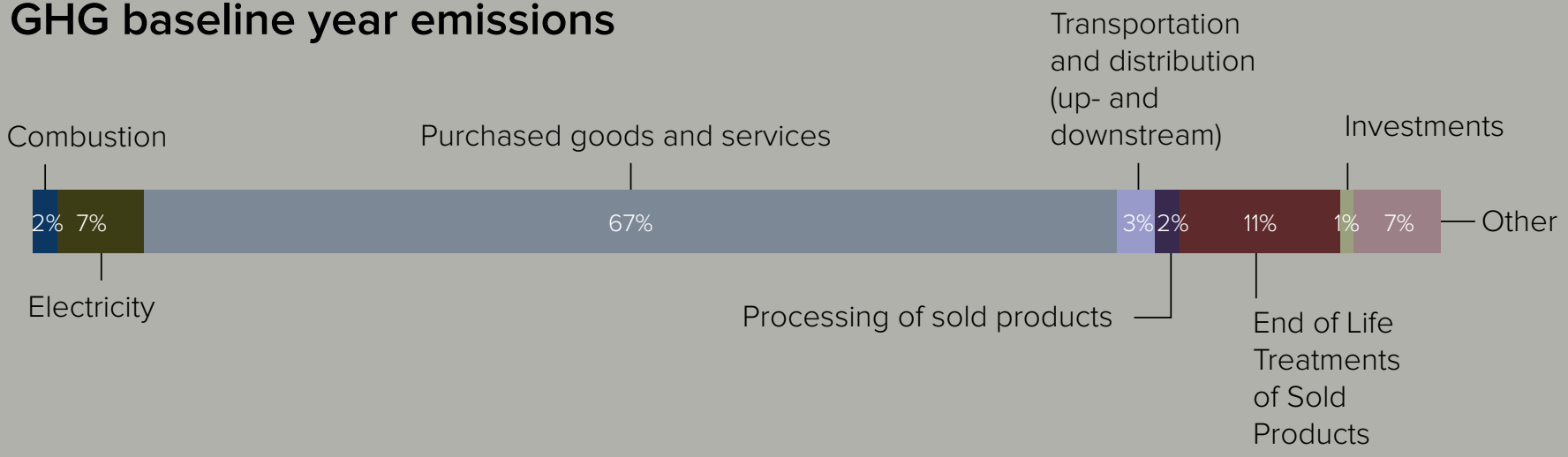
BekaertDeslee commits to reducing absolute Scope 1 and 2 GHG emissions by 65% by 2030 from a 2021 baseline. The company also commits to reducing absolute Scope 3 GHG emissions from purchased goods and services and the end-of-life treatment of sold products by 30% within the same timeframe. The target boundary includes land-related emissions and removals from bioenergy feedstocks. The submitted targets do not account for carbon credits or avoided emissions.

In previous reports, the company reported a total of 519,003 tonnes of GHG emissions (tCO2e) across the full minimum boundary (Scopes 1, 2, and 3) for baseline year 2021. BekaertDeslee NV has set a 5% significance threshold for emission recalculations. In 2025, full recalculations were made for the following reasons:

- Significant changes in company structure and activities, including acquisitions (Canadian locations).
- Significant adjustments to the base year inventory due to updated emission factors.
- Inclusion of processing of sold products and an updated methodology for calculating end-of-life treatment of sold products.
- Reclassification of fuel consumption of leased cars, which has been withdrawn from the Investments category and is now included in Scope 1.
- As a result of these recalculations, the footprint for the baseline year 2021 has been revised to **614,384 tonnes CO2e**.

BekaertDeslee commits to set a long-term target towards net-zero in 2050.

GHG baseline year emissions



ABOUT THE SCIENCE BASED TARGETS INITIATIVE

The Science Based Targets initiative (SBTi) is a global body that enables companies and financial institutions to set ambitious emissions reduction targets in line with the latest climate science. Its goal is to accelerate business action worldwide to help halve global emissions before 2030 and achieve net-zero before 2050.

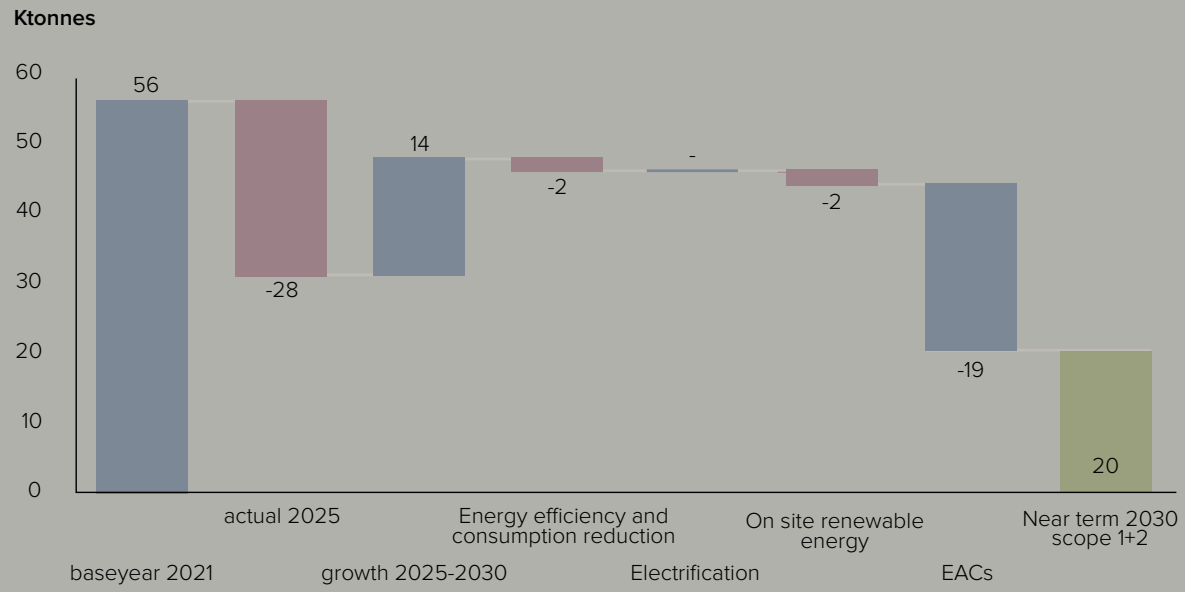
The initiative is a collaboration between CDP, the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). It is also one of the commitments of the We Mean Business Coalition. The SBTi defines and promotes best practices in science-based target setting, provides resources and guidance to reduce barriers to adoption, and independently assesses and approves companies' targets.

Scope 1 covers direct emissions from owned or controlled sources, of which more than **90% are related to natural gas use**. **Scope 2** covers indirect emissions generated from **purchased electricity**.

We have identified the main **decarbonization levers for each scope** and incorporated them into a **roadmap** for the coming years. Since most previously identified energy efficiency actions have already been implemented, only a limited number of projects remain. Beyond the solar panels already installed at our China plant, we see potential for installing solar panels at other BekaertDeslee sites. In 2025, we assessed all plant locations to determine the most suitable sites. A shortlist of three locations has now been selected for an in-depth study in 2026. The remaining gap between residual emissions and our near-term Scope 1 and 2 targets will be closed through the purchase of energy attribute certificates.

We have also identified several **dependencies in reaching our objective** of climate neutrality by 2050. The electrification of stenters could drastically reduce natural gas consumption, but this would require significant investment and offer few additional benefits. We therefore hope that more feasible technologies will emerge in the coming years. At many of our operating locations, installing solar panels remains challenging due to nationalized electricity supplies and related restrictions. In addition, some sites are rented, requiring long-term agreements before solar panel installations can proceed.

Reduction levers on scope 1+2 towards 2030 Near term target

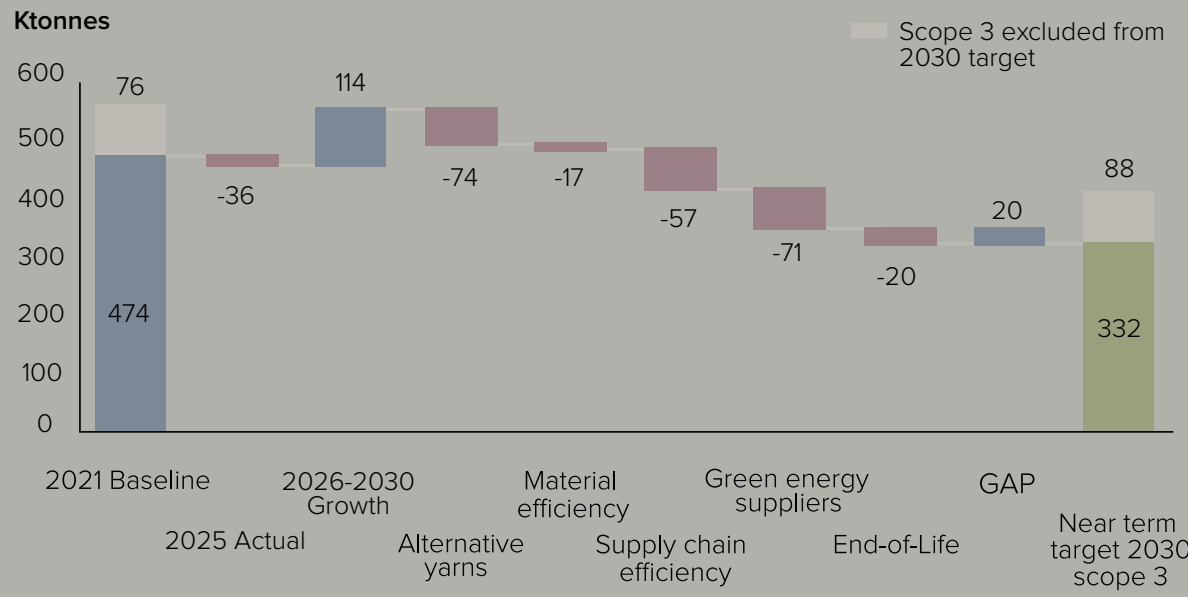


Scope 3 includes all other indirect emissions that occur across our value chain. More than 70% of these emissions are related to the purchase of yarns, chemicals, and packaging. Another significant contributor is the end-of-life treatment of sold products.

Over 80% of our total Scope 3 emissions are included in our reduction target, where we aim to achieve a 30% decrease. We have identified sufficient levers to reduce the Scope 3 emissions within this target. However, progress is heavily dependent on several external factors:

- Material choices: Polyester is the primary material used in our yarns. Transitioning away from fossil-based materials and adopting yarns with a lower specific footprint, such as recycled yarns, remains consistently more expensive. Increased market willingness to pay is required to enable the adoption of these alternatives. This is particularly challenging in emerging markets, where affordable sleep comfort is a key priority.
- Recycled polyester: Most recycled polyester yarn currently available is derived from recycled PET bottles. Over time, more is expected to come from recycled textiles. While this is positive from a circularity perspective, we expect recycled textiles to carry a higher footprint per kilogram compared to recycled bottles.
- Supplier readiness: We depend on progress within our supply chain. Many of our suppliers are now taking their first steps in calculating and reducing emissions, which makes it difficult to quantify potential reductions and its success rate.
- End-of-life treatment: Mattress processing at end-of-life lies largely outside our sphere of influence. Globally, most used mattresses are landfilled or incinerated, and we anticipate only a gradual increase in mattress and mattress textile recycling capacity toward 2030.

Reduction levers on scope 3 towards 2030 Near term target



Climate-related transition events

Climate-related transition events refer to policy, market, technological, and reputational developments arising from the transition to a low-carbon and more sustainable economy. These events can create both risks and opportunities for our operations, value chain, and strategic decision-making. The table below provides an overview of the key transition events we have identified, their potential impacts, and how we respond to them. This supports timely anticipation, effective risk management, and the continued strengthening of our transition strategy.

Climate-related transition events	Description	Exposure & Sensitivity Assessment	Time Horizon	Adaptation actions
Policy & regulation	Initially in scope of CSRD, requiring preparation of an ESRS-aligned sustainability report. As a portfolio company of Franz Haniel & Cie. GmbH, CSRD obligations ultimately rest with the shareholder.	Company-wide reporting and data collection across 17 countries. Compliance and disclosure requirements affect timelines and resources; continued alignment with ESRS is needed.	short-term	Align closely with CSRD requirements and continue ESRS adoption in close collaboration with the shareholder.
Policy & regulation	Upcoming EU Digital Product Passport requirements under the ESPR and Circular Economy Act (CEA) will require full product-level transparency; non-compliance may result in penalties and reputational damage, while life cycle analysis requires additional investment.	Product design and data transparency across the value chain. ERP traceability and PCF/ LCA capabilities for fabrics and covers are required to support customers, particularly in EU markets.	medium-term	Develop Carbon Compare tool (ISO 14067 PCF), implement recyclability methodology and ERP traceability, and provide customer guidance. Automated PCF/LCA ERP integration once methodologies are published (2028–2030).

Climate-related transition events	Description	Exposure & Sensitivity Assessment	Time Horizon	Adaptation actions
Policy & regulation	Regional regulations increasingly require monitoring and reduction of GHG emissions; failure to reduce may lead to higher compliance costs and potential liabilities.	Energy-intensive manufacturing with significant Scope 1–2 emissions and Scope 3 emissions from purchased goods and end-of-life. Exposure to mitigation costs and reliance on non-renewable energy.	short-term	Implement near-term SBTi-validated targets (1.5°C alignment), energy efficiency programs, renewable electricity sourcing, supplier engagement, and increased recycled content and material efficiency.
Market dynamics	Reliance on guarantees of origin and renewable energy certificates creates additional costs that may increase over time due to market dynamics.	Electricity consumption across multiple plants using market-based renewable attributes, creating sensitivity to certificate price changes.	short-term	Continue purchasing renewable energy attributes while exploring on-site solar installations.
Policy & regulation	On-site solar installation is constrained in several countries due to regulated electricity markets and leasing arrangements requiring long-term agreements.	Limited ability to deploy on-site renewables across geographies, increasing dependence on grid electricity and certificates.	short-term	Proceed with installations where feasible and seek long-term agreements for rented sites to enable future deployment.
Market dynamics	Insufficient climate ambition could lead to reputational damage and loss of market share as customers increasingly favor sustainable suppliers.	Global customer base for mattress textiles and covers, with sales partly driven by sustainability performance and transparency.	medium-term	Demonstrate sustainability leadership through increased recycled and recyclable materials, PCF transparency, relevant certifications (e.g. GRS), and customer guidance.
Technology change	Transitioning away from natural gas may increase costs as alternative technologies require higher operating or investment expenses.	Replacing natural gas with biogas increases operating costs, while electrification requires substantial capital investment and access to green electricity.	medium-term	Apply Marginal Abatement Cost (MAC) analysis to identify the most cost-effective decarbonisation pathway.

From ambition to action: Working with suppliers to reduce impact

Interview with Julie Pompilio, Executive Vice President Supply Chain & Procurement and Víctor Oca, Category Manager Yarns at BekaertDeslee



Julie Pompilio
Executive Vice President Supply Chain & Procurement at BekaertDeslee

BekaertDeslee has set a bold target: cutting Scope 3 emissions by 30% by 2030. For Julie Pompilio, this ambition is both urgent and complex. 'Half of our CO_2 footprint comes from yarn purchases,' she explains. 'That means we need our suppliers on board if we want to make real progress.'

Polyester remains the company's primary raw material, and moving to lower-footprint alternatives like recycled or bio-based yarns is essential, but also more expensive. 'Adoption depends on customers being willing to pay a premium,' Julie notes, 'and that's particularly challenging in emerging markets where affordability is key.'

Supplier collaboration is at the heart of the strategy. BekaertDeslee expects its partners to calculate reliable carbon footprints, shift to greener energy, and gradually transition to more sustainable materials.

We provide a dedicated online platform that allows suppliers to calculate their carbon footprint, set targets, and build a decarbonization roadmap. Suppliers can rely on professional support throughout this process to ensure data quality, realistic target setting, and actionable plans. Víctor Oca, Category Manager yarns, explains: "By offering a dedicated platform and expert guidance, we help our most important suppliers translate ambition into concrete actions. This approach strengthens transparency, alignment, and progress across the value chain."

Beyond carbon, the approach reflects a broader ambition: responsible sourcing, transparency, and long-term partnerships. Yet, challenges remain. Many suppliers are in regions where green energy is limited and regulations are weak, and BekaertDeslee is sometimes a small player in their customer base.

Despite the slow pace of change, Julie is hopeful: ‘We’ve already built strong partnerships on recycled yarns and gained valuable insight into production processes. By focusing on our top suppliers and aligning on shared goals, we can turn ambition into action and make real progress toward our targets.’



“CHANGE TAKES TIME, BUT BY COLLABORATING WITH OUR SUPPLIERS AND FOCUSING ON WHAT WE CAN INFLUENCE TOGETHER, WE CAN MAKE MEANINGFUL PROGRESS.”

– **Víctor Oca**
Category Manager Yarns at BekaertDeslee



Actions

To support our climate and energy transition, BekaertDeslee has identified a series of targeted actions across key focus areas. The table below provides an overview of these ongoing initiatives, including their objectives and how they contribute to more sustainable, low-footprint mattress textile production.

Financial planning and resources will be disclosed by our shareholder, Haniel.

Key action	Description	Scope of action	Overall progress and time horizon
Energy efficiency and emissions reduction (scope 1 and 2)	Sites and processes are optimized through our energy savings programme, Actions taken in 2025: • LED Lighting projects in 3 locations • Heating control installed in 1 location • Compressed air network pressure reduction in 2 locations • Cutoff valves for compressed air installed for stopped machines (knitting + weaving) in several locations • Temperature control for ventilation in 1 location • Redefined machine settings and controls for heating purposes in several locations	Global	Natural gas and fuel consumption have been reduced by more than 20%, compared to 2021. Electricity consumption lowered with 13% in the same period.

Key action	Description	Scope of action	Overall progress and time horizon
Switching to renewable electricity (scope 2)	We now buy bounded and unbounded energy attributes for several plants. We will keep increasingly doing so. Opportunities for on-site solar panels are defined. 3 locations are on the shortlist for an in depth study in 2026.	Global	We evolved from 35% in 2023 towards 54% renewable energy, as part of the market-based energy mix.
Electrification	All cars within the company fleet in headquarters (Belgium) are being replaced by EV-versions between 2023 and 2028 EoY.	Belgium	Expansion of EV charger infrastructure is executed.
Reducing scope 3 emissions by increasing the amount of recycled yarns	We gradually increase the recycled content in yarns.	Global	11% recycled content in 2025.
Development of a carbon compare tool	The tool allows us to calculate the product carbon footprint of a fabric or cover according to ISO 14067.	Global	The tool is third party verified against ISO 14067 and now in use.
Adaptation	Surrounding wall to protect against flooding of a nearby lake and creek.	Mexico	Wall is built in 2025.

Achievements 2025

In 2024, our near-term SBTi targets were successfully validated. As in previous years, we invested in energy reduction measures and increased the volume of renewable electricity certificates, both bounded and unbounded. Regarding Scope 3 emissions, we increased the share of recycled content in our purchased yarns. We launched the Carbon Compare tool, which enables standardized calculation of the product carbon footprint of our fabrics and covers.

Additionally, we began engaging with suppliers to better understand their CO_2 footprint, ambitions, and actions.

Outlook 2026 and beyond

We continue to monitor carbon emissions across the value chain as part of a supplier engagement program . We will make use of a carbon accounting platform and external support for data collection of strategic meaningful suppliers. We will further invest in energy-efficient processes and buildings while continuing to increase the share of renewable energy.

Customer guidance based on sustainability expertise

We will **continue to support our customers** in making informed decisions about mattress fabrics.

Our guidance will focus on reducing the climate impact of products placed on the market and improving their recyclability at end-of-life. Ultimately, we all share responsibility for producing with lower impact and reduced CO_2 emissions.

Let's measure what matters

How do we truly know if one fabric or cover is more sustainable than another? And how can we prove it, objectively? At BekaertDeslee, we believe the answer lies in transparency, backed by science.



That's why we developed our Carbon Compare tool. It calculates the full **Product Carbon Footprint (PCF)** of a fabric or cover, considering every stage of its journey—from raw material sourcing, transport, and manufacturing, all the way to end-of-life, whether it's landfill, incineration, or recycling.

With these insights, we can:

- Understand the true climate impact of a product over its entire lifetime.
- Apply eco-design principles that lower footprint and improve recyclability.
- Support our customers in designing the sustainable products they need.

"We can reduce the carbon footprint up to 40% by shifting designs."

Our targets and KPI's

BekaertDeslee is committed to mitigating the impacts related to climate change. To this end, the company has set clear targets to address both climate change mitigation and adaptation challenges.

	baseline year	baseline value	target year	target	2024	status 2025	
CO2eq scope 1+2 Market based per year (in Tonnes)	2021	56,345	2030	-65%	-45%	-49%	
CO2eq scope 3 (Pu G&S+EoL) per year (in Tonnes)	2021	474,314	2030	-30%	-7%	-8%	
Renewable electricity per Year - market based energy mix (in %)	2023	35%	2030	80%	46%	54%	

Metrics

Seeking alignment with CRSD, following metrics are disclosed.

unit: MWh	2023	2024	2025
Total energy consumption	**132,363**	**122,801**	**119,829**
Total fossil energy consumption	**94,374**	**78,614**	**72,753**
Fuel consumption from coal and coal products	0	0	0
Fuel consumption from crude oil and petroleum products	1,468	1,075	367
Fuel consumption from natural gas (NCV)	43,609	41,029	43,605
Fuel consumption from other fossil sources	0	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	49,297	36,509	28,781
Share of fossil sources in total energy consumption	71%	64%	61%
Consumption from nuclear sources	**7,855**	**6,893**	**6,240**
Share of consumption from nuclear sources in total energy consumption	6%	6%	5%
Total renewable energy consumption	**30,134**	**37,294**	**40,836**
Fuel consumption from renewable sources	0	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	30,134	37,294	40,835
Consumption of self-generated non-fuel renewable energy	0	0	0
Share of renewable sources in total energy consumption	23%	30%	34%
Non-renewable energy production	0	0	0
Renewable energy production	0	0	0
Total energy consumption from activities in high climate impact sectors	132,363	122,801	119,829
Net revenue from activities in high climate impact sectors	414,195,779 €	388,242,587 €	372,009,000 €
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors	0%	0%	0%

Energy consumption is monitored based on invoices. All fossil fuel consumption is included and covers petroleum products such as gasoline, diesel, LPG, heavy fuel, and natural gas. Fuel consumption from our South Africa JV is included in proportion to the financial equity share of 40% (reported under scope 3 investments in the footprint calculation). The share of fossil, nuclear, or renewable electricity is determined using purchased energy attributes and the supplier's energy mix, or the residual country mix when supplier data are unavailable.

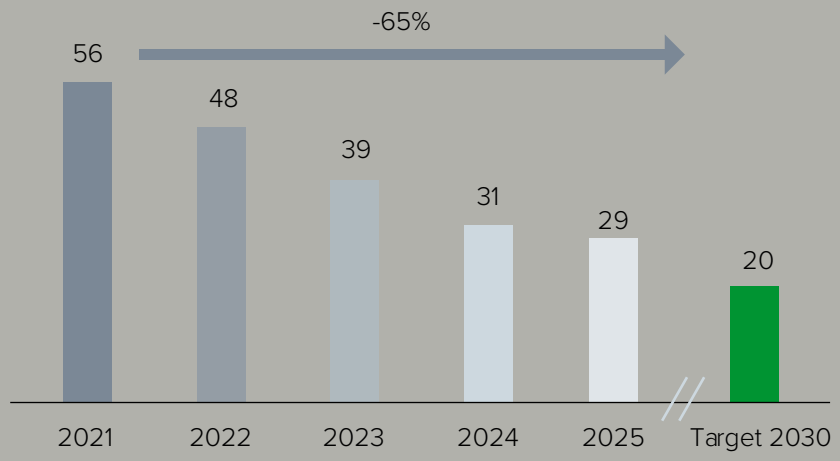
unit: tCO2eq	2021	2025	2025/2021
Scope 1 GHG emissions			
Gross Scope 1 greenhouse gas emissions	**11,816**	**9,324**	79%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	0%	0%	
Scope 2 GHG emissions			
Gross location-based Scope 2 greenhouse gas emissions	44,615	30,261	68%
Gross market-based Scope 2 greenhouse gas emissions	**44,529**	**19,291**	43%
Significant scope 3 GHG emissions			
Total Gross indirect (Scope 3) GHG emissions	**550,525**	**504,936**	92%
Percentage of Gross Scope 3 greenhouse gas emissions			
Purchased goods and services	77%	72%	97%
Cloud computing and data centre services	0%	0%	50%
Capital goods	2%	1%	50%
Fuel and energy-related activities	2%	1%	51%
Upstream transportation and distribution	3%	3%	98%
Waste generated in operations	2%	3%	150%
Business travel	0%	0%	1174%
Employee commuting	2%	2%	100%
Upstream leased assets	Not applicable		
Downstream transportation	0%	0%	
Processing of sold products	2%	2%	83%
Use of sold products	0%	0%	
End-of-life treatment of sold products	12%	14%	108%
Downstream leased assets	Not applicable		
Franchises	0%	0%	
Investments	1%	1%	111%
Total GHG emissions			
Total GHG emissions (location-based)	615,501	552,003	90%
Total GHG emissions (market-based)	**615,415**	**543,496**	88%

Calculations are performed in line with the **GHG Protocol**, and the methodology has been validated by the SBTi. The baseline year and all previous years have been recalculated. In cases where no primary data were available in the ERP system, extrapolation was applied to complete missing data.

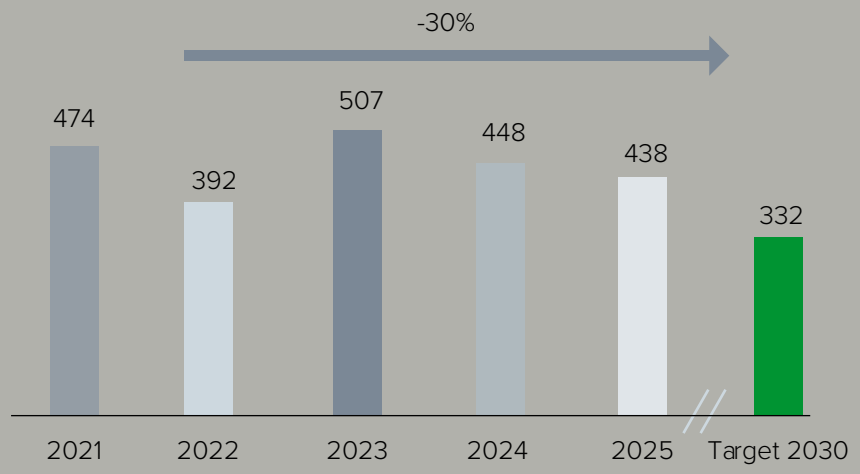
Our JV CMC BekaertDeslee Private Limited is fully included, based on the operational control approach.

For Deslee Mattex Ltd. JV, 40% of the related scope 1 and 2 emissions are included under category Investments, reflecting the 40% equity share within the operational control approach. The recalculated footprint has not been third-party validated.

Scope 1 and 2 emissions (ktonnes CO2eq)



Scope 3 emissions Pu G&S + EoL (ktonnes CO2eq)





Protecting Planet



A vision for circularity

Used mattress materials don’t end up where they should. While mattresses fuel innovation and create better sleep, it also requires precious raw materials and leaves a trace of waste, causing potential social and environmental harm. Therefore, **we pursue a fully circular value chain**





Waste management is a key priority in the textile and mattress industry. BekaertDeslee's production naturally generates both textile and non-textile waste, which must be handled responsibly to avoid environmental harm and unnecessary costs. While waste cannot be fully avoided, we manage our streams through a structured, data-driven approach, systematically tracking types and volumes to identify reduction opportunities. By emphasizing correct separation at the source, we aim to maximize recycling and minimize landfill.

BekaertDeslee's mattress textiles are designed to support restful sleep for years. Their **complexity lies in the mix of raw materials**, making recyclability at end-of-life essential. **Circular design** enables material recovery, reduces waste, and extends product value, contributing to sustainable sleep solutions for people and planet.

Within our environmental strategy, we aim to build a fully circular value chain. In an industry still dominated by linear "take-make-dispose" models, we are **shifting towards circular business models through eco-design, increased use of recycled and renewable materials, and improved end-of-life treatment**. We also aim to guide our upstream and downstream partners toward more sustainable decisions.

Durable materials extend mattress lifespan without compromising comfort. Yet mixed-material designs often limit circularity. That's why we focus on sustainable alternatives and design-for-circularity principles, increasing recyclability, enabling easier dismantling, and creating more homogeneous waste streams. We closely monitor textile-to-textile recycling innovations and integrate learnings into product design wherever possible.

Our impacts, risks and opportunities

Related to climate, several material IRO's were identified during the materiality assessment.

Material topics	Impact, Risks & opportunities					Value Chain			Time horizon		
	Negative Impact	Positive Impact	Actual or potential impact	Risk	Opportunity	Upstream	Own operations	Downstream	Short	Medium term	Long
E5.1 Resources inflows	*	*	Actual			*	*	*	*	*	*
E5.2 Resource outflows (products and services)	*		Actual			*	*	*	*	*	*
E5.3 Waste	*		Actual				*		*	*	*

Use of virgin materials deplete resources, emit GHG and pollute

The use of virgin materials like fossil-based polyester and cotton in BekaertDeslee's manufacturing has a significantly higher environmental impact compared to recycled alternatives. Polyester, derived from fossil fuels, constitutes our primary raw material. The extraction of crude oil, refining, and polyester production processes are energy-intensive, contributing to the depletion of fossil fuel resources and increased greenhouse gas emissions, resulting in a clearly negative environmental impact. Shifting toward recycled or low-impact renewable materials can reduce resource consumption and GHG emissions.

Inefficient resource use leads to higher climate change impact

Inefficient use of different raw materials leads to the manufacturing of products lacking renewable or recycled content, and which cannot be recycled at the end of their product lifetime. Lack of material alternatives means that part of BekaertDeslee's product range eventually generates textile waste streams that hinder recycling using existing technologies. These waste streams need to be handled via less preferable routes like incineration and landfilling, which leads to an actual negative impact.

Use of non-renewable energy sources in manufacturing processes

BekaertDeslee's manufacturing processes partially rely on non-renewable electricity and drying processes powered by natural gas and fossil fuels. This dependence on non-renewable energy sources contributes to the depletion of

finite natural resources and increases exposure to energy price volatility. Additionally, fossil fuel extraction and use are linked to environmental degradation in sourcing regions. Transitioning to renewable energy sources is essential to reduce environmental impact and enhance long-term operational resilience.

Driving circular innovation in textiles

BekaertDeslee actively invests in research initiatives aimed at advancing the circular economy. By fostering the development of innovative methods, technologies, and business models, the company promotes greater resource efficiency and sustainability. These efforts contribute to reducing waste generation and support the transition toward more circular production systems. Through continuous innovation, BekaertDeslee reinforces its commitment to responsible manufacturing and long-term environmental stewardship.

End-of-life fate of produced mattress textiles and covers

BekaertDeslee's fabric and cover products often end up in landfills or are incinerated due to underdeveloped sorting and recycling infrastructure. As our products are integrated into mattresses and represent only 10% of total weight of a mattress, recovery is complex. Reliance on public recycling systems limits control, and once landfilled, remediation is nearly impossible. We are exploring digital product passports to improve traceability and enable future circular solutions.

Manufacturing Waste and Environmental Pollution

BekaertDeslee's manufacturing processes generate various types of waste, including non-recyclable materials. These often end up in landfills or are incinerated, potentially contributing to soil and air pollution. The lack of viable recycling options for certain production waste streams increases the environmental burden and highlights the need for improved waste reduction and material recovery strategies.

Operational Waste Mismanagement and Hazardous Disposal Risks

Improper sorting and disposal of operational waste at BekaertDeslee's production sites can result in recyclable materials being incinerated and hazardous waste being mishandled. This not only undermines recycling efforts but also poses risks to environmental and human health. Strengthening internal waste management systems and improving traceability are essential to mitigate these impacts.

Our policies

BekaertDeslee is committed to advancing circularity across its operations and product portfolio. The company aims to **shift from linear to circular systems** by focusing on fibre-to-fibre recycling, **reducing landfill waste, and increasing recycled content**. Targets include zero fabric waste to landfill by 2027, two-thirds of fabrics being recyclable by 2030, and **50% recycled content** in products by 2030.

Key circularity levers include eco-design, thoughtful material selection to reduce GHG emissions and resource depletion, collaboration with mattress manufacturers and distributors, and innovation in recycling technologies. Waste management is strengthened through improved monitoring and separation, with attention to the impact of applied finishes on recyclability.

A structured management system ensures annual reporting, plant-level action planning, and progress tracking. The ultimate responsibility for circularity performance lies with the Executive

Committee. Operational execution is led by the business units, governed by the Sustainability Director, and supported by cross-functional teams across operations, procurement, engineering, innovation, and other relevant departments.

The policy aligns with the Ellen MacArthur Foundation, the EU Circular Economy Action Plan, and supports SDGs 9, 12, and 17.



INFINITY COVER

Every year in Europe, up to 30 million mattresses are discarded. However, research indicates that almost 85% of their mass can be recycled through proper disassembly.

We have the ambition to close the loop, tackling environmental challenges such as CO_2 emissions, raw material waste, and the lack of recycling infrastructure.

The **INFINITY COVER** embodies this vision, made from 100% polyester and 91% recycled materials, it is fully recyclable without compromising on quality. Equipped with a Digital Product Passport, it ensures transparency for users and mattress dismantlers, facilitating responsible end-of-life management.

By rethinking design and material choices, the **INFINITY COVER** proves that circular mattress solutions are not a question of *if*, but *when*.

The future is circular. Join us.



Our ambition on circularity

By 2027

No more fabrics waste to landfill from own operations

By 2030

2/3 of our fabrics are recyclable
50% of recycled content in our products

Our ambition is to achieve a fully circular textile chain by 2050, where waste is minimized, and materials are continuously reused.

It's based on 3 pillars:

- minimal impact of our products, using sustainable raw materials
- leaving no traces at end of life
- Fostering a textile-to-textile ecosystem.

Circularity policy

Actions

To support our circularity strategy, BekaertDeslee has identified a series of targeted actions across key focus areas. The table below provides an overview of these initiatives—both ongoing and completed—highlighting their objectives and how they contribute to more sustainable and circular mattress textile production.

Key action	Description	Scope of action	Overall progress and time horizon
Product Carbon Footprint tool	Development of a Product Carbon Footprint tool to calculate the CO_2 emissions of fabrics and covers.	Global	Completed in 2025
Exploring alternative finishing chemicals	Actively testing alternative solutions for current non-recyclable finishing chemicals.	Global	Ongoing
Advancing readiness for future DPP implementation	Strategic preparation for the rollout of Digital Product Passports for mattress products.	Europe	Ongoing - 2024-2028
Increased use of recycled materials	Increasing the content of recycled and renewable materials into our produced fabrics.	Global	11% recycled content. The share of renewable materials in purchased yarns reached 8%
ReCover research project	Development of a fully recyclable multi-material mattress cover.	Global	2025-2026
Follow-up of advanced recycling technologies	We actively explore chemical recycling for polyester textile waste through industry partnerships, pilot projects, and ongoing technology assessments.	Global	Ongoing
Revival of natural solutions	Exploring ideas to implement natural yarns and chemicals in our product range.	Global	Ongoing

Achievements 2025

In 2025, BekaertDeslee continued to strengthen and expand its circularity strategy. In sourcing and design, further efforts were made to increase the use of recycled resources. In addition, the company actively explored the innovative use of natural and renewable materials, both for yarns and finishing chemicals. BekaertDeslee also remained committed to supporting customers by providing the appropriate certifications for recycled materials and organically cultivated fibres.

The year 2025 marked the start of the ReCover project, funded by VLAIO, which focuses on improving the recyclability of multi-material mattress covers. This research project combines ecodesign principles with innovative solutions to enable effective end-of-life recycling.

Throughout 2025, BekaertDeslee remained focused on improving the sustainability of its products, operations and waste management. Transparency played a key role in these efforts. In this context, the company developed a tool to calculate the Product Carbon Footprint of its fabric and mattress cover products. The background data were finalised, and the tool was externally validated in accordance with ISO 14067. This enables BekaertDeslee to provide customers with accurate and reliable carbon footprint data.

Outlook 2026 and beyond

From 2026 onwards, BekaertDeslee will continue to explore and implement circular solutions through collaboration, innovation and customer-focused initiatives. The company aims to progressively build more resilient value chains and further enhance the recyclability of its products and processes.

BekaertDeslee aspires to be a frontrunner in circularity within the mattress textiles sector. The company continues to take a value chain-wide perspective, with the objective of closing material loops for textile waste streams. In this context, direct engagement with current and future recycling partners is essential. Establishing strategic collaborations between solution providers, customers and BekaertDeslee itself will be key to achieving the company's circular economy ambitions.

Building circular value chains with recycling partners

We are actively mapping and aligning with key recycling partners to establish robust value chains that convert textile waste streams into valuable secondary raw materials. These strategic collaborations are essential for closing the loop and advancing our circular economy ambitions.

ReCover project – Case study

Project scope and ambition

The ReCover project is a two-year circular value chain initiative supported by Flanders Innovation & Entrepreneurship (VLAIO). Within this project, BekaertDeslee collaborates with TripleR and Resortecs to develop a recyclable multi-material mattress cover.

Context and challenge

Mattress covers are typically composed of multiple fabrics and chemical finishes to provide comfort and functionality, which increases recycling complexity at end of life. Through the ReCover project, BekaertDeslee aims to demonstrate that multi-material mattress covers can be designed for recyclability when ecodesign principles and appropriate recycling technologies are applied. Priority is given to closed-loop recycling, with the ambition to convert textile waste back into yarns.

Value chain collaboration

BekaertDeslee implements ecodesign principles during mattress cover development to enable textile-to-textile recycling.

TripleR provides Digital Product Passports by combining RFID tags and QR codes, allowing material compositions to be traced throughout the mattress lifecycle.

Resortecs enables design-for-disassembly through SmartStitch™ heat-dissolvable sewing thread and the Smart Disassembly™ process, allowing automatic thermal separation of material fractions.

Material design and recycling routes

The mattress cover consists of several components, each designed with a recycling pathway.

The **front fabric** (77% polyester, 23% lyocell) is suitable for mechanical recycling. By selecting the shredding and tearing processes, the recycled fibres can be converted into spun yarns.

The **bottom fabric** (100% polyester with anti-slip coating) is often a disruptor for recycling. However, this part of the cover can be chemically recycled when the polyester content exceeds an economic threshold. Chemical recycling processes can break down the material into building blocks used to produce new polymers.

The **border**, consisting entirely of polyester-based materials, can be recycled via thermomechanical processes.

Project progress and next steps

During the first year, the focus was on product development, implementation of SmartStitch™ and the Digital Product Passport, and validation of recyclability for each material fraction. In the second year, a larger pilot trial is planned, during which mattress covers will be dismantled under industrial conditions.



Let’s design tomorrow’s textiles together

At BekaertDeslee, we know that recyclability is not a simple yes-or-no question It’s a nuanced challenge shaped by materials, finishes, and technology. But complexity should never stand in the way of progress.

We invite our customers and partners to co-create mattress textiles that are not only high-performing, but also built for the future.

Together, we can:

- Choose materials with recyclability in mind.
- Share knowledge across the value chain to drive transparency and innovation.
- Design for circularity, aligning product development with tomorrow’s recycling capabilities.

Let’s collaborate to make sustainability tangible — one mattress fabric at a time.

Our targets and KPI’s

BekaertDeslee is committed to addressing the impacts related to circularity. To this end, the company has defined clear targets to improve resource use and tackle circularity challenges.

	baseline year	baseline value	target year	target	2024	status 2025	
Fabrics waste to landfill per Year (in %)	2025	/	2027	0%	/	/	
Recycled Content per year (in %)	2024	6%	2030	50%	6%	11%	●
Recyclability per year (in %)	2022	52%	2030	67%	57%	60%	●

Eliminating all fabric waste from BekaertDeslee's own a being sent to landfill by the end of 2027.

BekaertDeslee's production plants already report on the textile waste streams generated during operations. While waste management is organized locally, the downstream value chain remains unclear, and the end-of-life fate of certain textile waste fractions is still unknown. To address this, BekaertDeslee is increasing transparency and strengthening collaboration with waste collectors and recyclers. These efforts aim to prevent fabric waste from being landfilled and to support more responsible, traceable recovery solutions.

Ensuring that two-thirds of all fabrics produced by BekaertDeslee are recyclable by 2030, supporting a shift toward increased recycling loops.

At present, recyclability at BekaertDeslee is defined by internal criteria, as no universal definition for textile recyclability exists. These criteria are based on expert insights and the latest developments in textile-to-textile recycling technologies. In 2025, the recyclability score for our fabrics reached 60%. This figure covers first-quality and second-quality fabrics (both fabrics on roll as well as used for covers) and excludes Deslee Mattex Ltd.

Recyclability is defined as the share of recyclable fabrics in total fabrics produced. Fabrics qualify as recyclable when at least one yarn in the composition contains 85% or more of a single fiber (e.g., 90% polyester) and when applied finishes do not hinder recycling.

Integrating a minimum of 50% recycled content into all BekaertDeslee products by 2030.

BekaertDeslee is committed to integrating recycled content into its products, with a minimum target of 50%. Through the ERP system, we actively track recycled content in sourced yarns and finished fabrics. In 2025, recycled content represented 11% of the total volume of fabrics produced. This figure covers first-quality and second-quality (both fabrics on roll as well as used for covers) and excludes Deslee Mattex Ltd.



Metrics

Seeking alignment with CRSD, following metrics are disclosed.

	Unit	2023	2024	2025
RESOURCE INFLOWS				
Yarns	Tonnes	64,790	56,636	55,366
Recycled	%	5.2	7.9	10.9
Renewable	%	9,5	8.0	7.9
Chemicals	Tonnes	8,345	7,477	7,089
Packaging materials	Tonnes	7,357	7,389	7,760
RESOURCE OUTFLOWS				
Fabrics on roll	million m^2	195.4	191.9	199.6
Recycled content	%	4.6	6.1	11.1
Recyclability	%	53.2	56.9	60.0
Fabrics for cover confection compared to 3023 as baseline year	%	100%	79%	72%
Recycled content	%	5.0	6.8	9.1
Recyclability	%	57.6	54.7	58.7
WASTE				
Waste % fabric	%	4.4	4.2	4.3
Waste % cover	%	18.3	17.1	16.8

In 2025, the total yarn inflow amounted to 55,366 tonnes, down from 56,636 tonnes in 2024. The data shown exclude inflows from production in South Africa. The data for the plants in Brazil, Canada, and India were partly extrapolated due to their transition to BekaertDeslee's ERP system. Sustainability indicators show an increase in recycled content from 7.9% to 10.9%, while renewable content remained stable (8.0% versus 7.9%), Recycled content was calculated based on supplier data, excluding procured yarns from the plant in India, while renewable content was calculated using internal expert insights on raw material composition.

Chemical inflows, which include raw chemicals and nonwoven fabrics used in finishing processes, declined from 7,477 tonnes in 2024 to 7,089 tonnes in 2025. This metric excludes South Africa and includes extrapolated data for Brazil and Canada.

The volume of purchased packaging materials increased to 7,760 tonnes. This category covers a broad range of items, including plastic films, paper, cardboard, tubes, cones, pallets, metal packaging, labels, and stickers.

In 2025, the volume of fabric on rolls produced shows an increase compared with 2024. This is a result of higher production volumes in emerging markets in Asia and South-America, and the inclusion of Canada's production figures in the ERP system (from May 2025). These figures include first- and second-quality fabrics.

Fabrics on roll reached 199.6 million m^2 in 2025. Recycled content increased from 6.1% to 11.1%, while recyclability improved from 56.9% to 60.0%.

Recycled content is defined as fabrics containing at least 20% recycled material, and recyclability is assessed based on internal understanding of closed-loop textile recycling requirements.

Fabrics for cover confection dropped from 19.1 million m^2 in 2024 to 17.4 million m^2 in 2025. Despite the volume decline, recycled content rose from 6.8% to 9.1%. Also, the recyclability of the fabrics used in cover confection rose from 54.7% in 2024 to 58.7% in 2025.

Fabric production waste, including waste from knitting and weaving processes as well as non-first quality fabrics, indicates a small increase from 4.2% in 2024 to 4.3% in 2025. However, we remain strongly committed to reducing waste streams. This is reflected in the decrease in textile waste generated in our cover confection. The waste data excludes South Africa and India, and are calculated as the ratio of weighed textile waste to consumed fabrics.

Empowering People

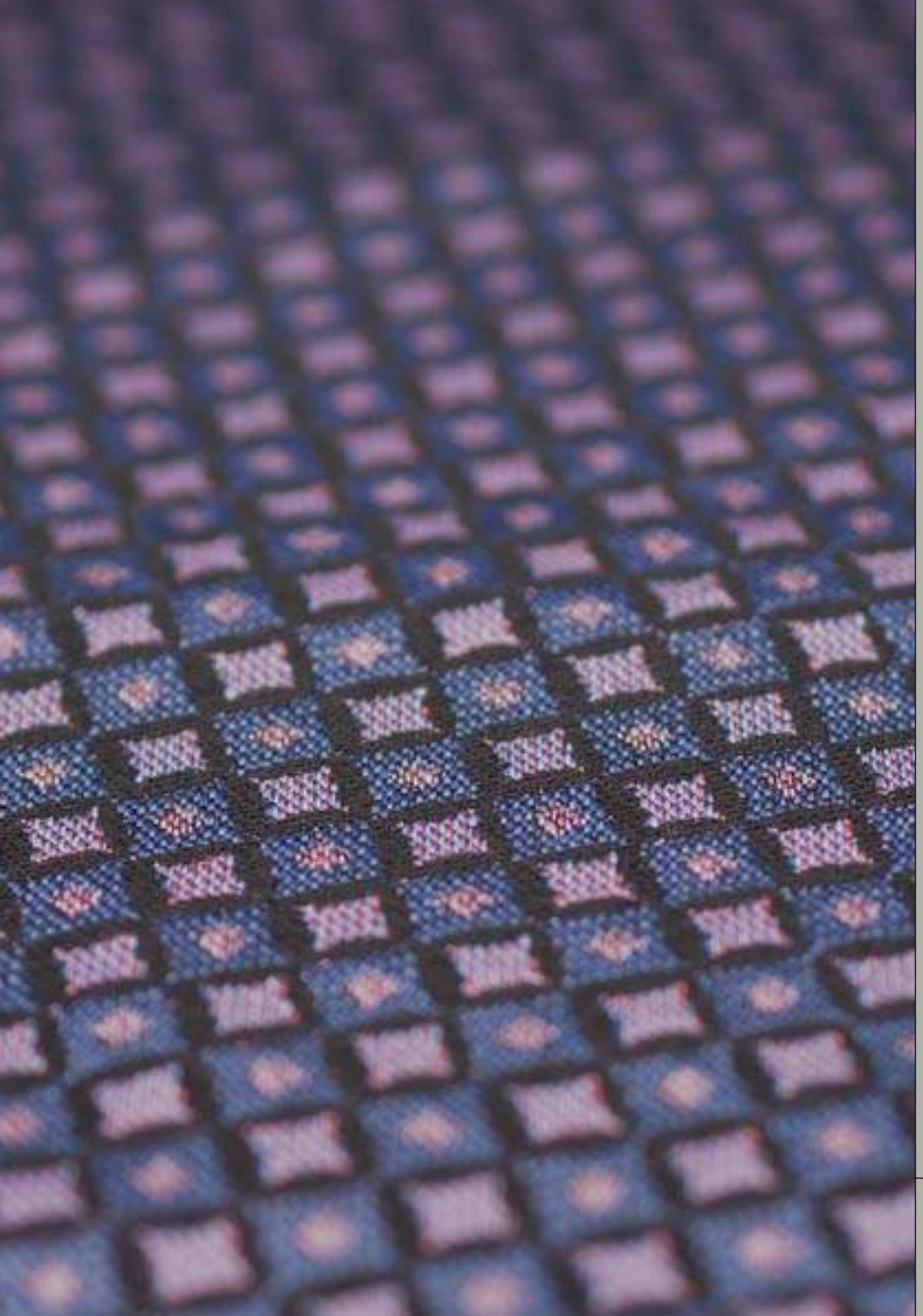
Empowering people, enriching futures: fair work, equal opportunities, and lifelong learning for all, while driving innovations that enable better sleep and foster sustainability



A vision for fair and healthy working conditions for all

We believe people are our most important asset. Wherever they are, people should always be treated right and respectfully. This means ensuring good working conditions, equal treatment, and opportunities for everyone. We are committed to respecting all basic human rights and fostering an inclusive environment where everyone can thrive, within BekaertDeslee and throughout the valuechain.





People are the engine of everything we do and the driving force behind our business performance. We are committed to supporting employee success by offering **secure employment in an inspiring work environment**. Our people-oriented sustainability strategy and goals are built around four key pillars: health and safety, diversity and inclusion, training and education, and employee engagement.

We **prioritize health and safety** through a robust management system that ensures compliance and continuous improvement. By **embracing diversity and inclusion**, we cultivate a culture where every individual feels valued and respected, **fostering innovation and meaningful change**. We invest in training and development to equip our workforce for the future, promoting continuous learning and adaptability. Finally, by **actively engaging** our employees, we strengthen performance, motivation, and retention.

Together, these efforts help us reinforce our brand and position BekaertDeslee as an employer of choice.

Our impacts, risks and opportunities

Related to own workforce, several material IRO's were identified during the materiality assessment.

Material topics	Impact, Risks & opportunities					Value Chain			Time horizon		
	Negative Impact	Positive Impact	Actual or potential impact	Risk	Opportunity	Upstream	Own operations	Downstream	Short	Medium term	Long
S1.1 Working conditions (own workforce)	*	*	Actual				*		*	*	*
S1.2 Equal treatment and opportunities (own workforce)	*	*	Actual				*		*	*	*
S1.3 Other work-related rights (own workforce)	*	*	Actual			*	*	*	*	*	*

Physical and psychosocial risks in the workplace affect employee well-being

Operational activities at BekaertDeslee, especially in production environments, can pose risks to employees' physical and mental health. Incidents and work-related stress may lead to absenteeism and reduced job satisfaction. These risks negatively impact employee well-being and operational continuity. To mitigate them, BekaertDeslee invests in supportive measures such as ergonomic equipment, protective clothing, bus pooling, healthy food options, and social events. Flexible work arrangements for white-collar employees, including teleworking and adaptable schedules, further promote work-life balance and reduce stress levels.

Unequal treatment undermines workplace harmony and employee motivation

Discrimination, gender-based pay gaps, and incidents of harassment can harm employee morale, mental health, and overall job satisfaction. These issues reinforce harmful societal patterns and create a hostile work environment. BekaertDeslee actively promotes diversity and inclusion across gender, age, and ability. Through active monitoring through frequent engagement surveys, targeted training programs and empowerment initiatives, the company fosters a respectful and equitable workplace culture, contributing to a mentally healthy and motivated workforce.

Violation of labour rights threatens ethical standards and stakeholder trust

Any form of forced or child labour within operations poses serious ethical and reputational risks. Such violations undermine human dignity and contradict international labour standards. BekaertDeslee maintains strict policies to prevent unethical labour practices and ensure compliance with human rights principles. This commitment safeguards vulnerable populations and reinforces a safe, respectful, and legally compliant work environment, strengthening trust among employees and stakeholders.

Our policies

We aim to provide a **safe, healthy, and rewarding work environment** for all employees. Our policies and practices ensure **fair compensation, career development, and physical and mental well-being.**

- **Remuneration Policy:** We offer competitive and fair compensation, benchmarked internally and externally, and reviewed annually. Packages include fixed pay, variable incentives (for managerial roles), and country-specific benefits.
- **Health & Safety Commitment**: We actively prevent accidents and work-related illnesses through awareness, training, and continuous improvement of safety practices.
- **Professional Development**: We support learning, internal mobility, and career growth through structured development plans and performance reviews.
- **Employee Engagement**: We interact biannually with our blue-collar employees and every month with our white-collar employees worldwide through an anonymous engagement survey, followed by transparent communication of the results and specific action plans.

We are committed to building a diverse, equitable, and inclusive workplace where everyone is equally treated and has equal access to opportunities with practices and policies embedded in our foundations

- **Code of Conduct**: All employees sign our Code of Conduct, which promotes ethical behaviour, non-discrimination, and respect for human rights. It is reinforced through annual training.
- **Diversity & Inclusion Commitment**: We promote equal opportunities regardless of gender, age, ethnicity, religion, disability, or background. We strive to recruit, retain, and promote a diverse workforce.
- **Core Values Behaviours Framework**: Our five values – Think Customer First, Empower Others, Improve every day, Take ownership, Compete for success - guide our culture and are embedded in performance evaluations and leadership development.

Related to other work-related rights, we uphold and protect the broader rights of our employees, including freedom of expression, the right to raise concerns, and protection from retaliation.

- **Speak-Up Procedure**: Employees can report concerns confidentially and anonymously via an external helpline. This ensures a safe and respectful environment where issues are addressed appropriately.

- **Human Rights Policy**: We uphold the Universal Declaration of Human Rights, reject child and forced labour, and comply with local labour laws.
- **Onboarding & Awareness**: All employees are introduced to our values and policies through onboarding and annual compliance training, ensuring alignment with our ethical standard

These policies align with ILO (International Labour Standards), UNGC (UN Global Compact), UNGPs (UN Guiding Principles on Business and Human Rights), and the UDHR (Universal Declaration of Human Rights), and they support SDGs 3, 4, 5, 8, 10, and 16.



Our ambition on working conditions

We are committed to creating a safe, inclusive, and inspiring workplace where employees can thrive. Our people-focused sustainability strategy centres on health & safety, diversity & inclusion, training & education, and engagement.

Our ambition on own workforce

By 2030

Employee Experience Score of 80%

95% of blue-collar workers successfully audited

Employee Net Promotor Score of 35

Voluntary turnover rate of 10%

Lost Working Incident Rate of 0.67

Human rights policy

Ethical standards and core behaviours

Actions

To support our sustainability strategy, BekaertDeslee has defined a series of targeted actions across key focus areas. The table below provides an overview of these initiatives, both ongoing and completed, highlighting their objectives and contributions to improved working conditions for all.

Key action	Description	Scope of action	Overall progress and time horizon
DEI Pulse moments	We include DEI-related questions and feedback options during the monthly employee surveys.	Global	Ongoing
Inclusive Leadership Training	Employees gained access to LinkedIn Learning for flexible e-learnings.	Global	Planned for 2026
Key Talent Approach	Recognition and structured Development of high potentials, successors of key positions and outstanding performers.	Global	Ongoing in 2026
BD University Launch	Global learning platform with 3 pillars: Commercial, Technical, and Leadership Excellence.	Global	Long-term goals, 2026–2029
Frontline Leadership Program	Empowering over 300 supervisors with essential soft skills.	Global	Completed, refresh sessions + new Program planned for 2026
Performance Check-ins	Three annual feedback sessions support personal growth and development planning.	Global (white-collar)	Planned for 2026+
Leadership Communication actions	Regular updates via global and local town hall meetings and monthly business updates fostering transparency and engagement.	Global	Ongoing in 2026

Workplace Environment Upgrade	Office refurbishments (e.g. HQ Waregem) enhance employee comfort and collaboration.	HQ + selected sites	Completed in 2025
Change Management Training	Management and Employee training to cover the people side of change.	Global	Planned for 2026+
Survey-Based Action Plans	Survey results drive structured action plans with progress tracking.	Global	Ongoing, 2025–2026
Strengthen safety culture	Focus on reporting unsafe conditions-acts-behaviours	Global	Ongoing
Strengthen safety culture	Focus on reporting near misses and incidents with root cause analysis	Global	Ongoing
Strengthen safety culture	Communication with units (monthly safety talks, monthly newsletters, ...	Global	Ongoing
Strengthen safety culture	Development of a Safety Guidelines booklet	Global	2026
Ergonomics	Ergonomic risk assessment focusing on posture and movement	Global	2025 - 2030
Training	Creation of specific safety trainings.	Global	Ongoing
Monitoring	Develop KPI for safety GEMBA walks.	Global	Planned for 2026

Achievements 2025

In 2025, 7.5% of our white-collar employees moved into new roles within the organization, including internal transitions (4.5%) and external hires (3.%). This corresponds to an internal fill rate of nearly 59%. In addition, 94% of our technical staff successfully passed a knowledge audit, which now combines both theoretical and practical components.

We also continued our partnership with LinkedIn Learning, providing access to its extensive e-learning platform, and further strengthened employee engagement, building on the transformative progress of recent years.

Throughout 2025, our safety initiatives focused on targeted campaigns addressing key risk areas such as ladder safety, noise exposure, manual handling, compressed air use, and job hazard analysis.

Effective communication remained a cornerstone of our safety culture, enabling shared understanding of risks, reinforcing accountability, and ensuring consistent implementation of preventive measures. The introduction of monthly safety talks and newsletters has significantly strengthened safety awareness and employee engagement across all operational units.

Outlook 2026 and beyond

We are shaping our future learning culture through BD University, our global, group-led platform designed to foster continuous development, cross-functional knowledge sharing, and future readiness across all regions. At the same time, we continue to develop our Key Talent Approach to identify, develop, and empower the next generation of leaders. Our focus will also be on extending the range of training offerings in different areas: commercial, technical, and leadership.

Our focus also remains firmly on strengthening our safety culture. In 2026, we aim to increase the reporting of incidents, near misses, and especially unsafe conditions, actions, or behaviours by 25%, contributing to a further reduction in the Lost Work Index Rate (LWIR).

To reinforce this commitment, we will roll out new safety training programs covering ATEX, cranes and hoist safety, hot work tool safety, electrical safety, and the safe use of hand and power tools. We will also place greater emphasis on ergonomics, recognizing its vital role in long-term employee health and workplace efficiency.



Case

In 2025, engagement with LinkedIn Learning reached an all-time high, with 94.5% of our white-collar employees actively using the platform. On average, employees consumed 4.5 hours of learning content per person, viewing 91 training videos each. Nearly half of our white-collar population (49%) demonstrated consistent to high engagement, fully leveraging the platform's learning opportunities. Key learning themes included Artificial Intelligence, BekaertDeslee product training, and sales skills, clearly aligning development efforts with our strategic priorities.



Empowering people through continuous learning at BekaertDeslee

Interview with Lore Verkest, Group Talent & Organizational Development Director at BekaertDeslee

For Lore Verkest, training is a strategic lever to strengthen BekaertDeslee's future readiness across markets. In her global role, she focuses on building capabilities that directly support business performance while enabling employees to grow in meaningful and structured ways.

"Developing our people is not a side activity, it is a core enabler of our success," she explains. "In a fast-changing and highly competitive environment, we need to continuously strengthen capabilities in commercial excellence, technical expertise, and leadership at every level of the organization."

Across regions, this translates into a more integrated approach to learning and development. Commercial programs are being reinforced to help sales teams better understand customer value creation, while technical training ensures deep product and process expertise remains a differentiator. At the same time, leadership development is being further structured to support current and future leaders in navigating complexity, driving engagement, and leading change.

Beyond formal training, Lore emphasizes the importance of embedding learning into the flow of work.



"THE REAL IMPACT COMES WHEN LEARNING IS APPLIED ON THE JOB, THROUGH COACHING, CROSS-FUNCTIONAL PROJECTS, AND SHARED BEST PRACTICES ACROSS REGIONS. OUR ROLE IS TO CREATE THE ENVIRONMENT AND TOOLS THAT MAKE THIS POSSIBLE."

– Lore Verkest,

Group Talent & Organizational Development Director at BekaertDeslee



Our targets and KPI's

BekaertDeslee is committed to mitigating the identified impacts related to working conditions. Therefore, the company has defined clear targets to improve fair and healthy working conditions for all.

	baseline year	baseline value	target year	target	2024	status 2025	
Employee Net Promotor Score	2022	20	2030	35	33	32	
Employee EX (in %)	2022	74%	2030	80%	81%	80%	
Voluntary turnover (in %)	2022	21%	2030	10%	12%	12.1%	
LWIR	2021	1.34	2030	0.67	0.72	0.78	
Percentage of blue-collar workers audited per year (in %)	2021	85%	2030	95%	94%	92.2%	
Percentage of blue-collar workers successfully audited per year (in %)	2021	83.20%	2030	95%	92%	90.6%	

Bringing our Employee Net Promotor Score up to 35

This metric for white-collar employees measures how likely employees are to recommend Bekaert-Deslee as a workplace, making it a strong indicator of employee engagement. The score is calculated by subtracting the percentage of detractors (scores 0–6) from the percentage of promoters (scores 9–10). Our results consistently perform at the high end, remaining well above the baseline value of 20. While the global score provides an overall view, advanced analytics at the local level are essential, as results may differ and require tailored communication and action plans.

Bringing our Employee Experience up to 80%

Employee Experience (EX) (for white-collar employees): Employee Experience represents the sum of all experiences employees have at BekaertDeslee. It is measured through the average favorability score across all survey questions, based on the share of respondents who answer “agree” or “strongly agree.” to positive statements. We monitor 30 different dimensions to gain deep insights into organizational performance and employee sentiment, with different dimensions analyzed each month. As with other metrics, the global score must be complemented by local-level analysis to design targeted action plans.

Further reducing the Voluntairy leaves

This metric for both white-collar and blue-collar employees reflects the percentage of employees who leave the company voluntarily (excluding lay-offs or dismissals). It is calculated by dividing the number of voluntary resignations in a year by the average number of permanent employees during that year. Although voluntary turnover is reported as a global figure, local plant-level analysis is crucial, as each site may face unique challenges that require specific follow-up actions.

The further reduction of incidents

The Lost Work Incident Rate (LWIR) is calculated as the Number of incidents per 200,000 exposed working hours. The factor of 200,000 represents the global average number of working hours for 100 employees per year (40 hours × 50 weeks).

Reporting safety issues is crucial to preventing accidents and safeguarding well-being. It enables early risk identification and fosters a safer working environment for all. Beyond reporting near misses and incidents, we have introduced a structured approach to identify, report, and proactively address unsafe conditions, actions, and behaviours. By the end of 2025, the average reporting rate reached approximately three submissions per employee per year. The completion rate of unsafe condition/action/behaviour items achieved the target of 80%.

This progress reflects a clear strengthening of the safety culture across all group facilities. As a result, incident frequency decreased significantly, with the LWIR dropping to 0.72, down from 1.07 in 2024, demonstrating the effectiveness of our enhanced safety measures.

Keeping our blue-collar employees highly skilled

This KPI of ‘Percentage of blue-collar workers audited’ measures the on-the-job knowledge level of blue-collar employees. The first indicator tracks the percentage of employees tested, while the second reflects the percentage of those who passed successfully. The target is to reach 95% for both indicators, a goal that has already been nearly achieved and indicating our employees are highly skilled.

Metrics

Seeking alignment with CRSD, following metrics are disclosed.

Information on employee headcount by gender

	Number of employees (head count)		
Gender	**2023**	**2024**	**2025**
Male	2,245	2,100	2,029
Female	1,863	1,738	1,689
Other	/	/	/
Not reported	/	/	/
Total employees	4,108	3,838	3,718

Characteristics of non-employees

	2024	**2025**
Total number of non-employee workers in own workforce	23	24
Total number of non-employee workers in own workforce - self-employed workers	23	24

Employee headcount per country

	Number of employees (head count)		
Gender	**2023**	**2024**	**2025**
Argentina	163	153	135
Australia	89	83	72
Belgium	148	141	131
Brazil	148	175	168
China	195	192	250
Czech Republic	68	64	57
Estonia	30	28	25
Indonesia	323	323	256
Mexico	846	824	710
Poland	30	29	29
Romania	766	699	663
Spain	60	52	43
Turkey	767	611	605
USA	266	244	254
Canada	209	220	222

Information on employees by contract type, broken down by gender (head count)

	Year	Female	Male	Total
Number of employees (head count)	2023	1,863	2,245	4,108
	2024	1,738	2,100	3,838
	2025	1,689	2,029	3,718
Number of permanent employees (head count)	2023	1,770	1,993	3,763
	2024	1,644	1,880	3,524
	2025	1,604	1,828	3,432
Number of temporary employees (head count)	2023	93	252	345
	2024	94	220	314
	2025	85	201	286
Number of non-guarenteed hours employees (head count / FTE)	Not appliccable			
Number of full-time employees (head count)	2023	1,839	2,237	4,076
	2024	1,730	2,080	3,810
	2025	1,666	2,021	3,687
Number of part-time employees (head count)	2023	24	8	32
	2024	8	20	28
	2025	23	8	31

No gender but male of female was specified by the employees themselves. All employees disclosed by headcount.

All workforce figures presented in this report are based on headcount data extracted from our HR Information System as of December 31. The data distinguishes clearly between permanent and temporary employees. Temporary employees are further categorized into those on the company payroll and those engaged through external agencies, and then broken down by gender and age classification. This approach ensures an accurate and transparent representation of our workforce composition.

Non-employees include both self-employed individuals and agency workers (defined as people provided by undertakings primarily engaged in “employment activities”).

We observed a slight decrease in total workforce numbers. This trend is primarily aligned with the broader economic context, which has prompted a careful review and adjustment of staffing levels to safeguard operational resilience and long-term sustainability. Despite these adjustments, our commitment to fair employment practices and employee engagement remains unchanged, with continued emphasis on workforce stability and strategic workforce planning.

Information on employee turnover rate

	Number of employees (head count)		
	2023	2024	2025
Number of employees who joined the undertaking (head count)	1,300	511	1,258
Number of employees who left the undertaking (head count)	1,140	971	1,212
Employee turnover rate (%)	28.9%	25.2%	31.6%

So far, BekaertDeslee does not record the % of employees who received training nor the total number of training hours. Since on-the-job training is provided to all employees, we assume that 100% of employees are trained on a regular basis.

White-collar employees participate in performance and career development reviews through SuccessFactors.

Information on diversity

	Executive committee (headcount)				All employees (headcount)			
	2023	2024	2025	%	2023	2024	2025	%
< 30 years old	-	-	-	0%	867	733	608	16%
30-50 years old	3	2	2	25%	2,313	2,184	2,189	59%
over 50 years old	7	7	6	75%	928	921	921	25%
Total	**10**	**9**	**8**	**100%**	**4,108**	**3,838**	**3,718**	**100%**

	Executive committee (headcount)				All employees (headcount)			
Gender	2023	2024	2025	%	2023	2024	2025	%
Female	3	2	1	13%	2,245	2,100	2,029	55%
Male	7	7	7	88%	1,863	1,738	1,689	45%
Other	-	-	-	0%	-	-	0	0%
Total	**10**	**9**	**8**	**100%**	**4,108**	**3,838**	**3,718**	**100%**

Information on Health & safety

	Employees		
	2023	2024	2025
Percentage of own workers who are covered by health and safety management system based on legal requirements and (or) recognized standards or guidelines	100%	100%	100%
Number of fatalities in own workforce as result of work-related injuries and work-related ill health	0	0	0
Number of fatalities in own workforce as result of work-related injuries	0	0	0
Number of fatalities in own workforce as result of work-related ill health	0	0	0
Number of recordable work-related accidents for own workforce	46	36	38
Rate of recordable work-related accidents for own workforce	1.17	0.96	0.99

Number of recordable work-related accidents for own workforce (including workers with a temporary contract): Total incidents with and without lost work

Rate of recordable work-related accidents for own workforce: Total incident rate = Number of incidents x 200,000 / exposed hours

Information on Training and skill development

	Female	Male	Total
% of employees with training in year of reference	100%	100%	100%
Number of performance and career development reviews per employee	3	3	3



Workers in the value chain and affected communities

Why we care

Our commitment to people goes beyond our own employees. As expressed in our vision, “fair and healthy working conditions for all”, **we care deeply about the well-being of everyone in our value chain**. We source a wide range of materials through a global supply network and strive to ensure that human rights are respected at every step. To this end, we conduct risk analyses on environmental, social, and ethical parameters, considering both the sector and the country in which our suppliers operate. This is an ongoing journey, and we are determined to further strengthen our efforts in the coming years.

Our impacts, risks and opportunities

Regarding workers in the value chain, several material IRO's were identified during the materiality assessment.

Material topics	Impact, Risks & opportunities					Value Chain			Time horizon		
	Negative Impact	Positive Impact	Actual or potential impact	Risk	Opportunity	Upstream	Own operations	Downstream	Short	Medium term	Long
S2.1 Working conditions (workers in the value chain)	*		Potential			*			*	*	*
S2.3 Other work-related rights (workers in the value chain)	*		Potential			*	*	*	*	*	*
S3.1 Communities' economic, social and cultural rights		*	Actual				*		*	*	*



On the topic of working conditions in the value chain, BekaertDeslee recognizes the potential negative impacts of insufficient oversight of labour practices among suppliers. Gaps within the value chain such as the lack of a supplier code of conduct, targeted training, or monitoring mechanisms addressing working hours, fair wages, social dialogue, and the prevention of child and forced labour, pose a risk to workers' rights and well-being across supplier operations. Addressing these gaps is essential to ensure responsible sourcing and uphold decent working conditions beyond our own operations.

Under the topic of communities' economic, social, and cultural rights, BekaertDeslee contributes positively by recruiting talent from local communities surrounding its production sites. This approach supports local economic development by providing stable employment opportunities and reinforces the company's role as a responsible and engaged local employer.

Our policies

The expectations for **respecting and complying with human rights** due diligence are part of BekaertDeslee's policies. These principles **apply to all BekaertDeslee Group companies and employees** through the BekaertDeslee Code of Conduct.

In addition, BekaertDeslee ensures that these principles are **also upheld throughout our supply chain**. All contractual parties are expected to adhere to these principles and comply with the requirements outlined in the BekaertDeslee Supplier Declaration on Ethical Business Principles.

Our supplier policy is based on the clear expectation that all partners uphold legal compliance, fair working conditions, health and safety, and ethical business conduct across their operations and supply chains.

We respect the rights of our employees and the employees of our business partners in accordance with the following principles:

- Respect for human dignity
- Rejection of child labour
- Rejection of forced labour
- Decent treatment, anti-discrimination, and diversity
- Ensuring safety and health in the workplace
- Right of association and collective bargaining
- Fair working conditions and remuneration
- Equal opportunities for professional development

In the event of human rights violations directly related to BekaertDeslee's activities or business relationships, effective remedial measures are taken in cooperation with the parties and authorities concerned. Compliance with human rights standards is monitored as part of internal audits.

We fulfill our social responsibility by promoting and supporting the communities in which we operate, aiming to improve economic, environmental, social, and cultural conditions and thereby promote respect for and protection of human rights.

Human rights policy

Supplier Code of Conduct

Actions

To support our sustainability strategy, BekaertDeslee has identified a series of targeted actions across key focus areas. The table below provides an overview of these initiatives, both ongoing and completed, highlighting their objectives and how they contribute to improved conditions for workers in the value chain and affected communities.

Key action	Description	Scope of action	Overall progress and time horizon
Due diligence	Update of monitoring methodology of signed off CSR statements for suppliers	Global	Completed in 2025
Due diligence	Update the existing due diligence processes into a risk-based environmental and human rights approach, according to CSDDD	Global	Planned for 2026-2027
Procurement policy	Update of the procurement policy	Global	Ongoing in 2026

Achievements 2025

For several years, our existing and new suppliers have been required to sign our CSR statement. This statement has now been signed by over 85% of our suppliers. In 2021, we updated the CSR statement, and in 2024, we published the Supplier Code of Conduct on our corporate website.

Outlook 2025 and beyond

The Corporate Sustainability Due Diligence Directive (CSDDD) represents a transformative shift in corporate responsibility, introducing new obligations for companies to address environmental and human rights impacts across their entire value chain. The directive requires large companies to implement risk-based environmental and human rights due diligence processes. Although BekaertDeslee is currently below the threshold, we will update our existing risk analysis of critical categories to strengthen our due diligence framework.

As part of our climate mitigation journey, we defined the suppliers with the highest contribution to GHG emissions in our value chain. They will be included in our supplier engagement program with the ambition to reduce those CO_2 emissions in line with our cope 3 emission reduction target

Our targets and KPI's

	baseline year	baseline value	target year	target	status 2025	
% PO suppliers signed off CSR statement	2025	85%	2030	98%	85%	●



Supporting the American Heart Association

Heart disease remains one of the leading causes of death worldwide. That's why the American Heart Association partners with companies like ours to raise awareness and inspire healthier habits.

In 2025, BekaertDeslee USA partnered with the American Heart Association to promote heart health and encourage healthy habits in the workplace.

The initiative was launched company-wide on September 11th, 2025 and included a series of well-being activities such as exercise tracking, yoga sessions, lunchtime walks, aerobics classes, and internal awareness campaigns. Employees also participated in the Heart Walk on October 4th under the team name BD HERO – Heart Strong, Hero On!

Through collective engagement, BekaertDeslee USA completed the 3-mile walk and raised $4,107.30, exceeding the initial fundraising target of $2,500 and reinforcing the company's commitment to employee well-being and community health.







A global journey, rooted in local communities

Interview with Stefaan Waeyenberghe, General Manager at BekaertDeslee India



A career at BekaertDeslee can take many paths, but for Stefaan Waeyenberge it started with a strong curiosity for the world beyond borders. With a background in International Business, early experiences in the United States and Central Asia revealed how diverse economies and cultures shape the way people live and work. This international mindset eventually led him to join Bekaert Textiles through the Prince Albert Fund and to play a role in the early development of BD China in the 2000s.

"Entering the textile sector was both surprising and inspiring," Stefaan says. "What initially seemed like a creative and even 'fun' sector quickly proved to be a serious, highly professional business. Yet the combination of industrial structure and creative freedom made mattress fabrics a perfect fit, technical enough to support long-term business models, while offering endless possibilities for innovation."

Throughout different roles and regions, one element has remained central for Stefaan: the connection between global business and local communities. "I felt this impact most strongly in locations like BD Argentina, where the company is embedded in the local industrial zone and many employees live nearby. There, BekaertDeslee is not just an employer, but an active part of the local community."

Staying relevant in a changing market requires constant improvement, openness to learning, and curious teams. "By asking questions rather than giving ready-made answers, I encourage people to grow, together, locally and globally."

"WORKING ACROSS DIFFERENT COUNTRIES TAUGHT ME HOW POWERFUL A STRONG LOCAL COMMUNITY CAN BE FOR A GLOBAL BUSINESS."

– Stefaan Waeyenberghe

General Manager at BekaertDeslee India

We say what we do, we do what we say



A vision for transparency

Collaboration and transparency creates a culture of dialogue, responsiveness and continuous improvement towards a sustainable growth in all forms.





Information transparency across the value Chain

Every end-consumer has the right to receive correct, clear, and reliable information about the products they purchase. Transparency is therefore a fundamental condition for informed decision-making and trust. While we do not engage directly with end-consumers, we acknowledge our responsibility as a supplier of mattress components. As part of the finished mattress, our products contribute to the overall performance and impact experienced by the consumer.

Through close collaboration with mattress manufacturers and retailers, we aim to share accurate and relevant information about materials, production processes, and environmental impacts. By ensuring that this information is communicated consistently along the value chain, we support our partners in meeting regulatory requirements and rising transparency expectations. In doing so, we help bridge the information gap between production and end use, foster accountability, and contribute to better-informed consumer choices and long-term, sustainable value creation.

Our impacts, risks and opportunities

Related to consumers and end-users, one material IRO was identified during the materiality assessment.

Material topics	Impact, Risks & opportunities					Value Chain			Time horizon		
	Negative Impact	Positive Impact	Actual or potential impact	Risk	Opportunity	Upstream	Own operations	Downstream	Short	Medium term	Long
S4.1 Information-related impacts for end-users		*	Actual	*	*			*	*	*	*

Under the topic of information-related impacts for consumers and end-users, BekaertDeslee promotes transparency and open dialogue by providing clear and detailed information about product components, manufacturing processes, and environmental impacts. This empowers consumers to make informed choices and strengthens trust through accessible feedback channels. At the same time, BekaertDeslee recognizes the regulatory risks linked to upcoming legislation, such as the Eco-design for Sustainable Products Regulation (ESPR) and Circular Economy Act (CEA), which will require full transparency via the EU Digital Product Passport. Non-compliance may lead to penalties and reputational harm, while preparing life cycle analyses demands investment in tools and resources. Nevertheless, BekaertDeslee sees a strategic opportunity in this evolution: by actively listening to customer feedback and using it to improve products and services, the company enhances customer satisfaction, builds loyalty, and strengthens its competitive position in the market.



Our policies

At BekaertDeslee, **trust is the foundation of every relationship**. We commit to delivering on our promises through transparent communication, consistent actions, and measurable results. Integrity guides our innovation, customer engagement, and sustainability efforts. By monitoring performance, sharing progress openly, and staying ahead of industry standards, we ensure that our words and actions align — because trust is earned every day.

These policies support SDGs 3, 4, 9, 12 and 17.



Actions

The table below provides an overview of initiatives — both ongoing and completed — highlighting their objectives and how they contribute to improving transparency and trust.

Key action	Description	Scope of action	Overall progress and time horizon
Product safety	Development of a chemicals product safety policy.	Global	Completed in 2025
Development of a carbon compare tool	The tool allows us to calculate the product carbon footprint of a fabric or cover according to ISO 14067.	Global	Completed in 2025
GRS	BekaertDeslee is certified to the GRS, certified by CB CUC 1104613 for warehousing.	Czech Republic	Completed in 2025
	BekaertDeslee plans to be certified to the GRS for production activities in Czech Republic.	Czech Republic	Planned for 2026

Sustainability is in our DNA

OEKO-TEX® STeP

Stands for Sustainable Textile & Leather Production and is a modular certification system for production facilities in the textile and leather industry.

Romania, Turkey, Poland and Estonia

OEKO-TEX® Standard 100

A globally recognized certification that ensures that our fabrics and covers have undergone rigorous testing for harmful substances.

All EMENA plants, Indonesia, China and Australia

Global Recycle Standard

BekaertDeslee is certified to the GRS, certified by CB CUC 1104613, with the aim of encouraging the use of recycled materials in the textile sector.

Romania, Turkey, Poland, Spain and Indonesia

Achievements 2025

In recent years, we have maintained and gradually increased our OEKO-TEX certification rate. Last year, our plants in China obtained GRS certification for the warehousing activities in Czech Republic and production activities in the solution plant Nasaud Romania (CB CUC 1104613).

Also in 2025, BDUS got ISO 9001 certifiied

Outlook 2026 and beyond

In the coming months and years, BekaertDeslee will further increase its OEKO-TEX certification coverage. We will continue to engage with our customers and sector federations, supporting them in their sustainability journey and providing solutions tailored to their needs.

BekaertDeslee plans to be certified to the GRS for production activities in Czech Republic.

Global Recycled Standard (GRS) explained

The Global Recycled Standard (GRS) is an international certification scheme applicable to products that contain at least **20% recycled material**.

The purpose of the GRS is to:

- increase the use of recycled materials,
- reduce harmful environmental and social impacts, and
- provide assurance that the materials used in the final product are genuinely recycled.
- The standard sets requirements for:
- responsible production processes,
- social and environmental practices, and
- chemical restrictions.

All stages of the production process must be certified under the GRS. Certification starts at the recycling stage (for example, yarn production) and continues through to the final seller. At every step in the supply chain, recycled materials must be accompanied by a valid **transaction certificate** to ensure full traceability.

Finishing with purpose

Interview with Olga Samykina, Category Manager Finishing Products at BekaertDeslee



As Category Manager Finishing Products, Olga Samykina operates at the intersection of strategy, performance, and responsibility. She is responsible for defining and executing the category strategy, from sourcing and supplier management to negotiations and risk mitigation, while ensuring full alignment with BekaertDeslee's broader business objectives. Close collaboration with R&D, Product Management, Marketing, and Production teams is essential to achieve this.

Finishing products play a decisive role in shaping the final performance and quality of fabrics. They transform base fabrics into premium solutions, directly influencing properties such as softness, strength, durability, hygiene, and overall functionality. As a result, finishing significantly adds value for both customers and end users.

"Selecting finishing products is always a collaborative and structured process," says Olga. "Customer expectations, technical performance, regulatory compliance, and production feasibility are considered from the outset. Suppliers and materials are assessed through rigorous qualification, testing, and validation processes to ensure consistent quality and reliability."

According to Olga, market expectations are evolving rapidly. "Customers increasingly demand finishing solutions that combine high performance with a strong environmental profile, while cost competitiveness remains crucial. Sustainability is therefore embedded in decision-making, alongside performance and safety considerations. Looking ahead, opportunities lie in reducing resource consumption, improving data transparency, and further aligning finishing solutions with BekaertDeslee's long-term sustainability ambitions."





Engaging Society

Driven by trust, guided by integrity: building lasting value through transparency, compliance, and collaboration.



A vision for integrity beyond compliance

At BekaertDeslee, **compliance is only the starting point**. We embed **transparency, accountability, and fairness** into everything we do, fostering a culture where integrity and responsibility guide every decision. By going beyond legal requirements, we build trust with our stakeholders and secure sustainable growth for the future.

All businesses must follow laws and regulations to ensure integrity, safety, and ethical behaviour. Failing to comply risks not only financial penalties and economic loss, but also environmental harm, reputational damage, and weakened relationships with customers, shareholders, suppliers, financial partners and other stakeholders.

That is why BekaertDeslee commits to a strong compliance culture, built on **six key principles: accountability, clarity, transparency, involvement, commitment, and enforcement**.



Our impacts, risks and opportunities

Related to governance, several material IRO's were identified during the materiality assessment.

Material topics	Impact, Risks & opportunities					Value Chain			Time horizon		
	Negative Impact	Positive Impact	Actual or potential impact	Risk	Opportunity	Upstream	Own operations	Downstream	Short	Medium term	Long
G1.1 Corporate culture	*	*	Actual		*	*	*		*	*	*
G1.5 Management of relationships with suppliers	*		Actual	*		*	*	*	*	*	*
G1.6 Corruption and bribery	*		Potential		*	*	*		*	*	*

Under the topic of corporate culture, BekaertDeslee sees a strong opportunity in the motivation and sense of comfort experienced by its employees. A positive work environment fosters high engagement, low turnover, and long employee tenures. This culture not only supports employee well-being but also reinforces organizational stability and long-term performance.

Under the topic of management of supplier relationships, BekaertDeslee recognizes the risk of business disruption caused by poor payment practices. Delayed or inconsistent payments can create dissatisfaction among suppliers, potentially leading to halted deliveries, production downtime, and reputational damage. Maintaining fair and reliable financial relationships is therefore essential to ensuring supply chain continuity and trust.

Under the topic of corruption and bribery, BekaertDeslee promotes a culture of transparency and ethical conduct. By embedding integrity into its operations, the company strengthens its reputation and attracts stakeholders, customers, and employees who value responsible business practices. This ethical foundation supports long-term profitability and resilience.

Our policies

Corporate Culture

At BekaertDeslee, we foster an innovative and passionate work culture where creativity, entrepreneurship, and collaboration thrive. Employees are encouraged to share their ideas and talents to help transform the sleep industry. We take pride in our diverse and engaged global community, united by shared values and a culture of openness, involvement, and continuous improvement. Through targeted training and leadership development, we invest in the growth of our people, preparing them to contribute meaningfully and face future challenges with confidence.

Management of supplier relationships

Our supplier relationships are built on transparency, reliability, and fair practices. As outlined in our general purchasing terms, we apply fixed pricing agreements and a standard 60-day payment term, ensuring predictability and stability across the supply chain. Price changes or additional charges are only accepted with prior written approval. This approach fosters mutual respect and long-term partnerships that support our sustainability goals.

Corruption and bribery

Integrity is at the heart of our operations. Through our Code of Conduct, Human Rights Policy, and Conflict of Interest Policy, we set clear standards for ethical behaviour. We provide employees and stakeholders with Speak Up®, an external whistleblower line, offering a safe and confidential way to report concerns such as fraud, harassment, or breaches of conduct. These mechanisms help safeguard a transparent and secure working environment where corruption and bribery have no place.

Conflicts of interest

The prevention of conflicts of interest is supported through training and adherence to our Code of Conduct, which outlines the duties of employees and governance bodies. Business decisions must always be made exclusively in the interest of BekaertDeslee. All conflicts are reported and managed with a high level of confidentiality.

Mechanisms for seeking advice and raising concerns

Employees are encouraged to speak up when actions conflict with our company values of honesty, collaboration, respect, initiative, and accountability. They may turn to their direct manager, HR manager, deputy compliance officer, group compliance officer, or use our external compliance helpline.

This helpline, managed in cooperation with an external firm, is available to all employees by phone or electronically, and can be used anonymously. It serves as a confidential channel for reporting suspected breaches of compliance policies or applicable laws. This external helpline is also available to people outside BekaertDeslee and contact details are published on our website. In all cases, the identity of the reporter will be kept confidential, and this employee will be protected from retaliation. Any good faith report about a compliance violation will be handled in accordance with the requirements of the EU Whistleblower Protection Directive and applicable implementing legislation. This includes acknowledgment of receipt to the reporting person within 7 days, and final feedback after investigation within 3 months.

Processes to remediate negative impacts

BekaertDeslee applies a zero-tolerance approach to negative impacts. In case of notifications, suspicions, or breaches, the Group Compliance Officer, CFO, CEO, and CHRO are informed, and further actions are initiated. Depending on the severity, responses may range from internal measures to external forensic audits. Findings from these audits determine appropriate remediation actions.

These policies align with the UN Global Compact (UNGC), the Universal Declaration of Human Rights (UDHR), and support SDGs 3, 4, 5, 8, 12, 16, and 17.



Supplier Code of Conduct

Human rights policy

Compliance policy

Payment policy

Actions

The table below provides an overview of initiatives—both ongoing and completed—highlighting their objectives and how they contribute to better governance.

Key action	Description	Scope of action	Overall progress and time horizon
Compliance Training & Communication	Several e-learnings on the topics of Anti-Trust, Anti-Bribery & Corruption, Data Protection and Privacy, and Supply Chain Due Diligence	Global for function at risk	Completed in 2025
Anti-Bribery & Corruption	Annual re-fresh training on Code of Conduct (organized per location)	Global	Completed in 2025
Anti-Trust	Anti-trust e-learning	Global for function at risk	Completed in 2025
Data Protection	Re-enforce the role of Data Protection Officer	Global	Completed in 2025
Anti-Bribery & Corruption	Annual refresh training on Code of Conduct	Global	Planned for 2026
Data Protection	Further strengthen data protection (Records of Processing RoP) and data security (Data Inventory matrix)	Global	Completed in 2025
Compliance Training & Communication	Several compliance e-learnings on topics of : Fraud awareness/Anti-Bribery and Corruption, Data Privacy: AI in the workplace	Global for function at risk	Planned for 2026



Achievements 2025

In 2025, we provided numerous company-wide compliance trainings, attended by more than 92% of our employees.

In 2025, we introduced four mandatory online compliance trainings, covering global topics such as Anti-Trust, Anti-Bribery & Corruption, Data Protection & Privacy, and Supply Chain Due Diligence. We ensure that all employees, including new hires, receive comprehensive compliance training.

Each year, we update our compliance risk matrix, evaluating gross and net risks per legal entity. This involves considering factors such as legal entity functions, turnover, and country risk index. We then review mitigating actions to determine a net compliance score for each entity.

Outlook 2026 and beyond

In the coming years, we will continue to strengthen our monitoring systems and maintain annual mandatory compliance trainings. We also plan to further strengthen data protection and data security.

Our targets and KPI's

BekaertDeslee is committed to minimising the risks associated with corruption and bribery. Therefore, the company has defined clear targets.

	baseline year	baseline value	target year	target	2024	status 2025	
Convictions for violation of anti-corruption and anti-bribery laws	2021	0	2030	0	0	0	
Fines for violation of anti-corruption and anti-bribery laws	2021	0	2030	0	0	0	
Anti-corruption and anti-bribery training of at risk functions (in %)	2024	98%	2030	95%	95%	91%	

There were no bribery or anti-corruption incidents reported in 2025. Each quarter, all business units complete a compliance incident metrics form, which also covers corruption and bribery cases. Of the 150 employees identified as holding higher-risk roles, 137 completed the training. These "at-risk" functions include employees working in supply chain, sales, and purchasing.

Our ambitions on ethics

We are committed to conducting business in a responsible and ethical manner.

We show the highest standards of integrity and ethical conduct, in doing business and showing good behaviour in ways that demonstrate our company values

Metrics

Seeking alignment with CRSD, following metrics are disclosed.

The number of convictions for violation of anti-corruption and anti-bribery laws	0
The amount of fines for violation of anti-corruption and anti-bribery laws	0 €
Actions taken to address breaches in procedures and standards of anti-corruption and anti-bribery	none

	At-risk functions		**Managers**		**AMSB6**		**Other own workers**	
Training coverage	2024	2025	2024	2025	2024	2025	2024	2025
Total	138	150	105	99	3	3	61	70
Total receiving training	135	137	94	91	3	3	56	65
Delivery method and duration								
Computer-based training (hours)	108	132.4	75.2	88	2.4	2.9	44.8	62.8
Frequency								
How often training is required	annual refresh		annual refresh		annual refresh		annual refresh	
Topics covered								
Definition of corruption	yes		yes		yes		yes	
Policy	yes		yes		yes		yes	
Procedures on suspicion/detection	yes		yes		yes		yes	

A culture of innovation

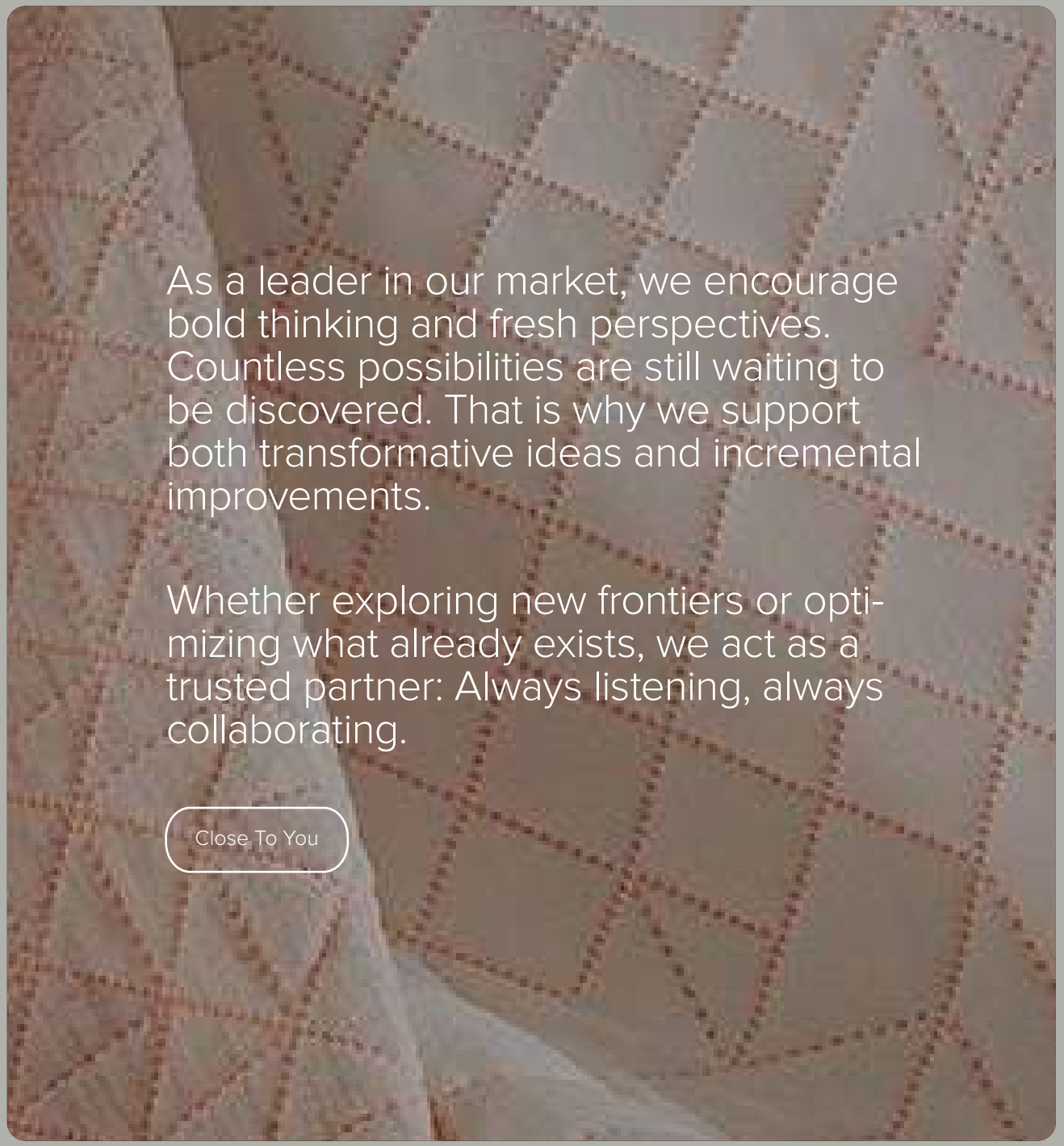


A vision for empowering dreams of all sizes

Innovation as a driver of positive impact

At BekaertDeslee, innovation shapes the way we create long-term value and uncover new sustainable solutions. Our innovation mindset underpins our ambition to grow together with our partners, our customers, and society at large.

By delivering purposeful innovations, we are committed to meeting the evolving needs of society while creating lasting value for all our stakeholders.





We view change not as a challenge, but as a catalyst for progress. By reimagining how we design, manufacture, and collaborate, we stay ahead of industry trends and contribute meaningfully to a more sustainable future.

Delivering Value-Driven Innovation:

Innovation is embedded in BekaertDeslee's DNA. We continuously enhance our designs, technologies, services, and manufacturing processes to deliver relevant, customer-centric solutions. Our mission to improve sleep quality is supported by growing global awareness of sleep's impact on health, mental well-being, and performance, aligning our innovation efforts with broader societal goals. We translate customer and market-driven opportunities into tangible outcomes by working closely with clients and partners. Through structured project management and cross-functional teamwork, we ensure that ideas are transformed into scalable, market-ready solutions.

By aligning innovation with customer needs and sustainability goals, BekaertDeslee ensures that every new development contributes to better sleep, healthier lives, and a more responsible industry.

For BekaertDeslee, innovation is not merely a strategic objective, it is a shared responsibility. Through value-driven innovation we aim to create positive changes for our people, our customers, and the communities we serve.



Trust is earned slowly, but lost quickly.

Founded in 1892, BekaertDeslee has built a long-standing history, and that is no coincidence. Day by day, we improve our products and strengthen customer relationships. Our quarterly Customer Net Promoter Score allows us to track customer satisfaction closely and identify areas for improvement.

Innovation with purpose

At our lab, we foster research and experimentation to create textiles that stand the test of time, enhance sleep quality, and meet evolving expectations. Our scientists push the boundaries of technology to engineer solutions that promote health, comfort, hygiene, and safety, so end-consumers can rest peacefully at night.

Our fabrics are close to the body and directly impact sleep quality. That's why we care deeply about our customers' health. We guarantee that our textiles are safe for use in the bedding industry, supported by transparent communication and Oeko-Tex certification.

A trusted partner in sustainability

BekaertDeslee strives to be a frontrunner in sustainability. We want customers to see us not only as a supplier, but as a trusted partner in their sustainability journey.

- **Circular design:** Supporting customers in bringing more circular products to market, from renewable and recycled yarns to designs made for recycling.
- **Safe products:** Ensuring safety for human health and the environment by avoiding harmful substances, protecting our employees, our customers' employees, end-users, and the planet.
- **Product Carbon Footprint insights:** Providing data and insights to help reduce emissions across the value chain, step by step.
- **Ahead of legislation:** Anticipating fast-evolving sustainability legislation to maintain resilience, strengthen our competitive position, and build better business.

Some of our innovations



ZIppeless cover

The Zipperless Cover, a 100% PES mono-material cover designed for recycling. that eliminates the zipper and maintains a cost-efficient design with a folded closure.



SmartSleeve

The SmartSleeve mattress and pillow protector provide extra ventilation, moisture regulation, resilience and comfort. Optimal conditions for a good night's sleep with SmartSleeve!



PURIFAIR™

Revolutionizing mattress unboxing with freshness

In collaboration with a University of Cambridge spin-off, PURIFAIR™ eliminates unpleasant odors when new mattresses are unrolled, ensuring a fresh and healthy unboxing experience.

Our targets and KPI's

BekaertDeslee is committed to improving the sleep quality of end consumers. To achieve this ambition, we aim to define clear targets and measurable KPIs that guide our actions and track progress.

	baseline year	baseline value	target year	target	2024	status 2025	
Sleep Improvement	2023	22.5%	2030	30%	24.3%	23.9%	

The sleep Improvement KPI relates to the improvement of a person's sleep quality. "Sleep-improving" can, in some cases, be considered a subjective concept. Therefore, a thorough selection was made to ensure that the features in question are sufficiently substantiated to have a positive impact on sleep quality.

To qualify, the fabric must: have a brand and be part of at least one of the following functionalities: allergen Reducing, bacteria reducing, recovery, temperature regulating, ventilation regulating, natural yarn. Functionalities related to a certain look & feel or wellness & beauty are not seen as sleep improving.

List of abbreviations

Abbreviation	Full Form / Explanation
ABSC	Australian Bedding Stewardship Association
APAC	Asia-Pacific
APL	Association pour la Promotion de la Literie
Biab	Bed-in-a-Box
CDP	Carbon Disclosure Project
CEA	Circular Economy Act
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CMC	CMC BekaertDeslee Private Limited (Joint Venture)
CO_2	Carbon Dioxide
CSRD	Corporate Sustainability Reporting Directive
CSR	Corporate Social Responsibility
DEI	Diversity, Equity and Inclusion
DMA	Double Materiality Assessment
DPP	Digital Product Passport
EAC	Energy Attribute Certificates
ESG	Environmental, Social, and Governance
ESRS	European Sustainability Reporting Standards
EU	European Union
EVP	Executive Vice President
EX	Employee Experience
Fedustria	Belgian Federation for the Textile, Wood and Furniture Industry
FITA	Federacion Industrias Textiles Argentinas
GHG	Greenhouse Gas
GRC	Governance, Risk, Compliance
GRS	Global Recycled Standard
HR	Human Resources
ILO	International Labour Organization
ISPA	International Sleep Products Association
IRO	Impacts, Risks, and Opportunities
JV	Joint Venture
KPI	Key Performance Indicator
LCA	Life Cycle Analysis
LWIR	Lost Work Incident Rate
NBF	National Bed Federation
NPS	Net Promoter Score
OEKO	OEKO-TEX® (Textile safety certification)
PES	Polyester
PCF	Product Carbon Footprint
PPM	Progressive Products de Mexico
R&D	Research and Development
SDG	Sustainable Development Goals
SBTi	Science Based Targets initiative
SMS	Sustainability, Marketing, and Strategy
STeP	Sustainable Textile Production (OEKO-TEX® certification)
UDHR	Universal Declaration of Human Rights
UNGC	United Nations Global Compact
UNGPs	UN Guiding Principles on Business and Human Rights
USA	United States of America
VLAIO	Flanders Innovation & Entrepreneurship
WWF	World Wide Fund for Nature

BEKAERT DESLEE

Close to you

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