

We are building a sustainable world

Sustainability Report summary 2024



xella

We are building a sustainable world through...

Safe and inclusive workplace

Valuing our employees and mutually creating a workplace where safety comes first and talent is nurtured and diverse.

➔ See p22

Innovative building materials

Reducing CO2e emissions and working with suppliers and the construction industry to produce affordable and efficient products.

➔ See p4

Digital solutions

Digitalizing processes through blue.sprint, Building Companion and Construction Services to save time, labor and costs while improving on-site safety and reducing building construction waste.

➔ See p4

Circularity

Reducing, reusing and recycling leftovers will both improve the circularity of our operations and, in doing so, help minimize our environmental impact.

➔ See p18



Further information is also available on the Xella Group website.

www.xella.com



Who we are

Xella is a leading European building materials provider dedicated to offering innovative, safe and sustainable building solutions that contribute to the future of the building industry. Specializing in high-quality and long-lasting building materials constructed from mineral materials, we are digital pioneers, ensuring outstanding efficiency in planning and executing customized building projects.

Our mission

To provide efficient, affordable and sustainable building materials, products and solutions.

Sustainability frameworks

Our guiding frameworks are based on the principles of the UN Global Compact and GRI Standards 2021. We also support the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work and align with the UN Sustainable Development Goals (SDGs).

WE SUPPORT



A signatory to the UN Global Compact



Highlights

-6.6%

Scope 1 and 2 emissions (tCO2e) market-based compared with 2023

€6.9m

invested in safety improvements

-46%

of AAC and CSU leftovers sent to landfill compared with 2023

20%

reduction in lost-time injuries compared with 2023

100%

of our suppliers comply with our Supplier Code of Conduct

22.6%

of Xella managers are women

AT A GLANCE

What we do and where we operate

We offer high-performing and sustainable walling solutions for the entire house shell, from simple blocks to the delivery of complete wall systems. We were founded in 1929 and are headquartered in Duisburg, Germany.

€985.4m

Consolidated revenue for the 2024 fiscal year

22

countries with sales offices

4,351

Employee headcount at the end of 2024

51

active sites at the end of 2024

81%

of our top 3 raw materials are locally sourced

74%

of our T&F budget is spent on developing sustainable solutions



* Countries with a sales office presence, excluding the subsidiary locations and material types mentioned above.

Leading brands and products...

Our building and insulation materials are underpinned by strong brands. With them, we make a significant contribution to the construction of sustainable, energy-efficient and affordable buildings for communities and businesses alike.



See more on our brands online
www.xella.com/en_US/brands



Autoclaved aerated concrete (AAC) for affordable construction

- Built-in thermal insulation
- Load-bearing capacity for masonry
- Free of harmful substances
- Efficient resource usage
- Recyclable
- Non-combustible

YTONG



Calcium silicate units (CSU) for efficient construction

- High load-bearing capacity
- Frost-resistant and weatherproof
- High acoustic insulation
- High heat-storage capacity
- Recyclable
- Non-combustible
- Free of harmful substances
- Efficient resource usage

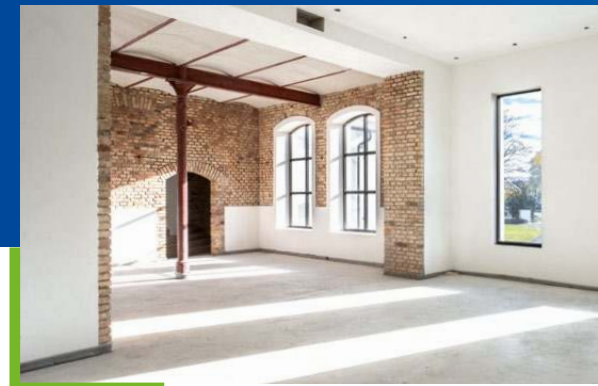
silka



AAC panels for commercial, residential and industrial construction

- Built-in thermal insulation
- High load-bearing capacity for walls, roofs and ceilings
- Free of harmful substances
- Efficient resource usage
- Recyclable
- Non-combustible

hebel



Insulation solutions for green construction

- Efficient thermal insulation
- Non-combustible insulation
- Permeable and capillary-active
- Excellent mechanical properties
- Recyclable
- Free of harmful substances
- Efficient resource usage

multiplus

...supported by our digital solutions and integrated services

The development of our suite of innovative Building Information Modeling (BIM) tools has made Xella the digital leader in the building and construction sector. Our market-facing teams in Xella's blue.sprint, Building Companion and Construction Services businesses save time, labor and costs while also improving on-site safety and reducing construction waste.

blue.sprint

Xella's blue.sprint concept offers all the services to make construction projects easier, more efficient and faster from start to finish. These include assistance for investors and builders in optimizing material selection, advice for project developers, access to a digital product database, and a smooth ordering and supply chain with on-time delivery management and monitoring.

Building Companion

Building Companion is a digital platform developed by Xella to streamline the home construction process by connecting private investors with vetted construction professionals, such as builders and architects.

Construction Services

Our Construction Services optimize the building process with expert consulting, efficient project management, and collaboration with construction companies to install Xella solution systems, providing an integrated offering and ensuring sustainable, cost-effective, and high-quality results from planning to completion.

OUR INTEGRATED OFFERING

What motivates our customers to partner with us...

Through our integrated offering, we deliver affordable, efficient and sustainable solutions that meet the needs of individuals, communities and businesses, and provide the construction industry with an innovative approach to building projects.

Our specification and digital service can help our customers to save up to 20% on their total cost of construction.

Digital planning
By using BIM to create a 3D virtual model (a digital twin), our blue.sprint teams optimize the overall construction process for large-scale building projects to reduce both the time and costs involved.

B2B2C platform
Our digital Building Companion platform was designed to support every type of building project with access to advice on the best building materials as well as connections to a network of verified professionals (from architects to building contractors).

We propose solutions for our customers that are up to four times faster than some traditional walling methods. This is due to the ability to produce AAC and CSU in large formats and to install AAC as a monolithic wall solution.

Large formats
Used in commercial, industrial and (multi-) residential projects, our large format elements (mainly prefabricated and steel-reinforced wall panels for AAC) both reduce building costs and speed up the construction process.

High insulation AAC
Due to the thermal characteristics of our AAC products, we offer solutions that significantly boost the energy efficiency of a house during hot and cold periods, with substantial reductions in energy consumption and the possibility of monolithic walls.

We simplify the life of our customers by taking ownership of parts of the installation of their building project as a subcontractor.

Construction Services
We want to provide to our customers both optimized productivity and the required quality standards by managing the installation of our solutions with our products in partnership with our general contractors.

Franchise concepts
Through our two franchise partner networks, hebelHAUS and Ytong Bausatzhaus, we provide affordable, turnkey, single-family houses, optimized for our products, and for customers to participate in constructing the building envelope of their future house.

...is our ability to deliver forward-thinking solutions



Belgrade Waterfront
📍 Serbia

One of the largest urban developments in the region, this project includes over 10,000 residential and commercial units. Xella's Ytong, Silka, and Multipor materials contribute to energy efficiency, thermal comfort, and sound insulation, helping create a modern, sustainable city district.



Smart urban living
📍 Germany

Space in dense city environments is limited, making efficient construction essential. Xella's innovative materials enable sustainable, space-saving solutions that optimize energy use while maintaining comfort and durability.



Skyscraper renovation
📍 Lyon, France
Renovating a high-rise poses unique challenges, especially on upper floors. In Lyon, Ytong blocks provided an ideal lightweight, insulating solution for transforming the 14th floor, demonstrating their versatility in complex urban construction.



Revitalized distillery
📍 Pentenried, Germany

Ytong was the ideal solution for the transformation of a former distillery's expansion and modernization. Its lightweight capacity and easy installation made it the perfect choice for a new hall extension, integrating with the existing structures while enhancing energy efficiency and durability.



Grain Silo Museum
📍 Kristiansand, Norway

Converting an industrial building into a cultural landmark requires careful material choices. Ytong and Multipor helped repurpose this historic grain silo into a modern museum while improving insulation and energy performance.

On the horizon
Xella has already been commissioned to design, supply and/or install building materials on several innovative and exciting projects across Europe during 2025 and beyond. Learn more about these in our corporate newsroom.


www.news.xella.com

Validating our product sustainability

At Xella, sustainability is at the heart of our operations and we are committed to enhancing the environmental performance of our products. As part of this commitment, we pursue a range of recognized certifications and Environmental Product Declarations (EPDs) that validate the sustainability of our building materials.

These certifications serve as independent assurances that our products meet stringent environmental and performance standards, offering transparency and accountability in terms of resource use, energy efficiency and overall environmental impact.

- **In Belgium:** Our products are certified and have the BENOR label.
- **In the Netherlands:** Our building materials have KOMO certification.
- **In France:** Some specific materials (AAC blocks 350 kg/m3, 450 kg/m3 and 550 kg/m3 produced in Saint-Savin) are certified 'Zone Verte Excell' by the laboratory EXCELL.
- **In Denmark:** Our products (AAC and reinforced AAC) were approved and awarded 'Danish Indoor Climate Labelling' (DICL) at the end of 2024.
- **In Germany:** We are natureplus® certified for Multipor; Ytong, Silka and Multipor also fulfill the criteria for the eco-INSTITUT-Label. In addition, all brands (Ytong, Silka, Multipor and Hebel) have received the QNG-ready label from the private Sentinel Institute. This label can be used in the documentation for obtaining the QNG certificate from KfW.

Environmental Product Declarations

EPDs are becoming increasingly crucial as the construction industry prepares for evolving regulatory frameworks, such as the Construction Products Regulation (CPR) and the Declaration of Performance (DoP). These regulations are designed to ensure that building materials meet consistent, transparent performance and environmental standards across Europe. EPDs align with these future requirements by providing detailed, verifiable information on a product's environmental impact, helping manufacturers and stakeholders

demonstrate compliance with both existing and upcoming regulations. As regulatory pressure increases to improve the sustainability and transparency of building products, EPDs will play a pivotal role in enabling manufacturers like Xella to meet the demands of the CPR and DoP, while supporting sustainable construction practices and enhancing the overall environmental performance of the built environment.



Twenty years of our research and development facility

Xella took the decision 20 years ago to bring together its research scientists under one roof and create Xella Technologie- und Forschungsgesellschaft mbH (T&F). Today, the input from T&F is evident throughout the complete life cycle of Xella products and is central to enabling us to achieve the targets on our sustainability roadmap.

Researching products and processes

T&F focuses on basic research and the development of sustainable building materials, market-ready products and efficient construction methods and technologies.

Expert analysis

The teams at T&F play an important role in supporting the day-to-day production at our plants. Any new raw materials and new recipes are first tested by T&F to ensure that they meet the required standards. The T&F facility is equipped to carry out product trials at laboratory scale and on a production scale using its on-site AAC-Pilot plant station.

Applied research

T&F monitors and assesses Xella products to ensure that they meet ever-increasing product regulations. An accredited test center, it checks the characteristics of AAC, CSU and Multipor products. T&F has been designated as an authorized representative for overseeing EU Construction Products Regulation (CPR) and is responsible for the application of German and European Technical Assessments.

Quality management and benchmarking

We invest a substantial amount of effort and funding into assurance testing of the durability and performance of our products in real-life scenarios. We are an accredited test center in line with the international standard ISO 17025 for laboratories.

Industry standardization

Through its membership of over 40 national and international standardization committees, T&F is actively involved in the development and revision of product standards, European testing, design and execution standards (e.g. Eurocodes) and national application documents.

Knowledge transfer and training

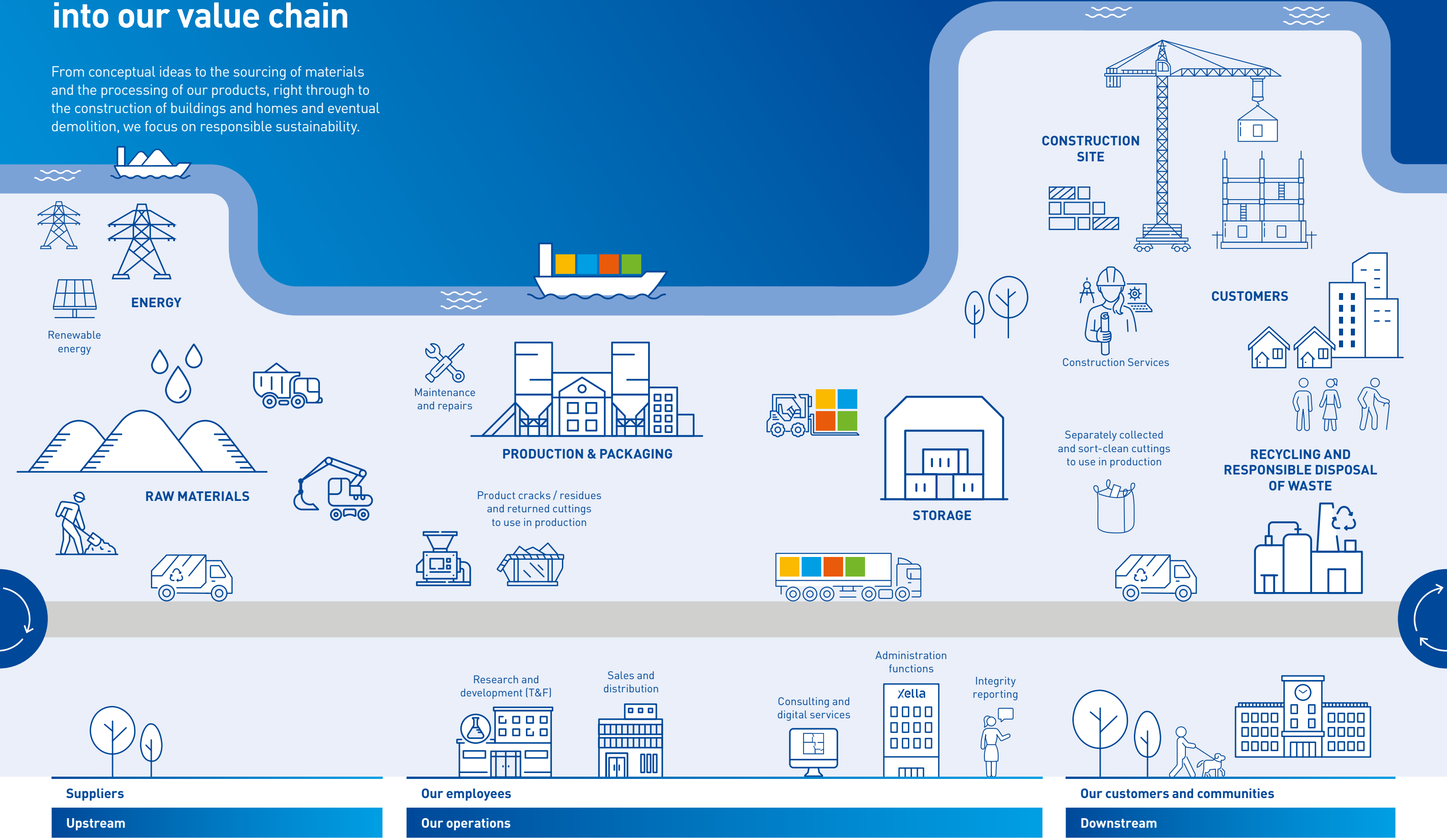
T&F has a keen role to play in ensuring knowledge transfer and training across Xella and offers services to external partners and customers. It provides advice and support for our AAC plants and training for new colleagues about new raw materials, formula adjustments, customization and technology.



OUR VALUE CHAIN

Integrating sustainability into our value chain

From conceptual ideas to the sourcing of materials and the processing of our products, right through to the construction of buildings and homes and eventual demolition, we focus on responsible sustainability.



Creating long-term value for our stakeholders

Drawn from diverse interest groups with a wide geographic spread, our stakeholders all benefit from the value that we create from operating our business with long-term sustainability at the core.

Customers



Xella delivers value through innovative solutions, superior product quality, and a holistic service approach, meeting the demands for efficient and cost-effective construction, as well as sustainable wall solutions.

30%
of sales digitally enabled

10%
of sales in low lambda¹

22%
of sales in large format²

1 AAC sales.
2 AAC + CSU sales.

Employees



Xella prioritizes employee well-being through a supportive, safety-centric culture and professional growth opportunities. Our active approach cultivates a strong speak-up mentality, offering our employees different participation methods.

3.8/5
Employee engagement rate

17.5h
Average training hours per employee

Suppliers



Xella creates value with transparent partnerships, fair practices, and collaborative growth, fostering reliability. We prioritize reducing scope 3 CO2 emissions and building a sustainable future with our suppliers.

100%
comply with our Supplier Code of Conduct

7
cement suppliers have committed to SBTs

Investors and shareholders



Xella delivers financial performance through consistent returns, transparent communication and strategic innovation. We are committed to long-term financial stability and investment in innovative, sustainable products.

€186.2m
EBITDA

73%
Cash conversion

Science and expert communities



Xella contributes to scientific and expert communities through knowledge sharing and sustainable practices. As part of the European AAC Association, Xella scientists share their research to promote innovation within the construction industry.

29
conferences attended

11
scientific publications

Communities



Xella enriches communities by prioritizing social responsibility, local engagement and sustainable practices, and by being an active and responsible neighbor to all residents, creating lasting positive impacts.

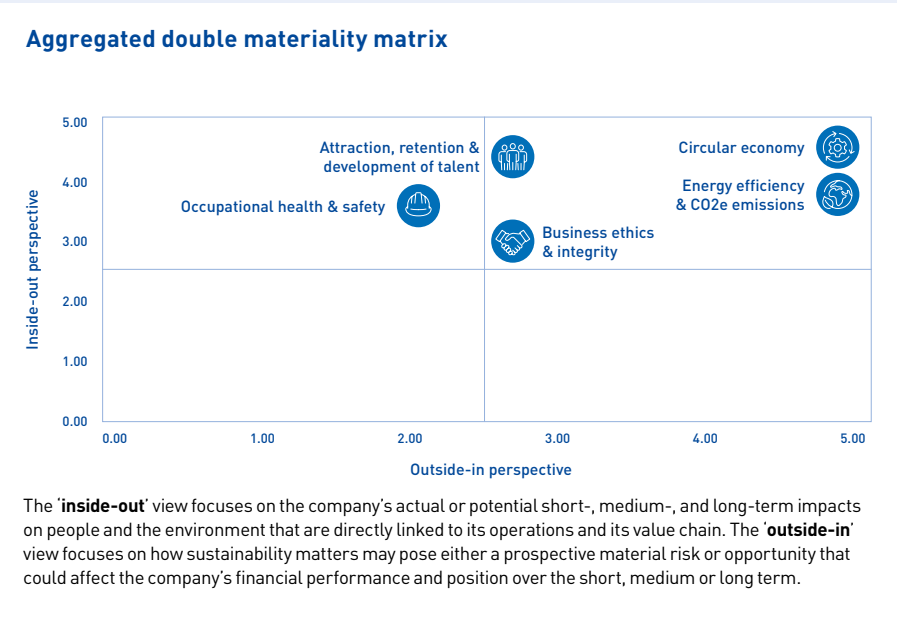
€70,000
donated through Xella's Community Policy

€20,000
donation from Xella Emergency Fund

Reducing CO2, enhancing circularity and people safety and development

The three pillars that underpin Xella's ESG strategy focus on the material topics that we have identified as key to the long-term sustainability and ultimate success of our business.

In 2024, we continued to make progress with the deployment of our sustainability roadmap; our key performance indicators reflect the positive impact of our actions.



Developing the circularity of our construction materials

Approach

Within our circular economy, we are committed to reducing virgin raw material consumption with a KPI to stop sending AAC and CSU leftovers to landfill by 2030. We want to return our leftovers to our production and further develop access to construction and demolition material flows as secondary raw materials.

Link to UN SDGs



Target

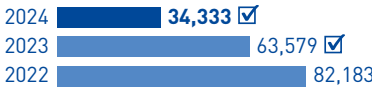
- No AAC and CSU production leftovers to landfill by 2030

Key initiatives

- All products are recyclable and can be reused as an input to new Xella products
- Optimization of recipes to decrease use of virgin raw materials
- Pilot projects to source AAC from demolition and use it as a raw material in our recipes
- Developing lighter, low-density blocks, which consequently consume fewer raw materials and generate less CO2e

KPIs

AAC and CSU leftovers to landfill (tonnes)



Reducing CO2e emissions and providing building materials with a low CO2e footprint

Approach

We are actively exploring ways of reducing scope 1 and 2 CO2e emissions in our own products and processes. We are also proactively engaging with the major suppliers of raw materials within our supply chain to reduce our scope 3 CO2e emissions.

Link to UN SDGs



Targets

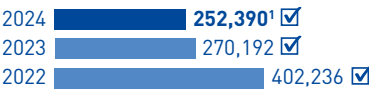
- Targets validated by SBTi in November 2023:
- 42% scope 1+2 CO2e emissions over 2021-2030
 - 25% scope 3 CO2e emissions from purchased goods and services over 2021-2030

Key initiatives

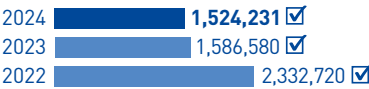
- Implementation of numerous energy-efficiency measures
- Fuel switch, renewable energy and sourcing green energy
- Creating product formulas with reduced CO2e content (e.g. switch to CEM II, lightweight materials)
- Access to lower CO2e cement and lime
- Optimization of formulations
- Research on recarbonation: AAC captures CO2e during its life cycle (validated through EPDs in Germany, France, Italy, Poland, Romania and the Netherlands).

KPIs

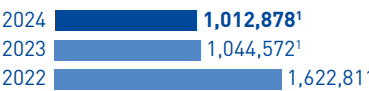
Total market-based scope 1 and 2 CO2e emissions (tCO2e) (baseline 2021: 437,241)



Total scope 3 CO2e emissions (tCO2e) (baseline 2021: 2,368,696)



Scope 3 GHG emissions from purchased goods and services (tCO2e)2 (baseline 2021: 2,368,696)



1 This is not considered to be an achievement of our science-based target, but a consequence of the market downturn in the construction industry in 2023 and 2024.
2 Covers emissions from cement, lime and sand.



Safe and inclusive place to work

Approach

Through our substantial investment in safety training, 'safe work. safe life.' has been instilled as part of our corporate DNA and culture. Our inclusive recruitment protocols and promotion of work-life balance support our commitment to diversity and inclusion for all employees.

Link to UN SDGs



Targets

- Reduce lost-time injury frequency rate (LTIFR) by 47% by 2025 (baseline: 9.5 in 2019)
- Zero fatalities
- Reach 25% share of female managers by 2025
- Increase annual training hours per employee by 58% by 2030 (baseline: 10.63 hours in 2019)

Key initiatives

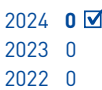
- A culture of safety: €18.5m invested to drive improvements since 2021
- 4,900 safety walks undertaken by Xella leaders in 2024
- 60 safety days in 2024 with the participation of 2,896 employees
- €1.7m investment in training in 2024
- Collaboration with universities
- Made senior appointments from the Female Talent Pool and external hires
- Provided unconscious bias training, mandatory shortlisting of women for manager roles, and senior management training

KPIs

Lost-time injury frequency rate (LTIFR)



Number of fatalities



Share of female managers

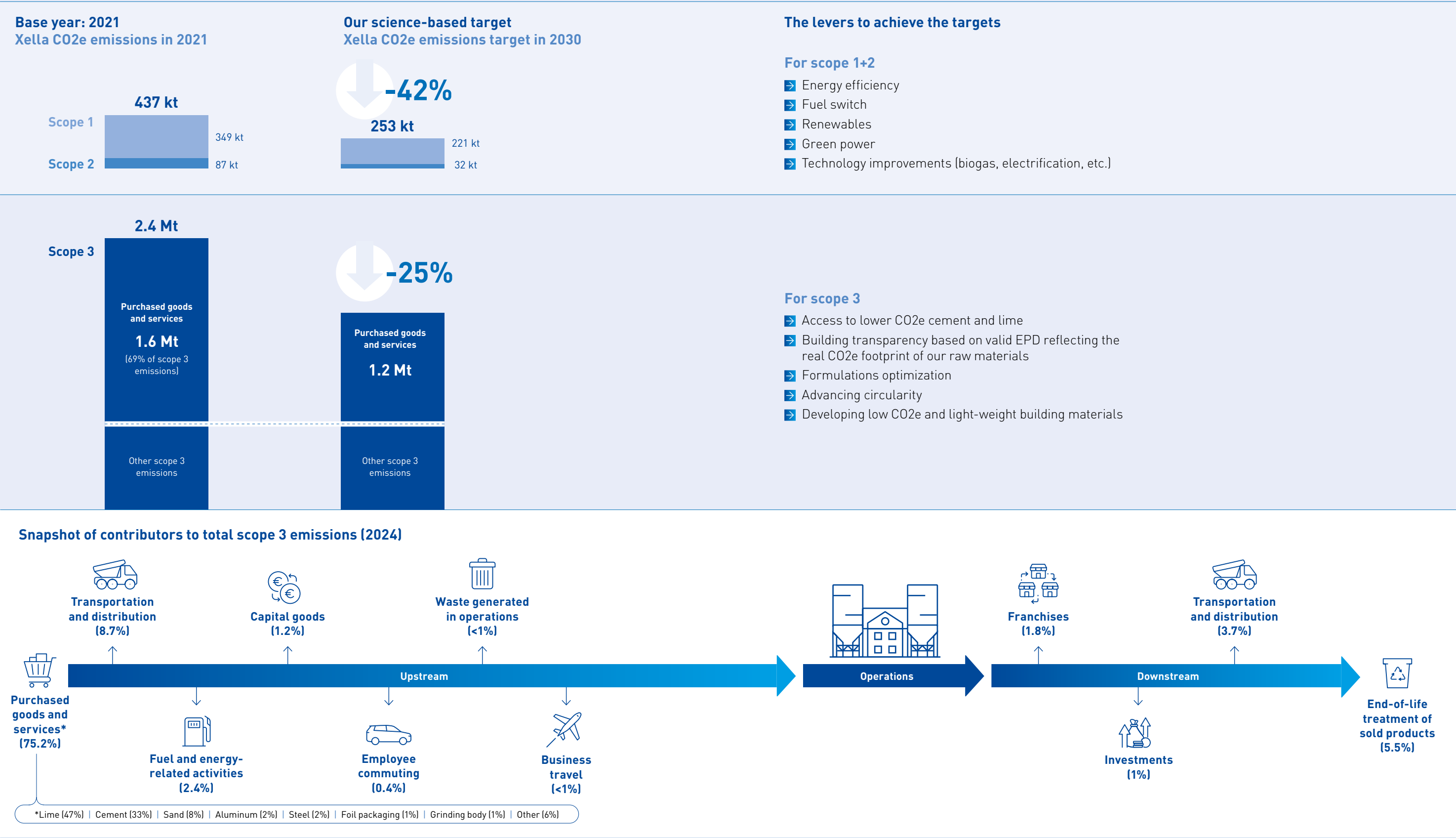


Annual training hours per employee



Decarbonization roadmap to achieving 2030 science-based targets

We have set ourselves ambitious goals to achieve the long-term sustainability of the business. Our science-based greenhouse gas emissions reduction targets were validated by the Science Based Targets initiative (SBTi) in November 2023 and conform with SBTi Criteria and Recommendations. Our decarbonization objectives have been classified as in line with a 1.5° C trajectory.



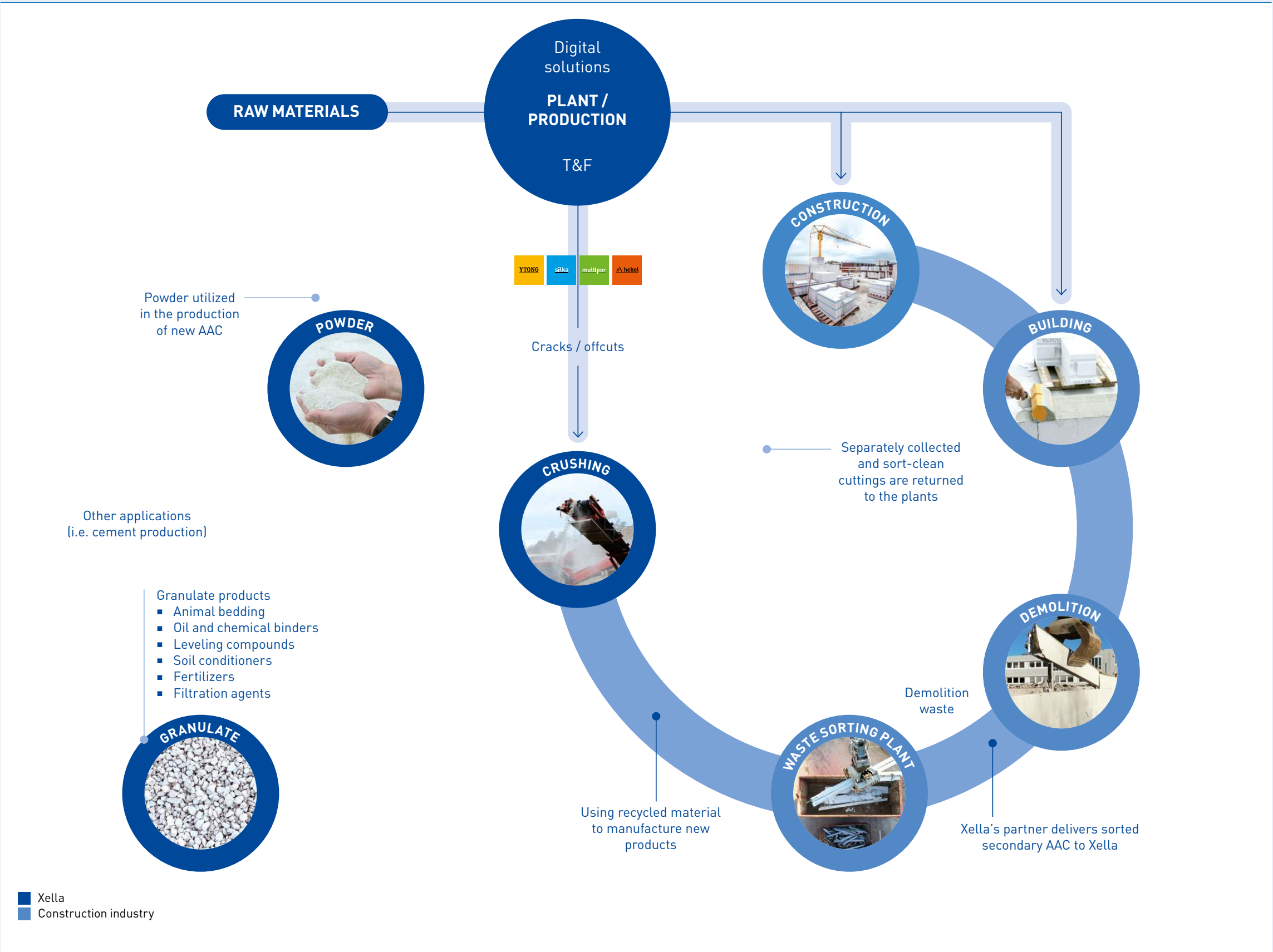
Making circularity a reality

We aim to stop sending any AAC or CSU residues or production leftovers to landfill by 2030 and every business function has a role to play in ensuring that circularity is adopted for all our operations.

We aim to stop sending any AAC or CSU residues or production leftovers to landfill by 2030 and every business function has a role to play in ensuring that circularity is adopted for all our operations.

Xella's T&F has the overarching task of advancing circularity at each and every stage of our business processes, including:

- Developing and optimizing formulation to increase the amount of production leftovers in our recipes
- Optimizing the production mix to explore new product development and meet the changing demands of customers
- Developing lighter, low-density blocks, which consequently consume fewer raw materials and generate less CO₂e
- Cooperation with external partners (construction, demolition and recycling companies) to prepare and promote the integration of recycled materials into our production, while at the same time reducing emissions and waste to landfill



Our four pillars of circularity

Reducing, reusing and recycling waste is the major tenet of a fully functioning circular economy, which sits with our intention to use fewer resources more efficiently, and in doing so to help minimize our environmental impact.

1. Reducing

Reduce consumption of raw material

Given the increasing scarcity of natural resources, we have been investigating how best to reduce our consumption of raw materials by using crushed AAC leftovers as a replacement, and by optimizing the formulations.

Reducing product quantities at construction sites

The ability to reduce waste starts at the planning stage: our digital blue.sprint team uses cutting-edge digital solutions to design and accurately specify the amount of product required to construct large-scale projects without leftovers and calculate logistics for just-in-time deliveries, saving time, road haulage and CO2e emissions.



2. Reusing

Reuse AAC leftovers in our recipes

We need to balance aligning our circularity aims while still maintaining the quality of our products when adding processed leftovers from our own plants, or secondary AAC from construction or demolition waste sourced from recycling companies that we cooperate with.

Sourcing AAC cuts from construction sites

To actively encourage our customers, local authorities and other agencies to return residues or cut-offs to us rather than send them to landfill, we provide 'big bags' for sort-clean collected AAC cut-offs from construction sites.

3. Recycling

The rules covering demolition waste and how it is handled vary across Europe. Since Xella is not involved with building demolition, we are testing some pilot projects with local partners to acquire sorted demolition waste. With this in mind, we have made a major investment in a new crusher hall, which is currently under construction at Rotenburg in Germany with completion due in early 2025.



4. Develop alternative uses

The move to reduce and stop sending AAC and CSU to landfill and improve the circularity of the business has opened up a number of business development opportunities for Xella. We developed the technology for transforming AAC residue into granulates over a decade ago, which has allowed us to explore and expand a variety of alternative uses for this material from the beginning.

Safeguarding our people

With a commitment first and foremost to ‘safe work. safe life.’, we also believe in investing in the talents of a diverse and inclusive workforce and supporting our local communities.

Health and safety

Assessing risk is an integral component of the daily working lives of Xella employees, empowering them to maintain their individual safety and that of their colleagues. Our commitment and investment in enabling this is evident in the improvement in our health and safety figures, and we will continue to make this the central focus for the business.

Targets

- 2025: Reduce lost-time injury frequency rate (LTIFR) by 47% (baseline: 9.5 in 2019)
- Maintain zero fatalities record to 2030 and beyond

Performance highlights

- €4.9m invested in safety improvements
- 20% reduction in lost-time injuries compared with 2023
- 13% improvement in lost-time injury frequency compared with 2023
- 4,900 safety walks undertaken by Xella leaders in 2024
- 60 safety days in 2024



Recruiting and retaining talent

With labor shortages becoming a critical challenge, Xella prioritizes attracting and retaining top talent to ensure long-term success. By leveraging new technologies, we enhance efficiency and effectiveness, driving Xella’s transformation into a continuously learning and evolving organization.

Targets

- 58% increase in training hours by 2030 (from a baseline of 10.63 hours in 2019)

Performance highlights

- €1.7m investment in training in 2024
- €5.4m total investment in training for the last three years
- 17.5 hours of training per employee in 2024



Diversity and inclusion

We do not discriminate on any grounds: race, sex, nationality, ethnicity, language, religion, age, disability or any other dimensions. Our commitment to equal opportunity and respect for everyone forms the basis of our non-discrimination and diversity policy and is set out in our Code of Conduct.

Targets

- Reach 25% share of female managers by 2025

Performance highlights

- Held an on-site meeting for 60 women in Germany, mentoring programs, and online training
- 240 women attended online training
- Included 8 male and 5 female participants in the Executive Successors pool
- Conducted a survey that received high scores for training and flexible work
- Made senior appointments from the Female Talent Pool and external hires
- Provided unconscious bias training, mandatory shortlisting of women for manager roles, and senior management training



Communities

In its second year, we have expanded our communities program and the number of local projects is flourishing with our support. The Xella Emergency Fund provides financial support to Xella employees and families in urgent need of assistance, we are collaborating with Habitat for Humanity on their Hopebuilders scheme and, over and above the projects funded by the Group community commitment, Xella subsidiaries also support local projects and activities.

Targets

- Community Policy budget will increase to €100,000 in 2025
- Community projects program aims to cover more than 50% of our employees

Performance highlights

- Increased annual budget to support local initiatives and expanded to eight additional sites
- Provided significant funding to support Habitat for Humanity projects and other charitable organizations
- Supported various community projects, including guide-dog training in Poland and creating a children’s playroom in France
- Held educational and creative contests, such as the Xella High School Competition in the Czech Republic and a children’s drawing contest in Romania
- Collaborated with organizations like United Way and Bikers for Humanity to support vulnerable families and improve housing conditions



Integrity is our byword

Shared beliefs and values provide a valuable blueprint for the future success of the business and reinforce our position as a trusted and reliable partner.

Culture and values

Our long-term ambitions for Xella will only be achieved through a strong corporate culture with a set of values shared by leaders and employees alike. We believe that together we can attain our vision of the future by matching our behaviors to global and ethical standards and beliefs.

Code of Conduct

Following the publication of our new Code of Conduct at Group level at the end of 2023, this was rolled out across our operating countries during 2024. The updated Code took on board the shift in the strategic direction of the company: prioritizing occupational safety and a greater focus on sustainability and ESG targets.

Integrity reporting (whistleblowing)

At Xella, we do not tolerate fraud, bribery and anti-competitive or discriminatory behavior, or violations of laws or of our internal policies in general. We actively encourage employees, business partners and other stakeholders to report any suspicions that they may have about any misconduct by the company or its employees. We have offered 'integrity reporting channels' (whistleblowing) in line with relevant laws for several years. During 2024, we upgraded this with the introduction of a web-based reporting platform, which is available to both Xella employees and third parties, and in several languages.

Supply chain

Our procurement business and supply chain are a central element of our overall strategy of reducing our CO2e footprint. Our scope 3 CO2 emissions account for 86% of our total CO2 emissions and we are therefore working with our suppliers to find ways to source raw materials with a lower CO2e content.

Supplier Code of Conduct

Our Supplier Code of Conduct (SCoC) sets out our commitment to safety, environmental protection, working conditions and other responsible business activities. All our major suppliers – those providing essential materials (where certain materials and/or certain country procurement costs are over €50,000) – have signed up to the SCoC.

The new Supply Chain Act

Since 1 January 2024, Xella has been subject to the German Supply Chain Due Diligence Act, which came into force in 2023. The relevant organizational changes and processes were put in place cooperatively by Group Purchasing and Compliance, with the new Head of Legal now in position with responsibility as the Group's human rights commissioner. We have published a policy statement on the Supply Chain Act and established a complaint mechanism via our whistleblowing platform.

A formal report for the year 2024 is due in 2025 and will be published on our website. A report for the Xella Group will be published, that will also include information about our subsidiaries outside Germany, who are indirectly obliged to follow the Act.



Looking ahead

In 2025, Xella remains dedicated to further advancing its sustainability goals through the continued deployment of its comprehensive ESG roadmap. Building on the progress made in previous years, we will focus on enhancing environmental, social, and governance practices across all aspects of our operations.

Therefore, we will focus on reducing our CO2e emissions through targeted energy efficiency projects, addressing both scope 1 and 2 CO2 emissions. Additionally, our efforts will continue to tackle scope 3 CO2 emissions by collaborating with suppliers and exploring innovative solutions to improve our formulations, enhance circularity processes, and further reduce the carbon footprint of our products.

Safety will continue to be a core value at Xella and we are unwavering in our commitment to strengthening our safety culture. Moreover, we are focusing on fostering a diverse and inclusive workplace, improving the well-being, and developing the skills of our employees, engaging in community projects, and upholding the highest standards of business ethics and integrity.

Through these strategic actions, Xella is moving closer to its long-term sustainability goals, including achieving net-zero emissions by 2050.

We will continue to closely monitor developments in European Union regulations, particularly with regard to reporting rules on sustainable development.

Meanwhile, Xella will emphasize its commitment to providing accurate, transparent, and comprehensive sustainability disclosures, while strengthening the robustness of its reporting systems.

Our sustainability action plan prioritizes innovation, collaboration, and transparency to drive meaningful change. By aligning with global sustainability standards, we aim to create long-term value for both our business and society. Xella's commitment to sustainability will remain central to our strategy, ensuring a positive impact for future generations.

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