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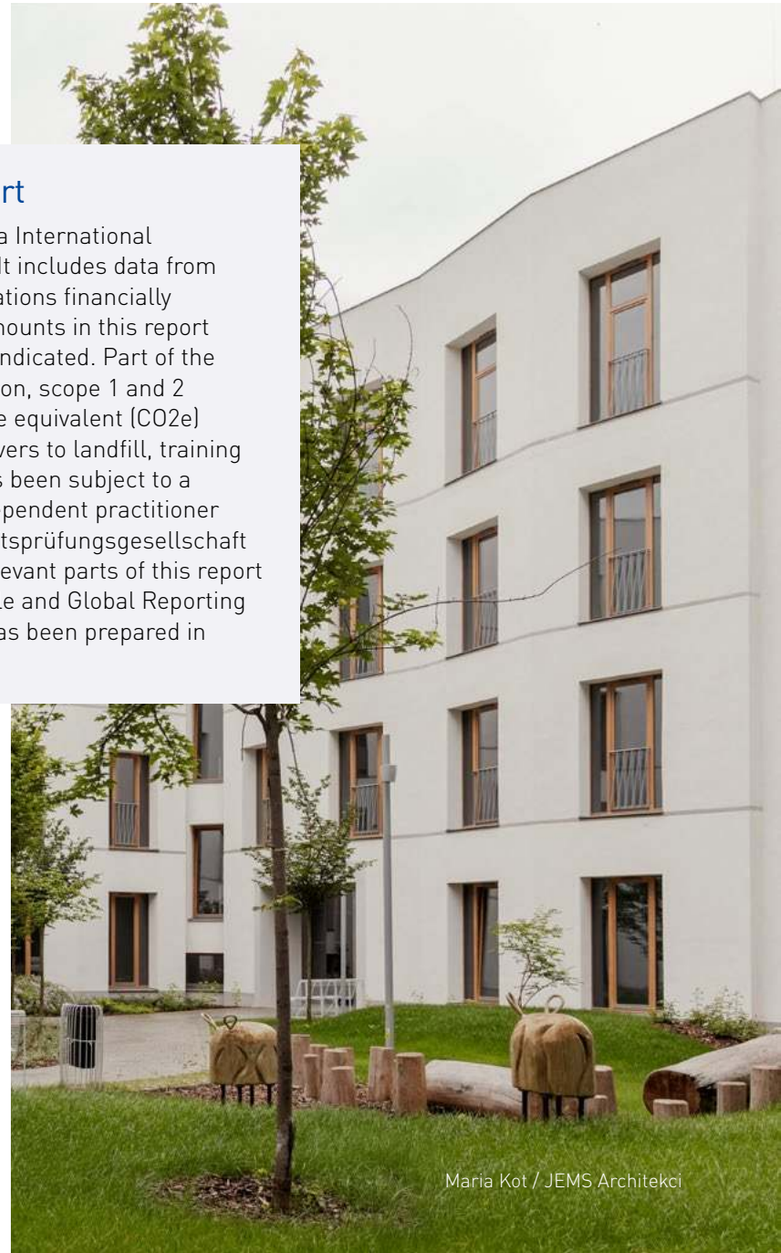
Key information about this report

This Sustainability Report is issued by Xella International GmbH and covers the 2025 calendar year. It includes data from all relevant plants, offices, and other operations financially controlled by the Xella Group. Currency amounts in this report are expressed in Euros, unless otherwise indicated. Part of the data used in this report (energy consumption, scope 1 and 2 (market-based) and scope 3 carbon dioxide equivalent (CO2e) emissions, CO2e emissions intensity, leftovers to landfill, training hours, LTIFR, and number of fatalities) has been subject to a limited assurance engagement by the independent practitioner PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft (PwC). This data is marked with a ✓ in relevant parts of this report including the key sustainability figures table and Global Reporting Initiative (GRI) content index. This report has been prepared in reference to GRI Standards 2021.

Further information is also available on the Xella Group website.
www.xella.com



Maria Kot / JEMS Architekci

Advancing sustainability, strengthening our future

2025 has shown us that progress happens when technology, responsibility and team spirit come together. That is precisely what drives our path toward a circular and climate-friendly building materials industry.

Christophe Clemente
Chief Executive Officer, Xella

Building on our foundation for the next chapter

In 2025, we continued to focus on the topics that matter most to Xella and to our stakeholders: taking meaningful climate action, accelerating circularity, ensuring a safe and healthy workplace, developing and supporting our people, engaging with our communities, and upholding strong governance. These priorities have guided our decisions throughout the year and remain central to the long-term sustainability of our business.

We reaffirm our support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment, and Anti-Corruption. In this annual Communication on Progress, we disclose our continuous efforts to integrate the Ten Principles into our business strategy, culture, and daily operations, and contribute to United Nations goals, particularly the Sustainable Development Goals.

Maintaining continuity

The year also marked an important chapter in our company's evolution with the announcement that Holcim signed a binding agreement to acquire Xella. While the transaction remains subject to customary conditions and regulatory clearances, our work during 2025 has been guided by continuity: we operated independently, remained committed to our roadmap, and continued to strengthen the foundations on which our sustainability ambition is built. This Sustainability Report focuses on our progress across the five most material topics for our business and the communities we serve.

Guided by our science-based targets, we advanced our decarbonization pathway across scopes 1, 2, and 3. Targeted energy-efficiency projects, the optimization of our formulations, and a continuous use of renewable energy sources enabled us to achieve a further reduction of more than 90 kilotonnes (-5.1% vs. 2024) CO2e over the 3 scopes in 2025. These measures remain essential as we work toward our long-term emissions reductions, particularly in scope 3, where continued collaboration with key suppliers helps address the upstream footprint of our raw materials. Together, these developments reinforce the connection between climate action and responsible business growth, a link that underpins our entire sustainability strategy.

2025 highlights

Our efforts on climate cannot be separated from our progress in circularity. In 2025, we advanced toward a more integrated circularity roadmap, enabling cross-functional initiatives that reduce waste, optimize resource use, and support lower-carbon production. No autoclaved aerated concrete (AAC) leftovers have been sent to landfill, and we developed a better management of our calcium silicate units (CSU) leftovers, keeping us firmly on track toward our goal of zero leftovers to landfill. By deepening our partnerships with recycling companies and suppliers, we strengthened the foundations of a circular value chain, demonstrating how innovation in materials and processes supports both environmental performance and long-term resilience.

Our people continue to be at the heart of our sustainability journey. Safety remains our core value, and we made further progress in embedding a culture of shared responsibility, reducing our lost-time injury frequency rate by 16% vs. 2024. This marks the third consecutive year of improvement, with a 43% reduction over the past three years. Constant focus on the implementation of our Life Saving Rules and continued Total Safety Leadership training supported this progress. Our employee Impulse survey in Q2–2025 gave us fresh insights into engagement and expectations, helping us refine our development of well-being and mental health initiatives. We strengthened our commitment to inclusion through mentoring, leadership development, and more transparent career pathways.

Our social commitments extend beyond our own organization. In 2025, our cooperation with Habitat for Humanity entered its third year, supporting projects such as the renovation of the Opportunity Center in Slovakia and affordable and climate-resilient housing solutions in Romania. Meanwhile, in governance, we continued building a strong compliance culture by expanding our training programs and enhancing communication on compliance topics. These actions connect directly with our broader sustainability responsibilities, ensuring that our operations are aligned with ethical standards, regulatory expectations, and the trust placed in us by stakeholders.

Looking ahead

As we prepare for the next chapter in Xella's development, our commitment remains unchanged: to provide sustainable, efficient, and affordable building solutions guided by responsibility, science, and innovation. We thank all colleagues and partners for their dedication and contribution throughout 2025, and we look forward to building on this foundation in the years ahead.

Organizational profile

We are a leading European building materials provider dedicated to offering efficient, affordable, and sustainable building materials and solutions that contribute to the future of the building industry.

Where we operate

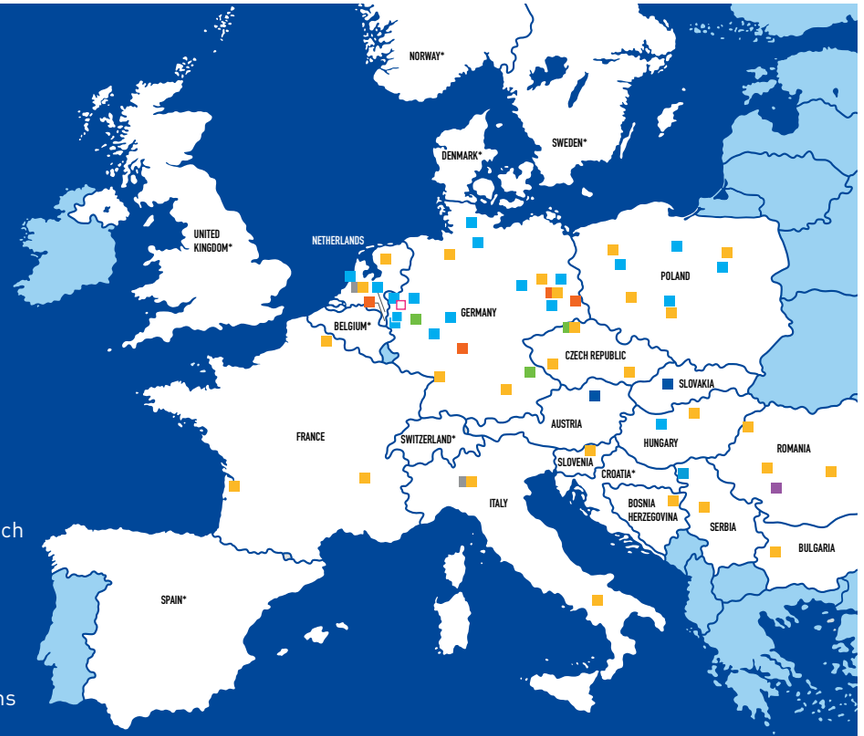
22
countries with sales offices

83%
of our top 3 raw materials are locally sourced

~4,260
employees (headcount)

52
active production plants, of which ISO 14001 certified 29%

69%
of our T&F[1] budget is spent on developing sustainable solutions



Key: ■ Calcium silicate units ■ Autoclaved aerated concrete ■ Mineral insulation boards ■ Mortar
■ Large-scale wall elements and roofing panels ■ Lime □ Logistic center operated by Xella ■ Headquarters
* Countries with a sales office presence, excluding the subsidiary locations and material types mentioned above.

[1] Xella Technologie- und Forschungsgesellschaft mbH.

Leading brands

Ytong – Autoclaved aerated concrete (AAC) for affordable construction

Combines built-in insulation and load-bearing strength, and is safe, efficient, recyclable, non-combustible, and free from harmful substances.

Silka – Calcium silicate units (CSU) for efficient construction

Provides high load-bearing strength, frost and weather resistance, acoustic and thermal insulation, and is recyclable, non-combustible, and free from harmful substances.

Hebel – AAC panels for commercial, residential, and industrial construction

Offers built-in thermal insulation, high load-bearing capacity for walls, roofs, and ceilings, and is recyclable, non-combustible, and free from harmful substances.

Multipor – Insulation solutions for green construction

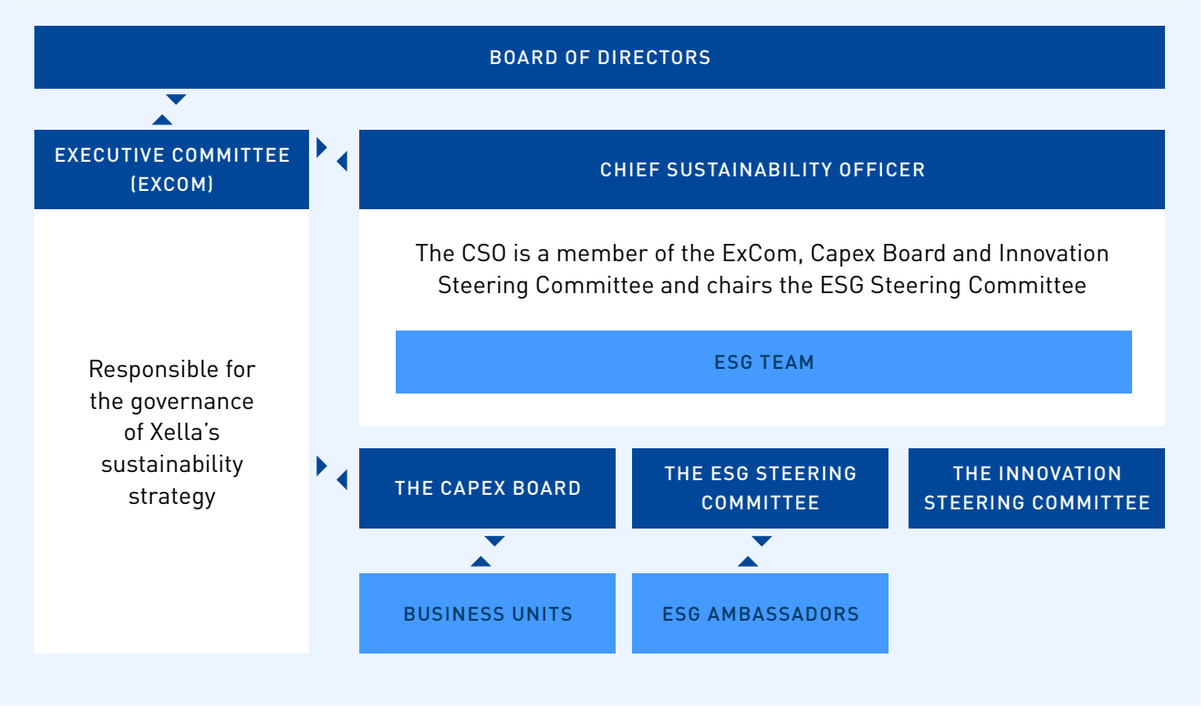
Provides efficient thermal insulation, non-combustible performance, vapor permeability, excellent mechanical strength, and is recyclable and free from harmful substances.

Our services

Our services, together with our comprehensive Construction Services offering, save time and costs, and reduce construction waste, while our digital tools, such as blue.sprint, PlanXchange, and Building Companion position us as a digital leader in the building and construction industry.

Governance structure

Our Executive Committee, ESG team and Ambassadors actively aim to ensure day-to-day operations align with our ESG strategy.



ESG team

Since 2022, our ESG (environmental, social, and governance) team has supported the Chief Sustainability Officer on Group-wide initiatives. It is responsible for steering the company's sustainability strategy, monitoring performance against targets, and aiming to ensure strong governance across environmental, social, and ethical topics. This includes guiding climate and circularity initiatives, supporting stakeholder engagement processes, strengthening our ethics and compliance framework, and ensuring alignment with frameworks such as the UN Global Compact and GRI Standards.

Read more about our sustainability governance.

In July 2025, we received a Silver medal from EcoVadis in recognition of our sustainability achievements.

Top 15%
OF COMPANIES ASSESSED over the past 12 months, with a score of 70/100

Guiding frameworks and principles

Xella is a signatory to and upholds the principles of the UN Global Compact on human rights, labor, environment, and anti-corruption, and supports the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Our business ethos is aligned with the UN Guiding Principles on Business and Human Rights.

We also fully support and align with the UN Sustainable Development Goals (SDGs). Seven of these underpin our overall sustainability strategy: gender equality, affordable and clean energy, decent work and economic growth, industry innovation and infrastructure, reduced inequalities, responsible consumption and production, and climate action.

We prohibit any political donations or allegiances to any political parties. Where national laws permit it, our local companies may engage in lobbying on industry-related topics.

Our commitment to the above is set out in Xella's own Code of Conduct and in policies and guidelines, including those pertaining to suppliers, communities, freedom of association, non-discrimination and diversity (see p26 for more information). Full details of these can be found on our website.

Sustainability-related incentives

Xella also has a Group financing agreement – the Senior Facilities Agreement (SFA) – which has been in place since April 2021. In 2025, the SFA was amended, and a large part (~90%) of the SFA loans were extended to April 2031, with the remainder maturing in 2028. The SFA loans have interest rates that are directly linked to an improvement in the key figures for each of the three ESG key performance indicators (KPIs) below:

- CO2e emission intensity of our AAC and CSU products
- Annual training hours for our employees
- Production leftovers sent to landfill

The targets for the annual training hours per employee have been raised in connection with the SFA amendment in 2025.

A higher interest rate margin would be applied for each of the ESG KPI targets that is not met. An ESG Compliance Certificate must be issued each year, confirming compliance, or otherwise, with the three agreed ESG KPI targets. For 2025, we successfully met the three targets in relation to this loan.

Executive remuneration aligned with CO2e reduction targets

A part of the executive remuneration has been directly linked to the company's CO2e emissions reduction targets since 2023. This alignment ensures that leadership incentives support and reinforce Xella's long-term decarbonization strategy.

Customer satisfaction survey

Our customer satisfaction is an important way for us to understand expectations and improve our services. In the Netherlands, the 2025 customer survey resulted in a recommendation score of 6.8/10, compared to 7.7/10 in 2024. This temporary decline was linked to delivery issues at the Koningsbosch plant, which have since been resolved; an improvement is expected in 2026.

In the Czech Republic (B2C – private builders), the survey showed an average recommendation score of 8.1/10. In Slovakia, the score was 8.9/10. Across both markets, customers continue to value the quality and reliability of our products, while also highlighting the importance of maintaining strong service levels and clear communication as we further strengthen our customer relationships.

8.9/10
RECOMMENDATION SCORE
in Slovakia

Site visit and consultation in Düsseldorf, Germany.

Our ESG strategy

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

Over the last few years, we've further embedded our ESG strategy into how operations run – from fuel switching and energy efficiency to circularity and supplier engagement – while improving data quality and governance.

Cécile Fages
Chief Sustainability and Communications Officer, Xella

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 engaging with the major suppliers of raw materials within our supply chain to reduce our scope 3 CO2e emissions.

Material topic

- Energy efficiency and CO2e emissions

Key initiatives

- Science-based targets validated by Science Based Targets initiative (SBTi) in November 2023:
  - 42% scope 1 and 2 CO2e emissions over 2021-2030
  - 25% CO2e emissions from purchased goods and services over 2021-2030
- Implementation of numerous energy-efficiency measures after regular energy assessments are done
- Fuel switch, renewable energy and sourcing green energy
- Creating product formulas with reduced CO2e content (e.g. switch to CEM II, lightweight materials, etc.)
- Research on recarbonation: AAC captures CO2e during its life cycle (already considered in Environmental Product Declarations in Germany, France, Italy, Poland, Romania, Hungary, and the Netherlands).

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.

Material topic

- Circular economy

Key initiatives

- All products are recyclable and can be reused as an input to new Xella products
- Targets: no AAC and CSU production leftovers to landfill by 2030
- Projects with recycling partners to source AAC from demolition and use it as a raw material in our formulas
- Optimization of formulas to decrease use of virgin raw materials

Safe and inclusive place to work

Approach

Through our substantial investments in safety training, the positive connotation of occupational safety in many initiatives, and the consistent implementation of Group-wide standards, 'safe work. safe life.' has become an integral part of our corporate DNA and culture.

Material topic

- Occupational health and safety
- Attraction, retention, and development of talent

Key initiatives

- Increased number of safety walks and safety days, as well as a significant investment of €23.8 million in safety since 2021
- Developing our people by increasing average training hours per employee
- Enhancing our training offer and proposing different formats
- Supporting and attracting young talent in the building industry
- Increase diversity in our teams

Targets and performance

Strategic priorities and governance	Key performance indicators	Targets	Performance[2]	SDGs
Reducing CO2e emissions and providing building materials with a low CO2e footprint	Total market-based scope 1 and 2 CO2e emissions (tCO2e) (baseline 2021: 437,241)	2030: 253,600	✓ **2025** 232,340[3] ✓ 2024 252,390[3] ✓ 2023 270,192	7, 13
	Total scope 3 CO2e emissions (tCO2e) (baseline 2021: 2,368,696)		✓ **2025** 1,460,260 ✓ 2024 1,531,635 ✓ 2023 1,586,580	7, 13
	Reduce absolute scope 3 GHG emissions from purchased goods and services by 25% over 2021-2030 (tCO2e)[4] (baseline 2021: 1,634,936)	2030: 1,226,202	**2025** 967,328[3] 2024 1,012,878[3] 2023 1,044,572[3]	7, 13
Developing the circularity of our construction materials	AAC and CSU leftovers to landfill (tonnes)	2030: 0 leftovers to landfill	✓ **2025** 2,977 ✓ 2024 34,333 ✓ 2023 63,579	7, 13
Safe and inclusive place to work	Reduce lost-time injury frequency rate (LTIFR) (baseline: 9.5 in 2019)	2030: LTIFR: 2.5	✓ **2025** 5.6 ✓ 2024 6.7 ✓ 2023 7.7	8
	Zero fatalities	2030: 0	✓ **2025** 0 ✓ 2024 0 2023 0	8
	Reach 25% share of female managers by 2030	2030: 25%	**2025** 21.7% 2024 22.6% 2023 20.8%	5, 8, 10
	Increase annual training hours per employee to reach 22 hours by 2030	2025: 18 hours 2030: 22 hours	✓ **2025** 20.75 ✓ 2024 17.52 ✓ 2023 20.76	5, 8, 10

[2] ✓ This data has been independently assured, see page 25 for the full assurance report.

[3] The decrease in comparison to our baseline year 2021 is significantly impacted by a lower production volume.

[4] Covers emissions from cement, lime, and sand.

Materiality

In 2024, we revised our materiality assessment for GRI compliance, incorporated double materiality in line with Corporate Sustainability Reporting Directive (CSRD) requirements, and conducted a thorough review of impacts, risks, and opportunities for each topic. The assessment remains valid for 2025.

In previous years, we carried out a comprehensive materiality assessment, involving several stakeholders, and published the results in our previous Sustainability Reports. This included an aggregated materiality matrix, identifying 26 material topics grouped under five main topics (Climate, Resources and Circularity, Governance and Stakeholder Engagement, People, Products and Services), which was also included in the 2023 report.

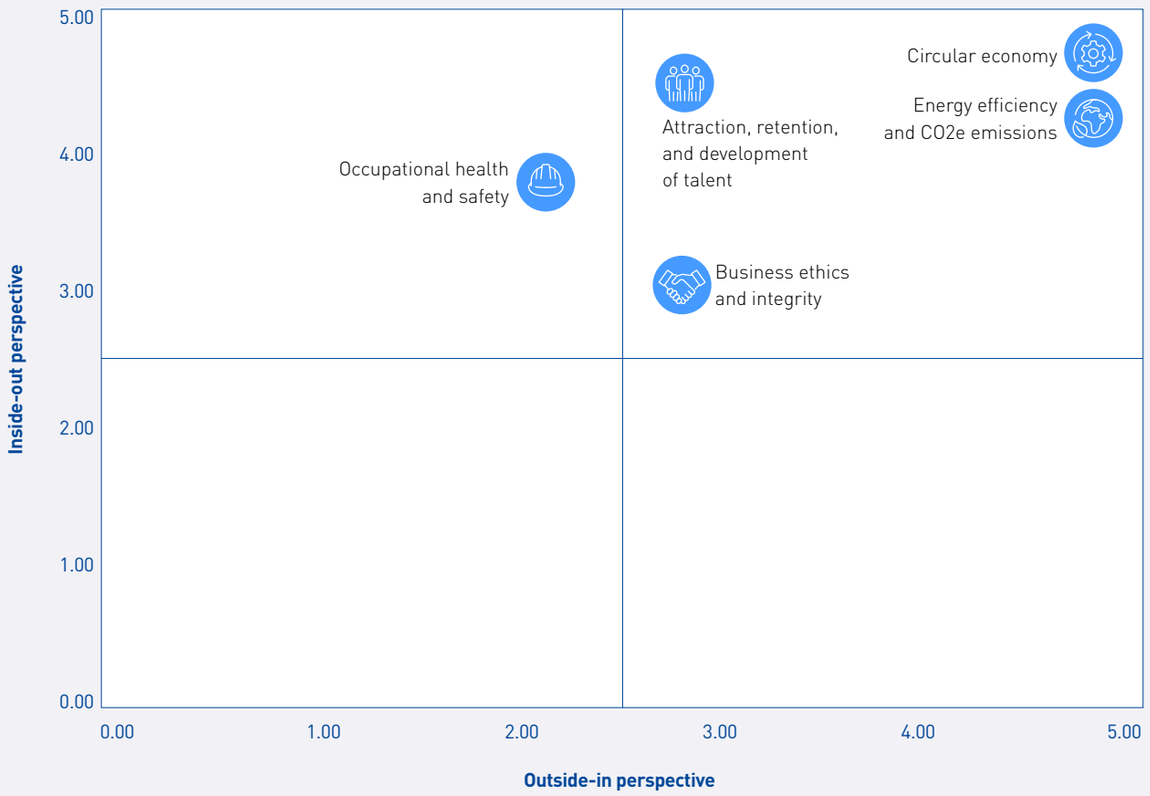
In 2024, we updated our materiality analysis to remain compliant with GRI standards, while also incorporating the double materiality requirements that may apply to Xella via the upcoming CSRD. This assessment has been reviewed and signed off by Xella's Executive Committee, who confirmed it remained valid for 2025.

We also conducted a peer analysis to validate any other industry-specific topics of relevance for Xella. Together with mapping the previous topics against the most granular level of the European Sustainability Reporting Standards (ESRS), this enabled the creation of a consolidated list of potential material topics. This was followed by an in-depth analysis of Impacts, Risks, and Opportunities (IRO), which was carried out on each of the consolidated topics. We also added value chain information as well as time horizons to the quantitative assessment of IROs and involved internal experts to incorporate a range of stakeholder perspectives. Details of the IROs for each material topic are included throughout the report.

The outcome confirmed the relevance of our strategic pillars and our focus on climate (reducing CO2e emissions), circularity (zero leftovers to landfill), and people (prioritizing a safe and inclusive workplace). Although water is not a material topic for Xella, it is a vital resource for the business, and we will continue to report on water management and usage on our website.

All of the work undertaken has put us in a good position to prepare for the upcoming regulatory requirements.

AGGREGATED MATERIALITY MATRIX



The '**inside-out**' view focuses on the company's actual or potential short-, medium-, and long-term impacts on people and the environment that are directly linked to its operations and its value chain. The '**outside-in**' view focuses on how sustainability matters may pose either a prospective material risk or opportunity that could affect the company's financial performance and position over the short, medium or long term.

Key data on this page has been independently assured.

Our key material issues

Key GRI indicator(s)	2025 data		2025 progress and challenges	Looking forward
Energy efficiency and CO2e emissions				
GRI 301: Materials (2016) GRI 302: Energy (2016) GRI 305: Emissions (2016) GRI 306: Waste (2020) GRI 308: Supplier Environmental Assessment (2016)	**Total market-based scope 1 and 2 CO2e emissions (tCO2e)[5]**	2025: 232,340 2024: 252,390 2023: 270,192 2030 target: 253,600	In 2025, Xella reduced its scope 1 and 2 market-based CO2e emissions by 8%, reaching 232 kt CO2e, despite gross production declining by 2.2%. This progress was driven by energy-efficiency measures, improved energy-mix effects, and updated emission factors, enabling Xella to meet its CO2e-intensity target for the sustainability-linked loan. Our scope 3 emissions have decreased by 4.7% vs. 2024. It was driven by a decrease of CO2e emissions from lime (lower usage), cement (lower usage), and transport optimization beyond a slightly lower gross production volume.	We will continue to implement our pipeline of energy-efficiency projects in our plants, and develop electrification and biogas projects when feasible and economically viable. Additional purchase of green energy will complement the measures.
	Total scope 3 CO2e emissions (tCO2e)[6]	2025: 1,460,260 2024: 1,531,635 2023: 1,586,580		
	Reduce absolute scope 3 GHG emissions from purchased goods and services by 25% over 2021-2030 (tCO2e)[7]	2025: 967,328 2024: 1,012,878 2023: 1,044,572 2030 target: 1,226,202		
Circular economy				
GRI 301: Materials (2016) GRI 306: Waste (2020)	**AAC and CSU leftovers to landfill (tonnes)**	2025: 2,977 2024: 34,333 2023: 63,579 2030 target: 0	In 2025, Xella achieved 90% reduction of leftovers sent to landfill. Circularity progressed through new crusher investments, higher internal reuse of AAC and CSU, improved waste-stream traceability and data quality, and strengthened external recovery partnerships – keeping Xella firmly on track toward its 2030 zero-leftovers-to-landfill target.	We will further develop infrastructure to expand our capacity to support the circularity of our materials, together with a strong focus on recipes' optimization and innovation. In addition, we aim at developing partnerships and cooperation in the circular ecosystem.

[5] 2021 baseline: 437,241.
[6] 2021 baseline: 2,368,696.
[7] 2021 baseline: 1,634,936.
✓ Key data on this page has been independently assured.

Our key material issues continued

Key GRI indicator(s)	2025 data		2025 progress and challenges	Looking forward
Occupational health and safety				
GRI 403: Occupational Health and Safety (2018)	**Reduce lost-time injury frequency rate (LTIFR) to 2.5 by 2030**[8]	**2025** 5.6 2024 6.7 2023 7.7 **2030 target** 2.5	We reduced lost-time injuries by 18% vs. 2024 (37 LTIs in 2025 vs. 45 in 2024), thanks to our safety culture and investments in enhanced training.	We will further embed our Ten Life Saving Rules and associated assessments at every site.
	Zero fatalities	**2025** 0 2024 0 2023 0 **2030 target** 0		
Attraction, retention, and development of talent				
GRI 401: Employment (2016) GRI 404: Training and Education (2016) GRI 405: Diversity and Equal Opportunity (2016) GRI 406: Non-discrimination (2016) GRI 407: Freedom of Association and Collective Bargaining (2016)	**Reach 25% share of female managers by 2030**	**2025** 21.7% 2024 22.6% 2023 20.8% **2030 target** 25%	We invested €1.9 million in expanding training, technical, and leadership programs, and mentoring opportunities. Despite this, we did not reach our diversity target (25% female managers in 2025), and decided to postpone it to 2030. This remains a key challenge for our company.	We will keep pushing diversity and inclusion initiatives through networking, mentoring, and anti-bias training, as well as through data gathering, recruitment, and development efforts.
	Increase annual training hours per employee to reach 22 hours by 2030[9]	**2025** 20.75 2024 17.52 2023 20.76 **2030 target** 22		
Business ethics and integrity				
GRI 205: Anti-corruption (2016) GRI 206: Anti-competitive Behavior (2016) GRI 406: Non-discrimination (2016) GRI 408: Child Labor (2016) GRI 409: Forced or Compulsory Labor (2016)	**0 external investigation on anti-bribery or anti-trust non-compliance** **100% of relevant suppliers confirmed to comply with our Supplier Code of Conduct** **100% implemented risk management system for monitoring of ESG risks in supply chain (share of suppliers monitored)**		We strengthened our commitment to business ethics and integrity by updating policies and guidelines, promoting a 'speak-up' culture, and ensuring supply chain compliance.	We will continue systematic risk analyses of our operations and direct suppliers.

[8] 2019 baseline: 9.5.
[9] 2019 baseline: 10.63 hours.
✓ Key data on this page has been independently assured.

How we engage with our stakeholders

We believe that attaining our goals as a successful and sustainable business can only be achieved together with all our stakeholders: employees, customers, suppliers, shareholders, scientists, and experts in our industry sector and, crucially, the local communities in which we operate our plants.

Continuous dialogue with our stakeholders is a core pillar of Xella's ESG strategy. Insights gathered through regular engagement with them directly inform our materiality assessment, strategic priorities, and concrete sustainability actions, ensuring our ESG roadmap remains relevant, robust, and impact driven.

CUSTOMERS

Key topics

- Sustainability
- Efficiency
- Logistics
- Planning
- Total cost of ownership
- Affordability
- Digitalization
- Product development
- Labor shortages
- Market situation

Engagement channels

- Feedback channels
- Materiality assessment process
- Customer surveys
- Face-to-face meetings
- Working with the Xella T&F teams
- Digital offerings: blue.sprint and Building Companion, PlanXchange
- Construction services
- Events including webinars
- Disclosure such as our Sustainability Report
- Surveys

Outcomes

- Just-in-time deliveries to plants
- Developing Construction Services offering within Germany based on the successful model in the Netherlands, and after its expansion to Belgium, Croatia, Poland, Serbia, and Slovenia in recent years
- Development and testing of new formulas for products for faster and more efficient building: more lightweight, large format, etc.
- Development of large format products supported by digitalization of construction

EMPLOYEES

Key topics

- Health and safety
- Health and well-being
- Sustainability strategy and initiatives
- Diversity and inclusion
- Development and training
- Engagement

Engagement channels

- Regular Safety Walks engaging employees
- Safety Moments at the start of meetings
- Let's Talk Safety events at all plants
- Internal newsletter, intranet, town halls
- Disclosures, such as our Sustainability Report
- HR and health and safety meetings
- Seminars and conferences
- Materiality assessment process
- Female Network at the headquarters and change cultural mindset by addressing unconsious bias
- Engagement Survey and outcomes communicated

Outcomes

- We see further evolution of our safety culture
- We further expanded the Let's Talk Safety events also to include sales and admin teams
- We made progress in reducing our LTIs and LTIFR
- The overall retention rate was 87.4%
- Engagement score overall 3.8/5 (same as in 2023)
- Health and well-being integrated in our programs
- Female managers represent 21.7% of managers in 2025
- Average training hours per employee reaches 20.75

SUPPLIERS

Key topics

- Reducing CO2e emissions
- Clear sustainability roadmaps
- IntegrityNext platform
- Regulations
- Supplier Code of Conduct

Engagement channels

- Purchasing team
- Collaboration with T&F team
- Materiality assessment process
- Supplier Code of Conduct
- Scope 3 emissions project linked to science-based target on CO2e emissions
- Disclosures, such as our Sustainability Report
- Supplier engagement measures; face-to-face meetings at various management levels

Outcomes

- We conducted risk analysis across our entire supply chain.
- We comply with the due diligence requirements currently applicable under the German Supply Chain Due Diligence Act.
- We have established sustainability partnerships with six of our major raw material suppliers.
- In logistics, we have integrated alternative modes of transport from road to rail or truck to ship.

INVESTORS AND SHAREHOLDERS

Key topics

- Energy efficiency and cost reduction
- Creating value/sustainable margins
- Positive sustainability profile
- Market downturn

Engagement channels

- Regular meetings with the CEO and CFO
- Investor Relations team
- Disclosures, such as our Sustainability Report
- Materiality assessment process

Outcomes

- We maintained the confidence of our investors through our transparent and realistic forecasting despite the challenging market environment.
- We have agreed budgets for 2026 and have the financial support for new projects and investment possibilities.
- We have amended the SFA in 2025: ~90% of loans extended to April 2031; remaining portion maturing in 2028, ensuring long-term financing stability.

SCIENCE AND EXPERT COMMUNITIES

Key topics

- New technologies and innovation
- Carbon capture technology
- Regulation changes

Engagement channels

- Through the work of T&F
- Events
- Technical Committee of European Autoclaved Aerated Concrete Association
- Materiality assessment process
- Disclosures, such as our Sustainability Report
- Industrial associations, e.g. Construction Products Europe

Outcomes

- Implementation of the new Construction Product Regulation and start of the development of the new harmonized standards under the new standardization request by the European Commission.
- Participation in the development of the national LCA Standards for buildings based on the EN 15789.

COMMUNITIES

Key topics

- Financial and in-kind donations
- Grievance procedures
- Local employment opportunities
- Health and well-being
- Respect for human rights

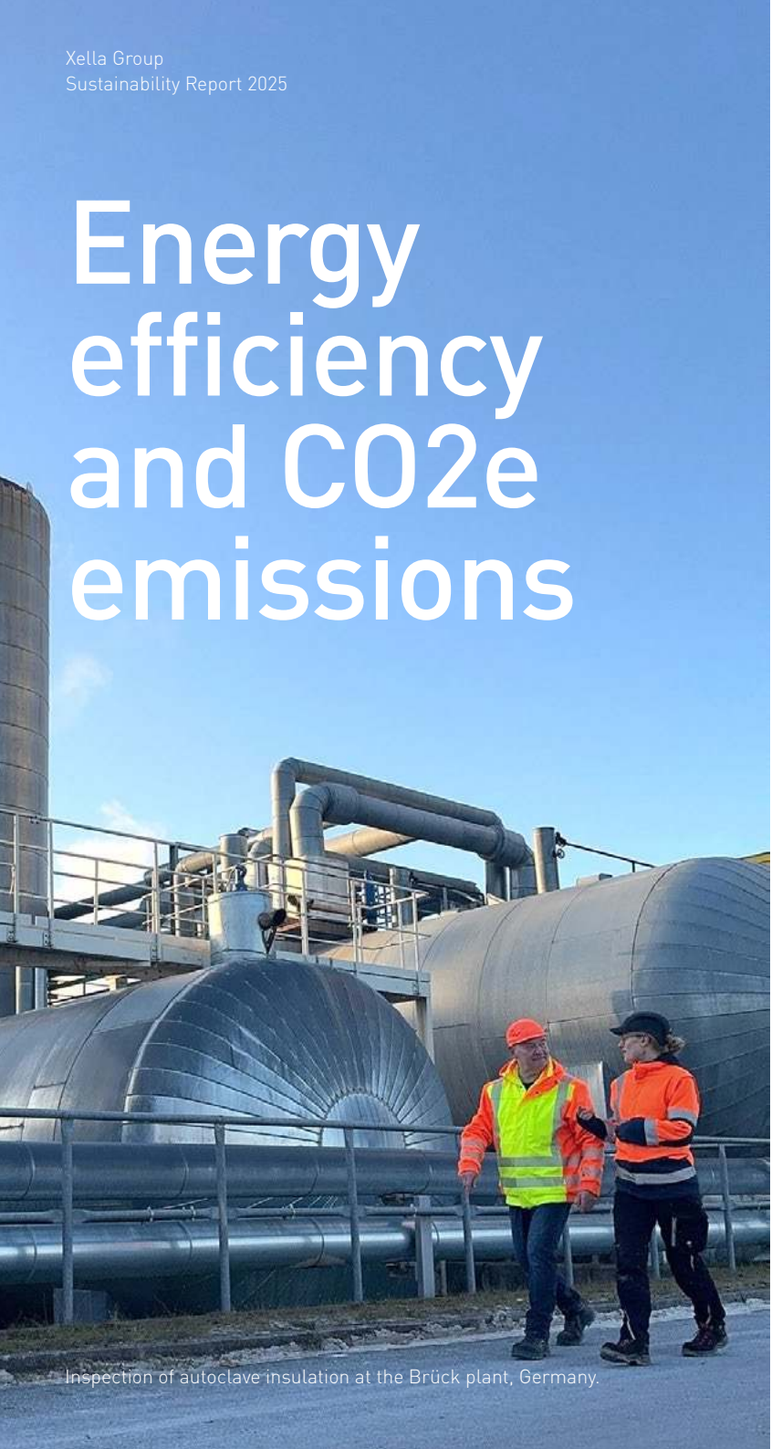
Engagement channels

- Community Policy at Group level
- Local engagement via plant managers and offices
- Employee volunteering
- Materiality assessment process
- Cooperation with local communities
- Systematic and ongoing stakeholder dialog
- Xella Emergency Fund
- Disclosures, such as our Sustainability Report

Outcomes

- In 2025, we expanded our Community Engagement Program with a dedicated budget of €100,000 and extended the scope to cover over 50% of our employees.
- We continued our partnership with Habitat for Humanity, supporting projects such as the renovation of the Opportunity Center in Slovakia and the transformation of 'House No. 5' in Bucharest into an energy-efficient educational center.
- In addition to Group-level initiatives, local teams across multiple countries implemented community projects addressing education, social inclusion, and support for vulnerable groups.

Energy efficiency and CO2e emissions



Inspection of autoclave insulation at the Brück plant, Germany.

We are actively investigating ways to reduce scope 1 and 2 CO2e emissions in our own operations while engaging with our suppliers on shared actions to address scope 3 emissions.

Management approach

Improving energy efficiency and lowering scope 1 emissions associated with our production processes is a high priority for our dedicated energy and industrial teams. At the same time, we invest together with our partners in renewable energy to reduce scope 2 emissions. To do so, we follow a four-pillar scope 1 and 2 CO2e emissions roadmap:

- Energy efficiency: reducing energy consumption to minimize emissions and operating costs.
- Fuel switch: replacing coal with lower-emission alternatives like natural gas while preparing for future solutions like hydrogen and electrification.
- Renewable energy: procuring renewable energy, particularly solar, through on-site Power Purchase Agreements (PPAs).
- Green energy sourcing: promoting renewables by paying a premium for existing energy contracts through Guarantees of Origin for renewable energies.

Responsibility for implementing this roadmap is shared by the Chief Technology Officer, central Group energy management, and local teams.

At more than 86% of our total CO2e footprint, scope 3 CO2e emissions are our largest emissions source. To address them, we proactively engage with our major raw material suppliers on how we can help them reduce their own scope 1 and 2 emissions, helping reduce Xella's scope 3 impact. Optimizing our formulas, testing other materials with a lower CO2e footprint, and developing the circularity of our materials are all also part of our roadmap.

Boosting efficiency and sustainability in Romania

Process optimization is a key focus for reducing emissions. In 2025, our team in Deva, Romania, conducted a review of plant operations during a period of lower production.

They identified autoclaving as the most energy-intensive part of production and reworked their processes to maximize steam transfers, reducing the need for new steam generation and cutting energy losses. They also optimized work patterns to reduce waiting time for autoclaves and minimize heat wasted through open doors.

This holistic approach, which combines technical innovation with operational efficiencies, has resulted in a further 7% reduction in gas consumption at the plant.

TARGETS

In November 2023, our CO2e emissions reduction targets – developed in line with a 1.5°C trajectory – were validated by the SBTi:

42% reduction in absolute scope 1 and 2 GHG emissions **by 2030**[10]

25% reduction in absolute scope 3 GHG emissions from purchased goods and services **by 2030**[10]

2025 DATA – PERFORMANCE HIGHLIGHTS

Reduced CO2e location-based emissions **by around 33 kt** from 2024 to 2025

Achieved an **8% reduction** in scope 1 and 2 market-based CO2e emissions compared to 2024, through energy efficiency measures and the full implementation of the phase-out of coal at our plants in Poland

Improved on-site steam transfer rates and **decreased emissions by 1.4 kt CO2e**, ensuring more sustainable and efficient use of steam

Invested in solar PPAs, with **241 kWp** installed across our solar projects in 2025

€12.7 million invested in energy-efficiency projects since 2021

[10] From 2021 base year.

✓ Key data on this page has been independently assured.

IMPACTS, RISKS, AND OPPORTUNITIES

Material impacts

Positive

- Producing products that are resilient to climate change
- Using green energy in our production processes mitigates the impacts of climate change and indirectly protects the ecosystem
- Efficient products that enable customers to reduce CO2e emissions

Negative

- Contribution to climate change through our scope 1 and 2 emissions
- Contribution to climate change through our scope 3 emissions
- Business activities could contribute to further shortage of energy

Material financial risks and opportunities

- Rising energy costs might pose a financial risk
- Improved reputation and competitive advantage by managing CO2e emissions and developing greener products
- Less volatility due to higher independence from energy market (through own production of renewable energy)

Managing energy

Our ExCom oversees Xella's energy management direction, delegating day-to-day responsibility to the Chief Technology Officer. Compliance with agreed targets is overseen by the Head of Group Energy Management. We maintain an ISO 50001-certified energy management system in part of our operations.

Key GRI indicator

GRI 301: Materials (2016), GRI 302: Energy (2016), GRI 305: Emissions (2016), GRI 306: Waste (2020), GRI 308 Supplier Environmental Assessment (2016).

Progress and challenges

Between 2021 and 2025, we implemented measures that reduced CO2e emissions by approximately 56 kt, aligning well with the trajectory required to achieve our science-based targets by 2030. This was mainly characterized by process optimization to achieve the most efficient use of steam, complex thermal insulation, installation and optimization of heat recovery systems, and the phase-out of CO2e-intensive fuels such as hard coal and their substitution with lower-emission alternatives. In addition, we have worked on the electrical efficiency of our plants, including reducing standby times and losses, and implementing the use of renewable energies.

In 2025, our scope 1 and 2 market-based CO2e emissions have decreased by 8% vs. 2024 while gross production decreased by 2.2%. This is the result of the successful implementation of energy-efficiency projects, and the full-year impact of the coal to gas switch in Poland. We also benefit from a decrease in countries' emissions factors for electrical power.

Throughout the year, we installed additional solar panels at our Hungary plant, covered by on-site PPAs. Globally, around €7 million have been invested over the past five years by Xella and its partners in renewable energy on sites. We now have solar power production at seven plants, with a total CO2e reduction of 2.4 kt compared to 2021. At the end of 2025, the solar power at the Niederlehme plant in Germany was fully installed and will become operational in 2026.

We continue to future-proof our operations by ensuring all new boilers are hybrid. This system integrates a conventional boiler and pre-installed equipment for later partial electrification, including the possibility of burning hydrogen. This enables automatic switching between different energy sources based on energy demand and prices. By strategically leveraging price fluctuations, we can lower operating costs and cut CO2e emissions.

Looking forward

In 2026, we aim to expand energy metering across all sites to improve data collection and availability, helping us tailor decarbonization solutions on a site-by-site basis. We will continue to ensure core processes maximize efficiency of steam usage, exploring cost-effective solutions that balance financial performance with environmental responsibility. While we recognize that the return on investments of our future projects may take a bit longer to materialize, we will continue to pursue these strategic updates as a necessary step toward achieving our emissions targets.

Driving efficiencies and protecting our people

The autoclave, a high-pressure steam chamber, is an essential part of AAC and CSU production. During operation, parts of the autoclave can reach up to 190°C, posing both health and safety risks and energy inefficiencies through heat losses.

In 2025, we implemented many new insulation measures across the entire area of hot media-carrying components including innovative autoclave door ring insulations, which have delivered 2.8 kt CO2e reduction across our plants.

Every measure brings us a step further. By looking closely at our processes and technologies, we identify concrete options for further CO2e emissions reductions.

Isabelle Scherle
Energy Manager

Key data on this page has been independently assured.

Decarbonizing logistics

In 2025, we further strengthened our commitment to low-emission logistics by significantly expanding the use of alternative transport modes. More than 16 barge shipments, equivalent to removing over 300 truck movements from the road network, helped reduce road congestion and emissions (-205 tonnes). Additionally, we operated over 13 rail transports in Poland, each carrying around 1,100 tonnes of cement – corresponding to more than 550 truckloads shifted from road to rail (-320 tonnes).

We also executed over 200 intermodal rail shipments from Italy to Germany and Poland, further reducing reliance on long-haul road transport. Together, these measures contributed to lowering CO2e emissions, easing road traffic, and supporting our long-term ESG transportation strategy.

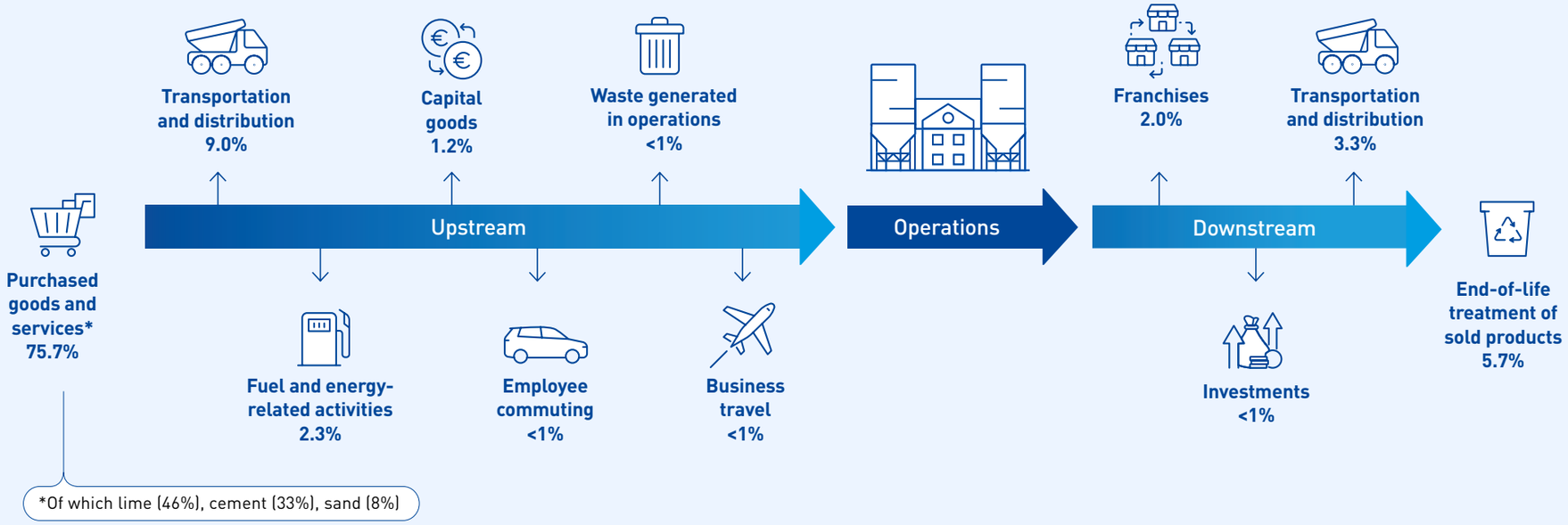
In addition, we further expanded our pallet return system to increase resource efficiency across our supply chain. In the Czech Republic, we transitioned to a higher-quality pallet type capable of significantly more rotation cycles. This improvement not only reduces the consumption of new pallet material but also lowers operational waste and supports a more sustainable, circular pallet management process.

In 2025, Xella continued to advance its decarbonization pathway by deepening its focus on scope 3 emissions – the most significant share of the company's overall carbon footprint and a critical lever in achieving its long-term climate ambitions. Building on the science-based targets validated in 2023, Xella strengthened its collaboration with suppliers, optimized product formulations to reduce use of lime (-4.5% purchased volume), and expanded circularity initiatives to address emissions generated across the value chain. These efforts contributed to a further reduction of scope 3 CO2e emissions compared with previous reporting years, driven by reduced quantities of lime and cement sourcing, increased material efficiency, improved logistics, and enhanced reuse of AAC and CSU material flows.

Throughout the year, Xella intensified engagement with key upstream partners to reduce the footprint of purchased goods and services – one of the company's largest scope 3 categories (75.7% of scope 3 emissions). At the same time, strategic logistics initiatives, including some shift from road to river transportation, helped reduce transport-related emissions (-5.3% vs. 2024) while improving operational efficiency. Progress in circularity, such as the reuse of AAC leftovers and reductions in virgin raw material consumption, also played an increasingly important role in lowering indirect emissions and supporting a more resource-efficient production cycle.

Xella is determined to align with its science-based target by 2030. By combining innovation, supplier collaboration, and continuous process optimization, Xella is building a more resilient and low-carbon value chain that supports both environmental progress and long-term business performance.

Snapshot of contributors to total scope 3 emissions



Key data on this page has been independently assured.

Circular economy

Leftovers from calcium silicate units (CSU) and crushed CSU in our plant Rainbek, Germany.

We are committed to supporting a more circular economy for construction, reducing virgin raw material consumption, and finding ways to incorporate leftover materials back into our products. Our AAC and CSU products, made of mineral raw materials, are fully recyclable.

Management approach

Stakeholder feedback directly shapes Xella's circular economy actions. Regular engagement with customers, suppliers, and internal experts informs our priorities, such as increasing recycled inputs and reducing leftovers to landfill, and helps us evaluate what is working. This ongoing dialogue ensures our circularity efforts remain relevant and effective.

The circularity landscape remains complex. Regulations vary significantly across countries and regions, making it difficult to manage AAC waste streams consistently. New EU requirements may also create uncertainty, as Member States are expected to adopt them at different times, while market demand for circular products still differs widely across regions. Sourcing secondary raw materials also remains challenging: available volumes are often limited, not produced locally, and in many cases do not yet meet the quality specifications required for our production processes. These factors remain a challenge for progress across the industry. We aim to use fewer resources and increase efficiency by prioritizing reduction, use of production leftovers, cuts, residues, and, in cooperation with recycling partners, sorted waste wherever possible.

IMPACTS, RISKS, AND OPPORTUNITIES

Material impacts

Positive

- Conserving resources by repurposing materials in the value chain and using secondary raw materials
- Creating durable products enables consumers to use them for longer

Negative

- Mining and the use of fossil fuels harm the environment and communities
- Consumption of non-renewable raw materials contributes to resource scarcity
- High levels of emissions in the value chain
- High levels of non-recyclable waste generation

Material financial risks and opportunities

- Increasing price of raw materials due to declining resources
- Cost savings due to development of usage strategies and increased efficiencies

TARGET

Zero AAC and CSU leftovers to landfill **by 2030**

2025 DATA – PERFORMANCE HIGHLIGHTS

4.5% decrease in lime purchased volume

3.4% decrease in cement purchased volume

More than **90% decrease** in quantities of AAC and CSU leftovers sent to landfill compared to 2024

Key data on this page has been independently assured.

Inside the granulate plant in Rotenburg, Germany.

Innovating for circularity

At our Rotenburg site in Germany, we are advancing circularity by integrating granulate production and AAC manufacturing. The plant captures the fine powder generated during granulate processing and adds it directly to AAC production, improving resource efficiency and minimizing waste. To enable this, we developed specialized AAC formulas that can incorporate up to 20% AAC powder content without compromising performance. This on-site loop not only cuts material losses but also enhances resource efficiency, demonstrating how process innovation can strengthen circularity in building materials manufacturing.

Key data on this page has been independently assured.

The Xella Technologie- und Forschungsgesellschaft mbH (T&F) has the ultimate responsibility for advancing circularity in our business processes. Leftover management is overseen by the Chief Technology Officer, who is supported by a Circular Economy Development Manager. The Chief Operating Officer, with T&F's support, is pivotal in identifying new markets for recycled materials, as well as supporting new products development that incorporate leftovers or recycled materials.

Key GRI indicator

GRI 301: Materials (2016), GRI 306: Waste (2020)

Progress and challenges

We made notable circularity progress in 2025, achieving a 90% reduction in the quantities of AAC and CSU production leftovers sent to landfill compared to 2024.

In 2025, no AAC leftovers were sent to landfill. In Germany, we have reached out to the disposal companies and received confirmation letters from them indicating that most CSU was recycled or down-cycled. The remaining quantities are linked to plants located in Serbia and Germany.

During the year, we advanced circularity by investing in new crusher equipment, which enables higher internal use of AAC production leftovers and residues (in the form of powder, which replaces sand and binders in the formulation, therefore decreasing the CO2e content of the final product), supported by optimized formulas for incorporating crushed AAC content. This progress was supported by improved waste-stream traceability, resulting in more accurate data and expanded material recovery pathways, whereas previously unconfirmed waste flows were reported as going to landfill. Several plants, including Niederlehme, Colbitz, and De Hazelaar, increased the uptake of crushed CSU production leftovers from zero to between 10 and 20%. We also expanded alternative use for material leftovers, including industrial partnerships where cement producers use our material residues, as well as other Xella functions that convert residues into new products. We continue our collaboration with external stakeholders, in particular recycling companies, for products' end-of-life management.

As industry support, we defined clear purity requirements for AAC waste through extensive testing, setting practical thresholds for typical demolition site contaminants to ensure that recycled AAC meets consistent quality expectations. To support higher recycling rates across the industry, we also initiated DIN SPEC 91493, a new pre-standard that establishes quality control guidelines for recycled AAC. Once published in spring 2026, it will help align practices across the value chain and improve cooperation among recycling stakeholders. Alongside these circularity initiatives, we continued working with our suppliers to help reduce scope 3 emissions by encouraging the use of lower-carbon cement binders, such as CEM II replacing CEM I.

> **In 2025, we achieved zero AAC production leftovers sent to landfill thanks to strong commitment from our local teams and support from central functions. Most plants add leftovers directly in the production cycle, improving our carbon footprint, while others use them for new products or supply them as raw materials. In 2026, our focus will shift to advancing recycling in CSU production.**

Davide Papavero
Chief Technology Officer

Looking forward

In 2026, we plan to build on the momentum achieved in 2025 by maintaining zero leftovers to landfill for AAC and expanding initiatives for use of CSU leftovers in our production. Several AAC plants will continue formula optimization to increase the uptake of processed production leftovers, aiming to retain 100% of this material in the production loop.

We aim to build on our early progress by helping drive a sector-wide approach to circularity, recognizing that lasting impact depends on collective action across the entire industry.

Occupational health and safety

Let's Talk Safety event in one of our Italian plants.

We place our vision of 'safe work. safe life.' at the core of our culture, investing in training to promote shared responsibility.

Management approach

Ownership of our safety vision begins with our ExCom, followed by the responsibility assumed by each individual leader along the line hierarchy and employees who live this safety vision every day.

This line organization is supported at all levels by central and local environmental, health, and safety (EHS) managers who accompany Xella's cultural change, support and monitor the introduction of agreed standards.

Our Group Directive on Health & Safety defines Xella's global policies and safety management procedures, following the principles of international standards like ISO 45001, as well as adhering to national regulations. This, alongside standard operating procedures, regular risk assessments and employee training, forms the basis of our health and safety system.

Within our plants, safety specialists conduct regular technical safety assessments of machinery in line with local safety standards and cross-border legislation, including the EU Machinery Directive.

We maintain clear procedures for reporting and investigating work-related injuries, requiring all lost-time injuries to be reported within 24 hours. This is followed by a root cause analysis, with results shared Group-wide to prevent similar accidents.

Our Life Saving Rules

We have identified the ten most significant operational hazards across the Group and are addressing them consistently through technical, organizational, and personal measures, which we have laid down in prevention guidelines – our Life Saving Rules (LSR); seven out of our ten LSR have been fully implemented, and the implementation of the eighth, confined spaces entry, is in progress.

1. Traffic route concept
2. External transports
3. Electrical safety
4. Mobile equipment
5. Lockout/tagout
6. Safe driving
7. Working at heights
8. Confined spaces entry
9. Hazardous material management
10. Machine safety

Key: Rolled out | Roll-out in progress | To be rolled out

Compliance with our rules is integrated into purchase agreements, and we actively require business partners, contractors, and visitors to respect those on our premises.

Key GRI indicator

GRI 403: Occupational Health and Safety (2018)

TARGETS

Reduce lost-time injury frequency rate (LTIFR) to **2.5 by 2030** (2019 baseline: 9.5)

Maintain **zero fatalities** record to **2030** and beyond

2025 DATA – PERFORMANCE HIGHLIGHTS

Invested **€5.3 million** in technical safety improvements

18% reduction in lost-time injuries (LTI) vs. 2024

16% reduction in lost-time injury frequency rate vs. 2024

Carried out **65** on-site **Let's Talk Safety days**, increasing our reach to the administration and sales departments

Key data on this page has been independently assured.

IMPACTS, RISKS, AND OPPORTUNITIES

Material impacts

Positive

- Positive and strong safety culture as well as a safe workplace environment engages and motivates employees

Negative

- Lost-time injuries or fatalities among workers, contractors, or visitors
- Chronic or mental illnesses
- Demotivation and dissatisfaction of employees may lead to higher employee turnover and can cause illnesses

Material financial risks and opportunities

- No significant material financial impact identified

Progress and challenges

In 2025, we made significant progress in occupational health and safety, achieving an 18% reduction in lost-time injuries compared to 2024. This was supported by our Safety Top Manager Meeting and the global EHS plant manager conference, where we reaffirmed our commitment to strengthening our safety culture companywide.

Since introducing the Total Safety Leadership program in 2021, we have reinforced its impact with refresher training across the Group in 2025. This refresher also included top manager sessions – not just at the industrial line, but across the wider Xella network, including Sales and Administration. We also broadened our Let's Talk Safety days to include further teams in offices and the safety field.

We introduced cross-regional site safety visits by Market Area Chief Technology Officers to enhance oversight, collaboration and continued regular LSR assessments across functions and regions. In 2025, these assessments were tightened with stricter criteria to further raise our safety standards.

Although we have made progress, reducing the number of LTI cases, the average severity of incidents increased. Construction Services remains a challenging area with additional hazards to consider. We continue investing in safety measures and expect further progress toward our LTIFR target in the coming years.

Looking forward

Led by the development of our 2028 safety roadmap, a key priority for 2026 is continuing to instill a health and safety culture throughout the business. We will deliver a Frontline Safety Leadership program to develop shift leaders as vital advocates for progressing the safety culture. We also aim to introduce a set of Vital Behaviors – rules that are easy to understand and apply but have a major impact on safety – to our LSR.

Walking, driving, and storage areas are marked with colors.

Increasing safety awareness for slips, trips, and falls

In February 2025, we launched a dedicated Slip, Trip, and Fall (STF) initiative after identifying these incidents as a driver of injuries. Since launching, STF cases have stopped increasing, and STFs have returned to average levels. This proactive approach demonstrates how focused interventions can protect people, prevent harm, and strengthen the overall workplace safety culture.

From the first day in the production plant, it was clear that safety is not just a checklist. Everyone was open to fresh perspectives and genuinely committed to improving safety.

Lucie Snajdrova,
Project Manager at Xella Czech Republic/
Cross-Functional Life Saving Rule Assessor

Key data on this page has been independently assured.

Attraction, retention, and development of talent

Attracting, retaining, and developing talent is central to Xella's long-term success, ensuring we have the skilled, diverse, and empowered workforce needed to deliver on our strategic and sustainability ambitions. In 2025, we strengthened our employee value proposition by investing in continuous learning, inclusive leadership, and future-ready skills that support both our people and our transformation.

Management approach

In all our talent processes, we seek to uphold national labor rights and principles and International Labour Organization conventions, while aligning our practices with key SDGs.

We are committed to safe working conditions, fair pay, and professional growth opportunities while fostering a diverse, inclusive, and discrimination-free workplace.

Workforce development

We prioritize attracting and retaining top industry talent to ensure long-term success. To do so, we offer fair and attractive wages, adhering to all relevant minimum wage standards and offering performance-led bonuses. Alongside tailored training opportunities, we offer benefits designed to maximize work-life balance and family-friendly support, including healthcare and flexible working options. We deliver regular employee satisfaction surveys, individual performance development reviews, upskilling training tailored to employee needs, and effective internal communication tools.

Our positions on climate change and investment in sustainability are also contributory factors in making us a potential employer of choice.

Diversity and inclusion

We aim not to discriminate based on race, sex, nationality, ethnicity, language, religion, age, disability, or any other dimension.

TARGETS

Reach **22 hours** of training on average per employee **by 2030** (2019 baseline: 10.63 hours)

Reach **25% share** of female managers by 2030

2025 DATA – PERFORMANCE HIGHLIGHTS

€1.9 million investment in training ✓

€5.5 million total investment for the last three years ✓

20.75 hours of training per employee ✓

61% of Xella employees – 2,609 people – were covered by collective bargaining agreements.

> **Meaningful training is not just a development tool – it is a strategic investment that enables our people to grow and drive Xella's evolution into a more inclusive and future-focused organization.**

Wiedya Debipersad,
Head of Group HR

€1.9M
INVESTED IN TRAINING
in 2025 by Xella

16%
increase in total **TRAINING HOURS** in 2025 vs. 2024

✓ Key data linked to average training hours and people development on this page has been independently assured.

Working students at their practical training in the plant in Saint Savin in France.

IMPACTS, RISKS, AND OPPORTUNITIES

Material impacts

Positive

- Contributing to mental and physical health through a healthy work–life balance
- Providing fair wages and secure employment for financial well-being
- Opportunities for employee development through training, boosting the number of skilled workers at Xella

Negative

- No significant material negative impact identified

Material financial risks and opportunities

- No significant material financial impact identified

Our commitment to equal opportunity and respect for everyone forms the basis of our non-discrimination and diversity policy and is established in our Code of Conduct. When assessing any policy violations, we take heed of local labor laws. Affirming our non-discriminatory working environment, we put our best efforts into providing equal pay for work of equal value, regardless of gender.

Our recruitment processes and pay structure are regularly reviewed, including with consideration for diversity and inclusion. To promote shared commitment to inclusion, we deliver unconscious bias training in all major languages and ensure job descriptions are unbiased and neutral.

We did not achieve our objective of reaching 25% female managers by 2025, and therefore we are postponing this target to 2030.

Employee engagement and well-being

In 2025, we focused on supporting employees through the company's transition phase, improving communication, and strengthening well-being in response to feedback from the employee survey *Impulse*. To enhance engagement, we held quarterly town halls in all countries where we operate, fostered two-way dialogue via our intranet and LinkedIn, and maintained regular updates through our *Milestones* newsletter.

We expanded Group-wide initiatives, including mental health training for leaders, and introduced new modules on resilience and healthy team leadership. Local programs complemented this work, including mental health workshops in Poland, access to counselling services in Germany, and online psychological support in the Czech Republic and Slovakia.

We also promoted healthier habits through initiatives such as the Fruit@Work program in the Netherlands and Belgium.

Partnering with universities

In 2025, we strengthened our partnerships with universities and technical colleges to inspire future talent and advance sustainable construction. Highlights included student visits from Croatia to our Ytong plant in Slovenia, participation in Romania's National Meeting of Student Scientific Communication, and tailored AAC lectures across Italian engineering and architecture faculties. In Hungary, we supported university events in Győr, Pécs and Budapest through expert lectures by our commercial team and product managers. In Germany, students at RWTH Aachen University built a Ytong masonry wall during their practical week, gaining hands-on AAC experience with support from Xella.

We also ran workshops, such as showcasing the electric Mini Spider Crane in Slovakia, and supported skills competitions in the Czech Republic and Slovakia. The year concluded with the 30th Xella International Student Competition, attracting over 69 submissions and rewarding innovative, sustainability-focused architectural designs.

Key GRI indicator

GRI 401: Employment (2016), GRI 404: Training and Education (2016), GRI 405: Diversity and Equal Opportunity (2016), GRI 406: Non-discrimination (2016), GRI 407: Freedom of Association and Collective Bargaining (2016)

Progress and challenges

In 2025, Xella invested €1.9 million in training, and successfully increased training hours per employee by 18% during the year. Despite continued efforts, we did not achieve the diversity target we had set, and are strengthening our actions to drive improvement, such as workshops delivered across Group and regional levels. Our employee survey in June 2025 provided strong insights, with engagement results broadly in line with the previous one at the end of 2023 and competitive against industry benchmarks despite the sector downturn. Key challenges persist, particularly in strengthening diversity and securing talent as labor markets tighten and retirements rise. To address this, we intensified diversity and inclusion efforts, launched unconscious bias and leadership training, and began companywide AI training to ensure employees can use new tools confidently and compliantly.

Executive successors pool

In 2025, we advanced our long-term talent strategy by developing our executive talent pool, which we integrated with our female talent pool launched in 2022, enabling us to fill several senior roles through internal promotion. Building on this foundation, we prepared to launch the next cohort of around 20 high-potential employees, equipping them for senior positions over the next two to five years. This approach ensures a sustainable leadership pipeline and reinforces our commitment to advancing talented colleagues into critical roles across the organization.

Looking forward

In 2026, we will continue strengthening our talent and benefits strategy by enhancing our employer brand, improving employee communication, and expanding opportunities for learning and leadership development. We plan to build on the positive results from recent surveys while improving dialogue with employees across all roles. As talent scarcity intensifies – particularly among skilled and technical professions – and as AI continues to reshape workforce needs, we will focus on upskilling and education initiatives. We also aim to advance diversity within leadership as this remains a priority for our long-term success.

✓ Key data linked to average training hours and people development on this page has been independently assured.

Business ethics and integrity

At Xella, business ethics and integrity form the foundation of a resilient, trust-based culture that enables sustainable growth and responsible decision-making across all operations. In 2025, we reinforced this commitment by strengthening our compliance framework, updating key policies, and fostering a speak-up culture that keeps ethical conduct at the core of how we do business.

Management approach

We are building Xella on the foundations of shared respect, ethical conduct, and mutual trust. Guided by our Group-wide Code of Conduct, we strive to comply with all applicable national and transnational legislation and regulations.

We maintain a Compliance Management System (CMS), aligned with IDW PS980, to ensure the relevant compliance and data protection processes, organization, and structures are in place to support ethical and compliant conduct throughout the Group. Xella's Group Compliance function is responsible for maintaining this CMS, while local compliance delegates and data protection coordinators support the central team and execute compliance tasks locally. All compliance measures are regularly reviewed and adapted to regulatory requirements.

Supply chain management

Our Supplier Code of Conduct (SCoC) establishes our commitment to safety, environmental protection, working conditions, and other responsible business activities. All major suppliers[11] have signed the SCoC, and adherence is part of all purchasing contracts.

We have published a policy statement on our supply chain responsibility and established a complaint mechanism in line with the German Supply Chain Due Diligence Act via our whistleblowing platform. Both are accessible for internal and external stakeholders through the compliance section on our Group website.

Key GRI indicator

GRI 205: Anti-corruption (2016), GRI 206: Anti-competitive Behavior (2016), GRI 406: Non-discrimination (2016), GRI 408: Child Labor (2016), GRI 409: Forced or Compulsory Labor (2016)

Compliance thrives when communication is clear, accessible, and supported by leadership – empowering employees to act confidently and responsibly.

Cozmina Ciobanu,
Legal Counsel and Compliance Delegate, Romania

Discussion of strategic topics at the annual Leaders Conference.

TARGETS

Zero cases of fraud, bribery, and anti-competitive activities

At least one annual training session on compliance-focused topics

2025 DATA – PERFORMANCE HIGHLIGHTS

Delivered advanced anti-trust training, which was translated into **14** languages

Achieved **zero cases** of serious breaches

Completed our compliance risk assessment, determining our mitigation measures are adequate for identified risks

100% of relevant suppliers[11] confirmed to comply with our Supplier Code of Conduct

100% implemented risk management system for monitoring of ESG risks in supply chain (share of suppliers monitored)

[11] Those providing essential materials (where certain materials and/or certain country procurement costs are over €50,000).

IMPACTS, RISKS, AND OPPORTUNITIES

Material impacts

Positive

- No significant material positive impact identified

Negative

- No significant material negative impact identified

Material financial risks and opportunities

- Increased stability by avoiding the cost of fines, legal procedures, and weakened reputation
- New business opportunities through good relationships with government, partners, and customers
- Strong corporate culture drives innovation, fosters collaboration, and attracts top talent

Our first Compliance Summit

In 2025, we organized our first Compliance and Data Protection Summit, bringing together delegates from 14 countries. The Summit comprised several workshops, covering topics from data incidents to defining risk; it also provided a platform for discussing Xella's compliance culture.

Progress and challenges

In 2025, Xella strengthened its ethics commitment by updating or newly creating policies and guidelines, fostering a speak-up culture, ensuring supply chain compliance, and through regular communication via 'Compliance Nuggets', bite-sized updates designed to keep compliance topics front of mind.

The following guidelines were updated or created in 2025:

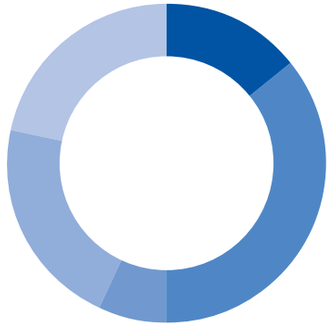
- Data protection
- Data incident process
- Anti-money laundering
- Trade sanctions
- AI

Since 2024, all countries with operational sites have been covered by our abstract human rights review framework. As active assessments were paused in 2025 following the suspension of the German Supply Chain Act (LkSG), we will resume concrete review activities once the European due diligence legislation enters into force, while the existing framework continues to apply across 100% of our operations.

Looking forward

In 2026, we will roll out an AI training program supported by clear Group guidelines and dedicated internal resources to reinforce our commitment to responsible AI adoption. We will also maintain strong compliance communications to raise awareness and mitigate employee knowledge gaps to enable sustainable, compliant growth.

Number of whistleblowing complaints by theme – 2025



Theft/fraud	2
Misc. HR	5
Corruption and bribery	1
Discrimation and harassment	3
Other	3
Total	14

In 2025, Xella received 14 whistleblowing complaints, covering a range of topics, with HR-related issues among the most frequently reported themes. As in previous years, after investigation and when confirmed, appropriate actions were taken.

Assurance

Independent Practitioner's Report on a Limited Assurance Engagement on Sustainability Information

To Xella International GmbH, Duisburg

We have performed a limited assurance engagement on the disclosures denoted with "√" in the sustainability report of Xella International GmbH, Duisburg (hereinafter "the Company"), for the period from 1 January to 31 December 2025 (hereinafter the "Report"). Our engagement in this context relates solely to the disclosures denoted with the symbol "√".

Responsibilities of the Executive Directors

The executive directors of the Company are responsible for the preparation of the Report with reference to the principles stated in the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter the "GRI-Criteria") and for the selection of the disclosures to be evaluated.

This responsibility of Company's executive directors includes the selection and application of appropriate methods of sustainability reporting as well as making assumptions and estimates related to individual sustainability disclosures, which are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal controls as they have considered necessary to enable the preparation of a Report that is free from material misstatement whether due to fraud or error.

Audit Firm's Independence and Quality Management

We have complied with the German professional provisions regarding independence as well as other ethical requirements.

Our audit firm applies the national legal requirements and professional standards – in particular the Professional Code for German Public Auditors and German Chartered Auditors ("Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer": "BS WP/vBP") as well as the Standard on Quality Management 1 published by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW): Requirements to quality management for audit firms (IDW Qualitätsmanagementstandard 1: Anforderungen an das Qualitätsmanagement in der Wirtschaftsprüferpraxis – IDW QMS 1 (09.2022)), which requires the audit firm to design, implement and operate a system of quality management that complies with the applicable legal requirements and professional standards.

Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the disclosures denoted with "√" in the Report based on the assurance engagement we have performed.

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the IAASB. This Standard requires that we plan and perform the assurance engagement to allow us to conclude with limited assurance that nothing has come to our attention that causes us to believe that the disclosures denoted with "√" in the Company's Report for the period from 1 January to 31 December 2025 have not been prepared, in all material aspects, with reference to the relevant GRI-Criteria. This does not mean that a separate conclusion is expressed on each disclosure so denoted.

In a limited assurance engagement the assurance procedures are less in extent than for a reasonable assurance engagement and therefore a substantially lower level of assurance is obtained. The assurance procedures selected depend on the practitioner's judgment.

Within the scope of our assurance engagement, we performed amongst others the following assurance procedures and further activities:

- Obtaining an understanding of the structure of the sustainability organization and of the stakeholder engagement
- Assessment of the process for conducting the materiality analysis in accordance with the GRI criteria
- Inquiries of personnel involved in the preparation of the Report regarding the preparation process, the internal control system relating to this process and selected disclosures in the Report
- Identification of the likely risks of material misstatement of the Report under consideration of the GRI-Criteria
- Analytical evaluation of selected disclosures in the Report
- Insight into the processes for collecting, controlling, analyzing and aggregating selected data at specific company locations
- Evaluation of the presentation of the selected disclosures regarding sustainability performance

Assurance Conclusion

Based on the assurance procedures performed and assurance evidence obtained, nothing has come to our attention that causes us to believe that the disclosures denoted with "√" in the Company's Report for the period from 1 January to 31 December 2025 have not been prepared, in all material aspects, with reference to the relevant GRI-Criteria.

Intended Use of the Assurance Report

We issue this report on the basis of the engagement agreed with the Company. The assurance engagement has been performed for purposes of the Company and the report is solely intended to inform the Company as to the results of the assurance engagement. The report is not intended to provide third parties with support in making (financial) decisions. Our responsibility lies solely toward the Company. We do not assume any responsibility towards third parties.

Hamburg, 19 March 2026

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Claudia Niendorf-Senger
Wirtschaftsprüferin
(German Public Auditor)

ppa. Jan Hendrik Timm

Policies

On this page we provide a full list of our ESG-related policies and guidelines, and links to these documents.

Antitrust Compliance Guideline

Benefit Guideline

Code of Conduct

Commitment on Community Engagement

Compliance Policy

Mission Statement on Occupational Safety and Health

Environmental Policy

Freedom of Association Guideline

Group Directive EHS

Human Rights Policy

Integrity Reporting Channel Policy

Nondiscrimination and Diversity Guideline

Political Involvement Policy

Supplier Code of Conduct

Sustainability Policy

Waste Management Policy

Water Management Policy

Collaborating for a sustainable future

Key:
- Sustainability initiatives
- Building initiatives

Xella engages in key collaborations, memberships, and partnerships – either through the Xella Group or via our subsidiaries – to advance innovation and sustainability across the building materials industry.

Science Based Targets initiative, SBTi

UN Global Compact

Bundesverband Baustoffe – Steine und Erden e.V., bbs
(German Building Materials Association e.V.)

Bundesverband Deutscher Baustoff-Fachhandel e.V., BDB
(German Association of the Building Materials Trade e.V.)

Bundesverband Freier Immobilien- und Wohnungsunternehmen, BFW
(German Association of Independent Property and Housing Companies)

Bundesverband Gebäudeenergieberater, Ingenieure, Handwerker e.V., GIH
(German Association of Energy Advisors, Engineers, Artisans e.V.)

Bundesverband Kalksandsteinindustrie e.V.
(German Association of the Calcium Silicate Unit Industry e.V.)

Construction Products Europe

Deutscher Ausschuss für Mauerwerk e.V., DAfM
(German Committee for Masonry e.V.)

Deutsche Gesellschaft für Mauerwerks- und Wohnungsbau e.V., DGfM
(German Society for Masonry and Housing Construction e.V.)

Deutsches Institut für Normung e.V., DIN
(German Institute for Standardisation e.V.)

European Autoclaved Aerated Concrete Association, EAACA

European Calcium Silicate Unit Producers Association, ECSPA

Verband Bauen in Weiß e.V., VbiW
(German Association Building in White e.V.)

About this report

We have published this sustainability report to share our vision and specific sustainability goals with our stakeholders. By publicizing these goals, we are also taking on an obligation to hold ourselves accountable.

Unless otherwise indicated, this report incorporates the activities of Xella Group for the 2025 fiscal year (1 January to 31 December). It contains the significant economic, environmental, and social impacts of our activities in reference to the GRI's transparency standard (GRI Standards 2021) and serves as a Communication on Progress for the UN Global Compact (UNGC). Our last sustainability report was published in March 2025. In the future, this sustainability report will be updated and released annually in English.

This report contains statements about the future that are based on current expectations. Various factors may lead to the actual results varying from the estimates presented in this document.

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft has subjected the sections of the report marked with ✓ in the 'Key sustainability figures' and the 'GRI content index' to a limited assurance engagement. Aspects and key figures of the following areas were assured: the process and the inclusion of stakeholders in our materiality analysis, our data-collection processes for ESG information, and management approaches and respective KPIs for energy consumption, carbon emissions (scopes 1, 2, and 3), leftovers sent to landfill, employee training hours per employee, LTI rate, and number of fatalities.

This report was prepared in reference to the GRI standards. The GRI content index can be found at the end of this report.

'Delta District' in Belgrade, Serbia. Ytong and Silka are used for wall construction.

Key sustainability figures

The GRI Disclosures marked with a check mark ✓ have been subject to a limited assurance engagement by the auditing firm PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft.

Economic	Unit	2025	2024	2023	2022
Total revenue	€m	982.9	985.4	1,087.5	1,369.6
Number of plants[1]	Number	56	56	58	75
Total investments in R&D	€m	3.5	3.7	4.0	3.9
of which climate- and sustainability-related R&D	%	69	74	72	75

[1] As of 2023, a plant refers to a location, regardless of the number of product lines operated there. All locations are included in the count, including sites that are currently mothballed.

Input materials	Unit	2025	2024	2023	2022
Total input materials used for production	Mt	5.29	5.48	5.82	8.26
Sand	Mt	4.16	4.31	4.62	6.31
Lime	Mt	0.43	0.46	0.49	0.73
Cement	Mt	0.46	0.49	0.46	0.79
Other input material	Mt	0.23	0.23	0.26	0.44
Local sourcing[1]					
Total share of materials sourced locally	%	86	85	86	85
Share of main raw materials sourced locally (sand, lime and cement)	%	83	81	81	83

[1] Sourced locally means sourced from the country of production.

Key sustainability figures

✓ Key data in this section has been independently assured.

Waste	Unit	2025	2024	2023	2022
Total waste	t	81,109	109,621	125,186	152,480
Waste directed to recycling	t	39,116	52,753	39,082	37,267
Waste directed to disposal	t	41,993	56,868	86,103	115,213
of which landfilled	t	9,312	36,214	66,516	-
of which AAC/CSU leftovers to landfill	t	✓ 2,977	✓ 34,333	✓ 63,579	82,183
of which incinerated with energy recovery	t	1,150	1,469	9,012	-
of which incinerated without energy recovery	t	59	10	23	-
of which otherwise disposed	t	31,471	19,176	10,552	-
Non-hazardous waste	t	80,771	108,450	124,598	151,971
Hazardous waste[1]	t	338	1,171	587	510
Share of waste that is hazardous	%	0.4	1.1	0.5	0.3

[1] Increase of hazardous waste in 2024 mainly due to one-off cleanup activities in connection with the closure of plants.

Energy	Unit	2025	2024	2023	2022
Total energy consumption	GJ	✓ 3,674,485	✓ 3,936,677	✓ 4,224,405	✓ 6,067,174
Total energy consumption, renewable	GJ	76,838	152,162	189,580	166,938
Total energy consumption, non-renewable	GJ	3,597,647	3,784,515	4,034,825	5,900,236

CO2e emissions[1]	Unit	2025	2024	2023	2022
Total (scope 1 and 2) (market-based)	tCO2e	✓ 232,340	✓ 252,390	✓ 270,192	✓ 402,236
Total (scope 1 and 2) (location-based)	tCO2e	✓ 237,475	270,145	293,669	429,283
Scope 1	tCO2e	✓ 179,161	✓ 197,260	✓ 215,581	✓ 302,485
Scope 2 (market-based)	tCO2e	✓ 53,179	✓ 55,130	✓ 54,611	✓ 99,751
Scope 2 (location-based)	tCO2e	✓ 58,315	72,885	78,088	126,798
Use of biomass[2]	tCO2e	125	83	113	135
Scope 3[3]	tCO2e	✓ 1,460,260	✓ 1,531,635	✓ 1,586,580	✓ 2,332,720

[1] Unit has changed from CO2 to CO2e as of 2022.

[2] Emissions are reported separately from scope 1 and scope 2 in accordance with the Greenhouse Gas Protocol.

[3] Figure for 2024 has been adjusted to reflect updated data.

CO2e intensity per main product category (scope 1 and 2)	Unit	2025	2024	2023	2022
Autoclaved aerated concrete (AAC)	kg CO2e/m³	✓ 27.53	✓ 27.77	✓ 28.73	✓ 30.55
Calcium silicate units (CSU)	kg CO2e/m³	✓ 33.51	✓ 40.48	✓ 40.85	✓ 43.97
Multipor	kg CO2e/m³	✓ 45.68	✓ 47.53	✓ 37.65	✓ 42.35
Reduction of CO2e intensity vs. 2019 (baseline)	%	✓ -18.4	✓ -13.7	✓ -10.6	✓ -6.7

Key sustainability figures

Governance	Total number	Thereof confirmed allegation
Number of Compliance incidents considered by the Compliance function	18[1]	6
Channels of reporting		
Received via our Integrity Reporting Channels (whistleblowing)	14	–
Received in different manner	4	–
Types of incidents		
Anti-trust and anti-competitive behavior	0	–
Conflicts of interest	0	–
Corruption and bribery	1	0[2]
Customer privacy data breaches	0	–
Discrimination and harassment	4	0
Fraud, theft, and embezzlement	5	2[3]
HR-related issues	5	3
Information security	0	–
Money laundering	0	–
Other topics	3	1
Information security[4]	0	–

[1] Thereof leading to an investigation: 11.

[2] Zero cases of completed corruption.

[3] All cases to Xella's detriment; no material issues.

[4] Information security cases that are reported through separate IT-security channels and are therefore not captured via the Compliance reporting channels.

Governance	Unit	2025	2024	2023	2022
Share of countries with operational sites covered by a Compliance risk assessment	%	100	86	–	–

Sustainable procurement	Unit	2025	2024	2023	2022
Relevant suppliers that have signed the sustainable procurement charter/supplier code of conduct	%	100	100	100	100
Targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements	%	100	100	–	–
Targeted suppliers that have gone through a Corporate Social Responsibility (CSR) assessment	%	33	47	–	–

Key sustainability figures

✓ Key data in this section has been independently assured.

Health and safety	Unit	2025	2024	2023	2022
Recordable work-related injuries	Number	✓ 37	✓ 45	✓ 56	✓ 88
High-consequence work-related injuries	Number	0	0	0	0
Work-related fatalities	Number	✓ 0	✓ 0	0	0
Lost-time injury rate[1]	LTI rate	✓ 5.6	✓ 6.7	✓ 7.7	✓ 10.1
Percentage of employees covered by an occupational health and safety management system[2]	%	8.2	9.2	14.4	6.7
Safety Walks to increase awareness[3]	Number	6,783	4,900	2,115	1,865

[1] Calculated on the basis of 1,000,000 hours worked.

[2] The central EHS regulations are based on recognized risk-management standards, such as BS OHSAS 18001 and ISO 45001. We therefore consider certifications to be necessary only in exceptional situations.

[3] Figure for 2023 has been adjusted to reflect updated data.

Employees	Unit	2025	2024	2023	2022
Total number of employees	Headcount	4,267	4,351	4,501	5,223
of which in Germany	%	34.6	36.4	39.0	34.8
of which in Europe (excl. Germany)	%	65.4	63.6	61.0	65.2
Percentage of employees with permanent contract	%	92.5	91.6	93.0	92.6
Percentage of female employees	%	20.5	20.0	20.1	20.2
Percentage of female managers	%	21.7	22.6	20.8	19.8
Percentage of employees covered by collective bargaining agreements	%	61.1	59.5	62.3	57.2
Percentage of employees with regular performance and career development review	%	71.7	66.4	65.4	59.4
Average age[1]	Number	45.7	45.5	45.2	44.9
Percentage of C-level management under 50 years of age[2]	%	14.3	14.3	14.3	33.3
Percentage of part-time employees	%	5.5	5.7	5.8	5.0
Percentage of employees on parental leave	%	2.4	2.8	3.2	2.8

[1] By age cluster.

[2] C-level defined as governance body.

Key sustainability figures

		Total				Female				Male			
Employees by gender and region	**Region[1]**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**
Headcounts	Group	**4,267**	**4,351**	**4,501**	**5,223**	**874**	**869**	**905**	**1,056**	**3,393**	**3,482**	**3,596**	**4,167**
	Germany	1,478	1,584	1,757	1,817	287	299	325	334	1,191	1,285	1,432	1,483
	Europe	2,789	2,767	2,744	3,406	587	570	580	722	2,202	2,197	2,164	2,684
Temporary	Group	**322**	**364**	**314**	**384**	**48**	**59**	**60**	**72**	**274**	**305**	**254**	**312**
	Germany	87	116	143	140	15	21	31	26	72	95	112	114
	Europe	235	248	171	244	33	38	29	46	202	210	142	198
Permanent	Group	**3,945**	**3,987**	**4,187**	**4,839**	**826**	**809**	**845**	**984**	**3,119**	**3,177**	**3,342**	**3,855**
	Germany	1,391	1,468	1,614	1,677	272	278	294	308	1,119	1,190	1,320	1,369
	Europe	2,554	2,519	2,573	3,162	554	531	551	676	2,000	1,987	2,022	2,486
Full-time	Group	**3,967**	**4,021**	**4,163**	**4,896**	**692**	**672**	**696**	**845**	**3,275**	**3,349**	**3,467**	**4,051**
	Germany	1,295	1,380	1,545	1,610	177	180	197	203	1,118	1,200	1,348	1,407
	Europe	2,672	2,641	2,618	3,286	515	492	499	642	2,157	2,149	2,119	2,644
Part-time	Group	**236**	**247**	**262**	**262**	**171**	**176**	**192**	**197**	**65**	**71**	**70**	**65**
	Germany	136	145	155	157	105	110	117	122	31	35	38	35
	Europe	100	102	107	105	66	66	75	75	34	36	32	30
Apprentices	Group	**64**	**83**	**76**	**65**	**11**	**21**	**17**	**14**	**53**	**62**	**59**	**51**
	Germany	47	59	57	50	5	9	11	9	42	50	46	41
	Europe	17	24	19	15	6	12	6	5	11	12	13	10
New employees	Group	**514**	**512**	**384**	**715**	**117**	**80**	**93**	**145**	**397**	**432**	**291**	**570**
	Germany	129	98	145	214	22	20	33	37	107	78	112	177
	Europe	385	414	239	501	95	60	60	108	290	354	179	393

[1] Europe excluding Germany.

Key sustainability figures

		Total				Female				Male			
Employees by gender and region	**Region[1]**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**
New-employee rate in %[2]	Group	**11.9**	**11.6**	**7.9**	**13.4**	**13.4**	**9.0**	**9.5**	**13.4**	**11.5**	**12.2**	**7.5**	**13.4**
	Germany	8.4	5.9	8.1	11.8	7.5	6.4	10.0	10.9	8.6	5.7	7.7	12.0
	Europe	13.9	15.0	7.8	14.2	16.4	10.4	9.2	14.6	13.2	16.2	7.4	14.1
Staff turnover	Group	**544**	**636**	**823**	**753**	**95**	**103**	**146**	**141**	**449**	**533**	**677**	**612**
	Germany	202	245	180	186	25	34	34	34	177	211	146	152
	Europe	342	391	643	567	70	69	112	107	272	322	531	460
Staff turnover rate in %[2]	Group	**12.6**	**14.4**	**16.9**	**14.1**	**10.9**	**11.6**	**14.9**	**13.1**	**13.1**	**15.1**	**17.4**	**14.4**
	Germany	13.2	14.7	10.1	10.2	8.5	10.9	10.3	10.0	14.3	15.5	10.0	10.3
	Europe	12.3	14.2	20.9	16.1	12.1	12.0	17.2	14.5	12.4	14.8	21.9	16.5
Voluntary turnover rate in %[2]	Group	**7.0**	**6.1**	**7.0**	**8.1**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Parental leave	Group	**104**	**122**	**145**	**147**	**47**	**46**	**53**	**67**	**57**	**76**	**92**	**80**
Working part time while on parental leave	Group	**24**	**30**	**38**	**35**	**12**	**11**	**16**	**19**	**12**	**19**	**22**	**16**

[1] Europe excluding Germany.

[2] Calculation based on average number of employees.

Key sustainability figures

		Total				Manager				Non-management				Governance body[2]			
Employee diversity by management structure	**Region[1]**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**
Headcounts	Group	**4,267**	**4,351**	**4,501**	**5,223**	**548**	**536**	**528**	**550**	**3,719**	**3,815**	**3,973**	**4,673**	**7**	**7**	**7**	**6**
	Germany	1,478	1,584	1,757	1,817	179	182	193	194	1,299	1,402	1,564	1,623	7	7	7	6
	Europe	2,789	2,767	2,744	3,406	369	354	335	356	2,420	2,413	2,409	3,050	0	0	0	0
Female in %	Group	**20.5**	**20.0**	**20.1**	**20.2**	**21.7**	**22.6**	**20.8**	**19.8**	**20.3**	**19.5**	**20.0**	**20.3**	**28.6**	**28.6**	**28.6**	**16.7**
	Germany	19.4	18.9	18.5	18.4	16.2	16.5	15.5	15.5	19.9	19.2	18.9	18.7	28.6	28.6	28.6	16.7
	Europe	21.0	20.6	21.1	21.2	24.4	25.7	23.9	22.2	20.6	19.7	20.8	21.1	0.0	0.0	0.0	0.0
Male in %	Group	**79.5**	**80.0**	**79.9**	**79.8**	**78.3**	**77.4**	**79.2**	**80.2**	**79.7**	**80.5**	**80.0**	**79.7**	**71.4**	**71.4**	**71.4**	**83.3**
	Germany	80.6	81.1	81.5	81.6	83.8	83.5	84.5	84.5	80.1	80.8	81.1	81.3	71.4	71.4	71.4	83.3
	Europe	79.0	79.4	78.9	78.8	75.6	74.3	76.1	77.8	79.4	80.3	79.2	78.9	0.0	0.0	0.0	0.0
Up to 30 years in %	Group	**11.5**	**11.6**	**11.6**	**12.5**	**2.9**	**3.4**	**4.0**	**2.0**	**12.8**	**12.7**	**12.6**	**13.7**	**0.0**	**0.0**	**0.0**	**0.0**
	Germany	12.2	12.5	13.4	13.7	2.2	3.3	3.1	2.1	13.6	13.7	14.7	15.1	0.0	0.0	0.0	0.0
	Europe	11.1	11.0	10.4	11.9	3.3	3.4	4.5	2.0	12.3	12.1	11.2	13.0	0.0	0.0	0.0	0.0
31-50 years in %	Group	**48.7**	**49.1**	**50.3**	**50.0**	**54.0**	**55.0**	**54.4**	**58.0**	**47.9**	**48.3**	**49.8**	**49.1**	**14.3**	**14.3**	**14.3**	**33.3**
	Germany	43.8	43.9	44.1	43.7	50.3	48.4	47.2	46.4	43.0	43.4	43.7	43.4	14.3	14.3	14.3	33.3
	Europe	51.3	52.1	54.3	53.4	55.8	58.5	58.5	64.3	50.5	51.1	53.7	52.1	0.0	0.0	0.0	0.0
Over 50 years in %	Group	**39.8**	**39.3**	**38.1**	**37.5**	**43.1**	**41.6**	**41.7**	**40.0**	**39.3**	**39.0**	**37.6**	**37.2**	**85.7**	**85.7**	**85.7**	**66.7**
	Germany	43.9	43.6	42.5	42.6	47.5	48.4	49.7	51.5	43.4	42.9	41.6	41.5	85.7	85.7	85.7	66.7
	Europe	37.6	36.9	35.3	34.7	40.9	38.1	37.0	33.7	37.1	36.7	35.0	34.9	0.0	0.0	0.0	0.0

[1] Europe excluding Germany.

[2] Members of the governance body are included in the managers.

Key sustainability figures

✓ Key data in this section has been independently assured.

Training by management structure	Region	Total				Manager				Non-management				Governance body			
		2025	2024	2023	2022	2025	2024	2023	2022	2025	2024	2023	2022	2025	2024	2023	2022
Average training hours	Group	✓ 20.8	✓ 17.5	✓ 20.8	✓ 20.0	✓ 38.5	✓ 26.8	✓ 28.8	✓ 32.9	✓ 18.1	✓ 16.2	✓ 19.7	✓ 18.5	–	–	–	–
Female	Group	✓ 26.4	✓ 19.8	✓ 20.1	✓ 19.4	✓ 78.1	✓ 34.6	✓ 33.6	✓ 37.3	✓ 18.2	✓ 17.5	✓ 18.2	✓ 17.3	–	–	–	–
Male	Group	✓ 19.3	✓ 16.9	✓ 20.9	✓ 20.2	✓ 27.5	✓ 24.6	✓ 27.5	✓ 31.8	✓ 18.1	✓ 15.9	✓ 20.1	✓ 18.8	–	–	–	–

Training by type of work	Region	Total				Production				Administration				Distribution			
		2025	2024	2023	2022	2025	2024	2023	2022	2025	2024	2023	2022	2025	2024	2023	2022
Average training hours	Group	✓ 20.8	✓ 17.5	✓ 20.8	✓ 20.0	20.8	17.5	22.4	20.4	23.4	21.6	19.9	22.9	19.1	15.2	16.8	17.5
Female	Group	✓ 26.4	✓ 19.8	✓ 20.1	✓ 19.4	44.6	18.8	22.4	22.1	24.9	22.9	23.0	20.9	17.1	17.7	16.3	16.3
Male	Group	✓ 19.3	✓ 16.9	✓ 20.9	✓ 20.2	18.9	17.4	22.4	20.2	21.3	20.1	16.1	25.5	20.2	13.8	17.0	18.1

Key sustainability figures

		Total				Production				Administration				Distribution			
Employee diversity by type of work	**Region[1]**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**	**2025**	**2024**	**2023**	**2022**
Headcounts	Group	**4,267**	**4,351**	**4,501**	**5,223**	**2,743**	**2,797**	**2,873**	**3,426**	**548**	**555**	**571**	**611**	**976**	**999**	**1,057**	**1,186**
	Germany	1,478	1,584	1,757	1,817	964	1,037	1,164	1,210	242	256	276	281	272	291	317	326
	Europe	2,789	2,767	2,744	3,406	1,779	1,760	1,709	2,216	306	299	295	330	704	708	740	860
Female in %	Group	**20.5**	**20.0**	**20.1**	**20.2**	**7.4**	**7.5**	**7.3**	**8.4**	**57.8**	**55.3**	**56.0**	**56.5**	**36.2**	**35.2**	**35.4**	**35.6**
	Germany	19.4	18.9	18.5	18.4	7.8	8.1	7.3	7.4	47.1	45.7	47.1	46.6	36.0	33.7	34.7	35.0
	Europe	21.0	20.6	21.1	21.2	7.3	7.2	7.4	9.0	66.3	63.5	64.4	64.8	36.2	35.9	35.7	35.8
Male in %	Group	**79.5**	**80.0**	**79.9**	**79.8**	**92.6**	**92.5**	**92.7**	**91.6**	**42.2**	**44.7**	**44.0**	**43.5**	**63.8**	**64.8**	**64.6**	**64.4**
	Germany	80.6	81.1	81.5	81.6	92.2	91.9	92.7	92.6	52.9	54.3	52.9	53.4	64.0	66.3	65.3	65.0
	Europe	79.0	79.4	78.9	78.8	92.7	92.8	92.6	91.0	33.7	36.5	35.6	35.2	63.8	64.1	64.3	64.2
Up to 30 years in %	Group	**11.5**	**11.6**	**11.6**	**12.5**	**12.8**	**12.3**	**11.7**	**12.4**	**12.8**	**11.4**	**13.5**	**12.3**	**7.1**	**9.6**	**10.3**	**13.0**
	Germany	12.2	12.5	13.4	13.7	13.9	13.3	13.1	13.7	12.0	12.5	15.9	14.2	6.6	9.6	12.3	13.2
	Europe	11.1	11.0	10.4	11.9	12.2	11.7	10.7	11.6	13.4	10.4	11.2	10.6	7.2	9.6	9.5	12.9
31-50 years in %	Group	**48.7**	**49.1**	**50.3**	**50.0**	**44.9**	**45.3**	**46.4**	**45.6**	**55.1**	**57.3**	**56.7**	**59.2**	**55.7**	**55.4**	**57.4**	**58.0**
	Germany	43.8	43.9	44.1	43.7	41.1	41.9	42.2	41.1	50.8	51.6	50.4	52.7	47.4	44.3	45.7	45.7
	Europe	51.3	52.1	54.3	53.4	46.9	47.2	49.3	48.1	58.5	62.2	62.7	64.8	58.9	59.9	62.4	62.7
Over 50 years in %	Group	**39.8**	**39.3**	**38.1**	**37.5**	**42.3**	**42.4**	**41.9**	**42.0**	**32.1**	**31.4**	**29.8**	**28.5**	**37.2**	**35.0**	**32.3**	**29.0**
	Germany	43.9	43.6	42.5	42.6	45.0	44.7	44.7	45.2	37.2	35.9	33.7	33.1	46.0	46.0	42.0	41.1
	Europe	37.6	36.9	35.3	34.7	40.8	41.1	40.0	40.3	28.1	27.4	26.1	24.5	33.8	30.5	28.1	24.4
Disabled in %	Group	**2.5**	**2.4**	**2.4**	**2.3**	**2.7**	**2.6**	**2.8**	**2.8**	**3.3**	**3.1**	**2.6**	**2.5**	**1.6**	**1.5**	**1.1**	**0.9**
	Germany	5.5	5.0	4.7	4.6	5.9	5.3	5.4	5.5	4.5	4.3	3.3	3.2	4.8	4.5	3.2	2.8
	Europe	0.9	1.0	0.9	1.1	0.9	1.1	1.1	1.3	2.3	2.0	2.0	1.8	0.4	0.3	0.3	0.2

[1] Europe excluding Germany.

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General disclosures

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*
2-1	Organizational details		Organizational profile; Key sustainability figures	4, 29	
2-2	Entities included in the organization's sustainability reporting		Overview; Organizational profile; About this report; Key sustainability figures	2, 4, 28, 29	
2-3	Reporting period, frequency and contact point		Overview; Organizational profile; About this report; Key sustainability figures	2, 4, 28, 29, back cover	
2-4	Restatements of information		Key sustainability figures	29	
2-5	External assurance		About this report; Key sustainability figures	28, 29	
2-6	Activities, value chain and other business relationships		Overview; Organizational profile; Governance structure	2, 4, 5	
2-7	Employees		Organizational profile; Key sustainability figures	4, 29	6
2-9	Governance structure and composition		Governance structure	5-6	
2-10	Nomination and selection of the highest governance body		Governance structure	5-6	
2-11	Chair of the highest governance body		Governance structure	5-6	
2-12	Role of the highest governance body in overseeing the management of impacts		Governance structure	5-6	
2-13	Delegation of responsibility for managing impacts		Governance structure	5-6	
2-14	Role of the highest governance body in sustainability reporting		Governance structure	5-6	
2-15	Conflicts of interest		Business ethics and integrity; Policies; Key sustainability figures	23-24, 26, 29	
2-16	Communication of critical concerns		How we engage with our stakeholders; Business ethics and integrity; Policies	12-13, 23-24, 26	

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General disclosures continued

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*
2-17	Collective knowledge of the highest governance body		CEO message; Governance structure	3, 5	
2-22	Statement on sustainable development strategy		CEO message; Our ESG strategy	3, 7	
2-23	Policy commitments		Governance structure; Policies	5, 26	1-10
2-24	Embedding policy commitments		Governance structure; Occupational health and safety; Attraction, retention, and development of talent; Business ethics and integrity	5, 19-20, 21-22, 23-24	
2-25	Processes to remediate negative impacts		How we engage with our stakeholders; Attraction, retention, and development of talent; Business ethics and integrity	12, 21-22, 23-24	
2-26	Mechanisms for seeking advice and raising concerns		How we engage with our stakeholders; Attraction, retention, and development of talent; Business ethics and integrity	12, 21-22, 23-24	1-10
2-27	Compliance with laws and regulations		Business ethics and integrity	23-24	
2-28	Membership associations		CEO message; Governance structure; Collaborating for a sustainable future	3, 5, 27	
2-29	Approach to stakeholder engagement		How we engage with our stakeholders	12	
2-30	Collective bargaining agreements		Attraction, retention, and development of talent	21-22	3

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Specific disclosures

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*	Comment	Topic boundary**
ECONOMIC							
GRI 201: Economic Performance (2016)							
3-3	Management of material topics		CEO message; Materiality; How we engage with our stakeholders	3, 9, 12	7		X
201-2	Financial implications and other risks and opportunities due to climate change		CEO message; Our ESG strategy; Materiality; Energy efficiency and CO2e emissions	3, 7, 9, 14-16	7		X
GRI 203: Indirect Economic Impacts (2016)							
3-3	Management of material topics		CEO message; Materiality; How we engage with our stakeholders	3, 9, 12			X
203-2	Significant indirect economic impacts		Our ESG strategy; Targets and performance; Materiality; How we engage with our stakeholders	7, 8, 9, 12			X
GRI 204: Procurement Practices (2016)							
3-3	Management of material topics		CEO message; Energy efficiency and CO2e emissions; Business ethics and integrity	3, 14-16, 23-24			
204-1	Proportion of spending on local suppliers		Organizational profile; Energy efficiency and CO2e emissions; Key sustainability figures	4, 14-16, 29			
GRI 205: Anti-corruption (2016)							
3-3	Management of material topics		CEO message; Governance structure; Business ethics and integrity	3, 5, 23-24	10		X
205-3	Confirmed incidents of corruption and actions taken		Business ethics and integrity; Key sustainability figures	23-24, 29	10		X
GRI 206: Anti-competitive Behavior (2016)							
3-3	Management of material topics		CEO message; Governance structure; Business ethics and integrity	3, 5, 23-24	10		X
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Targets and performance; Business ethics and integrity; Key sustainability figures	8, 23-24, 29	10		X

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Specific disclosures continued

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*	Comment	Topic boundary**
ENVIRONMENTAL							
GRI 301: Materials (2016)							
3-3	Management of material topics		CEO message; Our ESG strategy; Energy efficiency and CO2e emissions; Circular economy	3, 7, 14-16, 17-18	7, 8, 9		✕
301-1	Materials used by weight or volume		Key sustainability figures	29	7, 8, 9		✕ 🔗
301-2	Recycled input materials used		Circular economy	17-18	7, 8, 9		✕ 🔗
GRI 302: Energy (2016)							
3-3	Management of material topics	✓	Our ESG strategy; Energy efficiency and CO2e emissions	7, 14-16	7, 8, 9		✕
302-1	Energy consumption within the organization	✓	Energy efficiency and CO2e emissions; Key sustainability figures	14-16, 29	7, 8, 9		✕ 🔗
302-2	Energy consumption outside of the organization		Energy efficiency and CO2e emissions; Key sustainability figures	14-16, 29			✕ 🔗
302-4	Reduction of energy consumption		Energy efficiency and CO2e emissions; Key sustainability figures	14-16, 29			✕
GRI 305: Emissions (2016)							
3-3	Management of material topics	✓	Our ESG strategy; Energy efficiency and CO2e emissions	7, 14-16	7, 8, 9		✕
305-1	Direct (Scope 1) GHG emissions	✓	Targets and performance; Energy efficiency and CO2e emissions; Key sustainability figures	8, 14-16, 29	7, 8, 9		✕
305-2	Energy indirect (Scope 2) GHG emissions	✓	Targets and performance; Energy efficiency and CO2e emissions; Key sustainability figures	8, 14-16, 29	7, 8, 9		✕ 🔗
305-3	Other indirect (Scope 3) GHG emissions	✓	Targets and performance; Energy efficiency and CO2e emissions; Key sustainability figures	8, 14-16, 29	7, 8, 9		🔗
305-4	GHG emissions intensity	✓	Targets and performance; Energy efficiency and CO2e emissions; Key sustainability figures	8, 14-16, 29	7, 8, 9		✕ 🔗
305-5	Reduction of GHG emissions		Targets and performance; Energy efficiency and CO2e emissions; Key sustainability figures	8, 14-16, 29			✕ 🔗

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Specific disclosures continued

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*	Comment	Topic boundary**
GRI 306: Waste (2020)							
3-3	Management of material topics	✓	Our ESG strategy; Circular economy	7, 17-18	7, 8, 9		×
306-2	Management of significant waste-related impacts		Circular economy	17-18	7, 8, 9		× 🔗
306-3	Waste generated		Circular economy; Key sustainability figures	17-18, 29	7, 8, 9		× 🔗
306-4	Waste diverted from disposal		Circular economy; Key sustainability figures	17-18, 29	7, 8, 9		× 🔗
306-5	Waste directed to disposal	✓	Targets and performance; Circular economy; Key sustainability figures	8, 17-18, 29	7, 8, 9		× 🔗
GRI 308: Supplier Environmental Assessment (2016)							
3-3	Management of material topics		Targets and performance; Energy efficiency and CO2e emissions; Business ethics and integrity	8, 14-16, 23-24	7, 8, 9		×
308-1	New suppliers that were screened using environmental criteria		Targets and performance; Business ethics and integrity; Key sustainability figures	8, 23-24, 29	7, 8, 9		× 🔗
308-2	Negative environmental impacts in the supply chain and actions taken				7, 8, 9	No negative impacts were brought to our attention and therefore no action was taken.	× 🔗
SOCIAL							
GRI 401: Employment (2016)							
3-3	Management of material topics		CEO message; Our ESG strategy; Attraction, retention, and development of talent	3, 7, 21-22	6		×
401-1	New employee hires and employee turnover		How we engage with our stakeholders; Attraction, retention, and development of talent; Key sustainability figures	12-13, 21-22, 29	6		×
401-3	Parental leave		Key sustainability figures	29	6		×

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Specific disclosures continued

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*	Comment	Topic boundary**
GRI 403: Occupational Health and Safety (2018)							
3-3	Management of material topics	✓	Our ESG Strategy; Occupational health and safety; Attraction, retention, and development of talent	7, 19-20, 21-22			✕
403-1	Occupational health and safety management system		Occupational health and safety	19-20			✕
403-2	Hazard identification, risk assessment, and incident investigation		Occupational health and safety	19-20			✕
403-3	Occupational health services		Occupational health and safety	19-20			✕
403-4	Worker participation, consultation, and communication on occupational health and safety		How we engage with our stakeholders; Occupational health and safety	12-13, 9-20			✕
403-5	Worker training on occupational health and safety		Occupational health and safety	19-20			✕
403-6	Promotion of worker health		Occupational health and safety	19-20			✕
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Occupational health and safety	19-20			✕
403-8	Workers covered by an occupational health and safety management system		Key sustainability figures	29			✕
403-9a	Work-related injuries (for all employees)	✓	Targets and performance; Occupational health and safety; Key sustainability figures	8, 19-20, 29			✕
GRI 404: Training and Education (2016)							
3-3	Management of material topics	✓	Our ESG strategy; Attraction, retention, and development of talent	7, 21-22	6		✕
404-1	Average hours of training per year per employee	✓	Targets and performance; Attraction, retention, and development of talent; Key sustainability figures	8, 21-22, 29	6		✕
404-2	Programs for upgrading employee skills and transition assistance programs		Attraction, retention, and development of talent	21-22	6		✕
404-3	Percentage of employees receiving regular performance and career development reviews		Attraction, retention, and development of talent; Key sustainability figures	21-22, 29	6		✕

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Specific disclosures continued

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*	Comment	Topic boundary**
GRI 405: Diversity and Equal Opportunity (2016)							
3-3	Management of material topics		CEO message; Our ESG strategy; How we engage with our stakeholders; Attraction, retention, and development of talent	3, 7, 12, 21-22	6		X
405-1	Diversity of governance bodies and employees		Governance structure; Our ESG strategy; Targets and performance; Attraction, retention, and development of talent; Key sustainability figures	5, 7, 8, 21-22, 29	6		X
405-2	Ratio of basic salary and remuneration of women to men				6	In line with our values, our Code of Conduct and our Non-Discrimination Guideline, we do not differentiate in terms of remuneration by gender, but rather by function and performance.	X
GRI 406: Non-discrimination (2016)							
3-3	Management of material topics		CEO message; Governance structure; Our ESG strategy; Attraction, retention, and development of talent	3, 5, 7, 21-22	6		X
406-1	Incidents of discrimination and corrective actions taken		Business ethics and integrity	23-24	6	No incidents of discrimination were brought to our attention.	X
GRI 407: Freedom of Association and Collective Bargaining (2016)							
3-3	Management of material topics		Attraction, retention, and development of talent; Key sustainability figures	21-22, 29	3	At Xella we promote and ensure a close dialog with employees and their representatives. This is laid out in our policies on freedom of association and collective bargaining.	X
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Attraction, retention, and development of talent; Business ethics and integrity	21-22, 23-24	3	There were none, as we mainly produce in Europe and source from local suppliers.	X

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Specific disclosures continued

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*	Comment	Topic boundary**
GRI 408: Child Labor (2016)							
3-3	Management of material topics		Governance structure; Business ethics and integrity	5, 23-24	5	Rejection of child labor is included in our Supplier Code of Conduct.	X
408-1	Operations and suppliers at significant risk for incidents of child labor		Business ethics and integrity	23-24	4	Rejection of child labor is included in our Supplier Code of Conduct.	X 🔗
GRI 409: Forced or Compulsory Labor (2016)							
3-3	Management of material topics		Governance structure; Business ethics and integrity	5, 23-24	4	Rejection of forced or compulsory labor is included in our Supplier Code of Conduct.	X 🔗 ⚙
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		Governance structure; Business ethics and integrity	5, 23-24	4	Rejection of forced or compulsory labor is included in our Supplier Code of Conduct.	X 🔗 ⚙
GRI 413: Local Communities (2016)							
3-3	Management of material topics		CEO message; Our ESG strategy; How we engage with our stakeholders	3, 7, 12			X
413-1	Operations with local community engagement, impact assessments, and development programs		Our ESG strategy	7	7, 8, 9		X 🔗
413-2	Operations with significant actual and potential negative impacts on local communities		Our ESG strategy	7	7, 8, 9	No negative impact from our operations on local communities were brought to our attention.	X 🔗
GRI 414: Supplier Social Assessment (2016)							
3-3	Management of material topics		How we engage with our stakeholders; Business ethics and integrity	12, 23-24	1-6		X 🔗
414-1	New suppliers that were screened using social criteria		Business ethics and integrity; Key sustainability figures	23-24, 29	1-6		
414-2	Negative social impacts in the supply chain and actions taken				1-6	No negative impacts were brought to our attention and therefore no action was taken.	🔗

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Specific disclosures continued

GRI standard and disclosure		Audit	Chapter/Section	Page	UNGC*	Comment	Topic boundary**
GRI 416: Customer Health and Safety (2016)							
3-3	Management of material topics		CEO message; Our ESG strategy; How we engage with our stakeholders; Circular economy	3, 7, 12, 17-18			Product usage
416-1	Assessment of the health and safety impacts of product and service categories		Organizational profile	4		Xella products comply with the requirements of national and European standards, as well as national building authority approvals. Xella is subject to the Construction Products Regulation and continuously checks its products for health and safety.	Product usage
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services					None.	Product usage
GRI 418: Customer Privacy (2016)							
3-3	Management of material topics		Business ethics and integrity	23-24		See our Code of Conduct	Xella, Product usage
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Key sustainability figures	29		None were brought to our attention.	Xella, Product usage

Key

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Front cover: Training in the plant in Haltern, Germany