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2025 THEUMA VSME REPORT

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FOREWORD

Theuma is a leading industrial door manufacturer with operations across Europe. As such, we are committed to upholding the highest standards of integrity, quality, and sustainability in all our business activities. At the same time, we also aim to build strong, fair, and transparent partnerships with our suppliers and business partners as we advance on our journey towards greater sustainability.

To promote transparency towards our partners and the public, we have chosen the VSME reporting standard recommended by the EU for medium-sized enterprises as our voluntary reporting standard. A lean, practical standard, it provides a simplified framework to manage sustainability challenges, allowing us to focus on actual improvements. We partnered with Sustenuto for the creation of this report.

So, what did we achieve in 2024? Here are some highlights:

- **E** All Theuma sites operate with 100% green electricity
- **S** All Theuma sites are VCA certified
- **G** Drafted a Supplier Code of Conduct

This indicates that Theuma is on the right path. Over time, we will continue to adapt our approach, not just to meet regulatory expectations but to secure a sustainable future. For now, we hope that you will enjoy reading this report.

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ABOUT THIS REPORT

B1. Basis for Preparation

The Voluntary Sustainability Reporting Standard for SMEs (VSME) is published by the European Financial Reporting Advisory Group (EFRAG). It provides a streamlined framework for ESG reporting, allowing SMEs to provide relevant information a) on how they have had and are likely to have a positive or negative impact on people or on the environment in the short, medium or long term and b) how environmental and social issues have affected or are likely to affect their financial position, performance and cash flows in the short, medium, or long term.

Theuma is proud to present its first report in accordance with the VSME Basic & Comprehensive Modules. This report explains how Theuma manages environmental, societal and governance issues relating to sustainability and what it has accomplished in 2024. No information has been omitted from this report because of its classified or sensitive character.

Scope

The scope of this report is the Theuma Group (BE 0440.316.949), with headquarters at Bekkevoort, which consists of:

Table
- Theuma NV (BE 0440.316.949)
- Theuma Doorsystems NV (BE 422.748.071)
- NOII (0555.788.917)
- Registered address: Zandstraat 10, 3460 Bekkevoort, Belgium
⇨ Defined as/referred to hereinafter as the “Bekkevoort site”
- Thura Machinefinanciering BV (KvK 28098694)
- Theuma Doorsystems BV (KvK 32101833)
- Theuma Metal Industries BV (KvK 1037795)
- Registered address: Sluiswachter 10, 3861 SN Nijkerk, The Netherlands
⇨ Defined as/referred to hereinafter as the “Nijkerk site”
- Indoor Collection – Anyway Doors
- Portapivot
- Registered address: Nijverheidsweg 32 B, 2240 Zandhoven, Belgium
⇨ Defined as/referred to hereinafter as the “Massenhoven site”

Table: Theuma Group’s subsidiaries and their registered address

Unless otherwise specified, all information in this report applies to the group in its entirety. Theuma relied on guidance from Sustenuto for the compilation of this report. It did not seek external assurance of the data published in this report.

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Theuma's details

The below table overview provides company details for the Theuma Group and each of its subsidiaries:

Legal Form	Public Limited Company	
NACE codes	C16.210 Manufacture of veneer sheets and wood-based panels M70.2.2 - Business and other management consultancy activities	
Size of balance sheet (in Euro)	38,371,000	
Turnover (in Euro)	74,048,000	
Number of employees (in FTE)	301.48	
Country of primary operations	Belgium and The Netherlands	
Location of significant assets/geolocation of sites owned, leased or managed	Zandstraat 10, 3460 Bekkevoort, Belgium	50.954991415682215, 5.0170440532877905
	Sluiswachter 10, 3861 SN Nijkerk, The Netherlands	52.233029190006896, 5.462196433753994
	Nijverheidsweg 32 B, 2240 Zandhoven, Belgium	51.19527647000746, 4.632250710969735

Table: details of Theuma

In previous/recent years, Theuma has already taken action to manage sustainability-related issues. These actions were triggered by or have resulted in the following sustainability-related certification(s) or label(s):

Certification Or Label	Issuer	Description
ISO14001	ISO	Internationally recognized standard for environmental management systems
ISO9001	ISO	Globally recognized standard for quality management
VCA	Centraal Diploma Register	Health and safety certification for the Bekkevoort and Nijkerk sites
KOMO	KOMO	Dutch quality label for the Bekkevoort and Nijkerk products, including site audits
GND	GND.network	Dutch quality label for the Bekkevoort and Nijkerk products, including site audits
BENOR	BENOR	Belgian quality label for products, including audits at Bekkevoort site
FSC	FSC	For chain of custody of wood products, incl. audit at Bekkevoort site

Table: Sustainability-related certifications and labels of Theuma

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ABOUT THEUMA

As one of the largest producers of interior door systems in Europe, Theuma relies on a workforce of ~300 employees for the production, sale, and assembly of ready to install door sets on an industrial scale.

In December 2020, the Theuma Group acquired Anyway Doors (Indoor Collection), a high-end, made-to-measure internal door specialist, and PortaPivot, which focuses on the B2B e-commerce of pivoting hinges to professionals in the construction industry.

Theuma prides itself on its innovative and high-quality product range, efficient production system that minimizes waste, and extensive investments in digitalization. We strive to be a reliable partner for our customers, something we achieve with excellent service before, during and after delivery.

Our Mission
Theuma focuses on the production, sale and assembly of leading, ready-to-install doorsets on an industrial scale, regardless of the size of the project. We promise our customers maximum peace of mind throughout the entire process.

Our Values
To accomplish our mission, we adhere to a set of core values at Theuma, which all our employees seek to embody in their work.

Focus	Interaction	Results	Simplicity
Make a distinction between what is important and what is not.	Exchange ideas.	Listen to ideas, both standards and unusual ones.	Communicate quickly and to the point.
Know and cherish your strengths.	Help your team members.	Values your customers, colleagues and partners.	Make work easy.
Communicate clearly.	Take responsibility and initiative.	Take care of materials and machines as if they were your own.	Make sure the customer feels at home at Theuma.
Replace opinions by facts & figures.	Put your customers first.	Do what you promise.	Keep it simple.

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Quality and Professionalism

Theuma's goal is to be the reference on the market for integrated solutions for interior doorsets. We always strive for effectiveness, functionality and durability, seeking to strike the right balance between the different business processes. That is why we continuously invest in our products, services, processes and systems. We set the bar high, also in terms of ethical and social aspects. We are engaged and feel responsible because our customers, staff and stakeholders count on our knowledge and experience.

Advice and Expertise

As a specialist in interior door systems, we are happy to help our customers choose the right doors and frames for their projects, in accordance with their budget. Together, we make a choice that is tailored to their project and their needs, with everything tested and approved to ensure compliance with all relevant regulations. This also applies to finish, locks, dropseals, door closers, meeting stiles and hinges.

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GENERAL DISCLOSURES

THEUMA'S BUSINESS MODEL AND SUSTAINABILITY

C1. Strategy: Business Model and Sustainability – Related Initiatives

This section covers Theuma's overall strategy and how it relates to various sustainability topics.

Introduction of Products and Services

Theuma's overall business model is relatively straightforward. Except for its activities in Massenhoven, the company imports semi-finished products for its production of internal doors from suppliers that are for the most part based in Europe. These incoming goods are then processed into finished door products in Theuma's own production facilities. In a final step, they are marketed in various B2B segments across Europe. Theuma's main markets are Belgium, the Netherlands and France, as well as some of the neighbouring countries.

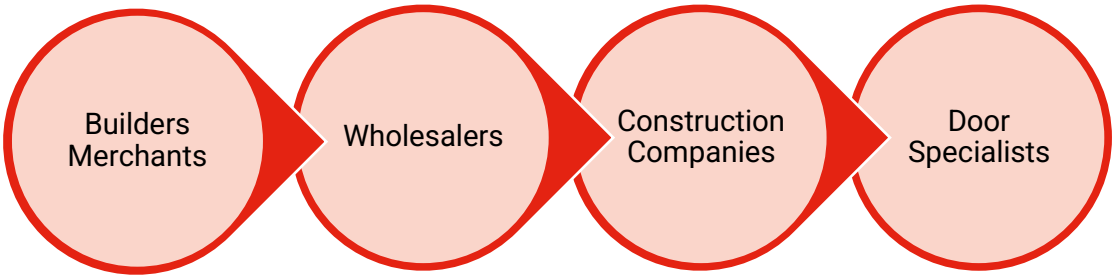
Production and finishing of wooden internal doors and frames are done at Bekkevoort (Belgium). Production and finishing of steel frames and components take place at Nijkerk (the Netherlands). Theuma also has a site in Massenhoven (Belgium) for the retail and wholesale of high-end doors and accessories.

Each site has its own operation, support and sales departments with a few functions such as HR (incl. payroll) & accounting centralized in the company's headquarters at Bekkevoort.

Key Markets from a Supply and Sales Perspective

The most important direct suppliers are based in the European Union.

The main B2B market segments are:



The company's activities in Massenhoven (Anyway Doors), comprised of B2B e-commerce through PortaPivot and B2C sales, only account for a small share of Theuma's revenue.

Theuma Group Revenue (M€)		
74 M€		
Bekkevoort	**Massenhoven**	**Nijkerk**
66% (49 M€)	13% (10M€)	21% (15M€)

Table: Theuma's sites and their share of revenue

Theuma's Value Chain

The overview below shows the following for each segment/site:

- The key activities and products
- The key regions of direct suppliers and customers in Theuma's overall value chain.

Theuma		Logistics – Packaging – End of Life				
		Upstream		Own Operations	Downstream	
		Indirect Suppliers	Direct Suppliers	Theuma	Customers	End Users
Bekkevoort (BE) Wooden Doors	**Materials** **Key Activities**	Wood Red Wood Chemicals Wood residue	Wood beam Fiber board Plywood Particle board Chemicals	Production & assembly of doors Supporting departments: R&D Procurement	Property development business Retail business	Professional Public Private
	Key Regions	EU	EU & Eastern Europe	Bekkevoort (BE) - Headquarters	Be Ne Lux, France & UK	
Nijkerk (NL) Wooden Doors	**Materials** **Key Activities**	Iron Ore Lime Stone Coking Coal Recycled Steel Chemicals	Steel making & processing Power coating	Stamping, bending & cutting steel into frames Supporting departments: R&D Procurement Sales & Marketing	Bekkevoort (BE) Residential Construction Wholesale & Utility	Professional Public Private
	Key Regions	Australia, Brazil, Russia, China	EU	Nijkerk (NL)	Be Ne Lux, France & UK	
Massenhoven (BE) Doors (Anyway Doors) Pivot hinges (Porta Pivot)	**Materials** **Key Activities**	Aluminum & glass Steel	Aluminum profiles & glass panels Steel finished components	Cutting profiles, CNCHPL compact boards* & assembling doors Buy & sell e – commerce based on own IP in cl. Pivot hinges, customized alu doors systems components Supporting departments: Sales & Installation	Private home & company owners Interior design professionals	Professional Public Private
	Key Regions	Europe & China	Western Europe	Massenhoven (BE)	Be Ne Lux, France & UK	

*High Pressure Laminate boards milled by CNC machines.

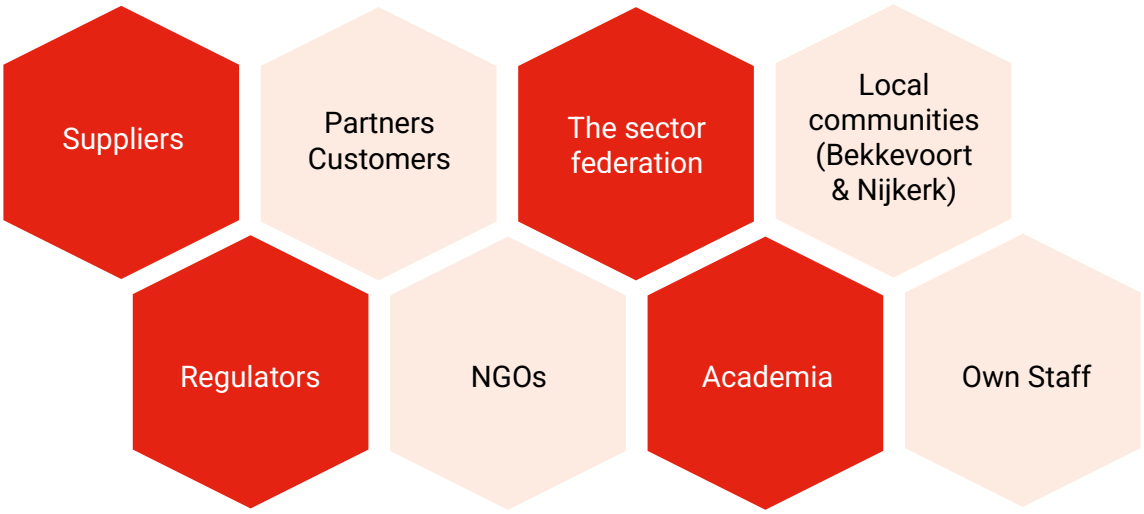
Figure: Theuma's value chain including key activities and key regions

This value chain was developed from a sustainability materiality assessment perspective.
Its primary function is to define:

1) Key activities of Theuma or its value chain partners that might trigger impacts, risks & opportunities (IROs)
2) A longlist of such IROs and related ESG topics
3) Key stakeholder categories that are most likely to be affected.

This is then used as a canvas for (1) the detailed context analysis of the 2024 DMA and (2) the selection of key stakeholder categories that were consulted in the online stakeholder survey.

List of stakeholder categories:



THE 2024 DOUBLE MATERIALITY ASSESSMENT (DMA) PROCESS

The VSME provides a core list of ESG topics that are generally relevant for SMEs, denoting the three topic areas that organizations typically report on to their stakeholders.

In 2024, however, Theuma elected to perform a Double Materiality Assessment (DMA) in line with EFRAG's guidance. The company decided to share the process and outcome, while still respecting the full disclosure of data points as required by the VSME.

Process

The following four-step approach was followed to identify and determine Theuma's material topics and the related significant impacts, risks and opportunities within its value chain.

DMA Process Detail

Who	Sustenuto Theuma ESG Manager	Sustenuto Theuma Management	Sustenuto Theuma ESG Manager & Management	Management
What	• Context analysis & value chain • External & internal online survey • Porta Pivot – Anyway Doors meeting • Internal workshop with ESG team	• Using step 1, indicate topics to score/not score • Add entity-specific topics • Confirm value chains	• Scoring proposal • Impact scoring sessions with ESG manager • Risk & Opp. Scoring session with CFO	• Discussion and validation by management • (Ranking & Threshold)
Result	• Value chain definition • "Importance" indication per ESG topic	• List of relevant ESG topics to score incl. entity specific topics • Value chain scope	• Ranking of topics & related IROs • Threshold scenarios • Clusters of topics & IROs	• Material matters to be used in integrated report and ESG strategy

Figure: Theuma's 2024 DMA process

1. Understand Theuma's context

The first step consisted of understanding Theuma's context, identifying relevant topics, and mapping its value chain.

A detailed analysis was conducted, using established methodologies, with the consultant working in close cooperation with Theuma's ESG Coordinator. The mapping combines two perspectives, considering materiality both from a financial and impact perspective.

Desk research by the consultant, followed by internal consultation and feedback with Theuma's management, provided the basis for a robust analysis.

An online survey was also conducted among external and internal stakeholders, using the ESRS core list of topics as a framework for gaining additional insights and ensuring the accuracy and relevance of findings.

Finally, an internal workshop was also organized with Theuma's ESG team. This provided an opportunity to discuss and validate findings, refine the analysis, and ensure its alignment with Theuma's operational realities.

Based on the above, the value chain was defined, giving an initial indication of the importance of each ESG topic.

2. Define a longlist of relevant ESG topics and their related IROs

To identify all potentially relevant topics, a longlist of relevant topics was established. In addition to the ESRS core list of topics, entity-specific topics for Theuma were also added. For each (potentially) relevant ESG topic, a description explains how it relates to Theuma and triggers IROs.

Feedback was then requested from Theuma's management, based on which topics of low relevance were excluded from the next step and a final list of topics and related IROs to score was generated.

3. Score and rank the longlisted topics

A scoring proposal was subsequently drawn up.

Topics considered relevant for Theuma were scored during sessions with the ESG Manager.
The final process and scoring of financial risks and opportunities were checked during a session with the CFO.

The final score for each topic (including entity-specific topics) reflects the severity or magnitude and likelihood of occurrence of each topic and related IROs, giving a clear indication of its significance. It can also be used to establish whether the topic is material on one level only (impact or financial) or double material (impact and financial material).

All previously collected information was used for the scoring, in addition to feedback from Theuma's ESG Coordinator and CFO, supplemented with the consultants' recommendations where relevant.

The topics and related IROs were then ranked and clustered to identify the most critical ones with the related threshold scenarios.

4. Select material topics and their IRO clusters

Using
1) The scores
2) The ranking
3) The threshold scenarios

Theuma's management, including its CFO and CEO, defined the list of material topics and related IROs.

Conclusion

The 2024 DMA process resulted in the list of material topics below. For each topic, (1) the materiality and the topic's position within the value chain is indicated and (2) its materiality is linked to Theuma's strategy.

No	Material Topic	Materiality	Value Chain	Relevance To Theuma's Business Model
1	Energy use	Impact	Upstream – Own operations	Energy use is material for Theuma because its two main production sites & suppliers require substantial energy to manufacture door and frame related products.
2	GHG emissions	Double	Upstream – Own operations	GHG emissions are material because Theuma's own operations and upstream suppliers generate GHG emissions through fossil fuel use and other related production processes, directly affecting regulatory compliance, reputation, and the company's GHG reduction ambitions.
3	Biodiversity loss	Impact	Upstream	Biodiversity loss is material due to upstream activities such as logging for wood and mining for steel, which can lead to habitat degradation and resource depletion, impacting supply security and compliance with sustainability standards.
4	Impacts on the extent & condition of ecosystems	Impact	Upstream	Impacts on the extent and condition of ecosystems are material as Theuma's sourcing of wood and steel can alter land use and ecosystem integrity, making responsible procurement and high FSC wood share essential to minimize negative effects.
5	Impacts & dependencies on ecosystem services	Impact	Upstream	Impacts and dependencies on ecosystem services are material because Theuma's reliance on wood and other natural resources mean that ecosystem health directly affects resource availability, production continuity, and long-term business resilience.
6	Waste creation & treatment	Impact	Own operations Downstream	Waste creation and treatment are material because Theuma's production and packaging generate significant waste streams, including hazardous ones, requiring robust management to reduce environmental risks and comply with regulations.
7	Resource use & circularity	Double	Upstream – Own operations Downstream	Resource use and circularity are material as Theuma's business model depends on wood and steel; efficient use, recycling, and sourcing of FSC wood and recycled wood & steel are critical for cost and sustainability impact management.
8	Well-being	Impact	Own operations	Employee well-being is material because Theuma's business context is characterized by high production, efficiency and time pressure, making work life balance and health and safety vital for productivity and employee retention.
9	Health & Safety	Impact	Own operations Downstream	Health and safety are material as the production environment involves manual labor and heavy machinery posing risks of injury; ensuring safe working conditions is essential for employee wee-being and operational continuity.
10	Training & development for all	Impact	Own operations Downstream	Training and development are material because continuous upskilling is required for safe and efficient production, especially in light of evolving technologies and regulatory requirements in Theuma's manufacturing processes.
11	Social inclusion of end users	Impact	Downstream	Social inclusion of end users is positively material as Theuma's products serve diverse customer base, ensuring good accessibility and non- discrimination.
12	Corporate culture	Impact	Upstream – Own operations Downstream	Corporate culture is material as it shapes ethical conduct, stakeholder trust, and long-term business success, especially in managing relationships and compliance across Theuma's value chain.
13	Partnership management	Impact	Upstream – Own operations Downstream	Partnership management is material because strong and fair supplier and customer relationships are essential for business continuity, compliance, and adaptation to ESG requirements throughout Theuma's value chain.

Figure: Material topics of Theuma

Under the EU Omnibus package, Theuma will not be required to follow the ESRS standards for its reporting in the future. The company has nonetheless decided to (1) publish a sustainability report in line with the VSME standard and (2) use the 2024 DMA for further strategy development and to determine the focus of Theuma's sustainability efforts.

THEUMA'S SUSTAINABILITY FOCUS

To enhance Theuma's positive impacts and mitigate its negative impacts and risks, Theuma has defined the following ESG focus areas:

Environment	Social	Governance
Foster bio diversity Optimize circularity and resource use Reduce energy use & GHG emissions Prevent pollution Enhance water stewardship Decrease waste creation and ensure proper treatment	Nurture employee well-being & development Promote equality and inclusion	Secure proper governance Strengthen responsible business conduct

Figure: Theuma's ESG focus areas

Environment

Theuma has always been at the forefront in applying sustainable production methods, making and using sustainable products, and utilizing energy and raw materials efficiently. To date, Theuma's environmental strategy has focused on implementing best practices for green manufacturing, with two clear targets, namely to:

- Reduce energy use and GHG emissions, Scope 1 & 2 with 5% (yearly).
- Reduce virgin wood use and biodiversity impact by using minimum 90% FSC-certified wood.

Social

From a social perspective, Theuma prioritizes the development, well-being and performance of its own workforce with Health & Safety, Training, and Business Culture being the three key areas it is currently focusing on. As part of this, the company is making ongoing efforts towards further digitalization and improved onboarding and learning experiences of its workforce. Conscious sourcing from trusted partners has also been an important part of Theuma's ESG strategy in the past years. Finally, the company's extensive product range is designed to offer qualitative doors to customers across all layers of society.

Governance

Theuma's central and leading position in its value chain means it is continuously focused on building

- Responsible business conduct in-house
- Fair and transparent partnerships with its suppliers and business partners.

Future

In terms of sustainability, Theuma takes a straightforward and results-driven approach, entirely in keeping with its values. The company's ambition continues to be to use the outcomes of the 2024 DMA as a guideline for the development of its future strategy and actions.

Future initiatives will thus focus on using materials even more efficiently and lowering the company's energy use and related GHG emissions. Notwithstanding the current regulatory landscape, compliance with existing and upcoming ESG-related legislation remains a key priority.

B2 & C2. Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

For each focus area, Theuma has put in place several practices, policies, and future initiatives. The full multi-page table is available in appendices to enhance the readability of this report.

The number of actions, policies and future initiatives described per ESG focus area are as follows:

ESG Focus Area	# Policies & Actions	# Future Initiatives
Foster bio diversity	3	1
Optimize circularity and resource use	5	2
Reduce energy use & GHG emissions	6	3
Prevent pollution	3	1
Enhance water stewardship	3	-
Decrease waste creation and ensure proper treatment	6	4
Nurture employee well-being & development	12	1
Promote equality and inclusion	5	-
Secure proper governance	2	5
Strengthen responsible business conduct	3	1

ESG GOVERNANCE AT THEUMA

To ensure proper governance of sustainability, the company has established an ESG team. This team consists of eight people including the CFO, HR manager, Procurement Manager and ESG Coordinator. The latter monitors the progress of Theuma's ESG program and reports to the management team on a monthly basis.

The following sections of the report covers the various environmental, social, and governance topics to be reported according to the Basic and Comprehensive VSME modules. The sections are structured around Theuma's ESG focus areas and contains the following information:

1. Introduction explaining its relevance based on the material topics of our DMA
2. The VSME metrics with context if relevant

One of the focus areas 'Promote equality and inclusion' is not linked to any VSME metrics. Content on this focus area can be found in 'B2&C2 Description of practices, policies and future initiatives for transitioning towards a more sustainable economy'.

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ENVIRONMENTAL DISCLOSURES

REDUCE ENERGY USE AND GHG EMISSIONS

Energy use

Being an industrial manufacturer of wooden doors and steel frames, Theuma consumes large amounts of energy, which explains why this accounts for such a significant share of the cost of each Theuma product. All the company's sites operate with 100% green electricity, with part generated by solar panels on site (a small share at Bekkevoort and a larger share at Nijkerk, where most of the roof surfaces are covered with PVs). In addition, the company and its suppliers also use fossil fuels, however, making energy efficiency and a rapid transition to renewable energy a strategic priority, including at suppliers.

GHG Emissions

GHG emissions are important as Theuma's production processes and upstream activities in the wood and steel value chain generate substantial greenhouse gases. As a result, Theuma is exposed to regulatory risks (e.g., carbon taxes), making decarbonisation essential to ensure its long-term competitiveness and compliance.

B3. Energy

Bekkevoort	Renewable (MWh)	Non-renewable (MWh)	Total (MWh)
Electricity	5,599.84	0	5,599.84
Fuels	0	512.46	512.46
Total	5,599.84	512.46	6,112.3

Table: Total energy consumption in MWh, with a breakdown for the Bekkevoort site

Massenhoven	Renewable (MWh)	Non-renewable (MWh)	Total (MWh)
Electricity	239.18	0	239.18
Fuels	0	323.89	323.89
Total	239.18	323.89	563.07

Table: Total energy consumption in MWh, with a breakdown for the Massenhoven site

Nijkerk	Renewable (MWh)	Non-renewable (MWh)	Total (MWh)
Electricity	963.45	0	963.45
Fuels	0	1,228.99	1,228.99
Total	963.45	1,228.99	2,192.44

Table: Total energy consumption in MWh, with a breakdown for the Nijkerk site

Theuma	Renewable (MWh)	Non-renewable (MWh)	Total (MWh)
Electricity	6,802.47	0	6,802.47
Fuels	0	2,066.34	2,0666.34
Total	6,802.47	2,066.34	8,868.81

Table: Total energy consumption of Theuma in MWh

In 2024, total energy consumption at Bekkevoort decreased with 6%, whereas it increased with 34.1% at Nijkerk. There is no comparison possible for Massenhoven as this is the first year that this site is included in Theuma's reporting.

Consumption of renewable energy at Bekkevoort (+1.65%) and Massenhoven (+13.4%) also increased, with renewables accounting for 78% of total energy consumption including fuel use. The solar panels on the roof of the Nijkerk site generate enough energy to cover its total usage. However, due to current production schedules, Theuma only consumes half the energy it produces itself.

Across all sites, the company's fleet accounted for a significant share of total electricity consumption (42 MWh at Bekkevoort, 41.50 MWh at Massenhoven), with fuel usage at Bekkevoort seeing a 55% drop compared with 2023 because of the transition to full electric vehicles. Progress has been made with the company's EV fleet, and this is set to continue in the next few years.

Non-renewable fuels include natural gas (at Massenhoven and Bekkevoort), heavy fuels (such as fuel oil and domestic fuels at Bekkevoort) and transportation fuels (at Bekkevoort and Nijkerk, where there was a 10% increase due to the delayed implementation of the transition to a full-electric car fleet), in addition to propane gas (stable consumption at Nijkerk).

B3. Greenhouse Gas Emissions

Bekkevoort	2024 GHG emissions in (tCO2eq)	Change compared to 2023 (%)
Scope 1 emissions	150.89	-21
Location-based Scope 2 emissions	145.22	-9
Scope 3 emissions	10,141.55	10
Total GHG emissions	10,437.67	9

Table: GHG emission in tCO2eq for the Bekkevoort site

Massenhoven	2024 GHG emissions in (tCO2eq)
Scope 1 emissions	89.81
Location-based Scope 2 emissions	7.18
Total GHG emissions (excluding Scope 3 emissions)	96.99

Table: GHG emission in tCO2eq for the Massenhoven site

Nijkerk	2024 GHG emissions in (tCO2eq)	Change compared to 2023 (%)
Scope 1 emissions	346.39	7
Location-based Scope 2 emissions	24.99	84
Scope 3 emissions	3,396.96	-22
Total GHG emissions	3,768.34	-20

Table: GHG emission in tCO2eq for the Nijkerk site

Theuma reports its GHG emissions in accordance with the Greenhouse Gas Protocol for all its sites. French emissions factors were used for the calculations as they were already used in previous publications. The GHG emissions for Massenhoven are new in this report. Due to the independent character and more recent acquisition of the Massenhoven site by Theuma, Scope 3 emissions for this site will be reported for FY2025.

In 2024, Theuma's GHG intensity (excluding Scope3 emissions) was 10.32 tCO2eq / €m turnover.

C3. GHG reduction targets and climate transition

Scope	Theuma sites	Target	Base value (2023) tCO2eq	Target value (2024) tCO2eq	Actual value (2024) tCO2eq
Scope 1 and 2	Bekkevoort	-5%	351.27	333.71	296.11 (-15,7%)
Scope 1 and 2	Nijkerk	-5%	336.78	319.94	371.38 (+10,3%)

Table: Scope 1 and 2 emissions targets for the Bekkevoort and Nijkerk sites

Theuma is proud to have exceeded its climate target for Bekkevoort in 2024, with a reduction of its Scope 1 and 2 intensities by -15.7% (in tCO2eq) compared with 2023. At Nijkerk, however, emissions increased significantly, primarily due to a transition in the ERP system, which disrupted production and caused efficiency losses. Theuma will establish an action plan in 2025 towards reaching its 5% reduction target for Nijkerk. To date, the company's focus has been on Scope 1 and 2 reductions. The Supplier Code of Conduct has since been reworked as part of Theuma's efforts to also reduce Scope 3 GHG emissions.

Current actions to achieve targets include more sustainable production planning, maintenance of the pressurized air network, cultivating environmental stewardship among employees, and inspection rounds to mitigate out-of-hours energy waste from lighting and heating.

Theuma operates in high climate impact sectors (C16.210 Manufacture of veneer sheets and wood-based panels and M70.2.2 - Business and other management consultancy activities). Currently, the next steps are analysis and planning, with no-loss actions, such as maintenance of pressurized air systems, scheduled for rapid implementation. The intention is to adopt the plan in a phased manner in the next few years.

C4. Climate Risks

In 2024, Theuma completed its first assessment of climate risks for the Nijkerk and Bekkevoort sites, identifying their exposure to physical, transitory, and raw materials risks. The company plans to conduct another, more in-depth assessment in 2026.

Water risks, i.e., fluvial and pluvial flooding as well as water scarcity, were assessed through current and future simulations, based on public reports and maps. The Nijkerk site, in particular, is located in an area of high-water stress. Thanks to its effluent water filtration system and an in-house demineralized water installation, Theuma has already safeguarded itself and the environment somewhat against water shortages, ensuring the continuity of its business operations.

PREVENT POLLUTION

Although pollution was not assessed as material in the 2024 Double Materiality Assessment (DMA), Theuma has chosen nonetheless to voluntarily provide the relevant VSME data points in this report.

B4. Pollution of air, water and soil

Bekkevoort	Origin	Amount	Medium of release
Sludge	Glue and/or solvent	60.87 ton	Water
HCl	Wood burner	< 75 mg/Nm³	Air

Table: emissions of pollutants to air, water and soil for the Bekkevoort site in 2024

Nijkerk	Origin	Amount (ton)	Medium of release
Sludge	EPC powder coating	4.9	Water

Table: emissions of pollutants to air, water and soil for the Nijkerk site

At Bekkevoort, all end products comply with relevant regulations (such as REACH and VOC). When burning cut-offs from production to heat the presses, contaminants are, however, released into the air. These emissions are measured at least twice a year – of which at least once without prior notice by a qualified third party and remain within all legal limits. Glue/sludge (which includes paint and other chemical waste streams) as well as polluted water are removed by a certified processor from the site. Non-reactive N_2 is used in production but is not considered a pollutant and is not processed.

Theuma Nijkerk has obtained ISO14001 certification and is thus required to monitor and report pollution. In terms of sludge, steel is washed to prepare it for EPC powder coating to ensure qualitative bonding of the coating to the steel. The water used for this process is cleaned before (demi-water) and after use, with contaminants filtered away to comply with all legal limits. The separated sludge is processed by a certified company. All wastewater is checked by a certified laboratory on a quarterly basis.

Theuma is fully aware of its duties in terms of compliance with environmental and other laws and regulations, continuing to take action to minimize its waste streams, including chemicals. The company's certifications ensure steady improvement and robust management of its people, resources, and processes. Its doors are best in class with an A+ VOC rating.

FOSTER BIODIVERSITY

Biodiversity loss, impacts on the extent & condition of ecosystems and impacts & dependencies on ecosystem services

Theuma's reliance on wood as a core input means that unsustainable forestry practices upstream can impact variety within tree populations. Upstream mining activities, meanwhile, can indirectly impact the biodiversity of ecosystems in close proximity to sites. For Theuma, sourcing according to standards (e.g., FSC) is key to mitigating these negative effects and maintaining supply security. The company has been able to adhere to its procurement target of at least 90% FSC certified wood for several years already.

Obviously, Theuma's business depends on healthy forest ecosystems for sustainable wood supply; any degradation of ecosystem services (such as water regulation or soil fertility) can disrupt production continuity and increase costs, making ecosystem stewardship a material concern.

B5. Biodiversity

On the local level, Theuma's operations are based near or in areas belonging to the Natura 2000 network of protected areas and the World Database on Protected Areas (WDPA, a global database to help identify marine and terrestrial protected areas). The following biodiversity-sensitive areas have been identified in this frame.

Theuma sites	Area (m²)	Biodiversity sensitive area	Specification	Source
Bekkevoort	77,600	Begijnenbeek Valley/Papenbroek	Located in area	WDPA
Massenhoven	9,800	Forests and heaths to the east of Antwerp + Valley of the Kleine Nete with source regions, marshes and heaths	Located near area	Natura 2000
Nijkerk	14,760	Arkemheen	Located near area	Natura 2000

Table: biodiversity-sensitive areas, with a breakdown of Theuma's sites

Theuma sites	Total sealed area (m²)	Total nature-oriented area on-site (m²)	Total nature-oriented area off-site (m²)	Total area (m²)
Bekkevoort	69,200 (89.18%)	8,400 (10.82%)	0	77,600
Massenhoven	5,800 (59.18%)	4,000 (40.82%)	0	9,800
Nijkerk	14,410 (97.63%)	350 (2.37%)	0	14,760

Table: Different land types and land use, with a breakdown of Theuma's sites

All Theuma's sites are situated on land designated for industry.

Relevant emissions of reactive N & P from production are non-existent. While transport does have a minor impact on nearby nature, this is considered acceptable as the zoning is "fit for industrial use". All sites are located along or near large roads, with international motorways within a 1-km radius.

In its production processes, Theuma uses wood, steel, aluminium and glass to make easily recyclable products. All wood and cardboard are FSC-certified, and glass is ordered to size, minimizing waste. Cut-offs of custom aluminium profiles are return to the company's suppliers to be transformed into new profiles without quality loss. These actions help to minimize Theuma's materials use and reduce the company's impact on biodiversity.

At Bekkevoort and Massenhoven, the company supports local biodiversity by integrating nature near its production facilities. At Nijkerk, a large solar PV installation on the site's roofs helps to diminish the site's footprint, but due to facility restrictions, 'greening' this facility is not easy.

ENHANCE WATER STEWARDSHIP

Although water use was not considered material in the 2024 Double Materiality Assessment, the relevant VSME data points are voluntarily provided in this report.

B6. Water

Theuma sites	In area with water stress?	Water withdrawal (m^3)
Bekkevoort	Yes	3014.0
Massenhoven	Yes	Not available
Nijkerk	Yes	1693.2

Table: Water withdrawal, with a breakdown of Theuma's sites

Theuma operates in areas with a non-negligible risk for water stress in the long term.

At Bekkevoort, the risk is mainly related to pluvial flooding, and the local municipality has already foreseen measures to mitigate most of the risk by 2030.

For the Dutch sites, however, the availability of drinking water continues to be an issue, although it is less severe at Nijkerk compared with the Netherlands as a whole.

In 2024, water withdrawals from city water (1,405m^3) accounted for half of Bekkevoort's water withdrawal with rainwater and groundwater making up the remainder. At Nijkerk, the site relies entirely on city water for the lacquering process. However, production is not extremely water-intensive overall. Currently, there is no information available for Massenhoven, although the plan is to include this in the next report.

Minor investments in water storage could go a long way to further minimize water-related risks. Optimizing circularity and resource use and a further decrease of waste creation would also help reduce Theuma's water footprint.

For now, investments are on hold until price/availability issues have been clarified. The risk regarding major production impacts due to water issues is relatively contained or will be contained in the near future through public works or other precautions (i.e., water treatment at Nijkerk, diversified sourcing at Bekkevoort).

OPTIMISE CIRCULARITY AND RESOURCE USE & DECREASE WASTE CREATION AND ENSURE PROPER TREATMENT

Waste creation and Treatment

Since its inception, Theuma has focused on sustainability in its production processes, the choice of materials and (the design of) Theuma products.

Theuma's operations generate significant packaging, wood, and steel waste, including hazardous waste from lacquering. Effective waste management is in place, and compliance with tightening EU waste regulations is assured. Reduction would help to further minimize environmental impact, however.

Resource use & Circularity

Resource use and circularity are equally important as Theuma's business model is resource intensive, relying on large volumes of wood, steel, and chemicals. Maximization of recycled content, reduction of virgin material use, and design for product longevity and recyclability are essential for cost control and regulatory alignment.

B7. Resource use, circular economy and waste management

Circular Economy Principles	Description
Eliminate waste and pollution	Eco-design initiatives: biomaterial & recycled content, harmful materials removed from product designs (i.e. acoustical doors without Pb)
	Waste minimization: buy-to spec for plate materials, pallet return at Bekkevoort, talks with suppliers for closing the loop of cut-offs
	Theuma aims to complete the Cradle-to-Cradle certification process
Circulate products	Recycling: waste EPC powder is now returned to Theuma's vendor, who recycles it into 'new' powder.
	At Bekkevoort, a return system for pallets was introduced in 2024, talks with vendors initiated for cut-off returns
Regenerate	Theuma buys FSC-certified wood (target: minimum 90% of wood)

Table: Circular economy principles at Theuma

Theuma sites	Non-hazardous waste (ton)	Hazardous waste (ton)
Bekkevoort	1,530	79.95
Massenhoven	6.95	0
Nijkerk	18.88	5.84
Total	1,555.83	85.79
Of which diverted to recycle or reuse	75-95%	0%
Of which directed to disposal	5-25%	100%

Table: waste management, with a breakdown of Theuma's sites

- Numbers of recycle/reuse are estimated based on standard scenarios.
- Disposal of hazardous waste is seen as a worst-case scenario (100% disposal).
- Hazardous: all chemical waste (paint, sludge, solvents, oil, KWS etc.) and ashes from the wood burner. Everything is handled by certified processors.
- Some waste streams that previously were hazardous waste (leftovers powder coating powder) are now recycled by Theuma's suppliers and are thus no longer (counted as) hazardous waste.
- Non-hazardous: Includes B-wood, wood dust, paper and cardboard (an increase since Theuma no longer uses EPS in its packaging), plastics, PMD, etc. Almost all of it is used for energy recovery. Pallets are not included as they are collected for refurbishment (not waste!).
- Massenhoven non-hazardous waste includes: PMD, paper and cardboard, and residual waste.

Theuma Sites	Main Materials	Amount (ton)	Packaging – Plastic (ton)	Packaging – Cardboard (ton)
Bekkevoort	Wood	500	24	210
Massenhoven	Aluminium	105.20	0	0.1
	Glass	103.75		
Nijkerk	Steel	802	10	7

Table: resource use, with a breakdown by site

Wood and packaging: Specific amounts are not available. Estimates are provided.

In 2024, Theuma took steps towards making its packaging more sustainable, phasing out expanded polystyrene (EPS) and replacing it with FSC-certified honeycomb cardboard packaging. This significantly lowered the impact of packaging, even though tonnage increased as a result. Tests were also conducted to deliver less-packaging products to specific customers and sites. A pallet return service was also launched at the Bekkevoort site.

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SOCIAL DISCLOSURES

NURTURE EMPLOYEE WELL-BEING & DEVELOPMENT

Well-being, health & safety and training & development for all
Employee well-being is important given Theuma's business context, which is characterized by high production, efficiency and time pressure and involves physically demanding work and exposure to machinery. As a result, health & safety and work-life balance are crucial for attracting and retaining skilled workers and maintaining operational efficiency.

B8. Workforce characteristics

In FTE	Bekkevoort	Massenhoven	Nijkerk
Total number of employees	207.61	29.82	64.05
Temporary employees	9.00	3.20	4.00
Permanent employees	186.00	26.52	62.05
Other employees	12.61	1.00	8.00
Male	175.50	22.35	53.95
Female	32.11	7.47	10.10
Belgium	207.61	29.82	0.00
Netherlands	0.00	0.00	64.05
Turnover**	9.40%	9.68%	13.24 %

Table: Employee – General characteristics for each Theuma site*

C5. Additional workforce characteristics

Description	Theuma Group
Female-to-male ratio at management level	0.25 (3 - 12)

Table: gender diversity at management level

Description	Bekkevoort	Massenhoven	Nijkerk
Total self-employed without personnel that are working exclusively for the undertaking	8.00	1.00	2.00
Total temporary workers provided by undertakings primarily engaged in employment activities	9.00	3.20	8.00

Table: other types of workers at Theuma

*Breakdown of 'Other employees' can be found in C5 – Additional workforce characteristics.
**Turnover: mainly voluntary, due to age (pension). Exit interviews are in place.

C6. Human rights policies and processes

Theuma upholds high standards of ethics, human rights, and workplace safety. Its Code of Conduct is mandatory for all employees and covers the following topics:

- Human rights (i.e., child labour, forced labour and human trafficking)
- Discrimination
- Diversity
- Equal opportunities
- Bribery and corruption
- Accident prevention (also addressed in B9. Health & Safety)

Theuma also has a whistleblowing system in place to handle complaints by its employees and others. Confidential counsellors on every site are familiar with the whistleblowing procedure and provide support for it

B9. Health & Safety

Description	Bekkevoort	Massenhoven	Nijkerk
Number of recordable work-related accidents in the reporting period	10.00	0.00	1.00
Rate of recordable work-related accidents in the reporting period	5.55	0.00	1.81
Number of fatalities as a result of work-related injuries	0.00	0.00	0.00
Number of fatalities as a result of work-related ill health	0.00	0.00	0.00

Table: Employee – Health & Safety characteristics for each Theuma site

Theuma values a safety, health and environmental culture, that is shared by all. Health and safety are important since Theuma's employees operate heavy equipment and handle hazardous substances. Robust safety protocols and continuous improvement are thus vital to prevent accidents, ensure legal compliance, and protect the company's reputation.

In 2024, the number of accidents decreased, compared with 2023, thanks to (re)training and focusing on the identified causes during subsequent toolbox meetings and inspection rounds.

Since the beginning of 2023, Theuma has organized monthly operational KPI meetings in the production plants in Bekkevoort and Nijkerk. The first topic on the agenda is always health & safety. All accidents and near accidents/incidents are discussed as well as relevant measures on the level of safety hardware, promoting safety behaviour and process changes. Monthly departmental toolbox meetings are also held with team leaders and operators to review select health & safety issues.

In 2024, a special "walk-in" safety equipment training session was held, where the different types of safety equipment were demonstrated and practical training in the use of the equipment was provided. All production employees and team lead attended this training session.

Theuma's prevention and facility manager also performs regular checks relating to the labelling & storage of chemicals at the different workstations.

Finally, monthly CPBW meetings are held, with the employer and employee representatives.

B10. Remuneration, Collective Bargaining and Training

At Theuma, all employees receive pay that is equal or above the living wage in Belgium and the Netherlands. All employees are also covered by collective bargaining agreements, reflecting our commitment to fair compensation. Finally, it is also worth noting that over 95% of employees have an open-ended contract, providing job security for employees.

Description	Bekkevoort	Massenhoven	Nijkerk
Unadjusted gender pay gap	-16.28%	-5.15%	-15.85%

Table: unadjusted gender pay gap, with a breakdown of Theuma's site

Theuma's gender pay gap can be explained by the fact that white-collar workers make up a large share of its female workforce. Average pay for the male workforce is thus lower because of the impact of blue-collar workers. While the female-to-male ratio could be improved, the current situation can be mainly attributed to the fact that Theuma operates in the manufacturing industry.

Description	Bekkevoort	Massenhoven	Nijkerk
Average number of training hours	25.10	1.53	3.37

Table: average number of training hours in 2024, with a breakdown of Theuma's site

Female/male breakdown of average number of training hours is not available. Evolving production technologies and regulatory requirements demand that Theuma's workforce continuously updates its skills, ensuring safe, efficient, and high-quality operations. Theuma's workforce is VCA-certified on all sites.

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GOVERNANCE DISCLOSURES

STRENGTHEN RESPONSIBLE BUSINESS CONDUCT & SECURE PROPER GOVERNANCE

Corporate Culture

Ethical conduct, transparency, and a strong compliance mindset underpin Theuma's ability to build trust with stakeholders, manage ESG risks, and drive long-term business success across its value chain.

Partnership Management

Likewise, Theuma's supply chain relies on long-term relationships with suppliers and customers. Effective collaboration and ESG alignment are thus essential for business continuity, innovation, and meeting evolving regulatory and market expectations.

B11. Convictions and Fines for Corruption and Bribery

Theuma has not been subject to convictions or fines for violations of anti-corruption and anti-bribery laws.

C9. Gender Diversity Ratio in the Governance Body

In 2024, Theuma Group's gender diversity ratio in the governance body is 0%, given that the board of directors has 4 male and no female members.

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APPENDICES

VSME CONTENT INDEX

VSME disclosures	Report section
B1 - Basis for Preparation Basis for preparation and general information about the undertaking List of subsidiaries Disclosure of sustainability-related certification(s) or label(s) List of site(s)	About this report
B2 - Practices, policies and future initiatives for transitioning towards a more sustainable economy Practices, policies and future initiatives for transitioning towards a more sustainable economy	1.3 Theuma's sustainability focus
B3 - Energy and greenhouse gas emissions Total energy consumption (in MWh) Breakdown of energy consumption (in MWh) Estimated Greenhouse Gas Emissions considering the GHG Protocol Version 2004 (in tCO2e) Greenhouse gas emission intensity per turnover	2.1 Reduce energy use and GHG emissions
B4 - Pollution of air, water and soil	2.2 Prevent pollution
B5 - Biodiversity Sites in biodiversity sensitive areas Biodiversity - Land use	2.3 Foster biodiversity
B6 - Water Water withdrawal Water consumption	2.4 Enhance water stewardship
B7 - Resource use, circular economy and waste management Description of circular economy principles Waste generated Annual mass-flow of relevant materials used	2.5 Optimise circularity and resource use & Decrease waste creation and ensure proper treatment
B8 - Workforce - General characteristics Type of contract Gender Country of employment Turnover rate	3.1 Nurture employee well-being & development
B9 - Workforce – Health and safety	3.1 Nurture employee well-being & development
B10 - Workforce – Remuneration, collective bargaining and training	3.1 Nurture employee well-being & development
B11 - Convictions and fines for corruption and bribery	4.1 Strengthen responsible business conduct & secure proper governance
C1 - Strategy: Business model and Sustainability – Related initiatives	1.1 Theuma's business model and Sustainability
C2 - Description of practices, policies and future initiatives for transitioning towards a more sustainable economy	1.3 Theuma's sustainability focus
C3 - GHG reduction targets and climate transition GHG reduction targets (in tCo2e) Disclosure of list of main actions the entity seeks in order to achieve its targets Transition plan for undertakings operating in high climate impact sectors	2.1 Reduce energy use and GHG emissions
C4 - Climate risks	2.1 Reduce energy use and GHG emissions
C5 - Additional (general) workforce characteristics	3.1 Nurture employee well-being & development
C6 - Additional own workforce information - Human rights policies and processes	3.1 Nurture employee well-being & development
C9 - Gender diversity ratio in the governance body	4.1 Strengthen responsible business conduct & secure proper governance

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KPI TABLE

VSME section with quantitative data points	Data Point	2024 Data (total Theuma group)	Report section
B1. Basis for preparation	Size of balance sheet	38,371,000	About this report
	Turnover	74,048,000	
	Number of employees	301.48 (FTE)	
B3. Energy and greenhouse gas emissions	Breakdown of energy consumption	Renewable electricity: 6,802.47 MWh Non-renewable fuels: 2,066.34 MWh	2.1 Reduce energy use and GHG emissions
	Total energy consumption	8,868.81 MWh	
	Estimated Scope 1 and 2 Greenhouse Gas (GHG) Emissions	Scope 1 emissions: 587.09 tCO_2eq Scope 2 emissions: 177.39 tCO_2eq	
	Estimated Scope 3 Greenhouse Gas (GHG) Emissions	13,538.51 tCO_2eq (excl. Massenhoven)	
	Greenhouse Gas (GHG) emission intensity per turnover	10.32 tCO_2eq/€m turnover	
B4. Pollution	Pollution of air, water and soil	Sludge: 65.77 ton HCl: < 75 mg/Nm^3	2.2 Prevent pollution
B5. Biodiversity	Land use	Sealed area: 89,410 m^2 Nature-oriented area on-site: 12,750 m^2	2.3 Foster biodiversity
B6. Water	Total amount of water withdrawn from all sites	4,707.20 m^3	2.4 Enhance water stewardship
	Amount of water withdrawn at sites located in areas of high water-stress	4,707.20 m^3	
B7. Resource use, circular economy and waste management	Breakdown of waste generated	Non-hazardous: 1,555.83 tons Hazardous: 85.79 tons	2.5 Optimise circularity and resource use & Decrease waste creation and ensure proper treatment
	Total waste generated	1,719.83 tons	
	Annual mass-flow of relevant materials used	Wood: 500 tons Aluminium: 105.2 tons Glass: 103.75 tons Steel: 802 tons Packaging-Plastic: 34 tons Packaging-Cardboard: 217.1 tons	
	Total annual mass-flow of relevant materials used	1,762.05 tons	

(continued on next page)

B8. Workforce - General characteristics	Total number of employees	301.48	3.1 Nurture employee well-being & development
	Breakdown of employees by contract type	Temporary: 16.2 Permanent: 274.57 Other: 21.61	
	Breakdown of employees by gender	Male: 251.8 Female: 49.68	
	Breakdown of employees by country	Belgium: 237.43 Netherlands: 64.05	
	Employee turnover rate	10.24%	
B9. Workforce – Health and safety	Number of recordable work-related accidents in the reporting period	11	3.1 Nurture employee well-being & development
	Rate of recordable work-related accidents in the reporting period	4.14	
	Number of fatalities as a result of work-related injuries	0	
	Number of fatalities as a result of work-related ill health	0	
B10. Workforce – Remuneration, collective bargaining and training	Employees receive pay that is equal or above applicable minimum wage determined directly by the national minimum wage law or through a collective bargaining agreement	100%	3.1 Nurture employee well-being & development
	Percentage gap in pay between your female and male employees	-12.43%	
	Percentage of employees covered by collective bargaining agreements	100%	
	Breakdown by gender of average annual training hours per employee	not available yet	
B11. Convictions and fines for corruption and bribery	Total number of convictions and total amount of fines for the violation of anti-corruption and anti-bribery laws	0	5.1 Strengthen responsible business conduct & secure proper governance
C3. GHG reduction targets and climate transition	Greenhouse gas (GHG) reduction targets	-5% Scope 1 & 2 emissions	2.1 Reduce energy use and GHG emissions
C5. Additional (general) workforce characteristics	Female-to-male ratio at management level for the reporting period	0.25 (3-12)	3.1 Nurture employee well-being & development
	Total self-employed workers without personnel that are working exclusively for you	11	
	Total temporary workers provided by companies primarily engaged in employment activities	20.2	
C9. Gender diversity ratio in the governance body	Gender diversity ratio in governance body	0	5.1 Strengthen responsible business conduct & secure proper governance

ESG POLICIES, ACTIONS, PLANS AND TARGETS

Focus areas	Type	Description	Accountability holder (function)	Public (Y/N)	Target (Y/N)	Target
Foster biodiversity	Policy	Buy/Use FSC-certified wood for/in production	Procurement manager, CEO	no	yes	At least 90% of wood bought/sourced/used is FSC-certified
	Practice	Always use FSC-certified wood if technically possible	Procurement manager, CEO	no	yes	At least 90% of wood bought/sourced/used is FSC-certified
	Practice	If FSC-certified wood is not available, buy wood with other certification (i.e., PEFC)	Procurement manager, CEO	no	no	
	Future initiative	Second sources can help to find certified alternatives when Theuma's normal source cannot deliver, and exert pressure through spending.	Procurement manager, CEO	no	yes	Second sources for >10% of components by EOY 2024 (focus on critical, effort started in September 2024); >50% of critical components in 2025
Optimize circularity and resource use	Practice	Introduction of pallet return system at Bekkevoort to increase pallet re-use	Sustainability coordinator, Procurement manager, CEO	no	no	
	Practice	Products with damage or quality issues are always checked by Theuma's internal refurbishment team ('lapperspost'). This is the only department that can categorize products as waste (profitability limit)	Quality manager, CEO	no	yes	First time right (FTR) above 98%
	Practice	Researched and developed a relacquering process to be able to refinish damaged doors.	Quality manager, Production manager, CEO	no	no	
	Practice	Waste EPC powder is returned to the vendor who recycles it into new powder	Quality manager, Production manager, CEO	no	no	
	Practice	Theuma phased out expanded polystyrene (EPS) packaging and replaced it with FSC-certified honeycomb cardboard	Quality manager, Production manager, CEO	no	no	
	Future initiative	Complete the Cradle-to-Cradle project for material health by Q3 and by the end of the year for the other pillars	Sustainability coordinator, CEO	no	no	
	Future initiative	Research ideas to generate own N2 and decide readiness/opportunity level by the end of the year	Sustainability coordinator, Production manager, CEO	no	no	

Reduce energy use & GHG emissions	Policy	Electric car policy	Facility manager, HR, CEO	no	yes	- 85% implementation full electric car policy by EOY (2024) - 15% reduction of diesel used - 5% reduction of gasoline used
	Practice	Continue to source 100% green electricity (with GoO)	Facility manager, CEO	yes	yes	100% green electricity
	Practice	At Bekkevoort, no natural gas is used in the production of wooden doors and frames.	Facility manager, CEO	no	no	
	Practice	Gas consumption at Bekkevoort can be purely attributed to heating water for the site's offices (mainly heating, little sanitary hot water use).	Facility manager, CEO	no	no	
	Practice	Continue research and implementation of reduction strategy for natural gas use in lacquering proces	Production manager, CEO	no	yes	5% reduction of electricity use per item produced (Bekkevoort & Nijkerk)
	Practice	Reserve space for climate action at every site: Nijkerk and Bekkevoort sites have a PV installation on the roof, Massenhoven and Bekkevoort have nature-oriented spaces on site.	Sustainability coordinator, CEO	no	no	
	Future initiative	Separate electricity uses in dashboard between (1) charging cars & production and (2) doors & frames at Bekkevoort by the end of Q1	Facility manager, CEO	no	no	
	Future initiative	Recheck every production hall for leaks (pressurised air) and schedule maintenance by end of 2025	Facility manager, CEO	no	no	
	Future initiative	Implement control plan, including wood burner refurbishment & maintenance planning	Facility manager, HR, CEO	no	yes	15% reduction of total diesel use
Prevent pollution	Policy	Adhere to all legislation, no fines and no big conformities	Facility manager, CEO	no	yes	All emissions and measurements within legal limits
	Practice	Measure and check emissions of wood burner twice a year (external provider)	Facility manager, CEO	no	yes	All emissions within legal limits
	Practice	Measure and check effluents of Nijkerk plant 4 times a year through external analysis of samples of effluent water filtration system	Facility manager, CEO	no	yes	All measurements within legal limits
	Future initiative	Prepare refurbishment & update plan for wood burner with external provider including (and beyond) maintenance works up to 2030	Facility manager, CEO	no	yes	Avoid downtime during winter (no back-up diesel burner use)

Enhance water stewardship	Practice	Adapted procedures such as first scraping glue and lacquer barrels instead of only repeatedly flushing them with water.	Facility manager, Quality manager, CEO	no	yes	- Use as little and as low-quality water as possible per application. - Only use drinking water where strictly necessary.
	Practice	At Nijkerk, digital alarm/leak detector on the water counter to avoid unseen leaks and subsequent water spillage.	Facility manager, Quality manager, CEO	no	no	
	Practice	Nijkerk site operates an in-house demineralized water installation (with effluent filtration)	Facility manager, Quality manager, CEO	no	no	
Decrease waste creation and ensure proper treatment	Policy	Reduce waste per unit produced	Facility manager, CEO	no	yes	5% reduction of total waste/produced unit
	Practice	Improved handling (reduce damages) at Bekkevoort	Facility manager, CEO	no	yes	5% reduction of total waste/produced unit
	Practice	Improved sorting through implementation of colour coding by waste type at Bekkevoort	Facility manager, CEO	no	yes	5% reduction of total waste/produced unit
	Practice	Continue investing in continuous processes (i.e. SDF: continuous chipboard filling) and purchase to exact specifications (plate materials) to minimize off-cuts and waste at production	Production manager, CEO	no	no	
	Practice	Eliminate harmful materials from product designs	Production manager, CEO	no	no	
	Practice	Piloted deliveries with reduced packaging to selected customers/sites to cut downstream waste	Production manager, CEO	no	no	
	Future initiative	Introduction of green waste bin at Bekkevoort	Facility manager, CEO	no	no	
	Future initiative	Find solution to utilise reusable cups at Bekkevoort and Nijkerk by the end of the year	Procurement manager, CEO	no	no	
	Future initiative	Separate sorting of non-reusable cups by the end of the year	Procurement manager, CEO	no	no	
	Future initiative	Reduce scrap at Nijkerk through better follow-up and training and improved supplier quality assurance	Production manager, CEO	no	yes	5% reduction of scrap/produced unit

Nurture employee well-being & development	Policy	Training policy covering the following topics: General Company Training & Job-Related Training	HR, CEO	no	yes	Minimum average of 38 hours of training per employee in 2024 at Bekkevoort
	Policy	Health and Safety policy covering the following topics: safety, health, well-being, quality, the environment and energy. Through the involvement of all employees, Theuma strives for continuous improvement in the prevention of incidents in the workplace.	Prevention advisor, CEO	no	yes	Committed to continuous improvement in accordance with ISO9001
	Practice	Since 2023: monthly operational KPI meetings at Bekkevoort & Nijkerk. Health & Safety is the first agenda item. Accidents & near-misses are reviewed, and actions tracked	HR, CEO	no	no	
	Practice	Monthly departmental toolbox meetings with team leaders & operators to discuss targeted H&S topics.	HR, CEO	no	no	
	Practice	Implement steps from 2022 psycho-social survey at Bekkevoort	Prevention officer, HR, CEO	no	no	
	Practice	Special walk-in practical training for safety equipment, attended by all production employees & team leads	Prevention officer, HR, CEO	no	no	
	Practice	Regular checks by the prevention & facility manager of labelling and storage of chemicals at workstations.	Prevention officer, HR, CEO	no	no	
	Practice	Improve training reporting	HR, CEO	no	yes	Minimum average of 3 hours of training per employee in 2024 at Bekkevoort
	Practice	Rework internal training and onboarding (start)	HR, CEO	no	yes	Minimum average of 38 hours of training per employee in 2024 at Bekkevoort
	Practice	Team leaders and managers receive leadership training that integrates 'people care'	HR, CEO	no	yes	Limit absenteeism to maximum 7.5%
	Practice	Organise events for employees, such as an evening party, a fries stand, and an ugly Christmas sweater day	HR, CEO	no	yes	Limit absenteeism to maximum 7.5%
	Practice	Conduct exit interviews	HR, CEO	no	yes	Limit staff turnover to maximum 7.5%
	Future initiative	Implement toolbox meetings, retrain if necessary and repeat	Prevention officer, CEO	no	yes	Occupational accidents -20% in both frequency and severity

Promote equality and inclusion	Policy	Offer inclusive and qualitative door and frame solutions to customer base	Procurement manager, R&D manager, CEO	no	no	
	Policy	Offer equality in expectations and rewards	HR, management, CEO	no	no	
	Practice	Theuma has a large product offering, including solutions for healthcare and schooling contexts. See product line-up	R&D manager, PLM manager	yes	no	
	Practice	Collaborate with social economy partners as part of Theuma's production process	R&D manager, PLM manager	no	no	
	Practice	in 2024, a social non-profit received the maximal rebate on their order for doors and frames for refurbishment of a building. Repair Cafes are held regularly. This serves as an example of how Theuma tries to support social inclusion in the downstream chain as well.	Sales manager, CEO	no	no	
Strengthen responsible business conduct	Policy	Due Diligence when contracting with a new resource supplier	Procurement manager, CEO	no	yes	Discuss ESG with all new resource suppliers and regularly ask current suppliers about ESG
	Policy	Mandatory code covering human rights (child/forced labour, trafficking), anti-discrimination, equal opportunities, anti-bribery & corruption, accident prevention	CEO	no	no	
	Practice	Whistleblowing channel supported by confidential counsellors on every site	HR, CEO	no	no	
	Future initiative	Make & implement a Supplier Code of Conduct (SCoC) to clarify Theuma's expectations to its suppliers with minimum requirements to be met	Procurement manager, CEO	no	yes	Validated SCoC signed by suppliers of minimum 10% of €€ spent in 2025, 50% in 2026 Above 85% in 2027

Secure proper governance	Practice	Cooperate with external party to conduct a Double Materiality Analysis (DMA)	Sustainability coordinator, CEO	no	no	
	Practice	Formal ESG team (8 members, incl. CFO, HR, Procurement & Sustainability Director); monthly progress reporting to management led by the Procurement & Sustainability coordinator.	Sustainability coordinator	no	no	
	Future initiative	Develop plan for ESG reporting	Sustainability coordinator, CEO	no	no	
	Future initiative	Make & have verified EPDs for France (FDES) for current product range	Sustainability coordinator, CEO	no	no	
	Future initiative	Update ISO14001 procedures to negate minor non-compliances (NCs)	Quality manager, Sustainability coordinator, CEO	no	yes	NCs resolved by next audit
	Future initiative	Follow-up European Deforestation Regulation (EUDR) & prepare accordingly	Sustainability coordinator, CEO	no	yes	Remain within all legal limits
	Future initiative	Start annual formalized ESG reporting through student project ('duurzaamheidsdoorlichting')	Sustainability coordinator, CEO	no	no	

Table: Description of practices, policies, and future initiatives for ESG focus areas

LIST OF ABBREVIATIONS

B2B – Business to Business
B2C – Business to Consumer
BENOR – Belgian Quality Label for Construction Products
BV – Besloten Vennootschap (Private Limited Company)
CPBW – Comité voor Preventie en Bescherming op het Werk (Committee for Prevention and Protection at Work)
DMA – Double Materiality Assessment
EFRAG – European Financial Reporting Advisory Group
EPS – Expanded Polystyrene
ERP – Enterprise Resource Planning
ESG – Environmental, Social, and Governance
EU – European Union
EV – Electric Vehicle
FSC – Forest Stewardship Council
FTE – Full-Time Equivalent
GHG – Greenhouse Gas
GND – Dutch Quality Label for Doors and Windows
HR – Human Resources
ISO – International Organization for Standardization
KOMO – Dutch Quality Label for Construction Products
KPI – Key Performance Indicator
NACE – Statistical Classification of Economic Activities in the European Community
NV – Naamloze Vennootschap (Public Limited Company)
PMD – Plastics, Metals, and Drink Cartons (waste stream)
PV – Photovoltaic (solar panels)
REACH – Registration, Evaluation, Authorisation and Restriction of Chemicals (EU regulation)
tCO2eq – Tonnes of CO2 Equivalent
VCA – Veiligheid, gezondheid en milieu Checklist Aannemers (Health and Safety Certification)
VOC – Volatile Organic Compounds
VSME – Voluntary Sustainability Reporting Standard for SMEs
WDPA – World Database on Protected Areas

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