

DAFA GROUP ESG REPORT 2026

1 JANUARY 2025 – 31 DECEMBER 2025



ABOUT THIS REPORT

This document presents our **2026 ESG Report** in **two parts**.

The first section provides a **visual summary**, highlighting key results, initiatives, and progress across Environment, Social, and Governance areas.

The second section contains **the full ESG report**, offering detailed data, analysis, and commentary for reference and documentation purposes.



SUMMARY

A visual overview of our key achievements and ESG highlights.

DAFA GROUP AT A GLANCE

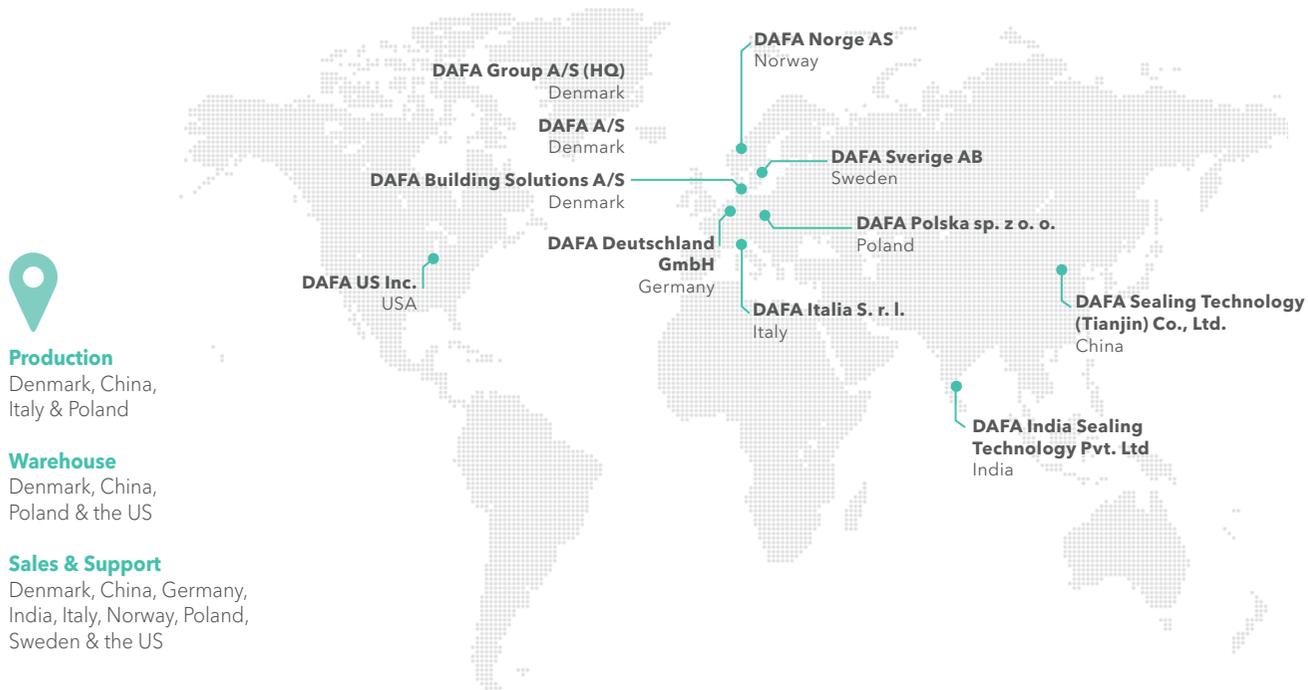
STRONG FOUNDATIONS. SUSTAINABLE FUTURE

DAFA Group offers sustainable, enduring solutions which seal, absorb, and protect. Our goal is to become our customers' preferred supplier and for them to experience added value working with DAFA.

DAFA Group develops and manufactures durable sealing, absorption, and protection solutions in foam and rubber for applications worldwide. With dedicated colleagues across multiple countries and a strong global presence, we deliver products that combine performance, durability, and environmental responsibility.

Our solutions are used across a wide range of industries – from wind energy and construction to electronics and HVAC – where they help enhance efficiency and reliability.

Working closely across our global organization, we share one common purpose: to seal, absorb, and protect. We support our customers in creating longer-lasting products, reducing waste, and improving energy performance, while continuously strengthening our commitment to people, innovation, and the planet.



2025

257 
Employees

11 
DAFA units on 3 continents

4 
Production sites

€74 
Million turnover

OUR GOALS

DRIVING SUSTAINABILITY THROUGH COMMITMENT, INNOVATION, AND RESPONSIBILITY

SOCIAL



3 at the yearly maximum TRIR



100% yearly compliance rate with DAFA's diversity and inclusion target



30 eNPS score in DAFA's yearly employee engagement survey

ENVIRONMENT



29% reduction in Scope 1 by 2030
70% reduction in Scope 1 by 2050



29% reduction in Scope 2 by 2030
70% reduction in Scope 2 by 2050



26% reduction in Scope 3 by 2030
69% reduction in Scope 3 by 2050



Mads Kirkegaard
Group CEO



At DAFA, we recognize that sustainability is a shared responsibility. True progress comes through collaboration and together, we succeed in our efforts.

By collaborating closely, we make responsible choices and explore innovative solutions that lead us all toward a sustainable future for customers and employees. That's why we take the lead in guiding you towards responsible decisions, proactively seeking new solutions that unlock potential and create impact. Together, we shape a more sustainable tomorrow – one choice at a time.

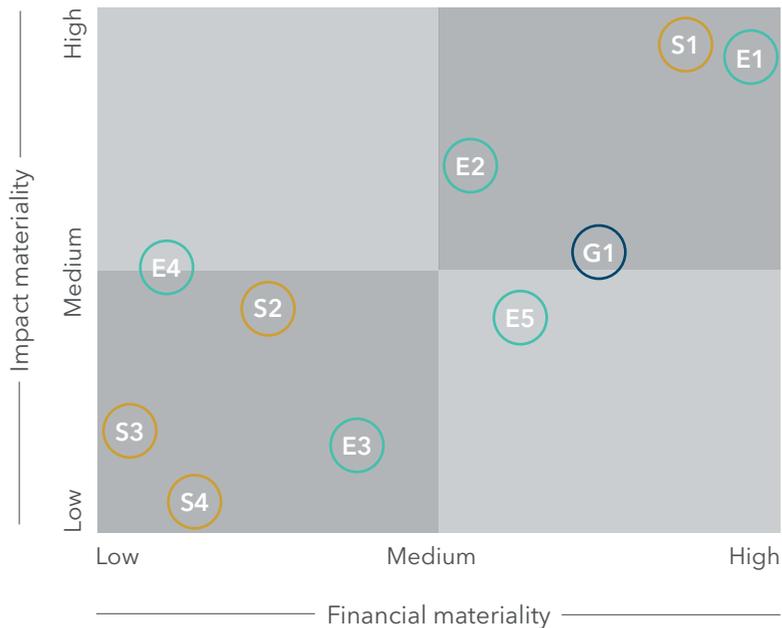
MATERIALITY ASSESSMENT - PROCESS OVERVIEW

MATERIALITY ASSESSMENT SHAPED BY STAKEHOLDER PERSPECTIVES, STRENGTHENED BY EXTERNAL EXPERTISE

At DAFA, we are committed to sustainability through strong leadership and collaborative action.

In 2024, we initiated the materiality assessment process by identifying key stakeholders who understand the diverse perspectives that influence our ESG landscape. Sessions dedicated to environmental, social, and governance aspects were conducted to gather insights.

DOUBLE MATERIALITY ASSESSMENT



FOCUS AREAS IDENTIFIED



2025

ESG KEY FIGURES

ENVIRONMENT

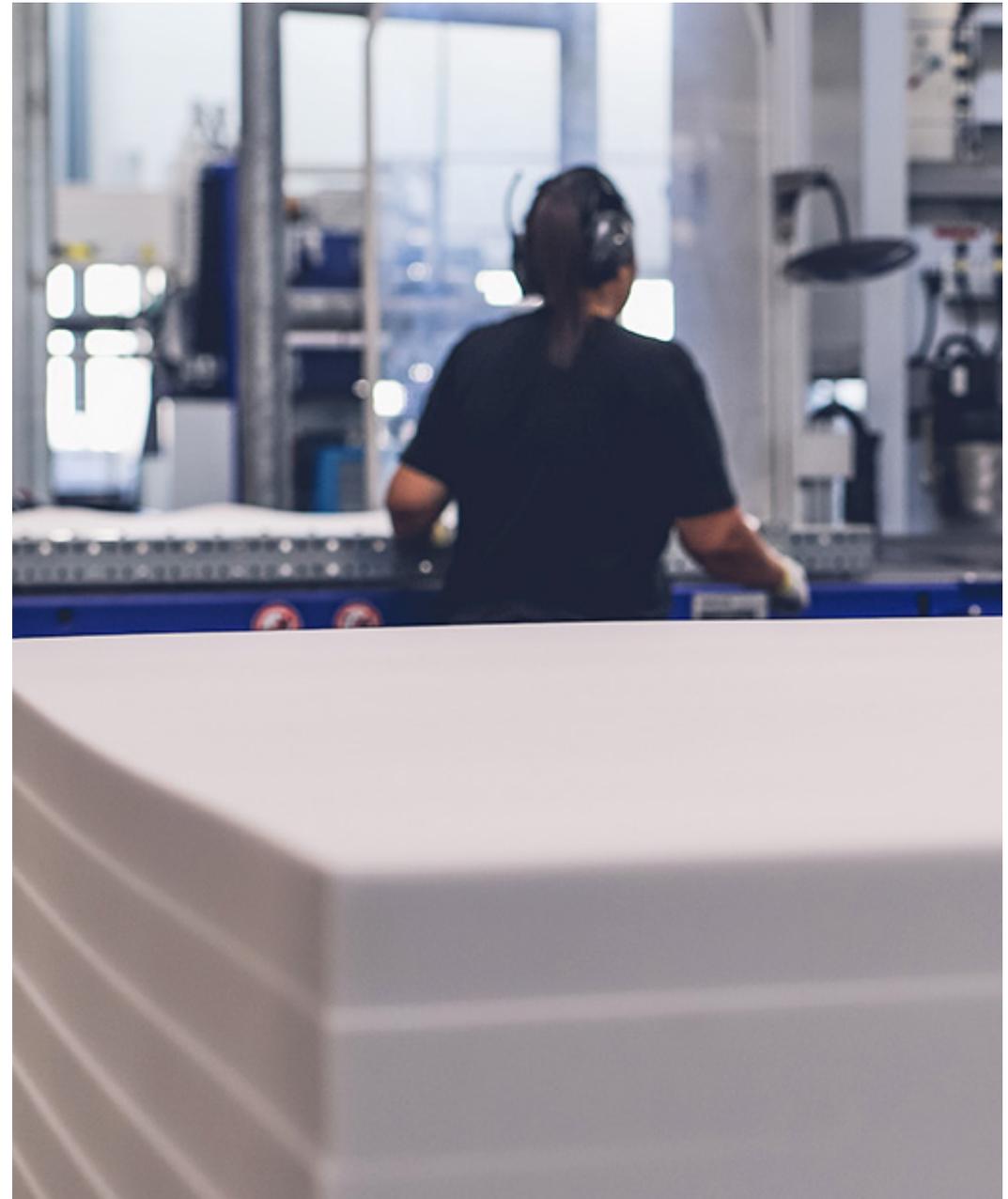
CO2e, scope 1	205	Tonnes
CO2e, scope 2 (location based)	1150	Tonnes
CO2e, scope 2 (market based)	897	Tonnes
CO2e, scope 3	23758	Tonnes
Energy consumption	11798	GJ
Renewable energy share	42	%
Water consumption	5562	m3

SOCIAL

Full-time workforce, average total	257	FTE
Employee turnover ratio	10,9	%
Sickness absence	7,43	Days per FTE
Customer retention ratio	62,34	%

GOVERNANCE

Board gender diversity	25	%
COC commitment (suppliers**)	100	%
COC commitment (employees)	100	%



KEY ENVIRONMENTAL ACHIEVEMENTS

ENVIRONMENTAL

Our Scope 1, 2, and 3 targets focus on reducing CO2 emissions, optimising material use, and improving waste management. These targets follow SBTi calculation principles, although we are not an SBTi member and have not sought official validation.

Looking at the status, we have achieved our Total Scope 1, 2, and 3 ambitions for 2025.



29% reduction in Scope 1 by 2030
70% reduction in Scope 1 by 2050

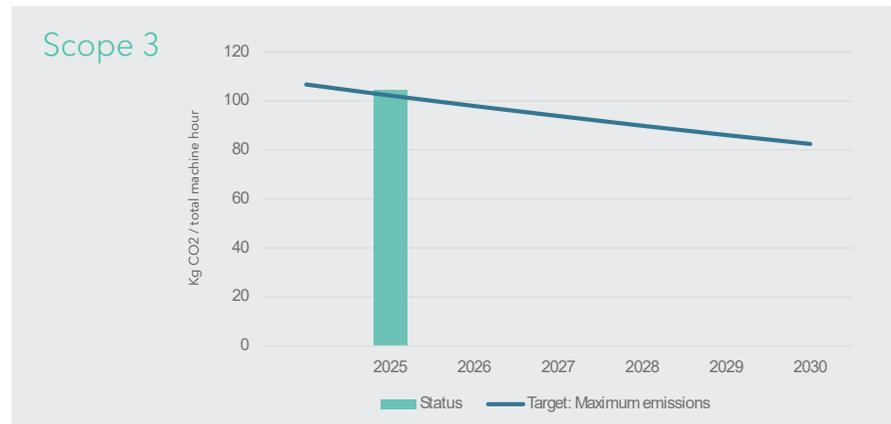
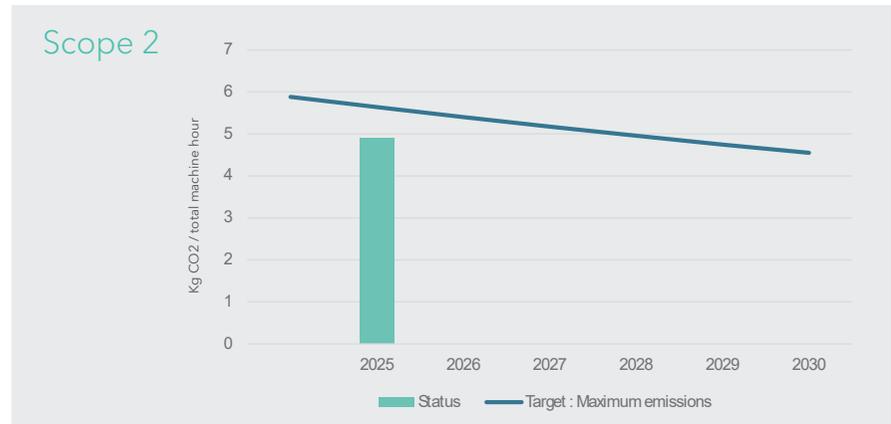
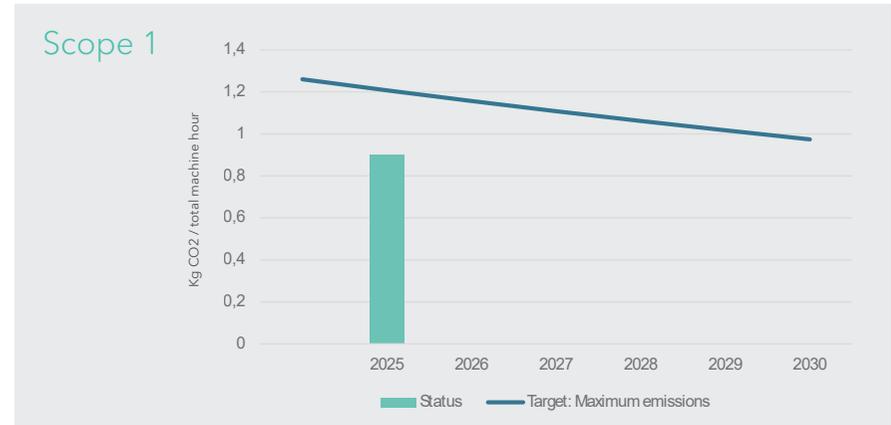
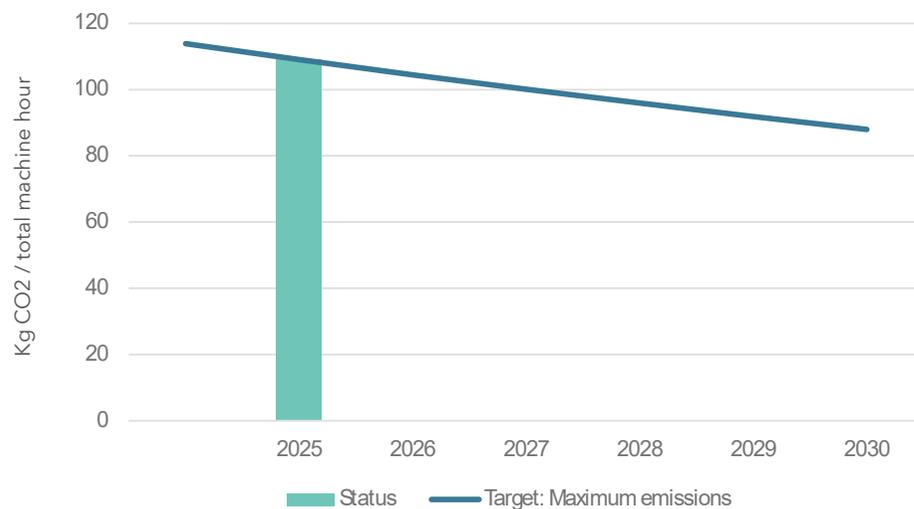


29% reduction in Scope 2 by 2030
70% reduction in Scope 2 by 2050



26% reduction in Scope 3 by 2030
69% reduction in Scope 3 by 2050

Total Scope 1, 2 & 3



KEY SOCIAL ACHIEVEMENTS

PEOPLE FIRST - DRIVEN BY SAFETY, INCLUSION, AND RESPECT FOR HUMAN RIGHTS

At DAFA, we believe that when our people grow, our business grows. We aim to create a workplace where everyone feels safe, valued and empowered to contribute to our shared success.



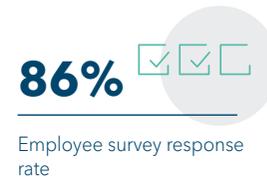
SAFETY



LEARNING AND DEVELOPMENT



EMPLOYEE ENGAGEMENT



FAIR AND INCLUSIVE OPPORTUNITIES



KEY GOVERNANCE ACHIEVEMENTS

GOVERNANCE BUILT ON ETHICS, TRANSPARENCY, AND ACCOUNTABILITY

Good governance is the foundation of responsible business conduct at DAFA. We work proactively to ensure ethical behavior, transparency and accountability in everything we do – across our own operations and throughout our value chain.

At DAFA, we are committed to conducting business with integrity and transparency. We have zero tolerance for any form of corruption, bribery, or unethical behavior.



0



Whistleblower reports submitted

5



Supplier evaluations were conducted, focusing on compliance with our sustainability principles

88%



of employees completed Code of Conduct and ethics training

A close-up photograph of a person's hands holding a smartphone. The person is wearing a dark blue long-sleeved shirt. The background is blurred, showing other people in a professional environment. The overall color palette is dominated by dark blues and greys, with a soft focus on the phone and hands.

REPORT

DAFA Group's full ESG Report

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INTRODUCTION

At DAFA, we strive to become an even more responsible business. Therefore, we have developed several current and future initiatives covering environmental, social, and governance focus areas.

Senior management engagement

This report covers DAFA Group's ESG efforts for the financial year from January 1 to December 31, 2025, in accordance with Section 99b of the Danish Financial Statements Act. DAFA Group is defined as DAFA Holding I and its subsidiaries. Published annually alongside our Annual Report, this document also serves as our Communication on Progress under the UN Global Compact and draws inspiration from the Corporate Sustainability Reporting Directive (CSRD).

At DAFA, we are committed to becoming a more responsible business by setting and pursuing ambitious social and environmental goals. Our manufacturing processes prioritize environmental stewardship through continuous improvements.

We adhere to the REACH, RoHS, and WEEE directives, aiming to safeguard people and the environment from hazardous chemicals. Our focus also includes effective waste management, with an emphasis on recycling and reuse wherever possible.

In 2025, we updated our targets to ensure full compliance with current industry standards. This has resulted in concrete initiatives that directly support our efforts to identify and address both risks and opportunities.

All our activities—and more—are described in detail in this report. Sustainability remains a cornerstone of our strategic direction and is essential to how we conduct business and assess new opportunities.

Public statement

Driving sustainability through commitment, innovation, and responsibility.

Since 2010, DAFA A/S has been a proud participant in the UN Global Compact, the world's largest initiative focused on corporate social responsibility.

With over 85 years of experience, DAFA specializes in developing, manufacturing, and delivering a wide range of sealing, absorption, and protection solutions for the construction and industrial sectors.

Our commitment to people, planet, and profit shapes DAFA's approach to sustainability. We aim to deepen the sustainability of our business decisions, processes, and stakeholder partnerships, achieving a balanced approach to environmental, social, and governance responsibilities. DAFA places high value on our employees, who are essential to our success. To recognize and support their contributions,

DAFA organizes annual initiatives that honor their dedication. Since February 2025, DAFA Group has implemented structured policies, enhanced data management practices, and established a cross-functional collaboration committee to strengthen teamwork across the organization.

The 10 Principles of the Global Compact, which emphasize labor and human rights, environmental responsibility, and anti-corruption, serve as guiding standards for DAFA's operations. By working closely with customers, suppliers, authorities, and stakeholders, we are committed to responsible business practices and positive impact. DAFA reports annually on our progress in alignment with the UN Global Compact's Communication on Progress.

This statutory report adheres to ESG reporting principles established by CFA Society Denmark, FSA, and NASDAQ for "ESG Key Figures in the Annual Report," along with the UN Global Compact's guidelines and CSRD.

"At DAFA, we recognize that sustainability is a shared responsibility. True progress comes through collaboration and together, we succeed in our efforts. By collaborating closely, we make responsible choices and explore innovative solutions that lead us all toward a sustainable future for customers and employees. That's why we take the lead in guiding you towards responsible decisions, proactively seeking new solutions that unlock potential and create impact. Together, we shape a more sustainable tomorrow—one choice at a time."



Mads Kirkegaard
CEO, DAFA Group

DAFA structure

DAFA offers sustainable, enduring solutions which seal, absorb, and protect. Our goal is to become our customers’ preferred supplier and for them to experience added value working with DAFA.

Making small invisible changes with a big impact

At DAFA, we seal, we absorb, and we protect. With a passion for foam and rubber, we are specialized in making small invisible changes with a big impact. We seal cold air from hot air – and absorb sound to create silence. We dampen vibrations, and we protect objects against shocks and damage. And while our products may seem unnoticeable, they are always irreplaceable.

It all started in 1939 in Denmark

What began as an entrepreneurial family business producing sealing strips of bronze has today expanded into an international operation – manufacturing the unimaginable across three continents. We cut, we print, and we innovate new solutions. From small nose pads for face masks to protecting large wind turbine blades during transportation; we combine cutting-edge production equipment with great engineering skills and know-how to develop solutions geared to the demands of the future.

But it all begins with our people

Engineers, operators or quality controllers. At DAFA everyone is a master of their craft united into a culture like a family. Our ambitions are global but our values are practical and local.

World-class solutions driven by our passion for innovation and sustainability

Like our products, being visible to the world is not the most important for us. We simply care about being good at what we do and the difference we can make. We go to work every day to earn the trust of each other and our customers – together shaping the future of manufacturing by pushing the industry standards for quality and more sustainability. We want our ‘invisible’ products to bring noticeable impact and make DAFA the best in the world at what we do. Seal, absorb, and protect. One innovative solution at a time.

Employees: 257
DAFA units: 11
Production sites: 4
Million turnover: Euro 73,7

ESG responsible structure

Committed to sustainability through strong leadership and collaborative action. At DAFA, the overall responsibility for our efforts and ambitions within ESG resides with the Management Board.

Along with our ESG-Manager, Head of People & Culture, Group Procurement Manager, and Group Financial Manager, the Management Board is responsible for our efforts and goals toward sustainability

Our primary focus is setting a strategic direction by defining relevant goals and ensuring that the organization and stakeholders are working towards these goals.

ESG responsible structure

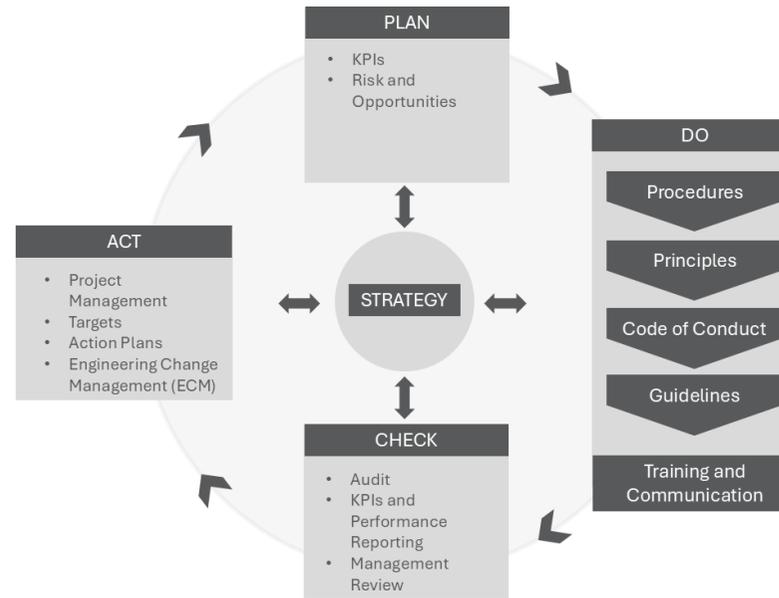


Risk and opportunity assessment

Binding commitments with stakeholders.

At DAFA, our approach to risk and opportunity assessment is deeply intertwined with our commitment to our interested parts. We engage in ongoing dialogues to ensure compliance with quality/environmental standards and legal requirements.

Regular reviews of requirements to integrate customer needs into the DAFA Go Green action plan. Our group policies and manuals guide our operations and compliance, emphasizing continuous monitoring and adaptation to uphold organizational resilience. This proactive approach allows us to identify and seize opportunities while mitigating risks, ensuring sustainable growth and success.



Sustainability documentation

Enabling sustainable decisions with transparent product information.

At DAFA, we are committed to providing the essential knowledge and documentation needed to support sustainable alternatives, aiming to be your preferred ESG partner.

Our goal is to equip customers with detailed product information and meet their needs for deeper environmental insights into product impacts across every stage of the life cycle.

At DAFA, we empower our customers to make

informed, sustainable choices. We work to deliver comprehensive product documentation and fulfill our customers' expectations for enhanced environmental transparency on product life cycles. For greater sustainability, consider choosing products with recognized eco-labels.

DAFA offers a wide range of products approved for Nordic Swan Ecolabel construction, underscoring our dedication to environmentally responsible choices.

EcoVadis In 2022, DAFA joined EcoVadis, a global leader in sustainability assessments and ratings for companies across various sectors and regions.

EcoVadis supports companies in managing value chain risk, ensuring regulatory compliance, improving performance, and adapting to the evolving requirements of due diligence. EcoVadis takes a comprehensive approach to sustainability ratings via its global cloud-based platform, evaluating a broad range of non-financial management systems. These include impacts related to the environment, labor and human rights, ethics, and sustainable procurement.

In our 2025 assessment, DAFA was awarded a bronze rating underscoring our commitment to advancing sustainable practices.

MATERIALITY ASSESSMENT

Process Overview

At DAFA, we are committed to sustainability through strong leadership and collaborative action. In 2024, we initiated the materiality assessment process by identifying key stakeholders who understand the diverse perspectives that influence our ESG landscape. Sessions dedicated to environmental, social, and governance aspects were conducted to gather insights.

Stakeholders' Engagement and Sessions

In 2025, based on the analysis from these sessions, we updated our materiality assessment to reflect the evolving priorities and expectations of our stakeholders. This process ensures that we remain aligned with the most critical ESG issues.

External Knowledge and Stakeholders

To complement our internal perspectives, we consulted relevant industry analyses and external expertise. This comprehensive approach helps us to identify and prioritize key ESG issues effectively.

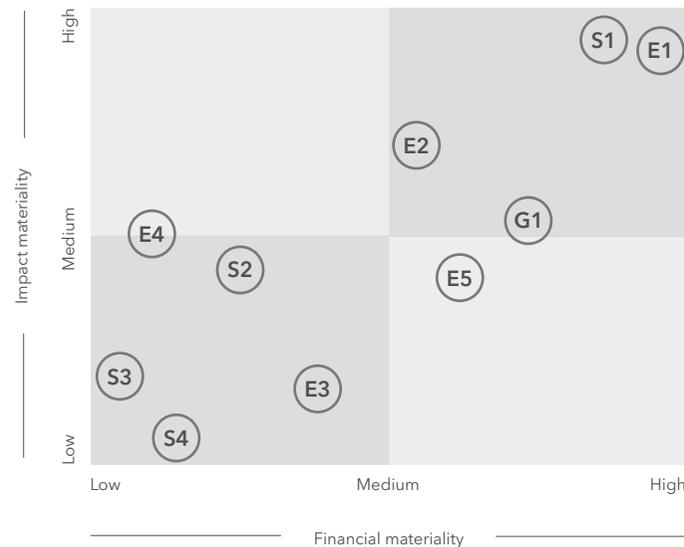
Focus Areas Identified

Building on the insights gathered during the sessions, we identified several focus areas:

- **E1:** CO2 reduction, reduction of material use, waste management
- **E2:** Pollution
- **S1:** Impact on own workforce, learning and development

- **G1:** Prevention of corruption and bribery, awareness in supply chain

These focus areas are plotted on a matrix chart according to their impact materiality (Low to High) and financial materiality (Low to High), helping us visualize which topics are most critical for immediate action.



ESG KEY FIGURES

DAFA GROUP KEY FIGURES

	Unit	2025	2024	2023	2022	2021
ENVIRONMENT						
CO2e, scope 1	Tonnes	205	241	294	333	378
CO2e, scope 2 (location based)	Tonnes	1150	1434	1441	1555	1468
CO2e, scope 2 (market based)	Tonnes	897	1178	1386	1210	1468
CO2e, scope 3	Tonnes	23758	24131	22573*	Not calculated	Not calculated
Energy consumption	GJ	11798	16385	13605	14500	16918
Renewable energy share	%	42	32	41	22	1
Water consumption	m3	5562	3946	3265	3882	4488
SOCIAL						
Full-time workforce, average total	FTE	257	266	285	303	340
Employee turnover ratio	%	10,9	13,9	20	21	11,1
Sickness absence	Days per FTE	7,43	6,2	5	10,1	9,8
Customer retention ratio	%	62,34	77,12	63,85	76,0	61,3
GOVERNANCE						
Board gender diversity	%	25	20	20	0	25
COC commitment (suppliers**)	%	100	100	100	100	100
COC commitment (employees)	%	100	100	100	100	0

* Updated calculation methods
The methods of calculation are listed on page 27

ENVIRONMENTAL

In the pursuit of mitigating climate change and aligning with global efforts, DAFA has outlined a comprehensive transition plan that encompasses various aspects of its operations. This chapter provides a detailed overview of the disclosure of the transition plan, targets, decarbonization levers, key actions taken, and future plans for climate change mitigation. For a comprehensive overview of DAFA's environmental principles and overarching guidelines, please refer to our DAFA Group Environmental Policy on appendix 1.

Integration with Business Strategy

Economic Activities and Alignment with Regulations. At DAFA, we integrate sustainability and strategic investment into our business strategy, aligning our environmental, social, and governance (ESG) initiatives with both business goals and regulatory requirements. In 2025, we made key investments to enhance operational efficiency, waste handling, climate change mitigation, and compliance with international directives such as REACH, RoHS, and WEEE.

Our commitment to sustainability is reflected in our investments in Environmental Product Declarations (EPDs), LCA calculation software, and the validation of Scope 3 expenditures as capital (CapEx). We also focus on optimizing manufacturing processes to reduce environmental impact, ensuring that our business growth is sustainable and responsible. By integrating these initiatives into our core operations, we balance regulatory compliance with business growth, demonstrating our dedication to advancing sustainable practices and achieving our strategic objectives.

Key Environmental goals

In 2025, we updated our previous goals, which were originally established in 2019, to ensure that we continue to focus on our risks and comply with the latest ESRS standards. These goals are based on E1 criteria and are designed to advance our sustainability efforts.

These goals are crucial for ensuring that we continue to reduce our CO2 emissions and material usage, as well as improve our waste management. By focusing on these areas, we can better manage our risks and promote a sustainable future for DAFA.

Our targets are aligned with the calculation methods of the Science Based Targets initiative (SBTi), ensuring our approach follows international best practice. However, we are not an SBTi member and have not sought official validation.

Scope 1

- Baseline year: 2022
- Long-term goal: 70% reduction by 2050
- Short-term goal: 29% reduction by 2030
- Status 2025 is equal to maximum emissions for 2031

Scope 2

- Baseline year: 2022
- Long-term goal: 70% reduction by 2050
- Short-term goal: 29% reduction by 2030
- Status 2025 is equal to maximum emissions for 2033

Scope 3

- Baseline year: 2023
- Long-term goal: 69% reduction by 2050
- Short-term goal: 26% reduction by 2030
- Status 2025 is equal to the target level for 2024

Greenhouse gas emissions

We disclose greenhouse-gas (GHG) emissions across Scopes 1, 2 and 3 to track progress toward our reduction targets and manage climate-related risks. The organizational and operational boundaries remain unchanged from 2024, ensuring year-on-year comparability. No material operational changes affecting emissions reporting were identified for 2025.

Certain Scope 3 categories remain excluded from our inventory. Categories 8 (upstream leased assets), 10 (processing of sold products) and 11 (use of sold products) are excluded due to limited data availability and immaterial estimated emissions. Categories 13 to 15 are excluded due to the absence of downstream leased assets, franchise activities and relevant investments. These exclusions are reviewed annually.

Biogenic CO2 emissions related to packaging materials such as cardboard, pallet wood and wrap foil are not currently included in Scope 3. We continue to improve data availability and methodologies to ensure robust and reliable reporting.

Category	Reason for exclusion
8: Upstream leased assets	Immaterial; data unavailable
10: Processing of sold products	Immaterial; data unavailable
11: Use of sold products	Immaterial; data unavailable
13: Downstream leased assets	No relevant leased assets

Category	Reason for exclusion
14: Franchise	No franchise activities
15: Investments	No relevant investments

Environmental Efforts: Actions and Policies

This section presents our key environmental efforts, covering concrete actions and policies across energy consumption, materials, waste management, and pollution prevention. These initiatives support our strategic sustainability goals and compliance with international standards.

Data improvement 2025

Data Improvements:
In 2024, we enhanced supplier engagement and began integrating new data platforms. In 2025 we continued to refine data quality and broaden supplier coverage.

Decarbonization Initiatives:
Focus on high-impact categories to reduce emissions intensity across the supply chain.

Organizational Readiness:
Company-wide Scope 3 awareness training launched in autumn 2024; ongoing in 2025 to build internal capacity and improve reporting consistency.

Our Commitment:
We recognize that Scope 3 emissions are a shared challenge across industries. Through collaboration with suppliers and partners, targeted data

improvements and continued transparency, we aim to deliver measurable reductions in our total GHG footprint while maintaining a clear and consistent reporting framework.

Scope 1: Car policy

To support our long-term target of reducing Scope 1 emissions by 70%, DAFA has implemented a company car policy mandating that all new company vehicles must be fully electric. This policy, introduced in 2023, enables us to make measurable progress toward our reduction goals. Since its implementation, we have been systematically replacing our fleet with electric vehicles.

Scope 2: Energy efficiency

DAFA has revised its renewable energy target from achieving 100% renewable energy consumption by 2030 to 70% reduction on CO2 on Scope 2 by 2050. This shift reflects our strategic decision to align our efforts with areas of highest impact – particularly Scope 3 emissions – where the majority of our footprint occurs. While renewable energy remains an important component of our sustainability journey, we recognize that the most significant reductions can be achieved by focusing resources on other parts of our value chain.

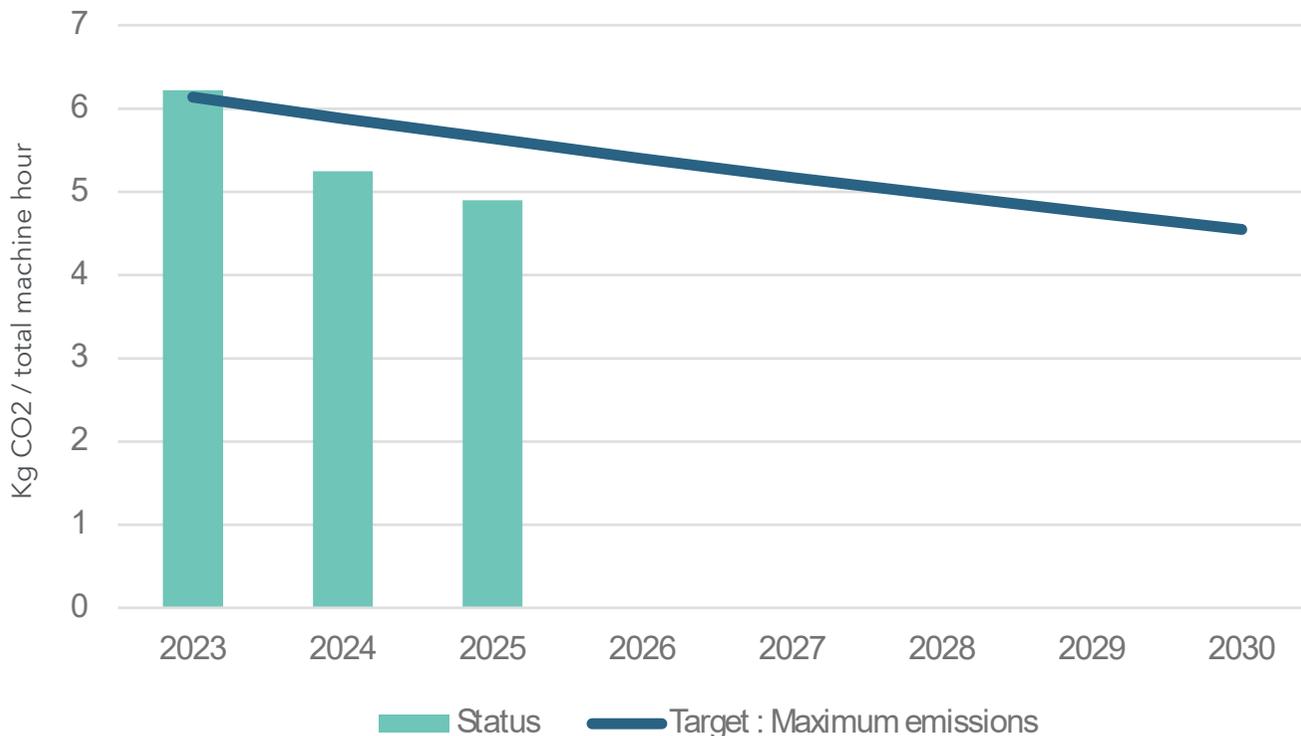
This updated target also ensures alignment with the Science Based Targets initiative (SBTi), making it easier for DAFA to remain compliant with international standards and meet the sustainability expectations of our customers.

In 2025, DAFA focused primarily on reducing energy consumption across our operations. Through a range of efficiency measures and process optimizations, we have achieved measurable progress toward our updated target.

In 2025, DAFA's solar panel system produced

271,9 MWh of renewable electricity, covering approximately 8,3% of the company's total electricity consumption. This on-site generation directly supports our Scope 2 reduction target by reducing reliance on grid electricity and increasing our share of renewable energy.

These actions include improved monitoring of energy use, optimization of production schedules, and investment in more energy-efficient equipment. Together, these initiatives have helped reduce our Scope 2 footprint and support our overall decarbonization strategy.



Scope 3: Circularity, waste management and pollution

We work to reduce the environmental impact of our products across the value chain by improving material efficiency, enhancing circularity and preventing waste and pollution.

These efforts directly support our Scope 3 emission-reduction targets.

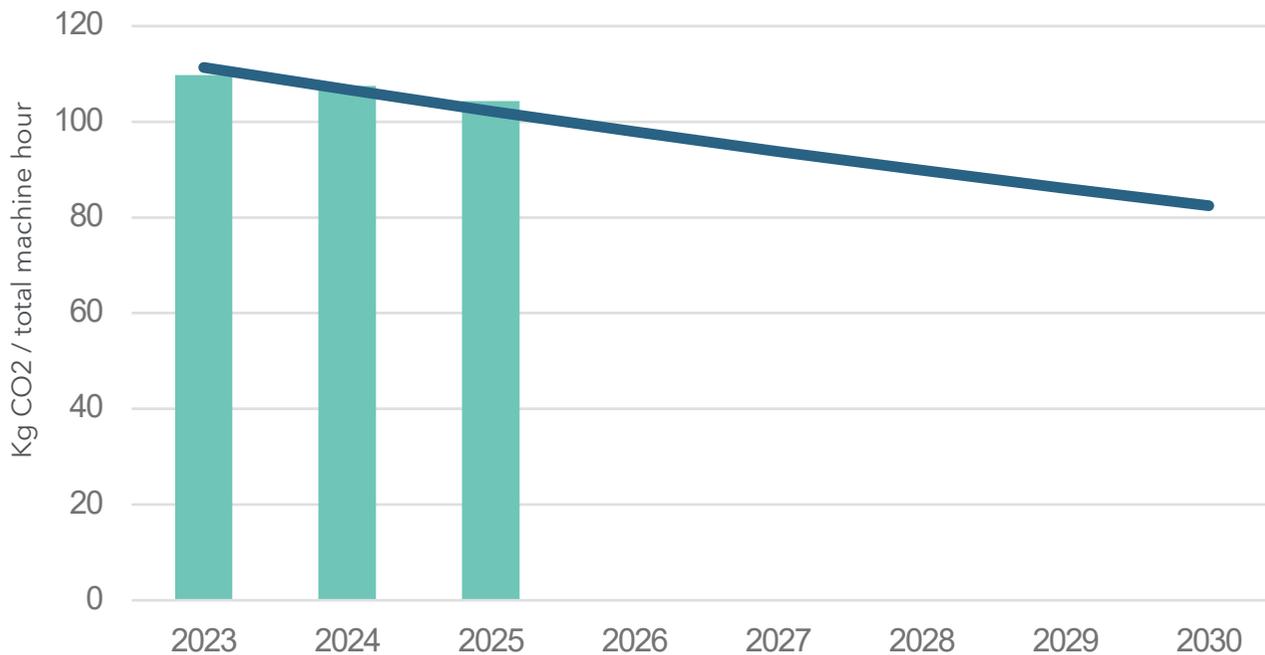
Circularity & Materials

With the DAFA EcoPro product series, we focus on lower-emission materials, increased recycled

content and use of recyclable solutions. EcoPro demonstrates our commitment to integrating sustainability into product development by reducing CO2 emissions and improving material circularity without compromising product performance.

We have also expanded transparency through Environmental Product Declarations (EPDs) for selected products, available through the EPD Hub. These help customers make informed and responsible material choices.

Circularity goes beyond product design. In 2025, we strengthened collaboration with suppliers whose materials are better suited for circular business models, and we increased internal awareness to ensure consistent implementation across teams. We continue to raise customer awareness of circular alternatives and enable the transition toward more resource-efficient solutions.



Waste Management

We continuously work to reduce the environmental impact of waste across our operations and value chain. Our focus has been on improving waste handling, increasing material recovery and reducing the need for incineration and landfill. Collaboration with external partners has helped us identify new solutions and increase awareness of waste streams and end-of-life handling.

We have strengthened internal efforts to ensure that materials are selected and used in a way that supports circularity and allows for greater reuse and recycling. In production, we continuously evaluate opportunities to minimize waste by using residual materials in other processes wherever possible.

We also engage with suppliers and customers to improve waste management practices throughout the lifecycle of our products. This includes increased use of materials designed for circular systems and better understanding of environmental impacts beyond our own operations.

Our ambition is to keep improving waste prevention and material utilization, thereby reducing Scope 3 emissions associated with waste and contributing to a more resource-efficient value chain.

Pollution Prevention

We take a proactive approach to preventing pollution across air, water and soil throughout our operations and value chain. Preventing pollution

is an integrated part of our environmental management and supports our ambition to continuously reduce negative environmental impacts while improving product and process responsibility.

Our updated DAFA Group Environmental Policy sets clear expectations for responsible chemicals handling, improved waste management and continued transition toward more circular solutions. The policy reinforces internal accountability and supports an aligned approach across all production sites.

To ensure effective implementation, several certifications and compliance systems are maintained and strengthened:

- **ISO 14001 (DK, PL, CN)** is the foundation of our environmental management and drives continuous improvement and pollution prevention.
- **REACH, RoHS and POPs compliance** underlines our commitment to minimizing and phasing out substances of concern, ensuring that hazardous materials are restricted in both products and processes.
- **PFAS-reduction initiatives** focus on a gradual elimination of substances with high persistence and environmental risk, prioritizing substitution and safer alternatives.

Pollution prevention also extends into our logistics and procurement practices. We optimize transport choices by primarily using sea freight for incoming

materials and finished goods where possible, as it typically has the lowest environmental impact per tons transported. These efforts contribute to reducing emissions associated with product distribution and supply chain movements.

Across our organization, we continue to increase awareness about pollution risks and potential improvements. We engage closely with suppliers to ensure responsible material sourcing and pollution controls upstream, and we work with customers to promote safe and sustainable handling at the end of product life.

By embedding pollution prevention into operational processes, materials selection and supply chain decisions, we strengthen environmental performance and support the transition toward a more safe and resource-efficient value chain.

SOCIAL

At DAFA, we believe that when our people grow, our business grows. We aim to create a workplace where everyone feels safe, valued and empowered to contribute to our shared success.

For a comprehensive overview of DAFA's commitments and guiding principles on labor standards, employee rights, and workplace well-being, please refer to the DAFA Group Labor and Human Rights Policy on appendix 2.

Empowering people to thrive

Our double materiality assessment identifies Impact on Own Workforce and Learning & Development as critical focus areas. We therefore work continuously to build a culture where people are protected, respected and provided with opportunities to grow – personally and professionally.

We support this ambition through four key social outcomes, which guide our priorities and measure our progress:

Our 2030 Social Targets

2026 Focus Actions

To strengthen progress toward these long-term goals, we will:

- Require each employee to report ≥ 1 near-miss annually to encourage proactive safety behavior
- Align recruitment processes across DAFA to strengthen equal opportunity and inclusive hiring

- Increase leadership accountability for meaningful survey outcomes and follow-up actions

These initiatives help translate our targets into real change in daily operations.

Focus area	2030 goal
Workplace safety	3 at the yearly maximum TRIR
Inclusive workforce	100% yearly compliance rate with DAFA's diversity and inclusion target
Engagement and well-being	30 eNPS score in DAFA's yearly employee engagement survey

Safety First – Preventive Culture in Practice

Safety is a shared responsibility. We are transitioning from reactive incident management to a preventive, behavior-based safety culture supported by:

- ISO 45001-aligned safety management across production
- Mandatory onboarding and role-specific H&S training
- Regular risk assessments and improvement projects
- Safety committees driving awareness and local initiatives
- Clear incident reporting and follow-up processes

2025 KPI's

To measure progress, we consistently monitor the following safety KPIs:

- **Total Recordable Incident Rate (TRIR) : 2,6**
- **Near-miss reporting compliance: 75%**

Our ambition remains: Everyone home safe – every day.

Fair and Inclusive Opportunities

We are committed to maintaining a workplace where everyone has equal access to opportunities and treatment.

We reinforce this through:

- Diversity safeguards integrated into policies and HR processes
- Screening of recruitment and hiring decisions for fairness
- Transparent grievance mechanisms for discrimination concerns
- Local compliance checks using our Diversity Compliance Rate KPI

Our principles and expectations for diversity and equal opportunity are further described in DAFA's Group Labor and Human Rights Policy.

2025 KPI

- **Diversity Compliance Rate: 100%**

2025 Performance

In 2025, all five reporting teams – Manager Population, Commercial Team, Production Team,

White-Collar Operations Team, and Finance Team – complied with our diversity criteria on gender and generational representation, achieving a 100 % Diversity Compliance Rate across DAFA Group.

Focus for 2026

- Removing remaining barriers in recruitment so that skills, potential and values – not background – drive hiring decisions.
- Strengthening diversity in management positions, where gender representation is near the policy threshold (82 % male).

We track progress to ensure a continuously improving culture of respect, inclusion, and fairness across all teams.

Employee engagement

We want DAFA to be a place where people feel motivated to contribute and proud to belong. We use our global employee engagement survey as a central tool for workforce insights.

The total workforce in the group declined from 266 FTE primo 2025 to 256 ultimo 2025. In Denmark, the development in FTE was from 115 FTE primo 2025 to 106 FTE, while the workforce in the rest of the group developed from 151 FTE primo 2025 to 150 FTE ultimo 2025.

Survey results are translated into local action plans and followed up throughout the year.

2025 KPI's

- **eNPS: -19**
- **Employee survey response rate: 86%**

Focus for 2026

- Leadership visibility strengthened through town hall meetings
- Recognition and feedback as part of DAFA Academy and local practices
- Transparent reporting on engagement actions
- Ongoing pulse checks and dialogue
Our goal is to move steadily toward World-Class Workplace status.

Learning & development

In 2025, capability building supported DAFA's major change journey.

The focus was on change management, 5S in production, improved internal processes, and a strengthened safety culture, where learning and communication were key. Training was delivered both locally and under the

DAFA Academy framework, covering:

- Production excellence and 5S
- Leadership and change management
- Sustainability and compliance (Code of Conduct, human rights)

- Safety training
- Technical and commercial skills

2025 KPI's

- **Average training hours per employee: 6,4**
- **People managers trained: 100%**

Learning activities throughout 2025 reinforced safety, engagement, and continuous improvement across DAFA.

Governance & Responsibility

Management oversight ensures that social risks are identified and mitigated – especially within:

- Labor and human rights
- Workplace health and safety
- Diversity and non-discrimination

We maintain secure and trusted reporting pathways, including access to whistleblower mechanisms. No retaliation is tolerated, and verified concerns lead to corrective actions.

Our culture of transparency and accountability is essential to employee trust and long-term performance.

GOVERNANCE

Good governance is the foundation of responsible business conduct at DAFA. We work proactively to ensure ethical behavior, transparency and accountability in everything we do – across our own operations and throughout our value chain.

Prevention of corruption and bribery

At DAFA, we are committed to conducting business with integrity and transparency. We have zero tolerance for any form of corruption, bribery, or unethical behavior. Acting responsibly is fundamental to maintaining the trust of our customers, suppliers, and partners. For a comprehensive overview of DAFA's ethical principles and expectations for responsible business behavior, please refer to the DAFA Group Ethics Policy on appendix 3

Our work in this area is anchored in the DAFA Code of Conduct, which sets clear expectations for ethical behavior and compliance with all applicable laws and regulations in the countries where we operate. The Code of Conduct outlines guidance on areas such as gifts and hospitality, conflicts of interest, fair competition, and the correct use of company resources.

The Code applies to all employees and forms an integral part of our onboarding process. It is also available on the DAFA Intranet and is supported by our whistleblower system, which enables employees and external stakeholders to report suspected violations confidentially and without risk of retaliation.

In 2025, DAFA continued to strengthen awareness

of responsible business conduct. As part of our compliance and cybersecurity training, employees across the Group received training on the Code of Conduct and ethical business principles. By the end of the year, 88% of all employees had completed the training.

During 2025, 0 reports were received through the whistleblower system, and 0 were related to potential breaches of ethical guidelines. All cases were investigated, and no incidents of corruption or bribery were confirmed.

The main risks within this area are related to the giving or receiving of gifts, interaction with public authorities, and collaboration with third parties. These risks are managed through continuous communication, management oversight, and employee training.

Looking ahead, DAFA will continue to integrate compliance awareness into daily operations and ensure that all employees complete the Code of Conduct training by 2026. Our goal is to maintain a culture of integrity and transparency across all business activities.

Awareness in supply chain

At DAFA, awareness in the supply chain refers to our systematic approach to identifying, preventing, and addressing risks related to human rights, labor standards, safe working conditions, and ethical business conduct across our supplier base.

Our responsibility extends beyond our own operations, and we therefore work actively

to promote responsible business practices throughout our value chain.

Our approach to responsible sourcing is anchored in DAFA's Code of Conduct and the DAFA Group Sustainable Procurement Policy (Appendix 4). These policies set clear expectations for suppliers regarding respect for human and labor rights, zero tolerance for forced labor, child labor and discrimination, safe working conditions, and compliance with applicable laws and regulations.

To ensure awareness and compliance, DAFA applies a risk-based supplier due diligence process. Relevant suppliers are required to complete a structured compliance questionnaire covering human rights, labor conditions, ethics, and environmental responsibility. Responses are reviewed to identify potential risks or deviations from DAFA's requirements.

Where screening indicates increased risk or insufficient compliance, DAFA conducts supplier audits as a follow-up measure to verify working conditions, labor practices, and management systems.

In 2025, DAFA carried out supplier compliance screenings and conducted five supplier audits. No confirmed breaches of human rights were identified during these audits, and no human rights-related grievances or corrective action plans were required. The outcome indicates that DAFA's preventive measures and supplier requirements effectively mitigate human rights risks in the supply chain during the reporting year.



ESG DATA AND ACCOUNTING POLICIES

ESG DATA AND ACCOUNTING POLICIES

ESG key figure overview | Page 7 and 16

CO2 e, Scope 1:

Company Cars: Volume of diesel and gasoline used overall

Gas for technical installations in factory site: Volume of natural gas used

CO2 e, Scope 2 (location based):

District heating: MWh used based on data from providers

Electricity: MWh used based on data from providers

Own solar electricity production: MWh based on data from direct reading (app/el-meter)

CO2 e, Scope 2 (market based):

District heating: MWh used based on data from providers

Electricity: MWh used based on data from providers

Electricity from renewable sources

purchased with certificates: MWh used based on data from providers

Own solar electricity production: MWh based on data from direct reading (app/el-meter)

CO2 e, Scope 3:

Category 1: Purchase: Based on purchased quantity in DKK in all DAFA sites (Spend-based Method)

Category 2: Capital Goods: Based on Capital Goods quantity in DKK in all DAFA sites (Spend-based Method)

Category 3: Fuel- and energy-related activities: Based on data from scope 1 and 2 (Activity-based Method)

CO2 e, Scope 3:

Category 4: Upstream Transportation: Based on quantity in DKK (Spend-based Method) and supplier-based data

Category 5: Upstream Waste: Based on quantity in Kg (Average-based Method)

Category 6: Business Travel: Based on cost in DKK (Spend-based Method)

Category 7: Employee Commuting: Based on estimates on FTE (Average-based Method)

Category 9: Downstream Transportation: Based on quantity in DKK (Spend-based Method) and supplier-based data.

Category 12: Downstream Waste – End-of-life: Based on Quantity sold

Energy consumption:

Overall energy consumption in scope 1 and 2 in MWh converted to GJ.

Water consumption:

All water consumed based on data from direct reading

Renewable energy share:

Own solar energy production + Purchased certified electricity from renewable sources / Overall energy consumption in Scope 1 and 2

Full time workforce, average total:

Full time equivalents + temporary workforce

Employee turnover ratio:

Voluntary + involuntary leavers FTE / Total FTEs

Sickness absence:

Number of sick days for all own FTEs / Total FTEs

Customer retention rate:

Number of customers at the end of the period – new customers who have joined in the period / number of customers at the beginning of the period

Boarder gender diversity:

Female board members elected by the general meeting / All board members elected by the general meeting

COC commitment (suppliers):

Strategic suppliers that have signed the COC / total amount of strategic suppliers

COC commitment (employees):

Employees that have signed the COC / total amount of employees

ESG DATA AND ACCOUNTING POLICIES

DAFA GO GREEN Goals | Page 5

CO2e, Scope 1 target:

Total scope 1 emissions / total consumption of machine hours in all production sites

CO2e, Scope 2 target:

Total scope 1 emissions / total consumption of machine hours in all production sites

CO2e, Scope 3 target:

Total scope 1 emissions / total consumption of machine hours in all production sites

TRIR:

Number of total incidents / Total hours worked x 200.000

eNPS:

Promoters - detractors

Diversity Compliance Rate:

Number of compliant teams / Total number of teams x 100

SOCIAL AND GOVERNANCE | Page 23 - 25

Average training hours per employee:

Total numbers of training hours / total number of employees

People managers trained:

Trained managers / Amount of managers x 100

Whistleblower cases:

Numbers of reported cases



APPENDIX

APPENDIX 1

DAFA Group Environmental Policy

At DAFA, we stand at the forefront of recognizing the urgent need to address climate change and its far-reaching consequences. As stewards of sustainability and corporate responsibility, we have crafted a comprehensive Environmental Policy, aligning our actions with our commitment to safeguarding the planet for current and future generations.

Our commitment to sustainability

Central to our corporate ethos is a dedication to significant reductions in our carbon footprint and the embrace of sustainable practices across all facets of our operations. The Environmental Policy serves as a blueprint for achieving these ambitious goals, charting a course towards a more sustainable future for both DAFA and the wider global community. To gain deeper insights into our environmental progress and ongoing improvements, we encourage all to explore our annual ESG report on our website.

This comprehensive document highlights the strides we have made in sustainability and provides a detailed account of our efforts throughout the year.

Transition plan for climate change mitigation
At DAFA, we recognize the critical importance of addressing climate change and mitigating its impact on our planet. As part of our commitment to sustainability and corporate responsibility, we have developed a comprehensive Transition Plan

for climate change mitigation.

As part of our overarching environmental goals, we are committed to significant reductions in our carbon footprint and the adoption of sustainable practices. Our Transition Plan for climate change mitigation outlines key steps to achieve these objectives, ensuring a more sustainable future for DAFA and the planet.

To ensure progress and adherence to our goals, we have launched DAFA Go Green, an action plan tailored to address the most critical Environmental, Social, and Governance (ESG) areas. This plan will be updated annually in alignment with our double materiality assessment, reflecting our commitment to continuous improvement.

Regular development meetings are held quarterly to review progress and identify areas for further enhancement. Through DAFA Go Green, we aim to:

- Reduction scope 1: 2030=29% 2050=70%
- Reduction scope 2: 2030=29% 2050=70%
- Reduction scope 3: 2030=26% 2050=69%

Through these efforts, we strive to lead by example in combating climate change and creating a more sustainable future for generations to come.

Actions and resources in relation to climate change policies

Our policy on the Transition Plan for climate change mitigation is a central component of our overarching environmental strategy. This plan is designed to coordinate and manage our actions and resources in relation to climate change policies. To ensure progress, it is crucial to integrate capital expenditures (CapEx) and operating expenses (OpEx) into our annual budgeting process, encompassing all departments, not just ESG.

Our Transition Plan for climate change mitigation focuses on identifying and implementing actions that reduce our organization's climate impact. This includes investments in energy efficiency, renewable energy sources, emission-cutting technologies, and sustainable practices across our supply chain and operational processes. We will also prioritize awareness and education among our employees to foster a culture of sustainability and environmental consciousness.

Targets related to climate change mitigation and adaptation

Our Environmental Policy prioritizes the development of a Transition Plan to address climate change. A crucial aspect of this plan is setting targets for reducing energy consumption and greenhouse gas (GHG) emissions at a high level.

APPENDIX 1

DAFA Group Environmental Policy

We aim to ensure that our actions align with emission and energy consumption goals, considering realistic objectives.

We focus our efforts on areas where we can make the most significant impact. This means our initiatives target Scope 2 emissions and the relevant categories within Scope 3 that we have influence over. These categories include procurement, transportation, end-of-life, and operational waste.

Energy consumption and mix

In our endeavor to address climate change, one crucial aspect we are focusing on is the Transition Plan for climate change mitigation. Energy consumption and mix stand out as pivotal, constituting a significant portion of our climate impact that we can influence. We believe it's imperative for both our suppliers and customers to shoulder responsibility in this effort. Therefore, we emphasize responsible resource and energy usage, alongside conducting energy audits and exploring alternative energy sources.

As part of our commitment to sustainable practices, we conduct energy audits to assess and optimize our energy usage. These audits help identify areas where we can improve efficiency and reduce our carbon footprint. Additionally, we actively explore alternative energy sources to diversify our energy mix and decrease reliance on fossil fuels. By investing in renewable energy technologies such as solar, wind, and hydroele-

ctric power, we aim to transition towards a more sustainable energy future.

Gross scope 1, 2, 3 and total GHG emissions

At DAFA, we are committed to transparency and accountability in reporting our greenhouse gas (GHG) emissions. This includes comprehensive tracking and reporting of our Scope 1, Scope 2, and Scope 3 emissions to ensure we are making measurable progress in our climate change mitigation efforts.

This policy applies to all levels of our operations and covers Scope 1 emissions, which are direct GHG emissions from sources owned or controlled by the company; Scope 2 emissions, which are indirect GHG emissions from the consumption of purchased electricity, steam, heating, and cooling; and Scope 3 emissions, which are all other indirect GHG emissions that occur in the value chain of DAFA, including both upstream and downstream emissions.

Potential financial effects from material physical and transition risks and potential climate-related opportunities

DAFA acknowledges the importance of addressing climate change and adapting our business model accordingly. One of the key challenges we face is reducing our reliance on fossil fuels, as our primary raw materials are deeply connected to them. To address the potential financial impacts of material physical and transition risks and iden-

tify climate-related opportunities, we are actively exploring alternatives within the circular economy and investigating materials derived from bio-oil.

We are seeking alternative materials such as bio-based products and the circular economy to diminish our dependence on fossil fuels. This involves identifying and integrating sustainable solutions into our supply chain and production processes. We are investing in research and development of new materials that can replace traditional fossil fuels while maintaining or enhancing the quality and performance of our products.

Policies related to pollution

Our company is committed to minimizing environmental impact and promoting sustainable practices. This policy outlines our approach to managing and reducing pollution in all aspects of our operations. This policy applies to all employees, contractors, and stakeholders involved in our operations.

We recognize the importance of preventing pollution to protect human health and the environment. To achieve this, we are committed to the following principles:

1. Compliance and prevention: We will comply with all relevant environmental laws and regulations and adopt measures to prevent pollution at the source, including the use of cleaner production techniques and materials.

APPENDIX 1

DAFA Group Environmental Policy

2. Waste and emissions management:

We aim to reduce waste through recycling and reusing materials and will safely manage and dispose of hazardous waste.

3. Water and soil protection:

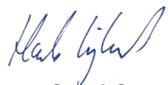
We will prevent contamination of water bodies and soil by managing chemicals and waste responsibly and ensuring water usage.

Responsibilities for pollution prevention will be assigned within the organization. We will conduct training for employees, monitor progress through audits, and engage with stakeholders to support pollution prevention initiatives.

Review

This policy will be reviewed annually to ensure its relevance and effectiveness. Updates will be made as necessary to reflect changes in regulatory requirements, industry best practices, and organizational goals.

This policy will be reviewed annually by the Top Management.



Mads Kirkegaard
CEO, DAFA Group

December 2025

APPENDIX 2

DAFA Group Labor and Human Rights Policy

At DAFA, we are committed to respecting human rights in our operations and business relationships. We believe that human rights are inherent, universal, indivisible, and interdependent and that we have a responsibility to avoid breaking the human rights of others and to address any adverse human rights impacts we may cause or contribute to.

Our Human Rights Policy applies to all our employees. We expect them to respect our human rights standards and to follow all relevant laws and regulations in the countries where we operate.

DAFA complies with international and local laws and regulations: ILO Conventions, The Universal Declaration of Human Rights, the UN Convention on the Rights of the Child, and the UN Guiding Principles of Business and Human Rights as a responsible member of the UN Global Compact.

Non-discrimination and harassment

No discrimination of any kind based on race, religion, political opinion, gender, age, national origin, sexual orientation, marital status, or disability is allowed. All types of harassment are prohibited and will be eliminated immediately according to our Anti-harassment policy.

DAFA acknowledges the differences between people and respects those differences. Diversity areas considered are gender, disability, ethnicity, sexual orientation, religion, and age. DAFA can

integrate different people into the company so that they all have a feeling of belonging and can relate to DAFA's values regardless of their background. Inclusion areas we consider are ethnicity, gender, sexual orientation, educational background, and personality types.

We are committed to reducing the number of employees who indicate that they have experienced undesirable behavior from colleagues, including verbal aggression, physical abuse, sexual harassment, bullying, or discrimination.

Freedom of association

At DAFA, freedom of association is the fundamental human right that allows all employees to organize themselves and identify representatives to connect with company leadership.

This means ensuring direct consultation and communication is possible between employees and executives, ensuring employees are free to join trade unions and engaging them for structural dialogue.

Freedom of association ensures that the intimidation of and discrimination against union members or employee representatives is reduced or prevented.

Local community engagement

Local community engagement looks at the impact of projects on communities. It is more in-depth

than philanthropy, which focuses on charitable acts. Local community engagement involves communication and collaboration with local communities from the beginning of the project to identify potential human rights abuses such as land grabbing. DAFA participates in several charitable and supporting local communities' activities.

Employee health and safety

We offer a safe and healthy workplace for everybody working in DAFA. We respect an employee's right to balance private and professional life. This helps us to attract and retain competent people. All employees are insured, and we provide occupational health checks to our employees according to local terms. We do not allow the use of any intoxicants at work.

In DAFA, we believe that confidential relationships between management and personnel, the free flow of information, and good cooperation form an important basis for successful management of the business. The starting point for good cooperation is to attempt to resolve all conflicts as soon as possible and at the level where they arise.

To ensure a good working environment, DAFA's safety organization carries out mandatory health and safety training and a workplace assessment every 3 years. Based on the result, the safety organization prepares an action plan to remedy the problems that may have been identified.

APPENDIX 2

DAFA Group Labor and Human Rights Policy

Physical health

- To protect themselves and be visible, all employees must use safety shoes when moving around in production and in the warehouse. In addition, all visitors must use safety shoes and wear a reflective vest in production and in the warehouse. The DAFA employee who shows guests around must also wear a reflective vest and use safety shoes. At the entrance to the production, there are both safety shoes and reflective vests, which can be used. All workstations in the production are equipped with relevant safety equipment such as gloves, goggles, lifts, etc. to minimize the risk associated with the operation of machinery, the management of hazardous materials, and lifting or moving heavy items.

Mental health

- DAFA provides guidance on how to identify and react to long-term stress within employees and coworkers. At DAFA, stress is defined as a state of physical and mental overload. Stress can occur when external demand or the individual's own demands exceed the resources available. It is described as a step-by-step guide to address mental health issues from naming the risk to seeking medical advice and help.
- DAFA supplies resources to prevent stress by strengthening employees' mental health via a health insurance partner. Several topics are addressed here to prevent and guard employees against stress and eventual mental health issues.

Stress-related subjects here are sleep, exercise, movement, and mental health. These subjects are detailed and explained on the freely available platform, applying tips and guidance.

General employee well-being

- Every year DAFA conducts an Employee Engagement Survey helping the company to capture the voice of all employees across countries, focusing on different social matters, for example: work-life balance, work performance, and enjoyment, workload, harassment, mobbing, verbal abuse, etc. All employees are invited to take part in the survey, and DAFA highly encourages employees to make their voices heard. All results are treated anonymously to supply safety in giving feedback at DAFA.

We work with the survey results by communicating the results of the reports to everybody. Each manager handles working on the results with the respective team, making concrete action plans to be executed in the coming year.

Diversity and inclusion

Each recruitment process will contribute to driving our diversity & inclusion agenda for team composition:

- Max. 85% of team members with the same gender
- Max. 85% of team members from the same

generation

- Max. 85% of team members from the same educational/disciplinary background

Functional teams must reach a minimum of one of the three demographic factors. Candidate application review for shortlisting considers team composition gaps. This may not be excluding. In the candidate pool for selection, it is expected to have people represented from the diversity groups.

All people managers and HR professionals in DAFA must be briefed on the Global Recruitment Policy incl. the diversity and inclusion guidelines. Agencies are to be briefed on the diversity and inclusion agenda, criteria, and team composition gaps for the specific position(s).

Remuneration, working hours, and social benefits

DAFA offers fair and transparent rewards to its employees at all levels. Salaries are based on applicable laws in accordance with specific practices in given countries. The salary level reflects the individual performance and the requirements of the position as well as specified competence demands.

The performance targets are mutually agreed upon in annual structured performance appraisal and competence evaluation discussions, which

APPENDIX 2

DAFA Group Labor and Human Rights Policy

enable all employees to influence their reward through excellent performance.

To provide workers with a decent living DAFA considers the wages and ensures that all employees have an adequate income on a fixed payment schedule. DAFA ensures work-life balance, rest periods, and flexible work options and pays for overtime in relation to working hours. Further, DAFA considers employment conditions as we provide fair employment contracts and use a fair recruitment process in accordance with our Global Recruitment Guidelines.

For the sake of the work rhythm in production, it may be right for some functions and departments to adapt the flexible working hours accordingly. This is agreed individually within the individual departments and will appear in the employment contract.

The regular working hours for white-collar employees are according to local legislation.

In DAFA, it is possible to take a home-working day for our white-collar workers if they have a task that is best solved from home, or if something else means that they need to work from home. The home-working day must be agreed upon with the immediate manager and noted in the Outlook calendar.

Skill development, knowledge, and employability

As an employee of DAFA, one must take part actively in the information process, both when it comes to receiving and giving information.

DAFA strives towards respectful and proper communication, both internally between colleagues, but also when we communicate with customers, business partners, suppliers, etc.

We do not tolerate harmful or conflict-causing communication, either verbally or in writing. We expect employees to solve current issues proactively and constructively, along with the immediate manager.

Besides compliance with regulatory requirements, DAFA upholds a range of ethical principles such as keeping its employees safe and empowering their development.

In DAFA, training is supplied for workers when introducing new processes and techniques or to refresh knowledge on existing skills. This ensures that employees grow in their roles and responsibilities within the company. A competent and motivated workforce is key to DAFA's success. Employees are provided with continuous learning opportunities. This ensures employee growth while maintaining a happy, unified, and well-trained workforce.

Forced labor, child labor and human trafficking

Forced labor, child labor, and human trafficking is forbidden in DAFA and all associate partners of DAFA.

- Human trafficking: This involves the use of violence, threats or coercion to transport, recruit, or harbor people to exploit them for commercial gain.
- Forced labor: This involves any work or services that people are forced to do against their will or under the threat of punishment.
- Child labor: This is when a child is exploited for someone else's gain. Child employment is forbidden in DAFA.

The practices will be addressed, and a short deadline will be given to bring the matter in order. If the practice persists, termination of the partnership would take place. If the practice takes place in DAFA, the party responsible will be dismissed from their duties.

Grievance procedure

DAFA has a reporting system where all DAFA employees can quickly and easily report concerns about actual or suspected misconduct that can affect DAFA or the well-being of people.

APPENDIX 2

DAFA Group Labor and Human Rights Policy

Such as: Embezzlement, theft, corruption, bribery, fraud, forgery, conflicts of interest, extortion, misuse of inside information, irregularities concerning accounting and auditing, disclosure of incorrect or misleading information to public authorities, physical violence, and sexual abuse.

The reporting system may not be used to make false accusations against others, and altogether, deliberate untrue information may not be reported, according to our Whistleblower Policy.

Disciplinary action

If personnel should fail to comply with this policy or Anti-Corruption Laws, the employee will be subject to disciplinary action up to and including termination of employment or other relationship with the company. Restitution could also be required, and civil or criminal action against individual personnel could be warranted.

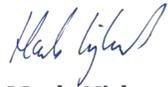
If personnel are involved in or aware of a situation they believe may violate or lead to a violation of this policy, they must ask for guidance from their manager or other personnel in a superior position.

Review

This policy will be reviewed annually to ensure its relevance and effectiveness. Updates will be

made as necessary to reflect changes in regulatory requirements, industry best practices, and organizational goals.

This policy will be reviewed annually by the Top Management.



Mads Kirkegaard
CEO, DAFA Group

December 2025

APPENDIX 3

DAFA Group Ethics Policy

DAFA is committed to maintaining the highest standards of ethics and integrity in all our business operations. This Ethics Policy outlines our principles and guidelines for corporate culture and business conduct, management of relationships with suppliers, and the prevention and detection of corruption or bribery.

Corporate culture and business conduct policies

At DAFA, we are dedicated to fostering a corporate culture rooted in integrity and ethical behavior. Every employee is expected to act with honesty and uphold our ethical standards in all business dealings. We believe in creating a culture of transparency and accountability, where ethical conduct is the norm and any behavior compromising these values is unacceptable.

We are committed to respecting and valuing the diversity of our workforce. Our workplace must be free from discrimination, harassment, and any form of unfair treatment. We strive to create a positive work environment where open communication is encouraged, and employees can report unethical behavior without fear of retaliation.

Compliance with all applicable laws, regulations, and company policies is mandatory for every employee. To support this, we inform about this by making the information easily accessible to all colleagues. In pushing this information through our DAFA Intranet and Intranet App we make sure employees are well-informed and adhere to these requirements.

Management of relationships with suppliers

Our commitment to ethical behavior extends to our relationships with suppliers. We expect our suppliers to adhere to ethical standards that align with our own, as outlined in our Supplier Code of Conduct. This code specifies our expectations regarding labor practices, environmental impact, health and safety, and overall ethical behavior.

We are dedicated to fair, transparent, and competitive procurement processes. Supplier selection is based on objective criteria such as quality, cost, reliability, and ethical practices. To ensure ongoing compliance, we regularly assess our suppliers. Non-compliance with our standards may result in corrective actions, including the termination of the business relationship.

Prevention and detection of corruption or bribery

DAFA maintains a zero-tolerance policy towards corruption and bribery in any form. Employees and business partners must not offer, give, receive, or solicit any bribes or unethical inducements. To reinforce this stance, we make this information easily available for all employees and are planning in 2025 to annually provide training on anti-corruption laws and internal policies. Employees are encouraged to report any suspicious activities or concerns regarding potential corruption or bribery.

We have established robust mechanisms for monitoring compliance with our anti-corruption policies. Employees can report violations or

concerns through designated channels, such as our Whistleblower system. All reports of potential corruption or bribery are thoroughly investigated, and appropriate disciplinary actions, including termination and legal action, are taken against those found in violation of this policy.

Acknowledgment

Adhering to this Ethics Policy is fundamental to maintaining the trust of our stakeholders and upholding DAFA's reputation. We are dedicated to fostering an ethical culture and ensuring that our business practices reflect our commitment to integrity, transparency, and responsibility. By following this policy, DAFA aims to maintain the highest standards of ethical behavior, foster positive relationships with suppliers, and prevent and detect corruption or bribery.

Review

This policy will be reviewed annually to ensure its relevance and effectiveness. Updates will be made as necessary to reflect changes in regulatory requirements, industry best practices, and organizational goals.

This policy will be reviewed annually by the Top Management.



Mads Kirkegaard
CEO, DAFA Group

December 2025

APPENDIX 4

DAFA Group Sustainable Procurement Policy

The purpose of this policy is to ensure that DAFA conducts its procurement activities in a manner that supports sustainable development. We are committed to integrating environmental, social, and ethical considerations into our procurement processes and decisions.

This policy applies to all DAFA employees involved in the procurement process, as well as all suppliers, contractors, and subcontractors who provide goods and services to DAFA.

Environmental responsibility

Climate change mitigation: We are committed to significant reductions in our carbon footprint and adopting sustainable practices across all procurement activities. Our Transition Plan includes reducing CO2 emissions on scope 1, 2, and 3 focusing on resource efficiency, waste management and recycling, and pollution prevention. We will work with suppliers to align with these goals and prioritize those who demonstrate similar commitments.

Resource efficiency and energy audits: We will prioritize procurement from suppliers who engage in energy-efficient practices and use renewable energy sources. Regular energy audits will be conducted to optimize energy usage, and we will explore alternative energy sources to diversify our energy mix and decrease reliance on fossil fuels.

Waste management and recycling: Suppliers should have policies and practices in place to

minimize waste and ensure proper disposal and recycling of materials. We encourage suppliers to contribute to this by implementing robust waste management systems.

Pollution prevention: Suppliers are expected to comply with all relevant environmental laws and regulations, adopting measures to prevent pollution at the source. This includes using cleaner production techniques and materials, managing waste responsibly, and protecting water bodies and soil from contamination.

Social responsibility

Respect for human rights: DAFA is committed to respecting human rights in all our operations and business relationships. Our Human Rights Policy applies to all employees who are expected to uphold our human rights standards and comply with all relevant laws and regulations in the countries where we operate.

Non-discrimination and harassment: We strictly prohibit discrimination of any kind based on race, religion, political opinion, gender, age, national origin, sexual orientation, marital status, or disability. Harassment is not tolerated and will be addressed immediately as per our Anti-Harassment Policy. We respect and value diversity, fostering an inclusive environment where all employees feel a sense of belonging and alignment with DAFA's values, regardless of their background.

Local community engagement: DAFA actively

engages with local communities to understand and address potential human rights abuses related to our projects, such as land grabbing. Our community engagement goes beyond philanthropy, focusing on meaningful communication and collaboration from the project's inception. We support various local initiatives, including contributions to local museums, cancer funds, hospital clowns, and collaborations with universities and job centers.

Employee health and safety: We are committed to providing a safe and healthy workplace for all employees. This includes respecting the right to a work-life balance and ensuring all employees are insured and receive occupational health checks as per local terms. Intoxicants are prohibited at work. We maintain open and confidential communication between management and employees, aiming to resolve conflicts promptly. Our safety organization conducts mandatory health and safety training and workplace assessments, with action plans to address identified issues.

Physical and mental health: Safety shoes and PPEs are mandatory for visitors in production and warehouse areas, and all workstations are equipped with relevant safety equipment. DAFA also provides guidance on identifying and managing stress, offering resources to support mental health through our health insurance partner. We emphasize the importance of sleep, exercise, and mental health in preventing stress-related issues.

APPENDIX 4

DAFA Group Sustainable Procurement Policy

General employee well-being: We conduct annual Employee Engagement Surveys to capture feedback on various social matters, including work-life balance, work performance, and experiences of harassment. Results are treated anonymously and used to develop action plans for continuous improvement.

Diversity and inclusion: Our recruitment processes aim to drive diversity and inclusion by ensuring the team composition reflects a balance of gender, generation, and educational backgrounds. All people managers and HR professionals are briefed on our Global Recruitment Policy and diversity guidelines.

Remuneration, working hours, and social benefits: DAFA offers fair and transparent compensation, reflecting individual performance and the requirements of each position. We ensure that employees receive a living wage and maintain a work-life balance. Flexible working arrangements are available, and all employees are locally provided with fair employment contracts.

Skill development, knowledge, and employability: DAFA is committed to the continuous development of our employees. Training is provided when introducing new processes and techniques, and opportunities for professional growth are encouraged.

Forced labor, child labor, and human trafficking: DAFA prohibits forced labor, child labor, and human trafficking in all its operations and associated partners. Violations will result in immediate action, including termination of partnerships or employment.

Grievance procedure: DAFA has a reporting system for employees to report concerns about misconduct, such as embezzlement, theft, corruption, bribery, fraud, and harassment. The system is confidential and ensures that all reports are investigated thoroughly.

Ethical Conduct

Corporate culture and business conduct: DAFA is dedicated to fostering a corporate culture rooted in integrity and ethical behavior. All employees involved in procurement are expected to act with honesty and uphold our ethical standards in all business dealings. We promote transparency, accountability, and ethical conduct, ensuring that our workplace is free from discrimination, harassment, and any form of unfair treatment. Open communication is encouraged, and employees can report unethical behavior without fear of retaliation.

Compliance and training: Compliance with all applicable laws, regulations, and company policies is mandatory for every employee. To support this, DAFA makes information about these require-

ments easily accessible through our intranet and Intranet App. We aim to cultivate a workplace where ethical behavior is recognized and rewarded.

Management of supplier relationships: Our commitment to ethical behavior extends to our relationships with suppliers. We expect our suppliers to adhere to ethical standards that align with our own, as outlined in our Supplier Code of Conduct. This code specifies our expectations regarding labor practices, environmental impact, health and safety, and overall ethical behavior. We are dedicated to fair, transparent, and competitive procurement processes. Supplier selection is based on objective criteria such as quality, cost, reliability, and ethical practices. Regular assessments ensure ongoing compliance, and non-compliance may result in corrective actions, including termination of the business relationship.

Prevention and detection of corruption and bribery: DAFA maintains a zero-tolerance policy towards corruption and bribery. Employees and business partners must not offer, give, receive, or solicit any bribes or unethical inducements. Information about anti-corruption laws and internal policies is readily available to all employees. Employees are encouraged to report any suspicious activities or concerns regarding potential corruption or bribery through designated channels such as our Whistleblower system.

APPENDIX 4

DAFA Group Sustainable Procurement Policy

All reports are thoroughly investigated, and appropriate disciplinary actions, including termination and legal action, are taken against those found in violation of this policy.

Transparency and reporting: DAFA is committed to transparency in all business dealings. Suppliers must maintain transparency in their operations and provide accurate, timely information regarding their practices. Regular audits and assessments may be conducted to ensure compliance with our ethical standards.

Sustainable procurement management

Supplier assessment: DAFA will conduct due diligence in assessing the sustainability performance of suppliers. This includes presenting the policy at strategic supplier meetings, ensuring all strategic suppliers are introduced to the present policy.

Continuous improvement: We will work collaboratively with suppliers to promote continuous improvement in sustainability practices, offering support and guidance where necessary. Suppliers are expected to develop and implement their own sustainable management focus through relevant policies, targets, actions, etc.

Training and awareness: DAFA will provide training and resources to employees involved in procurement to ensure they understand and implement sustainable procurement practices effectively.

Implementation

Integration into procurement processes: Sustainable procurement criteria will be integrated into all stages of the procurement process, from supplier selection and evaluation to contract management and performance review.

Supplier engagement: We will actively engage with suppliers to communicate our sustainability expectations and collaborate on achieving mutual sustainability goals. Suppliers are expected to develop and implement their own sustainable management focus through relevant policies, targets, actions, etc.

Review

This policy will be reviewed annually to ensure its relevance and effectiveness in promoting sustainable procurement. Updates will be made as necessary to reflect changes in regulatory requirements, industry best practices, and organizational goals.

This policy will be reviewed annually by the Top Management.



Mads Kirkegaard
CEO, DAFA Group

December 2025



Responsibility happens in collaboration

DAFA constantly aims for improvements in the whole organization, and we believe that it is our responsibility to handle the impacts of our improvements correctly. We are very aware of our limited size seen from a global perspective, but we know we make a difference in our local business area.

By using UN Global Compact as our overall guideline, we will extend our sustainable business ethics while striving to become a more global company.

We look forward to communicating our progress in the years to come.