



IVY TECHNOLOGY

SUSTAINABILITY REPORT **2025**

About Ivy

Ivy Technology exists to extend the life of technology and reduce its environmental impact. As a global aftermarket services and repair organization, Ivy enables the circular economy by keeping electronic products in use for longer—through expert repair, refurbishment, reuse, and responsible asset recovery.

At the core of Ivy is a belief that sustainability and performance go hand in hand. By delivering reliable, human-centered after-sales service, the company helps its customers reduce waste, conserve resources, and meet their sustainability goals without compromising quality or customer experience.

Ivy's strength lies in its people and its partnerships. Long-tenured, multicultural teams bring deep technical expertise, accountability, and care to every engagement, supporting clients across regions and markets. Ivy doesn't simply provide services—it takes ownership of outcomes, working collaboratively to solve complex challenges across the product lifecycle.

More than a service provider, Ivy Technology is a long-term partner in responsible technology stewardship. Every repair completed, every product returned to use, and every asset recovered reflects Ivy's commitment to building a more resilient, circular, and sustainable future—for its customers, their customers, and the planet.



Our Impact

The Power of Circular Economy

Aftermarket Repair & Refurbishment

We repair and refurbish customer commodities like computers, smartphones, servers, and medical equipment to extend product lifespans and prevent electronic waste. By recovering repair, and reselling these products, we reduce the need for new manufacturing and lower the overall carbon footprint of Ivy Technology.

Repair. Refurbish. Recycle.

By repairing and refurbishing electronics, we reduce e-waste, conserve resources, and limit greenhouse gas emissions. Through our Circular Economy Model, we help customers extend the life of their products, reduce their environmental impact, and contribute to a sustainable future.

Responsible Recycling & Recovery

Aftermarket products that can't be repaired are responsibly recycled and valuable materials are recovered for use in new products.

Resale & Reuse

Repaired and refurbished products are resold, redeployed or donated, giving them a second life and minimizing waste.

Product Returns

We take back customer devices and technology products when they reach the end of their initial lifecycle.

Diagnostics & Repair

Our skilled technicians diagnose, repair, and test returned products to restore them to like-new condition, reducing the need for new manufacturing.

Product Refurbishment

Refurbished products are fully tested, updated, and quality-assured, making them ready for resale and reuse in the marketplace.



Our Mission & Vision

Sustainability Mission

At Ivy Technology, sustainability is embedded in how we operate, innovate, and serve. Across our supply chain, operations, and customer engagements, we are committed to minimizing environmental impact while maximizing the value and lifespan of electronic products.

As a global aftermarket services provider, our mission is to enable the circular economy through responsible repair, refurbishment, reuse, and asset recovery. By prioritizing product longevity over replacement, we help reduce waste, conserve resources, and support more sustainable consumption models.


Through disciplined operations, continuous improvement, and accountability at every stage of the product lifecycle, we take an active role in delivering environmentally responsible outcomes—for our clients, their customers, and the communities we serve.

Sustainability Vision

We believe technology should be part of the solution, not the problem. Ivy Technology envisions a future where electronic products remain in use for longer, materials are recovered and reused responsibly, and waste is designed out of the system. By leveraging our technical expertise and global reach, we aim to be a trusted partner in building resilient, circular service ecosystems.

Our vision extends beyond compliance and efficiency. We see a unique responsibility to apply innovation, collaboration, and human-centered service to address environmental and social challenges — creating long-term value that benefits business, people, and the planet.

Preserving the Earth is central to our purpose. Every repair, every recovered asset, and every service decision moves us closer to a more sustainable and circular future.



„The most sustainable product is the one that stays in use. At Ivy Technology, we design our services to make that possible.”

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About this Report

This Sustainability Report presents Ivy Technology’s progress toward responsible innovation and long-term value creation. The document is divided into two main parts: the Impact Overview and the Sustainability Performance Report. The Impact Overview highlights key milestones and initiatives from the past year, while the Sustainability Performance Report provides a broader perspective on our environmental, social, and governance efforts across our operations, products, and partnerships.

Our goal is to communicate our progress with transparency and clarity, demonstrating how technology can contribute to a more sustainable future. We aim to share practical insights, encourage collaboration across the industry, and show that sustainable practices can strengthen both business resilience and societal impact. The scope of this report covers Ivy Technology’s global operations, including research and development, supply chain activities, and customer solutions.

To assess environmental performance, Ivy Technology applies recognized measurement approaches such as lifecycle thinking, carbon accounting, and resource-efficiency analysis. We use the term “carbon emissions” to describe greenhouse gas emissions expressed as CO2 equivalents, allowing for consistent comparison across activities. Where applicable, we also evaluate energy consumption, water use, and material efficiency

using industry-aligned methodologies. These terms and methods are intended to simplify complex information and make our sustainability performance easier understand.

The content of this report is guided by internal assessments, stakeholder feedback, and evolving regulatory expectations. Key focus areas include climate action, responsible innovation, ethical business conduct, employee well-being, and circular technology solutions. While this report does not strictly follow a single reporting standard, it reflects widely recognized sustainability principles and aims to support continuous improvement.

We value the perspectives of our stakeholders and welcome feedback on this report and our sustainability initiatives. If you would like to share your thoughts or learn more about Ivy Technology’s approach, please contact us at [\[redacted\]](#). Your input helps us refine our goals and strengthen our commitment to responsible growth.



Executive Message

Scott Greer, Chief Executive Officer

At Ivy Technology, sustainability is not a separate initiative—it is central to who we are and how we operate. Our purpose is clear: to extend the life of technology and reduce its environmental impact. Every repair we complete, every device we refurbish, and every asset we recover reflects our belief that the most sustainable product is the one that stays in use. This report highlights the meaningful progress we have made in 2025 and reaffirms our commitment to building a more circular, responsible, and resilient future.

Over the past year, we have continued to embed sustainability into our strategy, governance, and daily operations. From strengthening our Sustainability Governance framework and launching our Site Sustainability Maturity Index, to advancing Science Based Target alignment and expanding renewable energy adoption across our facilities, we are taking disciplined, measurable steps toward our long-term ambitions. Our transition to 100% renewable electricity at our Bydgoszcz facility and our ongoing collaboration with customers demonstrates how partnership and transparency can accelerate climate action across the value chain.

Innovation also plays a critical role in our sustainability journey. Through advancements such as machine vision for defect detection, predictive repair models, process mining, and our Ivy Spark AI platform, we are using data and technology to improve repair accuracy, reduce waste, minimize unnecessary part replacements, and lower emissions. These initiatives strengthen operational performance while reinforcing our core circular mission—

keeping products in use longer, reducing embodied carbon, and delivering measurable environmental benefits for our customers.

Equally important is the investment we are making in our people and partnerships. In 2025, we launched our foundational Sustainability Training program, with 85% of employees already completing the first level. We continue to advance equity, belonging, and representation across our global workforce, while strengthening health, safety, information security, and ethical standards throughout our operations. Through sustainable procurement practices and closer supplier engagement, we are reinforcing accountability and driving responsible practices across our supply chain.

The progress outlined in this report reflects the dedication of our teams around the world and the trust of our customers and partners. While we are proud of how far we have come, we recognize that sustainability is a continuous journey. We remain focused on reducing emissions, increasing renewable energy use, achieving zero waste to landfill, and aligning fully with global best practices in ESG performance. Together, we are proving that operational excellence and environmental responsibility go hand in hand. Thank you for your partnership as we continue to build a smarter, more sustainable technology ecosystem for the future.

Sustainability Strategy

```
#include <stdio.h>
```

```
int main()
```

```
int number;
```

```
printf("Enter an integer: ");
```

```
// reads and stores input
```

```
scanf("%d", &number);
```

```
// displays output
```

```
printf("You entered: %d", number);
```

```
return 0;
```

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return 0;
```

Sustainability Ambition Framework I.

Sustainability Ambition Framework

At Ivy Technology, sustainability is embedded into our strategy, operations, and partnerships. Our Sustainability Ambition Framework provides a clear structure that connects global best practice with measurable action. By aligning to internationally recognized standards and initiatives, we ensure our approach supports long-term value creation while contributing positively to society and the environment.

Alignment with the UN Sustainable Development Goals (SDGs)

Our sustainability priorities are guided by the United Nations Sustainable Development Goals, providing a globally recognized framework to focus our impact where it matters most. Through responsible operations, innovation, and collaboration across our value chain, we contribute to advancing sustainable industry, responsible consumption, climate action, and inclusive economic growth.

We regularly assess how our programs support relevant SDGs and use these goals to inform decision-making, risk management, and stakeholder engagement. This alignment helps ensure that our sustainability initiatives contribute to broader global progress while supporting the needs of our

customers, employees, and communities.

United Nations Global Compact

Our participation in the UN Global Compact reflects our commitment to responsible business practices and ethical leadership. We uphold its Ten Principles across human rights, labour standards, environmental stewardship, and anticorruption.

These principles guide how we operate globally — shaping policies, governance structures, and our expectations of suppliers and partners. By integrating the Global Compact into our Sustainability Ambition Framework, we reinforce accountability, transparency, and respect for people and the planet throughout our organization.

Science Based Targets Initiative (SBTi) Commitment

Ivy Technology is committed to climate action that is grounded in science. Through our alignment with the Science Based Targets Initiative, we are working to set and deliver greenhouse gas reduction targets consistent with the latest climate science and global efforts to limit temperature rise.

Our approach focuses on improving operational efficiency, increasing energy performance, and

collaborating with partners across our supply chain to reduce emissions. By embedding climate targets into our strategy, we aim to drive continuous improvement, strengthen resilience, and support the transition to a low-carbon economy.

Alignment with Global Reporting Initiative (GRI) Standards

Transparency and credibility are central to our sustainability reporting. Ivy Technology aligns its disclosures with the Global Reporting Initiative (GRI) Standards to ensure consistent, comparable, and decision-useful information for stakeholders.

The GRI framework supports our approach to identifying material topics, measuring performance, and communicating progress. By aligning with these standards, we aim to provide clear insight into our environmental, social, and governance performance while continuously improving the quality and scope of our reporting.



The world's two largest corporate responsibility initiatives provide business with a clear roadmap to corporate sustainability

Four Thematic Clusters

Ivy Technology strategically selected Environment, Labor & Human Rights, Ethics, and Sustainable Procurement as their intrinsic importance in today's global landscape

Each of these clusters reflects key areas of responsibility and accountability for business operating in a socially conscious manner.

By focusing on these thematic clusters, Ivy Technology not only demonstrates its commitment to corporate social responsibility but also aligns its business practices with the values of its stakeholders and the broader community.

Environment

Environment signifies Ivy Technology's commitment to minimizing its ecological footprint and promoting sustainable practices, aligning with growing environmental concerns and regulations

Our Services

- Ivy By the Numbers
- AI Advancements

Our Operations

- Customer Collaboration
- Renewable Energy Investment
- CO2e Avoidance

Labor & Human Rights

Labor & Human Rights undertone the company's dedication to upholding fair labor standards and respecting human rights across its operations and supply chain.

Workplace Equity, Belonging and Representation

Employee Training & Development

Employee Health & Safety

Ethics

Ethics emphasizes Ivy Technology's commitment to integrity, transparency, and responsible decision-making in all aspects of its business dealings

Anti-Corruption & Bribery

Responsible Information Management

Sustainable Procurement

Sustainable Procurement reflects the company's recognition of the impact of its purchasing decisions on broader sustainability goals, ensuring that its supply chain is both ethical and environmentally responsible.

Supplier Code of Conduct

Responsible Business Alliance

Sustainability Governance I.

Aligning Teams, Facilities, and Leadership Around Sustainable Outcomes

Sustainability Governance

Strong governance is fundamental to Ivy’s approach to sustainability. Our sustainability governance framework is designed to provide clear oversight, accountability, and execution across all levels of the organization—from the Board and senior leadership to site-level teams and frontline employees. This multi-tiered structure ensures sustainability considerations are embedded into strategic decision-making, operational execution, and day-to-day activities.

Board Oversight

The Board provides oversight of Ivy’s sustainability risks and opportunities and plays a key role in engaging with investors on sustainability-related matters. Through regular updates, the Board reviews progress against strategic objectives and ensures sustainability remains aligned with long-term value creation and stakeholder expectations.

Executive Sustainability Council

The Executive Sustainability Council, comprised of members of the Senior Leadership Team (SLT) and led by the Chief Sustainability Officer (CSO), is responsible for defining Ivy’s overarching sustainability vision and strategic priorities. The Council approves the global sustainability strategy and objectives, sets key targets related to carbon reduction, waste management, and energy efficiency, and allocates

resources to support sustainability initiatives. The Council meets quarterly to review performance, address emerging risks and opportunities, and ensure alignment with business strategy.

Sustainability Office

The Sustainability Office, led by the CSO and supported by the sustainability team, is responsible for translating corporate sustainability goals into actionable, department-specific objectives. The team oversees ESG reporting and disclosure, ensures the tracking and monitoring of sustainability data, and manages the execution of sustainability projects through to completion. The Sustainability Office also supports site-level sustainability assessments and initiatives, enabling consistent implementation across the organization while allowing for local adaptation.

Facility Sustainability Teams

Facility Sustainability Teams are responsible for breaking down functional and site-level goals into practical projects and initiatives. These teams include representatives from HR, Finance, Facilities, Health & Safety, and Waste Management. They track and monitor key sustainability metrics—such as energy consumption, waste generation, and recycling rates—and take ownership of site-level sustainability initiatives. These teams meet monthly to review progress and identify opportunities for improvement.

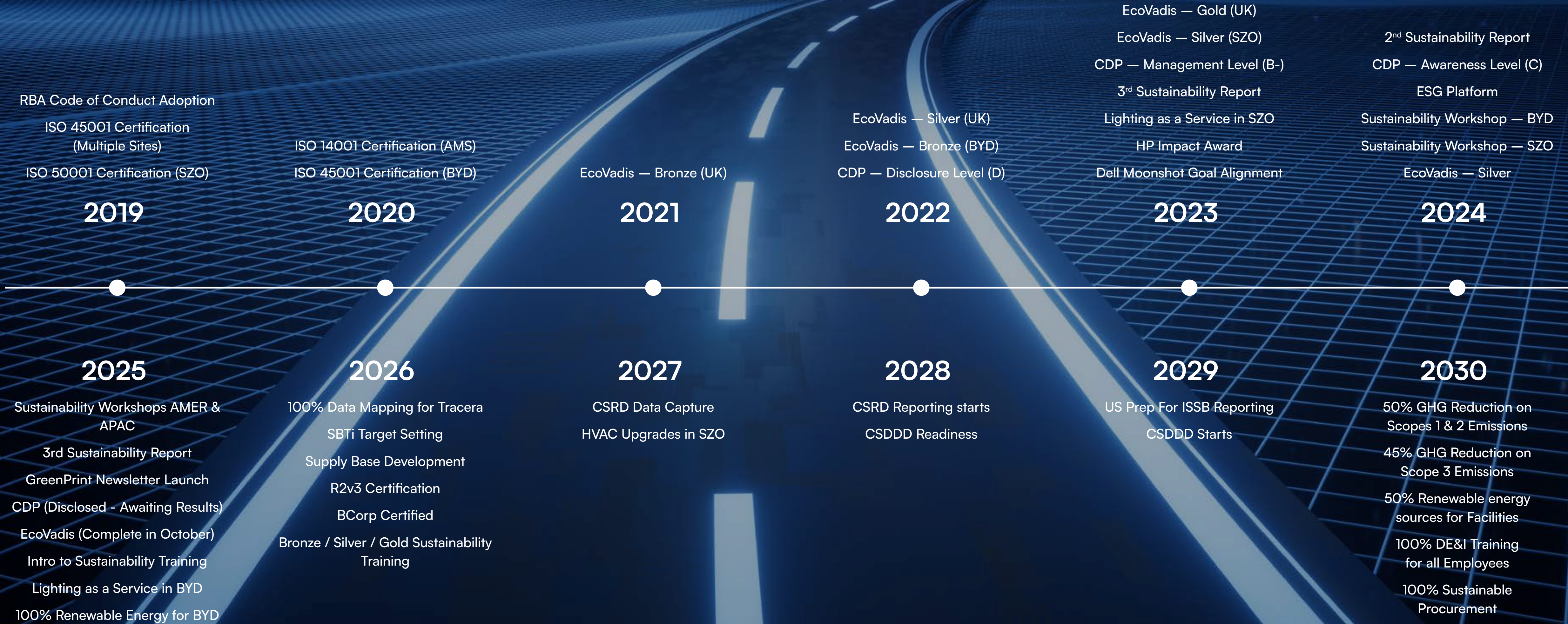
Facility Sustainability ‘Grass Roots’ Committees

At the operational level, Facility Sustainability “Grass Roots” Committees serve as a vital link between sustainability leadership and frontline teams. Comprised of sustainability team members and operational or shop-floor representatives, these committees promote cross-departmental collaboration, regularly review sustainability efforts, and identify opportunities for continuous improvement. They also support social sustainability initiatives, including employee engagement through programs such as Ivy Cares, ensuring sustainability is embedded in our culture and daily operations.

Together, this governance structure enables Ivy to drive accountability, maintain transparency, and deliver measurable sustainability outcomes. By integrating sustainability oversight and execution across all levels of the organization, we ensure that our commitments are translated into meaningful action and continuous progress.



Sustainability Roadmap



Sustainability Governance II.

Strengthening Sustainable Governance at Site Level

As part of strengthening governance and accountability across our global operations, we introduced the Site Sustainability Maturity Index, a structured framework designed to measure how effectively sustainability is embedded at site level. The index provides a consistent, transparent approach to evaluating performance, enabling sites to understand their current maturity while identifying clear pathways for improvement. By translating complex sustainability expectations into measurable criteria, the framework supports informed decision-making and reinforces sustainability as a core operational priority rather than a standalone initiative.

The Maturity Index assesses sites across a broad governance foundation, examining how sustainability is structured, owned, and managed locally. This includes leadership engagement, risk and opportunity management, training completion, certifications, and third-party validation activities. Through this lens, governance becomes a practical enabler of progress — ensuring that sustainability conversations happen regularly, responsibilities are clearly defined, and sites are empowered to track metrics such as energy, water, and emissions with confidence.

Beyond governance structures, the model evaluates environmental performance through policies, measurable KPIs, actions, and target setting. Sites are assessed on how they monitor energy consumption, waste, and emissions, and how effectively they translate policy commitments into operational change. By aligning environmental actions with measurable outcomes, the index encourages a shift from reactive compliance to proactive performance management, helping sites prioritize initiatives such as efficiency upgrades, waste reduction, and long-term resource stewardship.

Recognizing that sustainable operations extend beyond environmental impact, the Maturity Index also measures Labor & Human Rights, Ethics, and Sustainable Procurement practices. Sites are evaluated on responsible business conduct, workforce wellbeing, ethical governance, and supplier engagement. This holistic view ensures that sustainability maturity reflects not only environmental progress but also how people, partnerships, and ethical standards are managed across the value chain — reinforcing a culture of accountability and responsible growth.

The insights generated through the Site Sustainability Maturity Index enable targeted support, knowledge sharing, and continuous improvement across our network. By benchmarking maturity levels and identifying areas of strength and opportunity, we are building a more resilient organization where governance drives measurable impact. As the framework evolves, it will continue to guide our journey toward embedding sustainability into everyday decision-making, strengthening transparency, and accelerating progress toward our long-term sustainability ambitions.

Key components

Structure

How embedded is sustainability on site?

Policies

What policies are in place and how comprehensive are they?

Measures

What key performance indicators (KPIs) does the site track and how do they perform?

Actions

What actions does the site take in practice



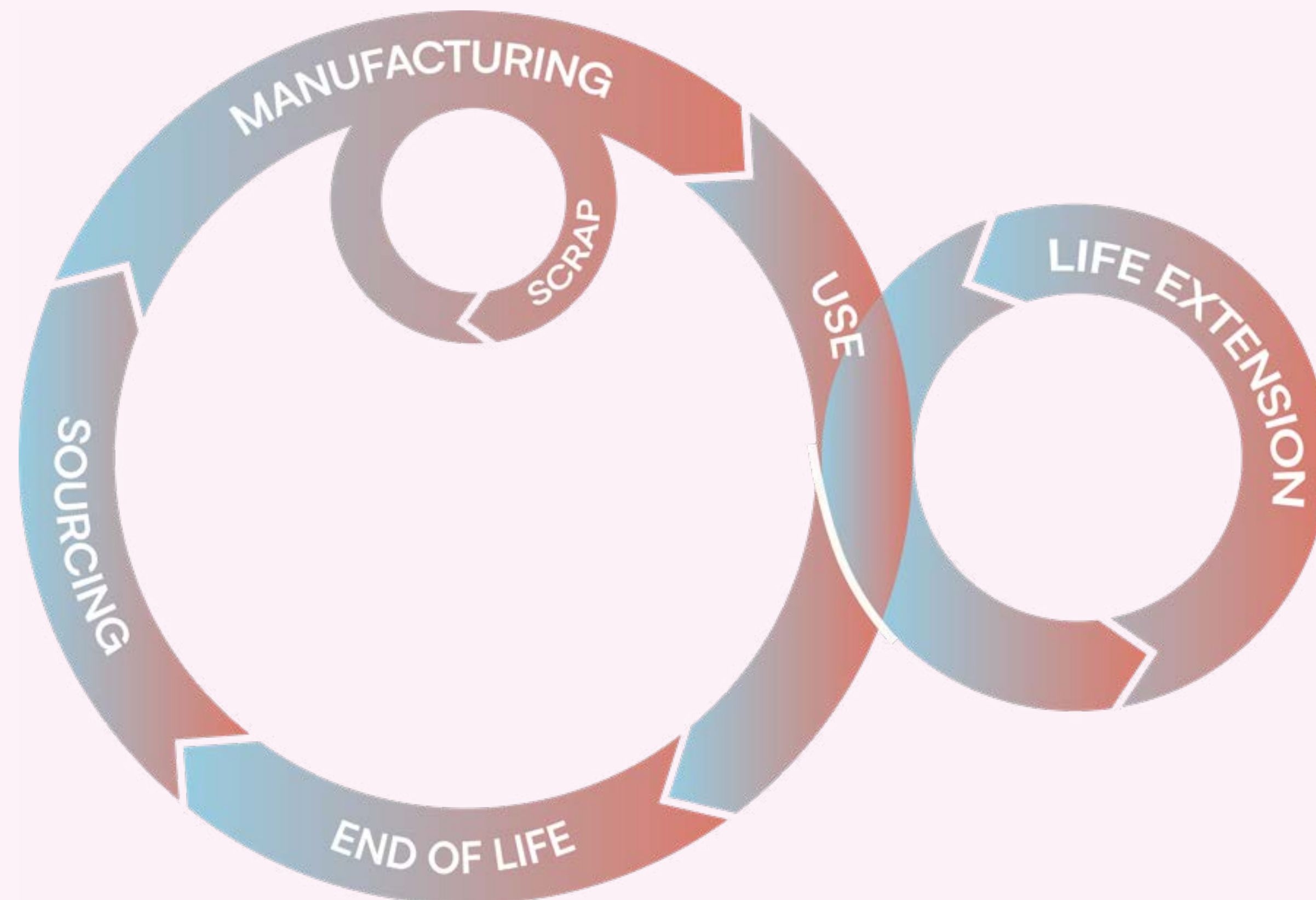
- Ethics
- Governance
- Environment
- Labor & Human Rights
- Sustainable Procurement

Tracking maturity, enabling progress, and strengthening responsible growth.

Our Sustainability Customer Pledge

At Ivy Technology, sustainability is a shared responsibility. We work in close partnership with our customers to help them achieve their sustainability goals while extending the life of electronic products through responsible aftermarket services.

Through repair, refurbishment, reuse, and asset recovery, we actively support the circular economy, reducing waste, conserving resources, and minimizing environmental impact across the product lifecycle.



We pledge to:

- Provide a world class sustainable repair capability
- Help to extend the life of your assets
- Will excel at failure analysis, keeping parts use at a minimum
- Will responsibly recycle devices that cannot be repaired, refurbished, or reused.

Our Services I.

Ivy by the Numbers

In 2025 Ivy Technology avoided 294,766 tCO₂e through Aftermarket Repair Services which equates to...



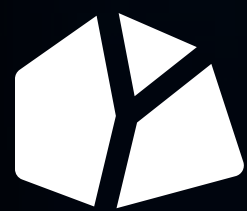
33,168,186

Gallons of Gasoline



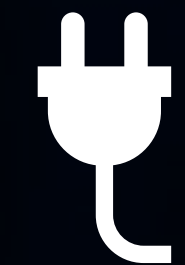
685,502

Barrels of Oil



322

Million pounds of Coal



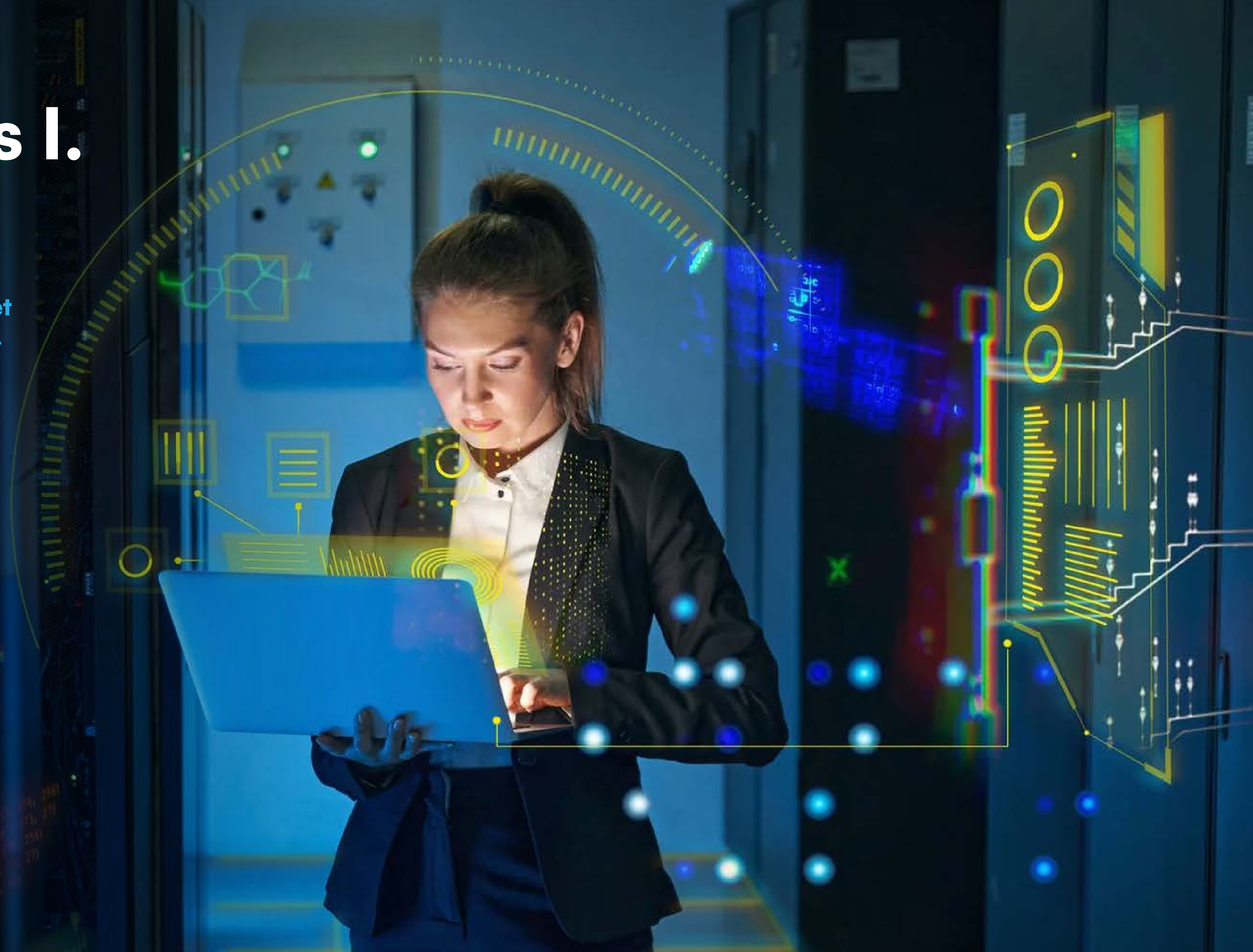
417

Million kWh of Electricity



346,783

Acres of Trees for a Year



Our Services II.

Sustainability Benefits of PureWrx as a Juniper Certified Pre-Owned (JCPO) Partner

As more organizations prioritize environmental responsibility, the technology sector is accelerating its shift toward circular solutions that minimize waste, extend hardware lifecycles, and reduce the overall environmental footprint of IT operations. As an authorized Juniper Certified Pre-Owned (JCPO) partner, PureWrx plays a pivotal role in advancing these goals, enabling companies to access high-quality network equipment while contributing meaningfully to sustainability commitments.

Extending Product Life and Reducing Environmental Impact

One of the core sustainability benefits of the JCPO program is its ability to extend the usable life of network hardware. IT equipment is often decommissioned long before its operational capabilities are exhausted, creating premature demand for new manufacturing and contributing to unnecessary e-waste. By refurbishing and recertifying pre-owned Juniper equipment, PureWrx ensures these devices continue delivering value rather than being discarded. This second-life model significantly reduces the environmental footprint associated with building new hardware—particularly the

carbon emissions tied to raw material extraction, energy-intensive production processes, and global logistics. The result is a meaningful reduction in the environmental cost of network expansion and maintenance.

Reducing E-Waste Through Circularity

Electronic waste is one of the fastest-growing waste streams in the world, contributing millions of tons of discarded plastics, metals, circuit boards, and toxic components to landfills each year. PureWrx helps address this challenge by ensuring that pre-owned equipment is rigorously inspected, tested, restored, and certified according to Juniper's strict standards.

This process keeps high-value materials in circulation longer, prevents premature disposal, and supports a more sustainable use of finite natural resources.

A Responsible and Cost-Effective Procurement Strategy

Sustainability and cost efficiency rarely align

as seamlessly as they do with certified pre-owned technology. Through the JCPO program, organizations gain access to enterprise-grade hardware with full Juniper warranty coverage, software eligibility, and performance reliability—at significantly reduced cost compared to new equipment. This combination of fiscal responsibility and environmental stewardship encourages broader adoption of circular economy practices across IT departments and supply chains.

Supporting Corporate Sustainability Goals

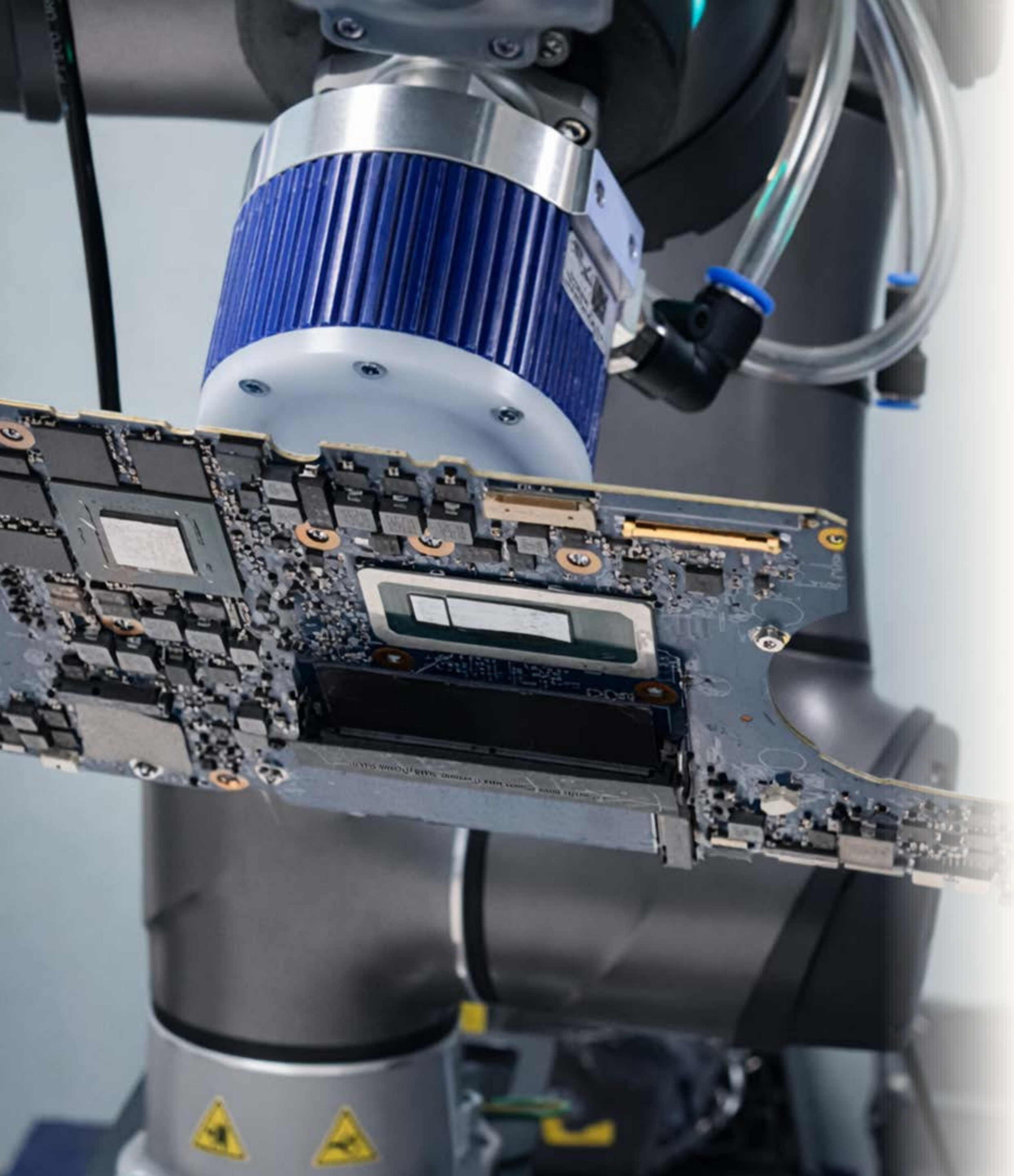
As sustainability becomes a central component of corporate strategy, PureWrx's role as a JCPO provider offers organizations a practical, scalable way to align technology decisions with environmental objectives. By extending product lifespans, reducing e-waste generation, and lowering the embodied carbon of IT operations, the JCPO program demonstrates a forward-thinking model for responsible resource use across the networking industry.

With partners like PureWrx leading the charge, certified pre-owned technology has evolved beyond a cost-saving alternative—it has become a strategic, sustainable choice that supports a cleaner, smarter, and more efficient future for global IT infrastructure.

PureWrx
an *ivy* Technology company

JUNIPER
NETWORKS
CERTIFIED PRE-OWNED





Our Services III.

Machine Vision for Defect Detection

We are leveraging machine vision as a strategic enabler to advance more sustainable, low-carbon repair operations across its global service network. By integrating automated defect detection into Visual Mechanical Inspection (VMI) and Functional Testing (FTEST), We aim to enhance diagnostic precision while reducing waste, energy consumption, and unnecessary material use. This approach supports our broader commitment to circularity and lifecycle extension, ensuring that products are repaired efficiently and responsibly rather than prematurely replaced.

From an operational perspective, machine vision strengthens decision-making at critical stages of the repair process. Improved accuracy helps us reduce false positives and false negatives, lowering the likelihood of unnecessary part swaps and minimising “no fault found” outcomes that can drive avoidable replacements. Higher first-time-fix performance also reduces repeat shipments and additional handling, cutting logistics emissions while improving customer satisfaction. In addition, earlier detection of defects shortens time spent in powered testing loops, burn-in benches, and rework cycles — reducing the overall energy footprint of repair activities.

The adoption of machine vision builds on proven practices already established in manufacturing quality assurance, where automated inspection technologies have delivered measurable gains in efficiency and reduced rework. By applying these capabilities within its service environment, Ivy Technology is aligning digital transformation with its sustainability objectives, using data-driven insights to

optimise repair pathways and minimise environmental impact. This approach reflects our commitment to integrating innovation with responsible operations across its value chain.

To quantify carbon benefits, We focuses on measurable operational indicators, including scrap rate, average part replacements per repair, looper rate, no-fault-found outcomes, and replacement escalation rates. Improvements across these metrics are translated into avoided CO₂e using embodied carbon factors for components, shipment emissions models, and conservative estimates for avoided replacement devices based on publicly available or OEM product carbon footprint data. This structured methodology supports transparent reporting and reinforces accountability within our ESG framework.

Overall, we at Ivy Technology sees machine vision as a high-impact pathway to deliver both operational excellence and sustainability progress. By reducing repeat repairs, avoiding unnecessary part replacements, and extending product lifecycles, the company is working to lower emissions while strengthening service performance for its customers. As we continues to scale intelligent inspection capabilities across incoming triage and final testing processes, machine vision is expected to play an increasingly important role in shaping a more efficient and environmentally responsible repair ecosystem.

Our Services IV.

Development of Predictive Repair Models

We are applying predictive analytics to strengthen repair decision-making from the earliest stage of the service lifecycle. By using data-driven insights at intake, the company aims to assess repairability, predict success likelihood, and guide devices through the most efficient operational pathways. This approach supports faster resolution for customers while reducing unnecessary processing steps, material use, and associated emissions across repair operations.

A key sustainability benefit comes from improved routing and prioritization. Devices with a high probability of rapid repair can be directed to accelerated service lanes, while complex or low-probability cases are escalated earlier to specialist teams. This reduces wasted diagnostic bench time, minimizes repeated shipping between locations, and lowers the energy footprint associated with extended handling and rework cycles.

Predictive insights also support right-first-time parts selection and inventory optimization. By reducing “try-and-see” component swaps, we can limit unnecessary material consumption and avoid additional logistics activity. Better forecasting and planning reduce reliance on expedited shipments, which typically carry a disproportionate carbon footprint compared with standard logistics routes. Together, these improvements help extend asset life and reduce emissions linked to avoidable replacement.

The credibility of this approach is supported by broader industry experience, where predictive methods are

associated with reduced waste, longer product lifecycles, and improved operational efficiency. We measure progress through clear performance indicators, including first-time-fix uplift, average parts used per successful repair, expedited shipments per repair, mean cycle time, rework loop frequency, and the accuracy of repair-versus-replace decisions. These metrics help ensure that operational improvements translate into measurable environmental outcomes.

Overall, we expect predictive optimization to deliver a strong net-positive sustainability impact. Even modest improvements in repair success rates can significantly reduce embodied carbon by avoiding premature replacement and unnecessary logistics. By embedding predictive decision-making into repair workflows, the company continues to align operational excellence with its broader commitment to resource efficiency and lower-emission service delivery.



Our Services V.

Repair Process Mining for Process Improvement

We recognize repair operations as a key opportunity to improve both operational performance and environmental outcomes. Repair workflows are inherently complex and case-based, moving through cycles of diagnosis, testing, action, and retesting. This variability can create hidden inefficiencies that increase energy use, extend cycle times, and generate avoidable emissions. To address these challenges, We are applying process mining to analyze event-log data and gain a clear view of how repair processes operate in practice.

Through process mining, We target several priority sustainability levers. These include reducing rework loops such as repeated testing or disassembly, minimizing waiting time where devices remain in powered diagnostics or thermal processes, improving early routing to the appropriate skill group, and strengthening quality controls to prevent defects and repeat repairs. By improving process flow and first-time outcomes, the company aims to reduce wasted energy, material consumption, and operational inefficiencies.

Industry experience with lean and manufacturing-focused process mining demonstrates that analyzing operational data can reveal bottlenecks and sources of waste that drive excess resource use. We leverage these insights to better understand the relationship between workflow design, productivity, and energy demand. Integrating process analytics with sustainability objectives supports more informed decision-making and aligns operational improvement initiatives with decarbonization goals.

To measure impact, Our team are integrating energy telemetry from high-consumption assets — including diagnostic benches, thermal chambers, solder stations, compressed air systems, and HVAC zones — with repair event data. This approach enables the development of new sustainability metrics such as energy per repair, energy per successful repair, and energy associated with rework loops. Electricity consumption is converted into carbon dioxide equivalent (CO₂e) emissions using location-based grid factors to support transparent monitoring and reporting.

By embedding process mining into repair operations, we expect to achieve net-positive environmental outcomes alongside improved efficiency and service quality. Reducing unnecessary process steps and idle energy consumption supports lower operational emissions while strengthening productivity and customer outcomes. This data-driven approach reflects our commitment to continuous improvement and to integrating sustainability into core operational practices.



Our Services VI.

GenAI-based Assistant for Repair Technicians, Engineering and Operations staff

We are advancing the use of generative AI through our Ivy Spark platform to support repair technicians, engineering teams, and operational staff at the point of need. Designed as an intelligent assistant embedded within repair workflows, Ivy Spark aims to improve diagnostic accuracy, standardize procedures, and accelerate access to technical knowledge. When implemented responsibly, these capabilities can contribute to both operational efficiency and sustainability outcomes by reducing unnecessary work and associated emissions.

From a sustainability perspective, Ivy Spark focuses on several key improvement levers. Faster and more accurate diagnostics help minimize unnecessary part replacements and avoid full-unit swaps, reducing material use and embodied carbon. Standardized guidance and structured checklists support consistent repair practices, lowering the risk of quality escapes and repeat returns. Providing remote expertise through AI-assisted knowledge access also reduces the need for escalations, inter-site shipments, or onsite visits, while improving first-time-fix rates by capturing and scaling institutional knowledge.

We recognize that generative AI solutions also have a compute footprint that must be managed carefully. Industry reporting indicates that the energy and emissions associated with AI prompts can vary significantly depending on model size, infrastructure, and usage patterns, highlighting the importance of transparent carbon accounting. Sustainability research emphasizes consistent

measurement across both model training and inference, as well as clear definition of system boundaries, to ensure that AI-enabled productivity gains translate into genuine environmental benefits.

To maintain a net-positive environmental impact, Ivy Spark is designed with efficiency in mind. The platform prioritizes smaller, task-tuned models for routine troubleshooting and uses a retrieval-augmented generation (RAG) architecture to ground responses in structured technical knowledge rather than long free-form outputs. Planned enhancements such as response caching and reuse aim to reduce inference demand further. In addition, Ivy Technology tracks behavioral metrics — including rework rates, parts usage per repair, and repeat repair frequency — by linking AI interaction logs with operational systems, ensuring that performance improvements are measurable and aligned with sustainability goals.

Overall, Ivy Technology expects generative AI to deliver positive environmental outcomes when it demonstrably improves repair success, reduces rework, and lowers the need for additional logistics or service activity. While the carbon benefits are strongest when AI directly improves repair effectiveness rather than documentation alone, Ivy Spark represents a scalable approach to embedding knowledge, improving decision-making, and supporting lower-emission repair operations as part of our broader sustainability strategy.



Our Operations I.

Advancing Decarbonization Through Collaboration: Ivy Technology Supporting Customer Carbon Reporting Goals

Ivy Technology continued to collaborate with customers across its network to support carbon-reduction initiatives and broader sustainability objectives, reinforcing our commitment to partnership in the transition toward net zero. Through these engagements, we shared operational emissions data to help improve supply chain visibility and contribute to customers' wider climate ambitions.

Participation in customer-led sustainability programmes and engagement sessions also provided valuable insight into emissions forecasting, target-setting, and long-term planning. These interactions helped strengthen our understanding of how to shape Ivy Technology's own net-zero action plan, enhance internal communication of progress, and adopt a more structured approach to supplier engagement — a critical component in managing emissions-reduction efforts effectively.

While this marks an early stage in the broader net-zero journey, it reflects Ivy Technology's proactive approach to collaboration, transparency, and continuous improvement. By sharing operational insights and working closely with customers, we can identify opportunities for progress, align on long-term environmental objectives, and create value across the supply chain.

At Ivy Technology, we believe meaningful sustainability progress is enabled by shared ambition and practical cooperation. By supporting customers as they advance their climate strategies, we remain focused on contributing positively to carbon-reduction efforts while maintaining operational excellence and high-quality service delivery.

Looking ahead, Ivy Technology remains committed to working alongside customers as they pursue their net-zero ambitions. Through transparency, collaboration, and continuous improvement, we aim to play a constructive role in helping our partners navigate their sustainability journeys and build a more responsible future together.



Our Operations II.

Ivy Technology Poland Achieves Renewable Power Milestone at Bydgoszcz Facility

Our facility in Bydgoszcz, Poland has taken a significant step forward in its sustainability journey by transitioning to 100% renewable electricity. The change was driven by customer requirements for carbon-free energy and reflects the company's continued focus on aligning operational practices with evolving environmental expectations. By integrating renewable power into daily operations, we strengthen our commitment to responsible growth while supporting broader climate objectives.

To enable this transition, we finalized an agreement with Enea S.A. to secure Guarantees of Origin confirming that all electricity consumed at the site is generated from renewable sources such as wind, solar, and hydro. The agreement ensures that from July through December 2025, operations in Poland will be fully supported by certified renewable energy, providing transparency and assurance around the environmental impact of the facility's power use.

This initiative directly contributes to our Scope 2 emissions reduction strategy, which includes a target to reduce emissions by 50% by 2030 and achieve full elimination by 2050. Moving the Bydgoszcz facility to renewable electricity represents

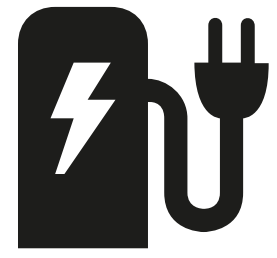
a meaningful milestone toward these goals and demonstrates how targeted local actions can drive measurable progress across the organization's global footprint.

The project also highlights the growing role of customer collaboration in advancing sustainability across supply chains. As multinational organizations set increasingly ambitious climate targets, partnerships between companies, suppliers, and energy providers are becoming essential to accelerating the transition to lower-carbon operations. This approach reflects a proactive response to these expectations while reinforcing long-term environmental resilience.

By adopting renewable electricity in Poland, we enhance our environmental performance, supports the expansion of clean energy markets, and strengthens its position as a trusted partner for customers prioritizing sustainability. This milestone forms part of a broader, ongoing strategy to reduce environmental impact, drive operational efficiency, and contribute to a more sustainable future for the communities and industries the company serves.

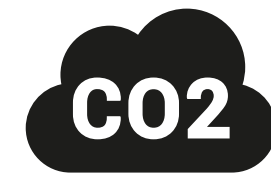
Our Operations III.

Employee Commuting



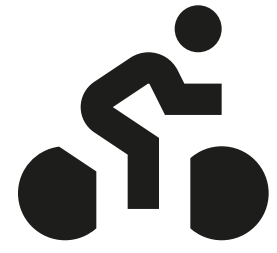
3%

Use an Electric / Hybrid car to commute



0.4

Is the average tCO₂e per employee



6%

Cycle to work



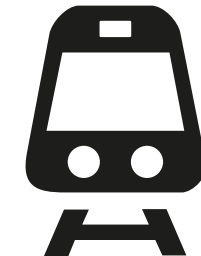
66%

Use a Petrol / Diesel car to commute



82%

Commute to work 5 Days a week



21%

Use Public Transport to work



11%

Are hybrid workers



10%

Take up to 45 minutes to commute



Our Operations IV.

Green Commuting Initiatives at Ivy Technology Suzhou

As part of our commitment to sustainability and employee well-being, Ivy Technology Suzhou has implemented a green commuting program that includes the deployment of electric shuttle buses and the provision of free charging stations for employee electric scooters. These initiatives reflect our broader strategy to reduce our environmental impact while creating a more inclusive and supportive workplace.

Transitioning to electric shuttle buses significantly reduces greenhouse gas emissions associated with daily employee transportation. Unlike traditional diesel vehicles, electric buses and scooters produce zero tailpipe emissions, contributing to improved local air quality and a reduction in noise pollution in and around our facility.

By offering free electric scooter charging, Ivy Technology removes a financial barrier for employees choosing low-emission transportation. This not only promotes greener commuting habits but also aligns with our goal of fostering environmentally responsible behavior within our workforce.

These initiatives also deliver measurable social benefits. Employees enjoy a quieter, cleaner, and more cost-effective commute, which enhances their

overall well-being and productivity. Furthermore, the electric shuttle service ensures equitable access to the workplace for those without personal vehicles.

As China moves toward stricter emissions standards and more sustainable urban development, Ivy Technology Suzhou's transportation initiatives demonstrate proactive leadership. Our efforts not only align with evolving regulations but also strengthen our ESG (Environmental, Social, and Governance) performance and corporate responsibility commitments.

By investing in cleaner commuting solutions, Ivy Technology is paving the way for a more sustainable future—one ride at a time.



Labor & Human Rights I.

Workplace Equity, Belonging and Representation

Equity, Belonging, and Representation influence team culture and performance, and how you as a leader can actively promote these values in daily practice.



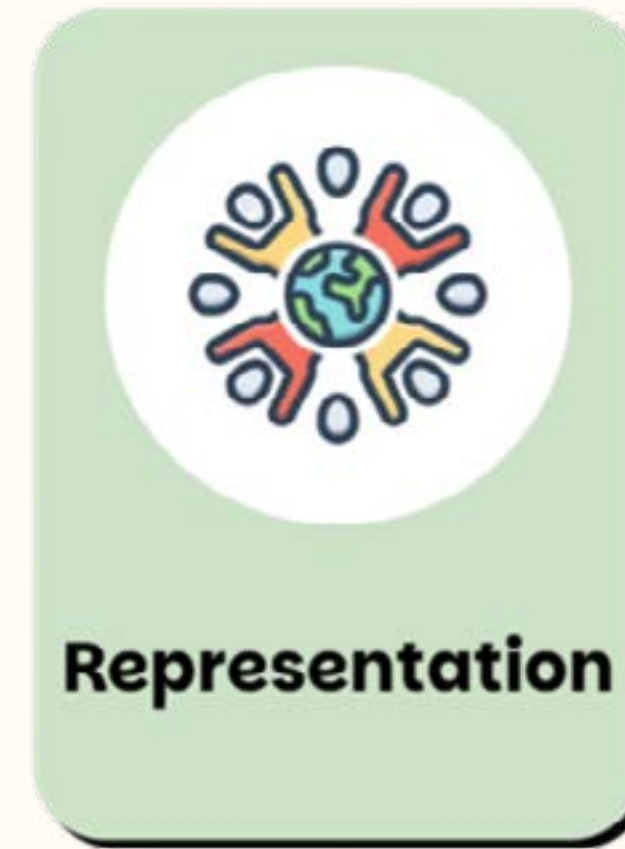
Equality is the provision of resources and opportunities tailored to individual needs.

It is recognized that everyone has different starting point, which is why it's so important to remove barriers that may impede development or participation.



Belonging means creating an environment where each person feels accepted, included and can contribute to the success of the team

It's a sense of "I'm part of this place and I can be myself"



Representation is ensuring that people with different backgrounds, experiences and perspectives are present and involved in the decision-making process

It is through representation that more viewpoints emerge in the organization, and with them better ideas and fairer solutions.



These are specific policies and daily behaviors that promote equity, cultural awareness and equal opportunity.

These include for example Transparent recruitment processes Mentoring programs, Inclusive language in communication and also responding when someone is left out or excluded.

Creating a workplace where everyone feels valued, supported, and fairly represented.

Labor & Human Rights II.

Learning For a More Sustainable Future

Introduction to Sustainability Training

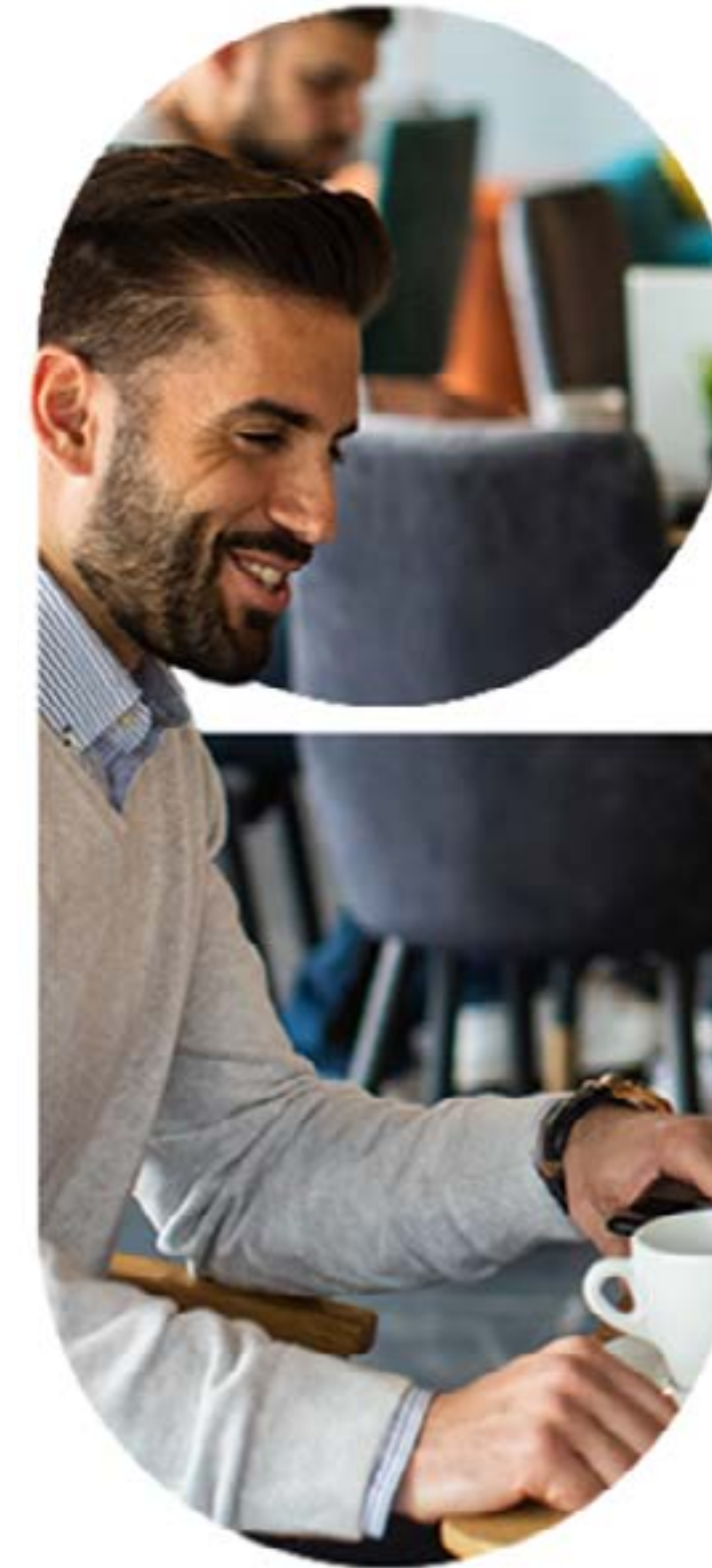
In 2025 Ivy launched its very first level of Sustainability Training, marking a significant step in its commitment to Environmental, Social, and Governance (ESG) excellence.

This training acts as an Introduction to Sustainability and lays the groundwork for a tiered learning pathway, similar to Ivy's successful internal LEAN training program. Employees have the opportunity to advance through Bronze, Silver, and Gold levels as they deepen their knowledge and commitment to Sustainability.

The introductory training consists of four modules, each focusing on a key components of Environmental, Social, and Governance, along with a foundational introduction module. This structure ensures a comprehensive understanding of Sustainability from the outset.

This training aligns with Ivy's „Affinity and Beyond” pledge, which promises to deliver extensive Sustainability education to all employees in return for an agenda of the circular economy being driven within the workplace. The training is available in English, Polish, Hungarian, Chinese, and Malay, ensuring accessibility and inclusion across Ivy's global team.

Since its launch, 85% of Ivy's employees have taken this training and completed this first step on our Sustainability journey.



Investing in People to Accelerate Sustainable Change

Labor & Human Rights III.

Health & Safety

Ivy and innDex Partner to Elevate Standards Across Complex Project Environments

Ivy has entered into a strategic partnership with innDex, a leading digital site management platform, to strengthen health and safety practices, streamline operational performance and support environmental responsibility across complex project environments. The collaboration brings together Ivy's specialist expertise in major project delivery with innDex's integrated technology ecosystem, ensuring teams have access to real-time insights, automated workflows and consistent standards throughout the project lifecycle.

At the core of the partnership is a shared ambition to remove fragmentation from project environments. By connecting site data, workforce tools, reporting systems and compliance management, innDex provides a unified platform that equips teams with accurate information when they need it most. This enables faster, more informed decision-making and reduces the administrative burden often associated with large-scale works.

For clients and delivery partners, the outcomes are tangible. Health and safety risk is reduced through

improved visibility and proactive monitoring, operational efficiency is increased through automation and standardized processes, and environmental performance benefits from transparent tracking of resources, emissions and waste. The platform also supports digital inductions and training, ensuring that all personnel arrive on site aligned to the same expectations and standards.

As projects grow in complexity and stakeholder expectations rise, digitalization is no longer optional—it is essential. The Ivy-innDex partnership exemplifies how combining technical competence with digital innovation can unlock better project outcomes and set new benchmarks for responsible delivery across the built environment.

In an era focused on safer, greener and more efficient project execution, Ivy and innDex are well positioned to lead the way. If successful delivery depends on control, consistency and collaboration, this partnership offers all three.



Ethics I.

Global Handbook Reinforces Ivy Technology's Ethical Foundation

At Ivy Technology, ethics is grounded in integrity, transparency, and responsible decision-making in all aspects of our business dealings. Our Global Handbook has long served as an important resource for employees, helping communicate the standards, policies, and expectations that support ethical conduct across our global operations.

The Global Handbook plays a central role in embedding ethical behavior into everyday decision-making. By providing clear and consistent guidance on workplace expectations, accountability, and professional conduct, it helps reinforce a culture built on trust, fairness, and respect across teams, functions, and regions.

Ivy Technology continuously updates the handbook in line with applicable legislation, ensuring it remains current and relevant across the jurisdictions in which we operate. This ongoing approach supports compliance while also giving employees access to practical, up-to-date guidance that helps them understand their responsibilities and make informed decisions in their daily work.

As a global organization, Ivy Technology recognizes the importance of maintaining a common foundation while also respecting local legal requirements. The handbook serves as an integrated guide for employees and supports a consistent approach to ethical standards across our business.

Through the Global Handbook, Ivy Technology strengthens its ethical culture and equips employees with the resources they need to uphold our values in practice. This commitment supports consistency, accountability, and trust throughout our organization and across our stakeholder relationships.



Ethics II.

Protecting Information Through Certified Standards

Ivy Technology is committed to upholding high standards of governance, ethical conduct, and information security across its global operations. The certification of sites to ISO 27001, the internationally recognized standard for information security management systems, forms an important part of the Company's broader risk management and internal control framework.

ISO 27001 certification provides assurance that certified sites operate within a structured system for identifying, assessing, and managing information security risks. It supports the implementation of robust controls, clear accountability, and continual improvement in the protection of sensitive information.

By maintaining ISO 27001 certification across relevant sites, Ivy Technology reinforces operational resilience, supports customer and regulatory requirements, and strengthens stakeholder confidence in the responsible and ethical management of information.



Ethics III.

IT Security Training



In line with Ivy Technology's dedication to sustainable and responsible business practices, information security remains a core pillar of our governance strategy. Achieving and maintaining ISO 27001 certification — the internationally recognized standard for Information Security Management Systems (ISMS) — reinforces our structured approach to protecting sensitive customer data, intellectual property and confidential repair records



while enhancing operational resilience across our global operations.

This framework strengthens customer trust and credibility by supporting compliance with GDPR and other regional data protection regulations, while improving internal data management and reducing the risk of costly security incidents.



During 2025, Ivy Technology continued to advance responsible digital operations by prioritizing employee awareness and cyber-security education. IT security training programmes achieved strong participation, covering key topics such as phishing awareness, ransomware defense, internet and email security, strong password practices, and protection against social engineering.





















Through ongoing certification adherence, targeted training initiatives and proactive risk management, Ivy Technology reinforces its commitment to data security, customer satisfaction and sustainable growth — positioning the company as a trusted partner in the global technology services industry.

Strengthening trust through secure systems, informed people and responsible digital practices.

Ethics IV.

Site Certifications

Region	Country	Location								
			ISO 9001 QMS	TL 9000 ITC QMS	ISO 13485 Medical QMS	ISO 27001 Info Security	ISO 14001 EMS	ISO 45001 H&S	ISO 50001 Energy Eff.	R2v3 Resp. Recycling
Europe		Amsterdam	✓				✓	✓		
		Bydgoszcz	✓			✓	✓	✓		⌚
		Coventry	✓			✓	✓	✓		⌚
		Szombathely	✓		✓	✓	✓	✓	✓	⌚
Americas		Houston	✓			✓				
		Louisville	✓		✓	✓	⌚	⌚		⌚
		Plano	✓	✓		⌚	⌚	⌚		
		Toronto	✓			✓	⌚	⌚		
Asia		Penang	✓			⌚	✓	⌚		⌚
		Suzhou	✓			⌚	✓			

Legend:

✓ = certified

⌚ = in 2026

Sustainable Procurement I.

Sustainable Procurement at Ivy Technology

Sustainable Procurement is a core component of Ivy Technology's overall sustainability strategy. Sustainability is embedded as a strategic and managerial approach that integrates economic, environmental, and social performance to create long-term value in an ethical and responsible manner.

Within our supply chain, sustainable procurement means partnering with innovative, high-performing suppliers who share our commitment to responsible business practices and continuous improvement. By integrating sustainability principles into all relevant business processes, we ensure responsible practices are embedded across our total supply chain.

Clear expectations are defined through our Supplier Requirements Manual and supporting contractual and operational documents, including purchase orders, terms and conditions, agreements, contracts, and business reviews. These frameworks outline our standards for quality, environmental stewardship, ethical conduct, labor practices, and corporate responsibility. Suppliers are expected to make all reasonable efforts to comply with these requirements.

Supplier engagement and assessment are central to our approach. All suppliers must formally acknowledge our requirements and complete both a Supplier Self-Assessment and the Responsible Business Alliance (RBA) questionnaire. Compliance with minimum Corporate Responsibility standards is a critical factor in supplier selection and ongoing evaluation.

Where potential risks are identified through the RBA assessment and validated through audit, Ivy Technology may implement targeted development programs. In cases of significant or unresolved non-compliance, partnerships may be reconsidered. This structured approach ensures transparency, accountability, and continuous improvement.

Through strong collaboration, clear governance, and robust assessment processes, Ivy Technology strengthens supply chain resilience, enhances performance, and drives positive environmental, social, and economic outcomes for our customers, partners, and communities.



Responsible Business Alliance

Advancing Sustainability Globally

Sustainable Procurement II.

Re-thinking Sourcing: How Refurbishment Supports Responsible Procurement

Ivy Technology continues to strengthen its approach to sustainable procurement by prioritizing refurbishment and re-use over the sourcing of newly manufactured components. A key initiative within lifecycle services focuses on painting and restoring plastic parts — including housings, bezels, covers, and panels — that remain structurally sound but show cosmetic wear. By integrating refurbishment into procurement decision-making, the company reduces the need to purchase new materials while maintaining the same cosmetic and functional standards expected by customers.

Traditional procurement models often rely on replacing cosmetic components with newly manufactured plastic parts, driving demand for virgin fossil-fuel-based materials and energy-intensive production. Ivy Technology's approach challenges this model by embedding circular thinking into sourcing strategies. Refurbishment and repainting enable the business to extend the life of existing materials, reduce upstream emissions associated with manufacturing and transportation, and minimize packaging waste. This shift supports responsible sourcing practices while aligning procurement activities with broader environmental objectives.

From a strategic procurement perspective, the initiative delivers measurable environmental benefits.



Source: [Waste Framework Directive - European Commission](#)

Reducing reliance on virgin plastic resins lowers resource consumption and helps decrease the overall carbon footprint of service operations. At the same time, diverting serviceable parts from disposal contributes to waste reduction targets and supports customers' ESG priorities. By keeping materials in circulation longer, Ivy Technology reinforces its commitment to circular economy principles within its global supply chain.

Operationally, sustainable procurement practices

linked to refurbishment also enhance resilience and efficiency. By decreasing dependency on external component sourcing, Ivy Technology shortens lead times, mitigates risks associated with parts shortages, and reduces total lifecycle costs. Procurement teams are increasingly working alongside engineering and operations to identify refurbishment opportunities early in the service process, ensuring sustainability considerations are embedded into sourcing decisions rather than treated as an afterthought. Ivy Technology is expanding refurbishment

Key ways refurbishment extends product life include

Component Upgrading and Repair: Instead of discarding a broken item, technicians fix specific issues or replace worn components, restoring functionality.

Reducing Environmental Impact: Refurbishing reduces the need for new manufacturing, which saves resources and can reduce CO2 emissions by up to 70% compared to producing new products.

Reconditioning to Marketable Standards: Products are cleaned, tested, and upgraded to meet quality standards, making them desirable for resale or reuse.

Addressing Functional and Cosmetic Flaws: Cosmetic issues are fixed, and functionality is restored, extending the usable life for a second owner.

Supporting the Circular Economy: It turns waste into value, ensuring materials remain in use longer and reducing the volume of e-waste.

capabilities across global sites while investing in advanced coating technologies and improved sustainability tracking. Enhanced data visibility will enable clearer reporting of plastics diverted from disposal, reductions in new part procurement, and estimated emissions avoided. Through initiatives such as painting and re-using plastic components, sustainable procurement becomes a practical driver of environmental progress — demonstrating how responsible sourcing, operational excellence, and long-term value creation can work together to support a more sustainable lifecycle model.

Sustainable Procurement III.

Embedding Circular Packaging into Sustainable Procurement

Ivy Technology continues to advance sustainable procurement by rethinking how packaging materials are sourced, used, and managed across its global operations. The company focuses on circular packaging practices through a structured salvage and reuse program for expanded polyethylene (EPE) foam and corrugated boxes. Rather than relying solely on newly purchased packaging for shipping and storage, Ivy Technology is integrating recovered materials back into its supply chain, reducing environmental impact while maintaining the protective performance required for high-value products.

Traditional packaging models often depend on single-use materials, driving ongoing demand for new resources and contributing to waste generation. By embedding salvage and reuse principles into procurement strategies, Ivy Technology is reducing reliance on virgin materials and minimizing upstream emissions associated with manufacturing, transportation, and disposal. This shift reflects a broader commitment to responsible sourcing, aligning packaging decisions with circular economy principles and supporting customers' sustainability expectations.

The environmental and economic benefits of this initiative are significant. Extending the lifecycle of EPE foam and corrugated boxes helps reduce the volume of materials entering landfill or recycling streams, while conserving energy, water, and raw materials required for new production. At the same time, reusing packaging supports cost efficiency by lowering procurement expenses without

compromising quality or product protection. The program demonstrates how sustainable procurement can deliver measurable environmental gains alongside operational value.

Operational success is supported by a structured process that ensures consistent quality and traceability. Packaging materials returned from customers or internal operations are collected, sorted, and inspected for structural integrity and cleanliness. Items that meet Ivy Technology's standards are reconditioned through cleaning or minor repairs before being redeployed into future shipments. Tracking systems monitor reuse cycles, helping teams maximize utilization rates and prevent premature disposal while maintaining strict quality controls.

Looking ahead, Ivy Technology plans to expand multi-use packaging solutions and further integrate circular practices into procurement decision-making. Investments in tracking, data visibility, and process optimization will strengthen reporting on materials reused, waste avoided, and reductions in new packaging purchases. Through initiatives such as sustainable packaging salvage and reuse, Ivy Technology continues to demonstrate how responsible procurement can drive both environmental progress and operational resilience — reinforcing its commitment to sustainable lifecycle solutions.

Packaging Reimagined: Salvage, Reuse, Repeat



Good for the Planet, Good for Business.



Executive Message

David Harrison, Executive Sponsor for Sustainability

As we look toward, our focus at Ivy Technology is clear: strengthen our foundations, scale our impact, and lead with measurable action. Sustainability at Ivy is no longer about building frameworks—it is about accelerating performance. Over the past several years, we have established robust governance structures, expanded data visibility, aligned to global standards, and embedded accountability across our sites. The next chapter of our journey is about execution at scale—turning strategy into deeper operational impact across every region in which we operate.

We will continue reinforcing the structural foundations that underpin sustainable performance. Our Site Sustainability Maturity Index will further evolve, enabling each facility to move beyond compliance and toward proactive optimization. We are advancing our carbon reduction roadmap, expanding renewable energy adoption across our global footprint, refining Scope 3 measurement methodologies, and embedding sustainability metrics more deeply into operational KPIs. Strengthening data integrity, CSRD readiness, and supplier engagement will enhance transparency and ensure our progress remains science-aligned and credible.

A key priority for the year ahead is deepening our circular service model. By improving repair efficiency, increasing refurbishment capability, reducing material waste, and maximizing product longevity, we strengthen both environmental and commercial resilience. Our focus remains clear: keep technology in use longer, minimize embodied carbon, and reduce the need for

premature replacement. Through disciplined execution and continuous improvement, we will enhance the measurable environmental value we deliver to customers.

We will also continue integrating digital innovation with sustainability outcomes. The expansion of predictive analytics, AI-supported repair intelligence, and process mining across our global network will further reduce waste, lower energy intensity, and minimize unnecessary material consumption. These initiatives are not simply operational enhancements—they are sustainability enablers that support higher first-time-fix rates, improved resource efficiency, and reduced emissions across the lifecycle of every product we service.

The year ahead represents an opportunity to build momentum with both ambition and accountability. By strengthening governance, expanding renewable energy, enhancing supply chain responsibility, and embedding sustainability into daily decision-making, we are positioning Ivy Technology as a trusted leader in circular technology lifecycle solutions. Our foundations are strong, our direction is clear, and our commitment remains unwavering. We will continue moving from intention to impact—building a more resilient, transparent, and sustainable future together.

APPENDIX

Environment	Key Results	FY22	FY23	FY24	FY25	Trend	FY26 Target
Reach net-zero greenhouse gas emissions across scopes 1, 2, and 3 by 2050	Reduce scope 1 and 2 GHG emission intensity by 50% by 2030	20.6	15.8	15.7	15.5	⬇️	50% (by FY30)
	Source 50% of electricity from renewable energy across all facilities by 2030	20%	19%	20%	33%	⬆️	50% (by FY30)
	Reduce scope 3 Category 6 GHG emissions from purchased goods & services by 45% by 2030	1.00	0.94	0.89	0.54	⬇️	45% (by FY30)
Recycle 100% of customer-owned materials, parts, and equipment by 2050	Achieve zero waste to landfill by 2025	Silver	Gold	Gold	Gold	➡️	Zero Landfill (by FY25)
Labor & Human Rights	Key Results	FY22	FY23	FY24	FY25	Trend	FY26 Target
Become a DE&I role-model organization by 2050	Increase employee participation in DE&I training to 100% by 2030	4%	29%	28%	Program Refresh	➡️	100%
Sustainable Procurement	Key Results	FY22	FY23	FY24	FY25	Trend	FY26 Target
Maintain 100% sustainable procurement and supplier alignment with ESG standards by 2050	Suppliers sign Supplier Code of Conduct	0%	28%	25%	25%	➡️	100%
	Suppliers complete Self-Assessment + RBA questionnaire	0%	18%	14%	14%	➡️	100%
	Environmental clauses in supplier contracts	0%	19%	23%	23%	➡️	100%
	Train buyers on ESG issues	0%	55%	55%	55%	➡️	100%
Continuous Improvement	Key Results	FY22	FY23	FY24	FY25	Trend	FY26 Target
Maintain top sustainability performance levels by 2050	CDP Leadership Level (Climate)	D	B-	C	C	➡️	A/A-
	CDP Water Security	C	C	C	B-	⬆️	A
	EcoVadis score	65	71	74	79	⬆️	>80%
Maintain top-level environmental accreditation across all sites by 2050	RBA Self-Assessment completion	8%	33%	50%	100%	⬆️	100%