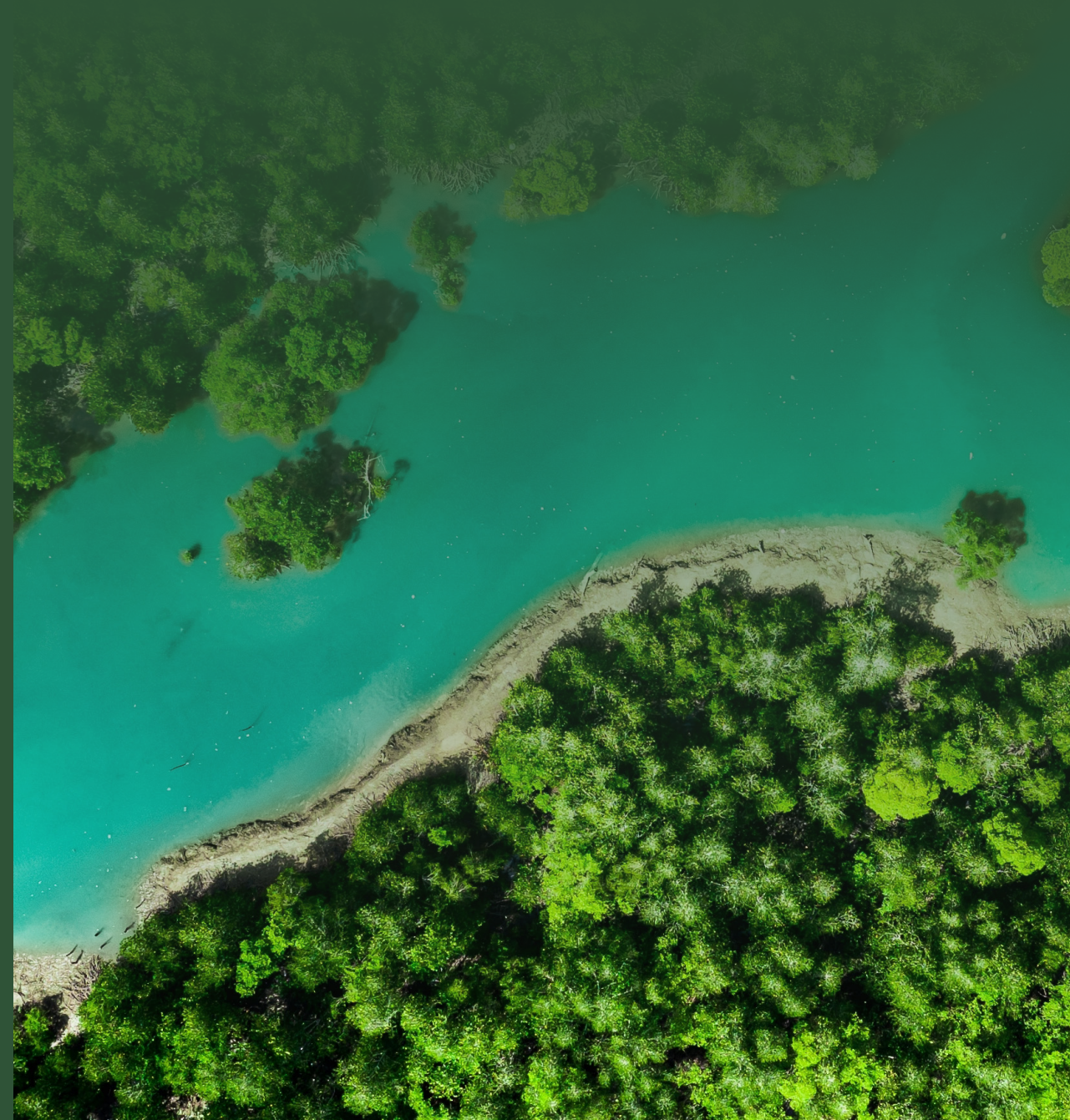




Sustainability **Report**

2025



Building transparency

Beyond compliance

Prepared voluntarily and guided by the ESRS framework, this inaugural report offers a transparent view of DAB's ESG performance and a foundation for future progress.

This document represents DAB Group's first Sustainability Report, marking an important milestone in our journey to enhance transparency towards our stakeholders and to demonstrate how our strategic priorities translate into performance across environmental, social, and governance (ESG) dimensions.

The report reflects the DAB Group's voluntary commitment to align with evolving regulatory expectations and leading best practices, with the objective of strengthening the quality, completeness, and comparability of its disclosures. It has been prepared with reference to the principles and structure of the European Sustainability Reporting Standards (ESRS), as introduced under the Corporate Sustainability Reporting Directive (CSRD).

As a first-year reporting statement, this Sustainability Report lays the foundation for a more comprehensive and robust sustainability reporting approach. The report is structured around the sustainability matters identified through the Double Materiality Assessment and includes dedicated sections addressing environmental, social, and governance topics, providing a comprehensive overview of DAB Group's material impacts, risks, and opportunities.

Further information on the reporting principles applied, including methodologies, assumptions, and reporting boundaries, is provided in the section [Basis of Preparation](#).



INTRODUCTION

01

- 1.1 Interview with the CEO
- 1.2 About DAB
- 1.3 Values
- 1.4 Strategy
- 1.5 2025 ESG Highlights

CORPORATE GOVERNANCE

02

- 2.1 Governance Structure

GENERAL DISCLOSURES

03

- 3.1 Double Materiality Assessment
- 3.2 Basis of Preparation

ENVIRONMENTAL DISCLOSURES

04

- 4.1 Climate Change and Energy Efficiency
- 4.2 Water Management
- 4.3 Resource Use and Circular Economy

SOCIAL DISCLOSURES

05

- 5.1 Diversity and Equal Opportunities
- 5.2 People Engagement and Well-being
- 5.3 Employees' Health and Safety
- 5.4 Supply Chain Management
- 5.5 Local Communities
- 5.6 Product Quality and Customer Safety

GOVERNANCE DISCLOSURES

06

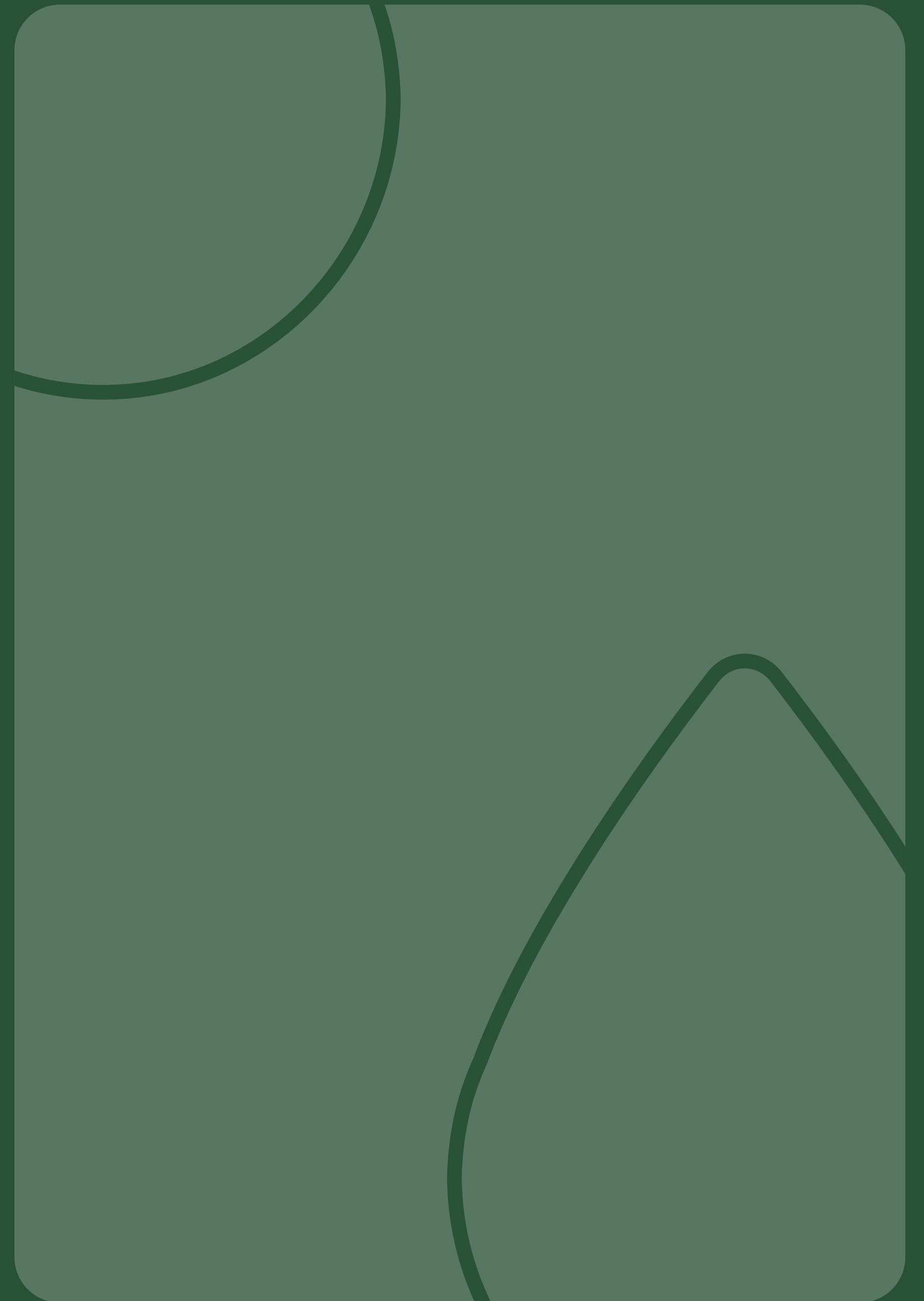
- 6.1 Business Conduct

ANNEXES

- Policy Overview
- ESRS Disclosure Index

Introduction

01



01. INTRODUCTION

— 1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

1.1 Interview with the CEO

DAB Group turned 50 in 2025.

This milestone also marks the definition of our Ambition, Enhancing Life by Making Water Easy, together with the publication of the Group's first Sustainability Report, reinforcing the commitment to greater transparency, measurement, and accountability.

To discuss this milestone, we interviewed DAB Group CEO Sandro Stramare.

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

DAB celebrated its 50th anniversary in 2025. What does this milestone represent in today’s global context?

DAB, like many global companies, operates in a complex and evolving external environment, shaped by geopolitical and market dynamics, and this environment is expected to continue into the coming year.

Nevertheless, we remain confident in our ability to navigate this environment with the same focus and adaptability we have demonstrated so far. Fifty years of continuous growth reflect the work of the people who have built the company over time, the trust of customers and partners, and a consistent focus on product quality and reliability.

Bringing together 1,500 colleagues and partners for our anniversary celebration made this tangible: DAB has a clear identity, a consistent role, and strong relationships built on trust over time. Our commitment remains consistent and clear in our minds.

2025 also marked the launch of EsyBox Pop, the latest and smallest solution in our EsyBox Line range. Initial market feedback has been very promising, and the product is expected to contribute to the Group’s performance, both financially and environmentally.



At the anniversary event, DAB launched its new Ambition: ‘Enhancing Life by Making Water Easy’. What does it represent?

It is a simple way to describe what we do and why we exist. It reflects the natural heartbeat of our organisation.

‘Making’ refers to our engineering and industrial capabilities.

‘Water’ reflects the resource at the centre of our work.

‘Easy’ expresses our commitment to simplifying complexity and remaining close to our customers.

We focus on improving how water is managed, making it more efficient, reliable, and accessible, and contributing to improving people’s daily lives.

After 50 years, it was important to define a shared reference point for employees, customers, and partners.

Our Ambition underpins the long-term vision (Destination 2040) and the current 3-year Tactical Strategy (2025-2027), with the three pillars (Customer, Core, Care) driving all initiatives.

01. INTRODUCTION

— 1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES



Why to publish a Sustainability Report now?

Because transparency requires structure. We have always operated with attention to people, communities, and the environment. This report introduces a more systematic approach to measurement, disclosure, and commitment.

The decision to align voluntarily with the European Sustainability Reporting Standards anticipates future requirements and supports a more robust governance framework. Publishing the report at the 50-year milestone reflects the intention to consolidate what exists and define priorities for improvement.

How does sustainability translate into DAB’s approach to people?

Our people are the key factor in the company’s continuity over time. Ensuring safe, inclusive, and supportive working conditions is part of how we operate, not a separate initiative.

This includes investment in development, listening processes, and actions to maintain consistent conditions across sites and countries. The “Care” pillar of Strategy 2025-2027 reflects the link between people engagement and long-term performance.

And on the environmental side?

Our activities have an environmental footprint that we are committed to reducing. This includes energy consumption, emissions, and resource use, addressed through efficiency measures and product design choices.

DAB solutions are installed across multiple applications globally. Improvements in energy efficiency and water management at the product level contribute to impacts beyond the company’s direct operations.

What message would you like to leave to readers of this report?

This report is a starting point. It reflects a commitment to transparency and to strengthening our approach over time. We do not consider the work complete. We have defined a direction, and this document is a step towards making our actions more structured and measurable.

Water management is becoming increasingly relevant due to climate, demographic, and urban factors. DAB operates in this context and aims to contribute with reliable and efficient solutions.

This report provides an overview of where we stand and the areas we intend to develop further.

I hope that you will enjoy reading this report.

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

1.2 About DAB

Who we are. Where we operate.

Our identity, our footprint, and the global presence that defines our business.

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Who We Are

A global maker of water movement solutions.

Enhancing life by making water management easy and accessible, everywhere has always been DAB’s ambition.

DAB is a multinational company specialised in the design and manufacture of water pumping systems that are easy to install and use.

DAB operates across three main market segments (House, Building, and Agriculture & Irrigation) providing solutions for water movement and management across residential, commercial, industrial and agricultural contexts.

Its product portfolio is designed to ensure ease of use, efficiency, and reliability, supporting customer needs while contributing to a more responsible use of water and energy resources.



01. INTRODUCTION

1.1 Interview with the CEO
1.2 About DAB
1.3 Values
1.4 Strategy
1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Our Journey

1975

Beginnings

The DAB brand is born: is the beginning of a long journey of growth.

1996

Globalisation

DAB joined the most important multinational group of the pump sector, Grundfos, with a relationship based on a clear separation strategy and full autonomy of the business.

1998–2009

Acquisitions

DAB finalised a run of acquisitions to complete its know-how.

2025

50th Anniversary

Celebrating worldwide 50 years of making water easy.

2025

Making Water Easy

Making Water Easy represents a natural evolution of our brand identity and expresses, capturing in a simple and direct way, the essence of who we are and what makes us unique.

Making Water Easy Milestones

2013

EsyBox

- The first fully integrated electronic system in a box. The result of the path undertaken by DAB for the integration of companies, technologies and people.
- The start of a new line of revolutionary products.



2018

Evosta Range

- History, know-how, and the new DAB 4.0 factory.
- Electronic wet rotor circulators utterly innovative in terms of technology, reliability and performance.



2020

EsyBox Max

- The natural evolution of the EsyBox Line: disruptive since its conception and meant for both residential and commercial buildings applications. It makes modularity and native communication technologies its strengths.
- Technological innovation becomes simple.



2020-2023

DConnect and DAB live!

- 2020 - DConnect is the true digital revolution for continuous supervision and management of the systems.
- 2023 - We have exploited the potential of digital technologies with DAB live! The app that makes it easier for private consumers.



2025

EsyBox Pop & H₂D

- EsyBox Pop Europe launch: the pressurisation system that automatically adjusts water intensity for a powerful, consistent flow in every room.
- The next step in the digital revolution, H2D evolves the DAB digital ecosystem making it even more intuitive and easy to use.



Our Global Reach

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES



1,650
people

€ 415 M
turnover in 2025

1.9 M
pumps produced

- \$

14 Sales offices

 - **Belgium** (Groot-Bijgaarden)
 - **France** (Paris)
 - **Germany** (Mönchengladbach)
 - **Netherlands** ('s-Hertogenbosch)
 - **Poland** (Warsaw)
 - **Spain** (Madrid)
 - **United Kingdom** (Colchester)
 - **Canada** (Toronto)
 - **Mexico** (Mexico City)
 - **USA** (Ladson)
 - **South Africa** (Olifantsfontein)
 - **Australia** (Melbourne)
 - **Indonesia** (Jakarta)
 - **China** (Qingdao)
- D

6 Local representative offices

 - **United Arab Emirates**
 - **Kazakhstan**
 - **Saudi Arabia**
 - **India**
 - **Egypt**
 - **Nigeria**
- Factory icon

6 Production sites

 - **Italy** (Mestrino, Castello di Godego, Bientina, Val Liona)
 - **Hungary** (Nagykanizsa)
 - **China** (Qingdao)

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Market Segments

DAB operates across three main market segments (House, Building, and Agriculture & Irrigation) providing solutions for water movement and management across residential, commercial, industrial and agricultural contexts. Its product portfolio is designed to ensure ease of use, efficiency, and reliability, supporting customer needs while contributing to a more responsible use of water and energy resources.

Across all markets, DAB integrates smart solutions across selected product ranges to enhance durability, functionality, as well as monitoring, control and system optimisation.

01

House

The house market includes domestic environments, where water systems play a key role in everyday comfort, and resource efficiency.

DAB provides solutions for a wide range of household applications, including water boosting, heating and conditioning, wastewater management, sewage and drainage, rainwater management, garden irrigation and swimming pool systems. These solutions are designed to ensure stable performance, ease of installation and operational reliability.

02

Building

The building market covers residential and commercial buildings, and public infrastructures, where system continuity, scalability and compliance are critical.

DAB solutions support applications such as heating and conditioning, water boosting for multi-storey buildings, wastewater collection and disposal, fire-fighting systems and swimming pools. Designed for integration into complex installations, these solutions support operational efficiency, safety and long-term performance, addressing the needs of designers, installers and facility managers.

03

Agriculture
& Irrigation

In the agriculture and irrigation market, DAB delivers solutions that support water availability, distribution and efficiency in farming and rural environments.

The portfolio includes systems for groundwater extraction, water boosting, irrigation and wastewater management, developed to operate reliably under demanding conditions.

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

1.3 Values

Six values. A shared way of working.

The principles that guide our decisions and define how we work together.

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

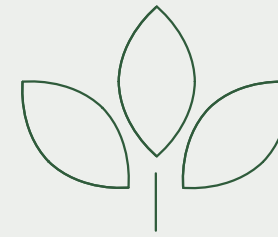
05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

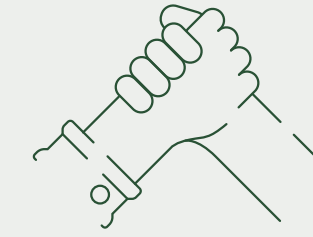
Our Values

Our values translate our ambition into everyday actions, guiding how we act, make decisions, and work together, shaping our culture and contributing to making water easy.



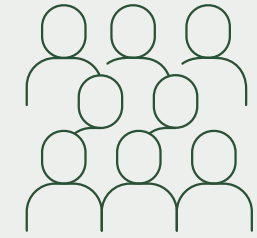
Sustainability

We act driven by awareness and focus on people and on planet's challenges.



Trust

We generate trust by communicating openly and transparently.



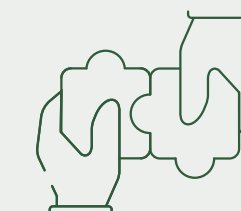
People

We preserve an inclusive workplace where people feel good.



Independency

We aim for a solid financial basis, enabling us to invest in our values.



Partnership

We strongly believe in a professional partnership, driven by ethical principles.



Ambition

We keep challenging ourselves in order to lead the market through innovative solutions.

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

— 1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

1.4 Strategy

Destination 2040. A compass, more than a plan.

From vision to action in five three-year steps.

Customer, Care, Core: the three pillars that keep people and priorities aligned.

DAB Ambition: Enhancing Life by Making Water Easy

Making water easy is the hard part.
That is the whole point.

Three words split the job: what DAB does, the resource it answers for, and the promise to leave things simpler than it found them.

“Making Water Easy” represents a natural evolution of our brand identity.

Making represents what we do: designing and building solutions that improve daily water use.

Water reflects our ambition: responsibly managing this vital resource for communities.

Easy expresses our commitment to simple, safe, and sustainable solutions, and reflects our way of operating: concrete, transparent, and close to people.

Enhancing life by making water easy expresses the why behind DAB, defines what sets the company apart, and inspires the motivation that guides everyday work, as the Group aims to continuously elevate living standards, fostering progression by ensuring the availability of water, the most basic human necessity.

Reflects our commitment to seamless, safe, and sustainable water experiences through smart, effortless solutions. It is also our way of being concrete, transparent, and genuinely close to people.



01. INTRODUCTION

- 1.1 Interview with the CEO
- 1.2 About DAB
- 1.3 Values
- 1.4 Strategy
- 1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Driving Positive Impact

Our strategy starts from DAB's ambition: the impact the company intends to create. Our strategy is a deliberate set of choices that defines our direction, differentiates us, and creates lasting value. It acts as a shared compass, aligning people and decisions, and, by connecting System and Culture, enabling coherent impact and turning vision into reality.



From Ambition To Destination

From DAB's ambition, the long-term vision takes shape. Destination 2040 represents this shared vision, defining the direction for the future, with the 2027 strategy as the first concrete step along this path.

Destination 2040 is shaped through an inclusive and participatory approach, supported by an in-depth analysis of the external environment and relevant future macro trends.



01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Destination 2040

In 2040, DAB delivers **accessible smart water solutions** that **ease** people’s lives while being **sustainable**, engaging employees and partners as a **dynamic organisation**.

Six directions describe where the company is heading.

01	02	03	04	05	06
Accessible	Smart	Solutions	Ease	Sustainable	Dynamic Organisation
Enhancing accessibility across applications and markets, making our solutions globally available and affordable.	Smart solutions focused on digitalisation, ease of use, and intelligent design.	From product-centric to systems and services, offering user-friendly solutions.	Solutions easy to order, install, use, and maintain.	Environmentally conscious, affordable products and sustainable practices.	Embedding adaptability and agility to respond to market complexity.

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Path To 2040

DAB does not leap to 2040.
It climbs there in five three-year steps.

To reach Destination 2040, the Group follows a path of progressive climbs through five three-year strategies, each building on the previous. Each phase has defined priorities, converging towards the same long-term destination.

Macrotrends

The forces shaping every strategic choice.

Throughout this journey, our strategic choices are informed by macrotrends, the major economic, social, technological and environmental forces that continuously shape the context in which we operate. Understanding these trends helps us navigate change, refine our priorities and create sustainable value as we advance towards our long-term vision.



01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

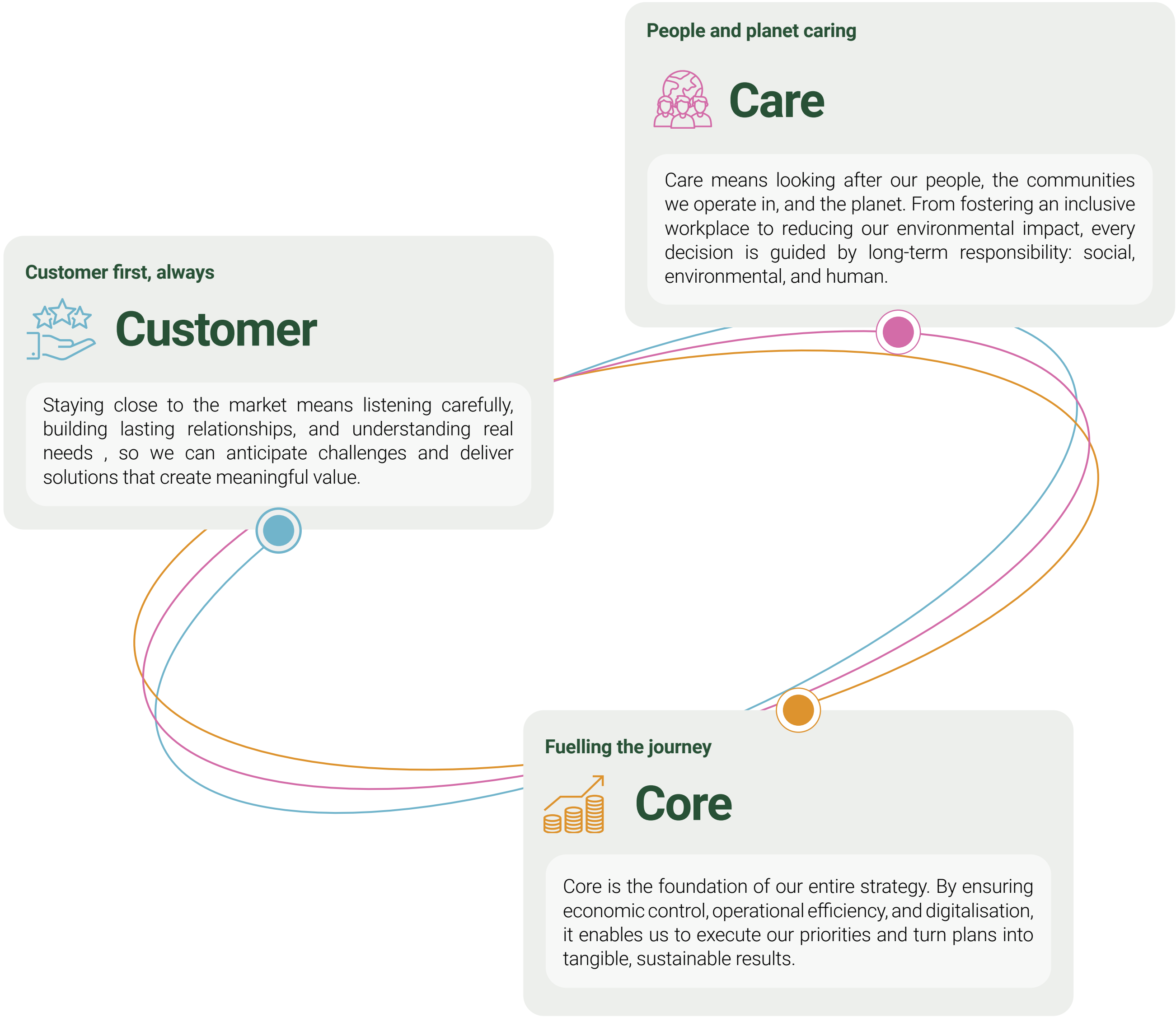
05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Strategic Pillars

Three pillars carry the strategy: stay close, take care, keep the foundations solid.



01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Sustainability At DAB

A commitment to people, communities, and the environment, shaping every decision we make.

At DAB, sustainability is more than a principle: it is the foundation of how we operate. It shapes our workplace culture, guides our environmental choices, and drives ethical business practices that ensure integrity and accountability across every activity and decision we make.

Sustainability at DAB is grounded in a strong commitment to caring for both people and the environment, encompassing our employees, the communities where we operate, and the broader ecosystem.

This commitment translates into efforts to foster a safe, healthy, inclusive, and motivating workplace, while reducing our environmental footprint through resource efficiency, waste reduction, and lower carbon emissions. It is further supported by ethical business practices that ensure integrity, transparency, and accountability across all activities and decision-making processes. Building on this foundation, DAB will develop its Sustainability Strategy, establishing a clear roadmap to guide our ESG ambitions, priorities and targets, while supporting long-term value creation for our stakeholders.

In this context, “Caring for the Future” reflects our commitment to acting responsibly today, ensuring that our decisions contribute to the long-term well-being of people, communities, and the planet.



“

Caring for the Future: acting responsibly today, ensuring that our decisions contribute to the long-term well-being of people, communities, and the planet.

”

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

— 1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

1.5 2025 ESG Highlights

The year in numbers,
before the words.

A snapshot of DAB's progress, achievements and areas of focus.

01. INTRODUCTION

1.1 Interview with the CEO

1.2 About DAB

1.3 Values

1.4 Strategy

1.5 2025 ESG Highlights

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES



Environment

-14%

Scope 1, 2, 3 GHG emissions
(market-based) compared with 2024

22%

of electricity generated on-site
from photovoltaics

+119%

Water recovered and reused
compared with 2024

LEED Gold

at Qingdao production site



Social

70/100

Employee Motivation Score

W Manifesto Adoption

Empowering people to lead at every level

Active Ageing Programme

Preserving critical know-how and
fostering multigenerational collaboration

Health & Safety Ambition

Nurturing a culture for a safer
and healthier life

274

suppliers onboarded on EcoVadis



Governance

ISO 9001

ISO 14001

ISO 45001

Integrated Management System across
all production sites

92%

Code of Conduct training
completion rate

**Building a Culture
of Integrity**

Strengthening ethics and compliance
through training on anti-corruption,
conflict of interest, cybersecurity and
data protection

Corporate Governance

02



01. INTRODUCTION

02. CORPORATE GOVERNANCE

— 2.1 Governance Structure

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

2.1 Governance Structure

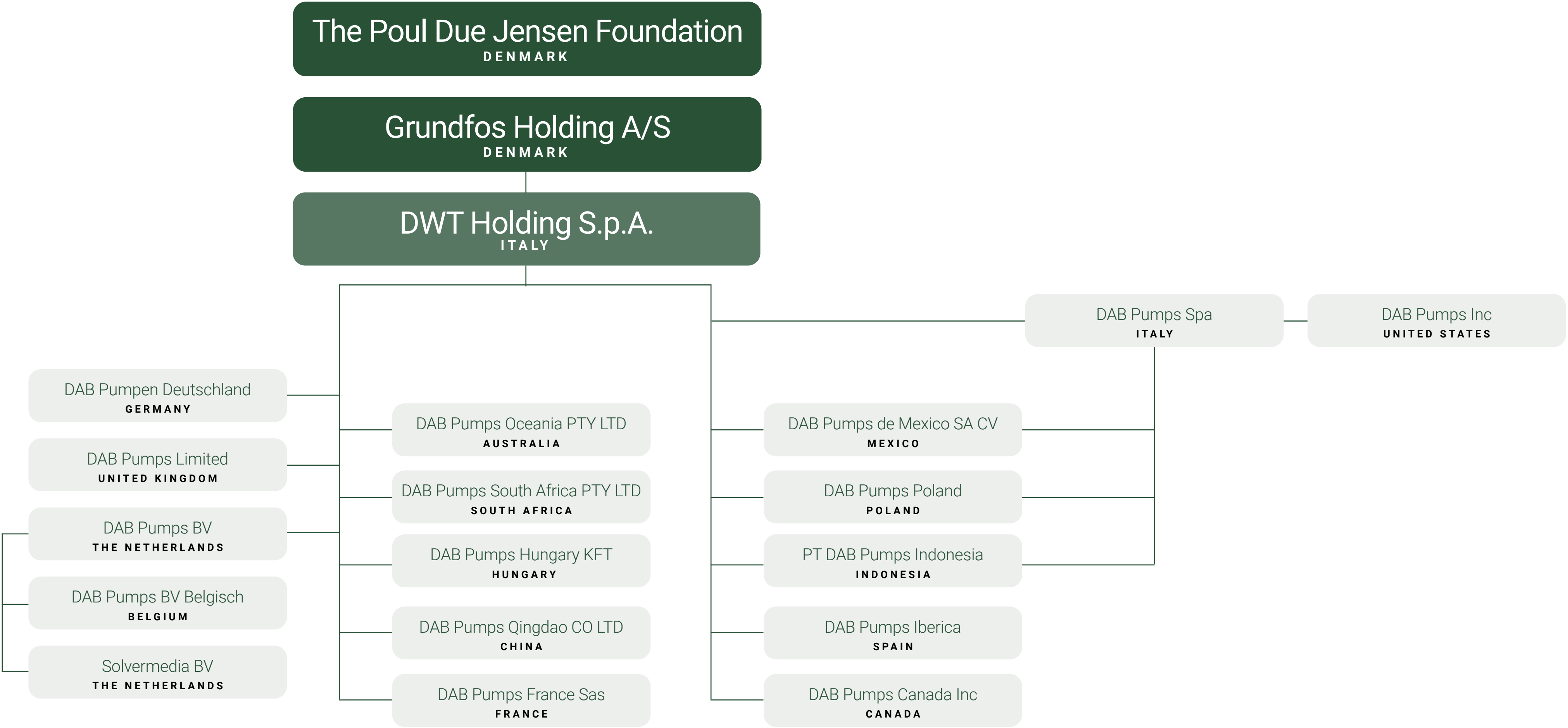
Clear roles, effective oversight, shared responsibility.

From the Board to operational teams, a governance model that defines accountability and supports ethical conduct.

From the Board to operational teams, a governance model that defines accountability and supports ethical conduct.

DAB Group Structure

01. INTRODUCTION
02. CORPORATE GOVERNANCE
 - 2.1 Governance Structure
03. GENERAL DISCLOSURES
04. ENVIRONMENTAL DISCLOSURES
05. SOCIAL DISCLOSURES
06. GOVERNANCE DISCLOSURES
- ANNEXES



01. INTRODUCTION

02. CORPORATE GOVERNANCE

— 2.1 Governance Structure

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Ownership Structure

DWT Holding S.p.A., wholly owned by Grundfos Holding A/S, acts as the parent holding entity of the DAB Group. As illustrated in the Group ownership chart, the Group comprises companies directly and indirectly controlled by DWT Holding S.p.A., including DAB Pumps S.p.A., the principal industrial and operating entity, together with manufacturing companies and an international network of commercial subsidiaries and branches.

Board of Directors

The Board of Directors (BoD) of DWT Holding S.p.A. is responsible for the strategic direction and overall oversight of the DAB Group. The Board reviews management's execution of strategic priorities, oversees the implementation of the Group's business plans and monitors performance against operational and financial objectives, while ensuring compliance with applicable laws, regulations and internal governance principles.

The Board is composed of five members: four non-executive directors appointed by the sole shareholder and one executive director, who also serves as Chief Executive Officer of the DAB Group. The Chair of the Board is a non-executive director. The Board consists of one female member and four male members, representing 20% and 80% of total Board membership, respectively. The current Board was appointed in 2025.

The non-executive directors are representatives of the Grundfos Group. In addition, each legal entity within the DAB Group is governed by its own Board of Directors or equivalent management body, established in accordance with applicable legal requirements and the respective governance framework.

The Board is responsible for overseeing matters relating to the Group's strategy, business model, financial performance, governance arrangements and internal control environment. Sustainability-related matters are integrated into the Board's oversight activities and are reviewed through established management reporting and annual review processes. This includes oversight of the material sustainability impacts, risks and opportunities identified through the Double Materiality Assessment (DMA) and their implications for the Group's strategy, operations and long-term value creation.

Corporate Management Team

The Group Chief Executive Officer (CEO), appointed by the Board of DWT Holding S.p.A., is responsible for implementing the strategy and business plans approved by the Board and for overseeing their effective execution across the DAB Group, ensuring alignment with the Group's strategic objectives and operational priorities.

The CEO is supported by the Corporate Management Team, composed of the Group CEO and five senior executives leading the Group's main business areas and corporate functions, namely the Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief Sales & Marketing Officer (CSMO), Chief Human Resources Officer (CHRO), and Chief Technology Officer (CTO)

The Corporate Management Team supports the definition of the DAB Group's strategic priorities and is responsible for their implementation across the organisation. Meeting on a monthly basis, the Corporate Management Team reviews performance against a consolidated set of Key Performance Indicators (KPIs), monitors progress on strategic initiatives and supports the execution of the Group's business objectives.

The Corporate Management Team is also responsible for reviewing and approving capital investment projects to ensure alignment with the Group's strategic priorities. In addition, it annually reviews and approves the impacts, risks and opportunities (IROs) identified through the Double Materiality Assessment (DMA) process.

Through this governance and management structure, sustainability considerations are progressively integrated into strategic planning, investment decision-making, performance management and risk management processes. This approach supports the effective identification, assessment and management of sustainability-related impacts, risks and opportunities and ensures that material ESG matters are addressed at the appropriate management level and escalated to the Board of Directors where relevant.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

— 2.1 Governance Structure

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Skills, Expertise and Training

The composition of the Group’s governance and management combines a broad range of expertise, including industrial, operational, financial, legal, compliance, human resources, technology and commercial competencies, reflecting the international nature of the Group’s activities and the complexity of the markets in which it operates.

The Board of Directors and the Corporate Management Team are supported by specialised corporate functions, including ESG, Finance, Legal and Compliance, Human Resources, Operations, and Information Technology, which provide relevant expertise for strategic and operational decision-making. Where appropriate, the Group may also rely on external advisors and subject-matter experts to support the assessment and management of complex or evolving topics, including sustainability reporting, regulatory developments and risk management.

Sustainability-related knowledge and competencies are progressively strengthened through cross-functional collaboration, dedicated projects, and targeted training and awareness initiatives. This approach supports the ability of governance and management bodies to identify, assess and oversee material impacts, risks and opportunities, and to integrate sustainability considerations into strategic decision-making and business operations.

Board of Statutory Auditors

The Board of Statutory Auditors is the independent corporate body responsible for overseeing management activities and monitoring compliance with applicable laws, regulations, and the company’s bylaws. In line with its statutory role, the Board supervises the adequacy and effectiveness of the organisational, administrative, and accounting systems, with particular focus on the reliability and integrity of financial reporting processes. It also oversees the effectiveness of the internal control and risk management system, as well as the independence of the external auditors.

The Board of Statutory Auditors is composed of three standing auditors and two alternate auditors, with the Chair appointed by the shareholders’ meeting. The current composition of the standing auditors includes one female member and two male members, corresponding to 33% female representation and 67% male representation among standing auditors.

Ethics Committee

The Ethics Committee is an autonomous and cross-functional governance body established at Group level responsible for supporting the effective implementation of the Group’s ethics and compliance framework and for promoting alignment with the corporate values, principles, and Code of Conduct.

The Committee is composed of five members, including one woman and four men, representing 20% and 80% of total Committee membership, respectively. Members represent different corporate functions, areas of expertise, and geographical regions across the Group, thereby bringing diverse perspectives and knowledge to the Committee’s activities. The body is formally established, with defined responsibilities, procedures and periodic renewal mechanisms aimed at ensuring continuity, effectiveness and independence in the execution of its mandate.

Meeting quarterly, the Ethics Committee oversees ethics, compliance, integrity and whistleblowing processes, monitors alleged violations of the Code of Conduct, manages related follow-up activities and supports corrective actions, awareness initiatives and the continuous improvement of ethics and compliance processes.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

AI Committee

Recognising the growing strategic importance of artificial intelligence (AI) and the need to ensure its responsible and secure adoption, DAB Group established a cross-functional AI Committee in 2024. The Committee was established to oversee the governance of AI development and use across the Group, support the identification and management of related risks and opportunities, monitor the adoption of AI technologies, and ensure that AI-related activities are conducted in accordance with Group policies, data protection requirements, ethical principles, and applicable European regulatory frameworks.

The Group’s approach to AI governance is built around four key pillars:

- Regulatory compliance, with particular focus on the European Artificial Intelligence Act and other applicable legal requirements;
- Governance and oversight, supported by dedicated governance bodies and cross-functional coordination mechanisms;
- Ethics and responsible use, through principles and guidelines designed to ensure that AI technologies are aligned with corporate values, fundamental rights and ethical business conduct;
- Capability building, through awareness and training initiatives together with upskilling programmes aimed at fostering a strong digital and AI culture across the organisation

Through this governance model, DAB seeks to enable the responsible and effective deployment of AI solutions while maintaining appropriate safeguards relating to compliance, privacy, cybersecurity, transparency, human oversight and accountability. In doing so, the Group aims to contribute to a sustainable, inclusive and human-centric digital transformation.

Sustainability Governance

At DAB Group, sustainability governance is integrated into the overall corporate governance framework, recognising it as a key enabler for delivering strategic ambitions and long-term value creation objectives.

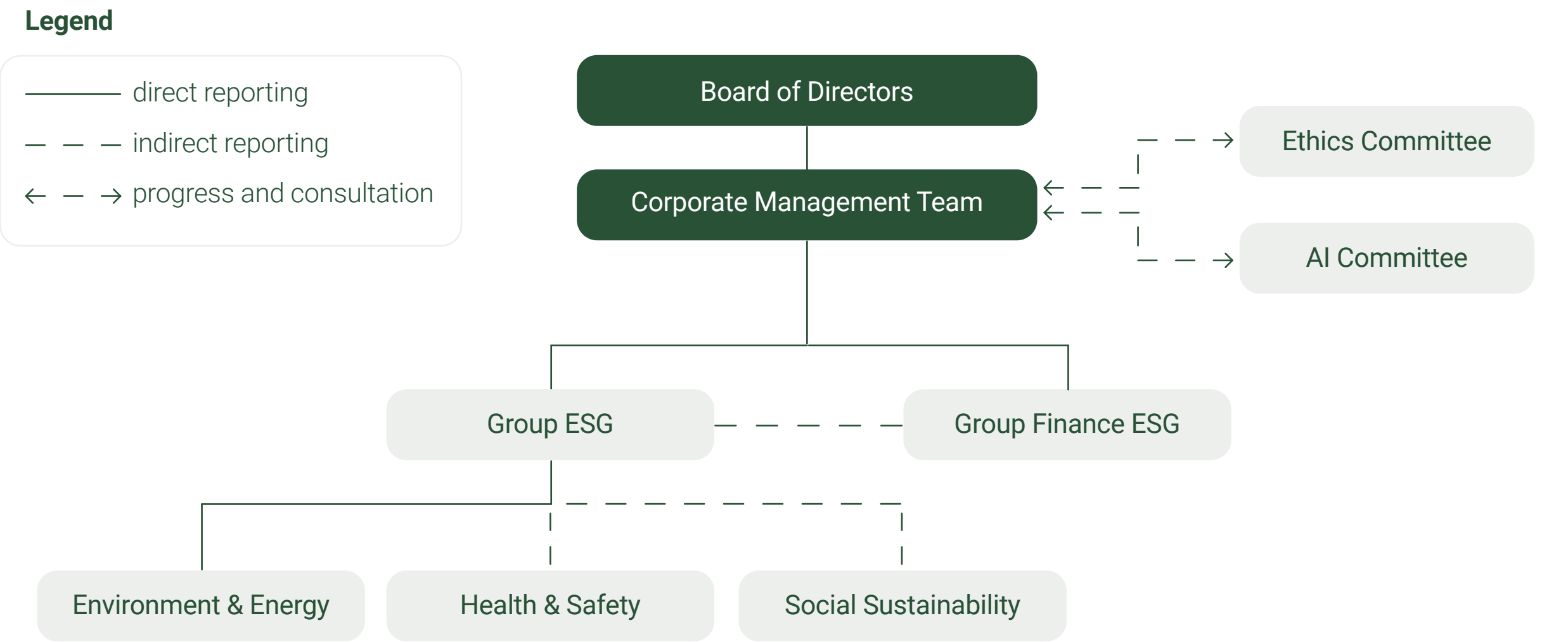
The Group’s sustainability governance structure is coordinated by the Head of ESG, who leads the definition, implementation, and monitoring of the Group’s ESG strategy, targets, and related initiatives. The Head of ESG promotes cross-functional collaboration and supports the integration of sustainability into decision-making processes, operational activities, and performance management systems.

The Group ESG department is responsible for implementing strategic sustainability priorities and supporting relevant corporate functions in the development of roadmaps, initiatives, and compliance strategies. The department brings together dedicated expertise in Environment & Energy, Health & Safety, and Social Sustainability, ensuring a consistent approach to managing ESG priorities and actions.

The Group Finance ESG department works in close collaboration with the Group ESG department and is responsible for ESG data governance, performance monitoring, analytics, and external reporting, including the Double Materiality Assessment (DMA) process and external ESG ratings.

Sustainability-related topics are discussed quarterly during Operations and Business Review Meetings, focusing on monitoring progress against objectives and targets, assessing emerging impacts, risks and opportunities, and identifying areas for continuous improvement. Significant developments and progress against ESG targets are also reviewed annually by the Board of Directors as part of its governance and oversight responsibilities.

This governance framework will continue to evolve to support the implementation of DAB Group’s sustainability strategy and long-term ESG ambitions.



General Disclosures

03



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

— 3.1 Double Materiality Assessment

3.2 Basis of Preparation

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

3.1 Double Materiality Assessment

How DAB affects the world.
How the world affects DAB.

A structured process to identify and prioritise the sustainability topics that matter most, guiding strategy, reporting and decision-making.

Value Chain Overview

At the core of DAB Group’s business model is the design and manufacture of water pumping solutions.

Upstream activities encompass the early stages of the value chain, such as the extraction and initial processing of fossil, non-fossil and mineral raw materials. The Group engages directly with a network of suppliers and subcontractors that process and transform these inputs into the materials, components and equipment required for its manufacturing processes.

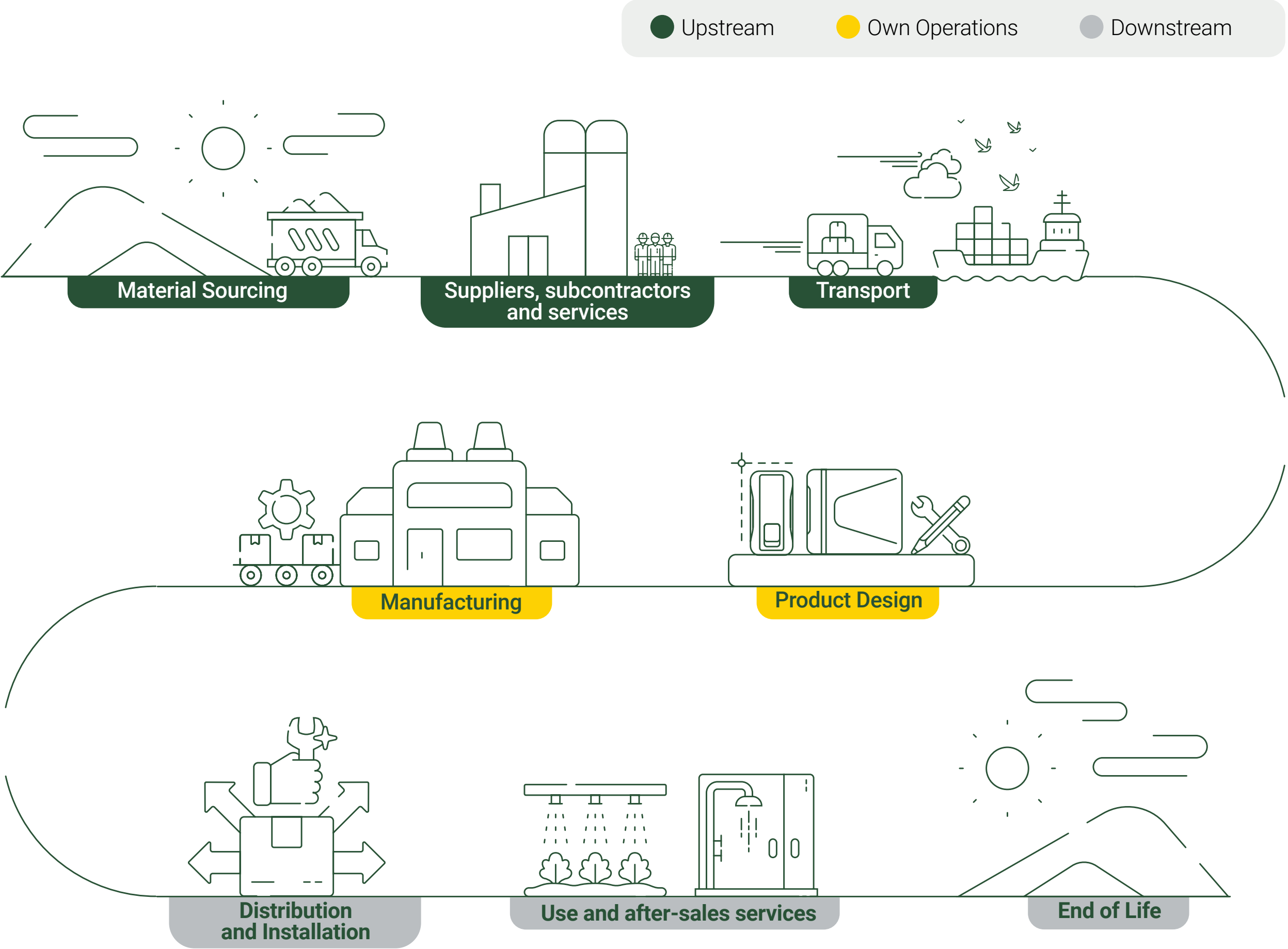
These inputs comprise electric motors, electronic controls, mechanical and metallic components, plastic and chemical materials and packaging, together with machinery and equipment used in manufacturing processes.

The upstream value chain also includes service providers that support business operations, such as logistics and transportation partners, information technology providers, maintenance contractors, professional consultants and facility management services.

Downstream, DAB’s products are distributed through wholesalers, distributors, installers, specialised dealers and other sector operators, as well as directly to end users through a dedicated e-commerce channel.

Following sale and installation, products are operated by customers throughout their useful life. During this phase, DAB supports customers through the provision of technical assistance, maintenance services, spare parts and customer support, delivered directly or through authorised service partners.

At the end of their useful life, products enter waste management and recovery systems. Depending on product characteristics, material composition, applicable regulations and available treatment infrastructure, products may be recycled, recovered or disposed of through appropriate channels.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

— 3.1 Double Materiality Assessment

3.2 Basis of Preparation

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Interests and Views of the Stakeholders

At DAB Group, we value continuous and constructive dialogue with our stakeholders, recognising their perspectives as essential for identifying, assessing, and managing sustainability-related impacts, risks, and opportunities across our operations and value chain. To ensure meaningful and consistent engagement, stakeholder input is systematically incorporated into the DMA and the annual review of material sustainability topics.

Based on the analysis of DAB Group’s business activities conducted through the DMA, the following key stakeholder groups were identified:

- Customers
 - Own workforce
 - Shareholder
 - Board of Directors and management bodies
 - Suppliers and business partners
 - Value chain workers
 - Industry and trade associations
- Governments, regulators and certification bodies
 - Local communities and non-governmental organisations (NGOs)
 - Academic institutions and research centres
 - Trade unions

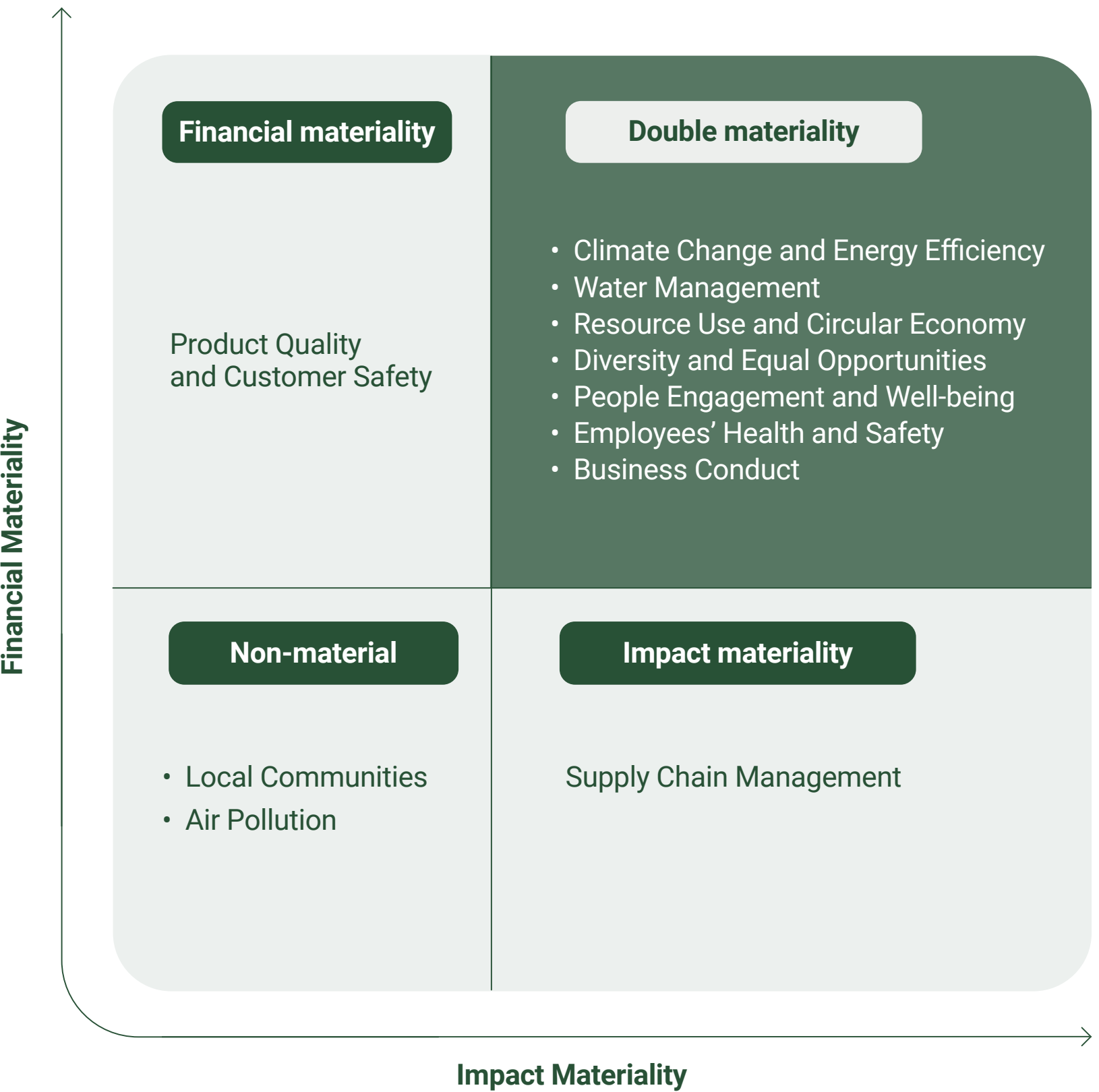
Stakeholder engagement provides valuable insights into the sustainability topics that are most relevant to both stakeholders and DAB. During the reporting period, the views and interests gathered through stakeholder interactions were incorporated into the DMA and contributed to the identification, assessment and validation of material impacts, risks and opportunities.

Further information on how stakeholder input has been incorporated into the assessment of impacts, risks and opportunities is provided in the following section describing the DMA process.

Results of the Double Materiality Assessment

2025 marked the first year in which DAB Group performed a Double Materiality Assessment, incorporating both impact and financial materiality dimensions in accordance with ESRS requirements. Going forward, the assessment will be reviewed on a regular basis to ensure alignment with evolving business conditions, stakeholder expectations, and sustainability priorities.

As part of the 2025 DMA, we identified and assessed 22 material Impacts, Risks and Opportunities (IROs), comprised of 5 positive impacts, 7 negative impacts, 7 risks, and 3 opportunities.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

— 3.1 Double Materiality Assessment

3.2 Basis of Preparation

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Material Impacts, Risks and Opportunities

A summary of the material impacts, risks and opportunities (IROs) identified in DAB's DMA are presented in the tables below.

Further information on the nature of IROs, whether DAB is involved through its activities or through its business relationships, as well as relevant policies, actions, targets, and metrics, is available in the relevant topical sections of this Sustainability Report.

Legend

Impact Materiality

↓

NEGATIVE IMPACT

↑

POSITIVE IMPACT

Financial Materiality

⊕

OPPORTUNITY

⚠

RISK

Likelihood

A

ACTUAL

P

POTENTIAL

Value Chain

OO

OWN OPERATIONS

U

UPSTREAM

D

DOWNSTREAM

Climate Change and Energy Efficiency (E1)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Scope 1&2 GHG emissions from own operations	↓	A	UOO	\
Scope 3 GHG emissions from upstream and downstream value chain	↓	A	UD	\
Adoption of a robust decarbonisation strategy	⊕		UOOD	Long
Energy price volatility and supply disruption risk	⚠		UOO	Short

Go to Climate Change and Energy Efficiency →

Water Management (E3)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Wastewater treatment business segment enabling environmental protection	↑	A	D	\
Wastewater discharge and pollution risk	⚠		OOD	Medium

Go to Water Management →

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

- 3.1 Double Materiality Assessment
- 3.2 Basis of Preparation

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Resource Use and Circular Economy (E5)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Waste generation in own operations		A	OO	\
Heterogeneous regulations governing material, chemical and product compliance may limit the adoption of alternative or recycled materials		A	U OO	\
Product refurbishment programmes			OO D	Medium

Go to Resource Use and Circular Economy →

Diversity and Equal Opportunities (S1)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Political and regulatory changes impacting diversity and inclusion		P	OO	Medium
Gender pay equality and equal pay practices		A	OO	\
Legal and reputational risks deriving from gender bias and discrimination			OO	Short
Promotion of a culture of diversity, equity and inclusion			OO	Short

Go to Diversity and Equal Opportunities →

People Engagement and Well-being (S1)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Implementation of initiatives to support employees' well-being and a better work-life balance		A	OO	\
Work-related psychosocial risks affecting productivity and talent retention			OO	Short

Go to People Engagement and Well-being →

Employees' Health and Safety (S1)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Workplace injuries and occupational diseases due to work-related risks		A	OO	\
Operational disruption arising from changes in product-related regulations			OO	Medium

Go to Employees' Health and Safety →

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

- 3.1 Double Materiality Assessment
- 3.2 Basis of Preparation

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Supply Chain Management (S2)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Promotion of ethical standards and responsible sourcing practices				\

Go to Supply Chain Management →

Product Quality and Customer Safety (S4)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Non-compliant or defective products may compromise customer safety and lead to regulatory, financial, and reputational impacts				Medium

Go to Product Quality and Customer Safety →

Business Conduct (G1)

IRO Description	IRO Type	Actual/Potential	Value Chain	Time Horizon
Promotion of ethical mindset, speak-up culture and business integrity				\
Third-party cybersecurity breaches leading to data leakage or unauthorised disclosure of information				Short
Hidden money-laundering risks in payment flows				Short

Go to Business Conduct →

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

— 3.1 Double Materiality Assessment

3.2 Basis of Preparation

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Double Materiality Assessment Process

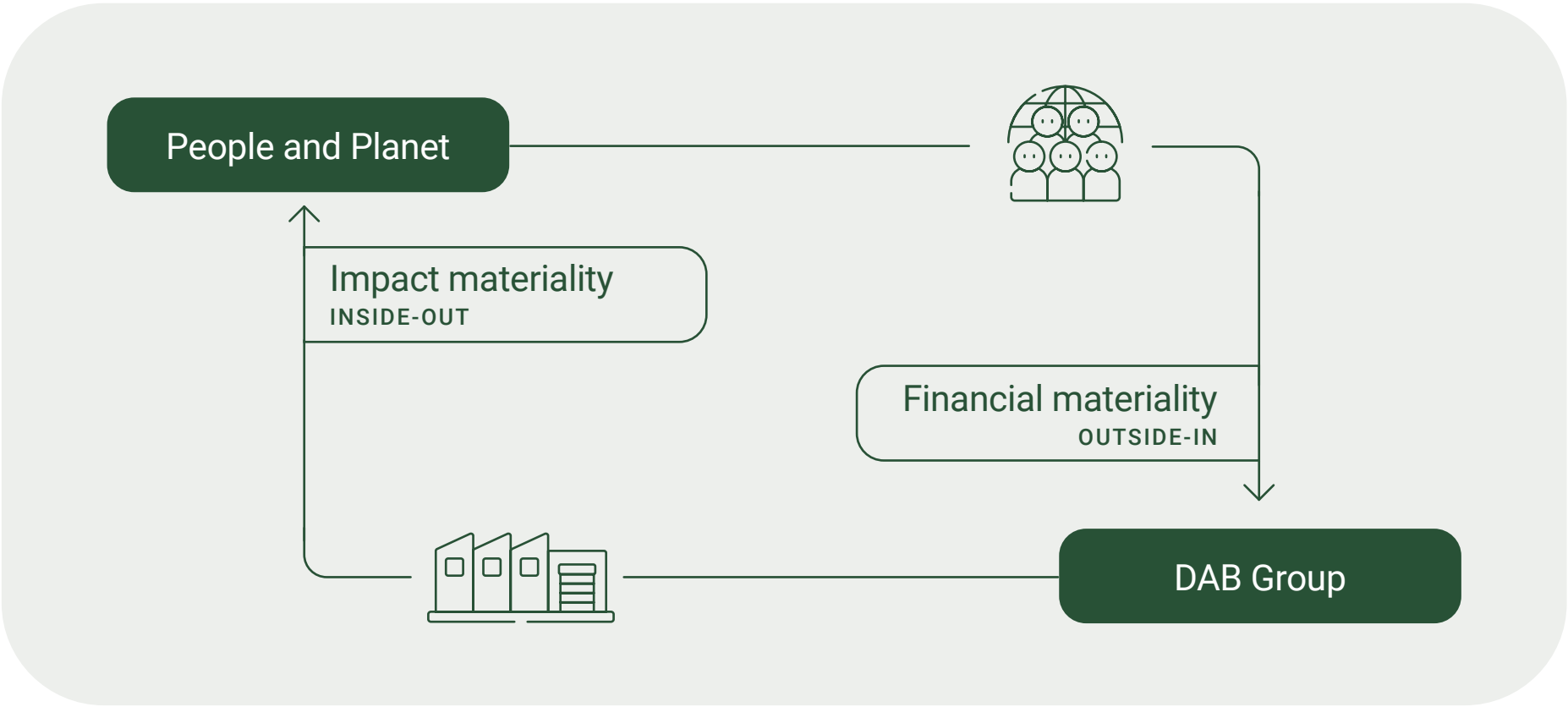
In 2025, DAB carried out its first DMA in alignment with the European Sustainability Reporting Standards (ESRS) and EFRAG IG1: Materiality Assessment Implementation Guidance. The assessment enables DAB to identify the sustainability topics that are most relevant both for society and the environment, and for the long-term resilience, competitiveness and value creation of the business.

The DMA guides the Group in identifying and assessing the Group’s sustainability-related impacts, risks and opportunities (IROs) across its own operations and along the upstream and downstream value chain and in determining the sustainability information to be reported in this Report.

The sustainability topics assessed are aligned with relevant standards and frameworks (such as the ESRS, SASB, GHG Protocol, UNGPs and OECD Guidelines) and are informed by peer benchmarking, ESG rating methodologies and stakeholder input.

In accordance with ESRS 1, the analysis considered the following time horizons when assessing IROs:

- Short-term: 1 year from reporting period.
- Medium-term: 2 to 5 from reporting period.
- Long-term: more than 5 years from reporting period.



- 1 Review of DAB’s current and prospective context and across the value chain
- 2 Identify sustainability-related impacts, risks and opportunities (IROs)
- 3 Assess impact and financial materiality and determine topics above materiality thresholds
- 4 Consolidate and validate results
- 5 Review and approval by Corporate Management Team and BoD
- 6 Control, manage and monitor IROs

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

— 3.1 Double Materiality Assessment

3.2 Basis of Preparation

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Value Chain Mapping

As a first step, DAB mapped its upstream, own operations and downstream activities in order to identify where sustainability-related IROs may arise across the value chain.

The analysis considered supplier relationships and sourcing activities, manufacturing and operational processes, logistics and distribution activities, product use phase, end-of-life management, and supporting corporate functions. In parallel, DAB identified the main stakeholder groups that may influence or be affected by its activities, including employees, suppliers, customers, distributors, business partners and local communities.

Identification of IROs

DAB identified a preliminary list of sustainability topics potentially relevant to its activities and business model. This identification was based on a combination of internal and external sources, including internal documentation and policies, previous impact materiality assessments, international standards and regulatory frameworks, and sustainability disclosures from selected peers and industry leaders to ensure alignment with market practices and evolving stakeholder expectations.

The identification of IROs was supported by a coordinated, multi-departmental process involving functional heads and relevant regional representatives across the Group. Interviews, workshops, and an online survey were conducted to consolidate perspectives and support cross-functional ownership of the process. Through these activities, the functions involved provided insights on operational realities, market trends, regulatory developments, customer expectations, and sustainability-related risks and opportunities across the value chain and product life cycle. Their combined expertise ensured that the assessment reflects both strategic priorities and actual business exposure.

In addition, a selected group of external stakeholders, including three key clients, three key suppliers and two representatives from civil society, were engaged through a targeted consultation process. This engagement aimed to capture additional qualitative inputs on the most relevant sustainability topics and to validate the initial prioritisation derived from internal stakeholder inputs.

Assessment and Approval of IROs

The IROs identified during the mapping phase were assessed according to ESRS methodological principles.

Impacts were evaluated based on their likelihood of occurrence and severity, with severity measured by combining scale, scope, and irremediability. All criteria were assessed using a scale from 0 to 5. For potential negative impacts on human rights, where the assessed severity exceeds a predefined threshold, the likelihood of occurrence is assumed to be at its maximum level.

The impact materiality score is calculated as the product of likelihood and severity, resulting in a single score reflecting the overall significance of the impact.

Risks and opportunities were assessed based on their likelihood of occurrence and the magnitude of their potential financial effects, using a scale from 0 to 5. The magnitude assessment considers potential impacts over the short, medium and long term, based on scenarios deemed likely. For risks, magnitude was evaluated across multiple dimensions, including financial impacts, health and safety implications, legal and regulatory liabilities, and potential reputational damage.

The financial materiality score is calculated as the product of likelihood and magnitude, resulting in a single score reflecting the overall importance of the potential financial effects.

Assessed IROs were considered material where their score exceeded the defined materiality threshold, established at 2. A sustainability topic was deemed material from an impact perspective if at least one associated impact exceeded this threshold, and from a financial perspective if at least one related risk or opportunity exceeded it. Topics meeting both conditions were classified as material from both perspectives.

Both assessments were validated by internal subject matter experts and subsequently reviewed and approved by the Corporate Management Team. The DMA is subject to periodic review and update to ensure continued alignment with DAB Group’s evolving business context, value chain, stakeholder expectations and regulatory environment.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

3.1 Double Materiality Assessment

— 3.2 Basis of Preparation

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

3.2 Basis of Preparation

How this report was built.

The standards applied, the perimeter covered, the assumptions made.
A transparent account of the methodology behind these disclosures.

General Information and Reporting framework

This document constitutes the first Sustainability Report of DAB Group and covers the reporting period from 1 January to 31 December 2025 (FY2025), aligned with the Group's financial reporting period.

The report has been prepared on a voluntary basis, as DAB Group does not currently fall within the scope of the Corporate Sustainability Reporting Directive (CSRD) following the revisions introduced by the Omnibus package. DAB Group is part of the Grundfos Group, which is subject to CSRD requirements.

The report has been developed with reference to the European Sustainability Reporting Standards (ESRS), applying selected principles and disclosure elements in a proportionate manner. The report does not constitute a fully CSRD-compliant sustainability statement; however, its methodological approach and overall structure are designed to support progressive alignment with ESRS requirements, taking into account the current stage of development of the Group's sustainability governance, internal control systems and data management processes.

Methodologies, Estimates and Assumptions

The preparation of sustainability information may require the use of methodologies, assumptions and estimates, particularly for quantitative indicators and value chain-related metrics.

In certain cases, data have been calculated using:

- internal methodologies and allocation criteria;
- estimates based on available operational data;
- external emission factors, proxies and sector-average data

These estimates are based on the best information available at the reporting date and may be subject to revision in future reporting periods as methodologies evolve, underlying assumptions are refined and data quality improves.

DAB Group is committed to continuously enhancing the quality, coverage and robustness of ESG data, including through the progressive implementation of structured governance processes, digital tools and internal controls.

Reporting Scope and Boundaries

The Sustainability Report has been prepared on a consolidated basis, covering entities within the Group's financial reporting perimeter as at 31 December 2025, to the extent practicable.

[Go to DAB Group Structure](#) →

Unless otherwise specified, all qualitative and quantitative information refers to FY2025 and is based on the best available data at the time of publication.

Environmental, social and governance (ESG) information is reported at Group level, covering all entities within the consolidation perimeter. Data collection processes are implemented across the Group to ensure broad and consistent coverage of operations.

The Group is committed to continuously enhancing the consistency, granularity and robustness of ESG data across all geographies, further strengthening alignment with ESRS requirements in future reporting cycles.

Where relevant, the report includes information on impacts, risks and opportunities across the value chain, including upstream and downstream activities. However, disclosures related to value chain actors may be subject to limitations, particularly where information is not directly controlled by the Group.

Identification of Material Topics

The scope and content of this report have been defined based on a Double Materiality Assessment (DMA) performed in alignment with ESRS principles.

The assessment enabled the identification of the sustainability matters that are most relevant for DAB Group in terms of:

- actual and potential environmental and social impacts across the value chain;
- financial risks and opportunities that may affect the Group's financial position, performance and future prospects.

The results of the DMA have informed the selection of disclosures included in this report and are available in the [Double Materiality Assessment Section](#).

As this represents the Group's first published Sustainability Report, it was decided to include certain topics assessed as non-material, in order to provide a broader understanding of the Group's sustainability approach. To ensure methodological consistency with the reporting standards, these topics are reported using a more flexible and descriptive format, allowing readers to gain an informed view of DAB's approach to these themes.

Sustainability Due Diligence

Our due diligence approach is reflected throughout this report, with disclosures covering material impacts, risks and opportunities, together with the policies, actions and governance measures adopted to address them.

As part of the Grundfos Group, DAB Group benefits from and aligns, where appropriate, with Group-wide sustainability policies, guidance and best practices. Sustainability due diligence processes will be progressively strengthened and further embedded within business operations and decision-making processes as the Group’s sustainability governance framework evolves.

The planned implementation of an Enterprise Risk Management (ERM) framework will further support this evolution by enabling a more structured and integrated approach to identifying, assessing and managing sustainability-related impacts, risks and opportunities across the organisation.

Risk Management and Internal Control Over Sustainability Reporting

Sustainability reporting is developed in accordance with the Group’s governance, risk management and internal control framework.

Processes for data collection, validation and consolidation are defined at Group level and involve relevant business functions and designated data owners across the organisation. Given the evolving nature of the Group’s sustainability reporting approach, these processes are being progressively formalised and standardised where practicable.

Publication and External Assurance

This Sustainability Report has been reviewed and approved by the Corporate Management Team of DAB Group. The report has not been subject to external assurance, including limited assurance.

Environmental Disclosures

04



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

4.1 Climate Change and Energy Efficiency

The footprint that matters lives inside the product.

Most of DAB's climate impact happens after the sale, when pumps run.
The path to decarbonisation starts here.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Material Impacts, Risks and Opportunities



NEGATIVE IMPACT
Scope 1&2 GHG emissions from own operations



NEGATIVE IMPACT
Scope 3 GHG emissions from upstream and downstream value chain



OPPORTUNITY
Adoption of a robust decarbonisation strategy



RISK
Energy price volatility and supply disruption risk

The water technology sector plays an important role in the global transition towards more efficient and sustainable use of energy and water resources. Pumps are essential components in residential, commercial, industrial and agricultural applications, ensuring the circulation, pressurisation, drainage and treatment of water. At the same time, their climate impact extends across the entire value chain, from the extraction and processing of raw materials to manufacturing, distribution and, most importantly, the energy consumed during the product use phase, as well as end-of-life treatment, including disposal, recycling and recovery processes.

Accordingly, energy and climate change are material topics for DAB, as they are associated with significant environmental impacts, operational and market risks, and strategic development opportunities across the entire value chain.

Scope 1 direct greenhouse gas emissions are mainly related to the use of natural gas for space heating and industrial processes, as well as fuels (diesel and gasoline) used for the company fleet.

Scope 2 indirect emissions derive from the electricity purchased to power manufacturing activities, including machining, assembly, testing, compressed air systems, lighting and the share of electric and hybrid vehicles within the company fleet.

Relevant Scope 3 indirect emissions include those connected to purchased materials and components, logistics, and the use of sold products. The most significant share occurs downstream, in the use phase of sold products, where electricity consumption depends on product power, product efficiency, operating hours and the carbon intensity of the electricity mix in the countries where products are installed.

As a result, given the nature of the Group’s portfolio, improving product energy efficiency, increasing the use of low-impact materials, enhancing circularity and supporting customers in choosing the most efficient solutions represent key levers to reduce the overall climate impact of the business.

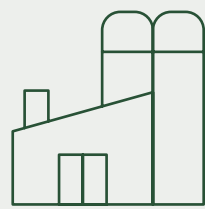
DAB has identified material risks and opportunities related to climate change across its value chain.



Upstream

Upstream, greenhouse gas emissions are mainly associated with the extraction, production and processing of raw materials and components, as well as with the energy consumption of suppliers involved in the manufacturing of mechanical, electrical and electronic parts.

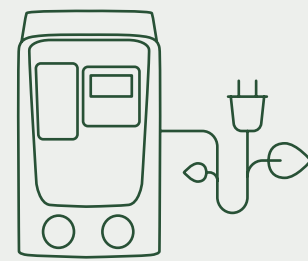
These emissions may expose the Group to increasing regulatory pressures, while also creating potential financial risks linked to higher material and energy costs, supply chain disruptions, and the growing expectations of customers and business partners regarding the climate performance of purchased goods and services.



Own Operations

In its own operations, the main risks relate to dependence on non-renewable energy sources and their consequent greenhouse gas emissions, volatility in energy markets, and the increasing exposure of production sites and logistics networks to physical climate risks such as heatwaves, floods, storms and water stress, as well as geopolitical events.

These events may affect operating costs, production continuity, asset integrity, deliveries and revenues, while also increasing the need for adaptation measures and operational resilience.



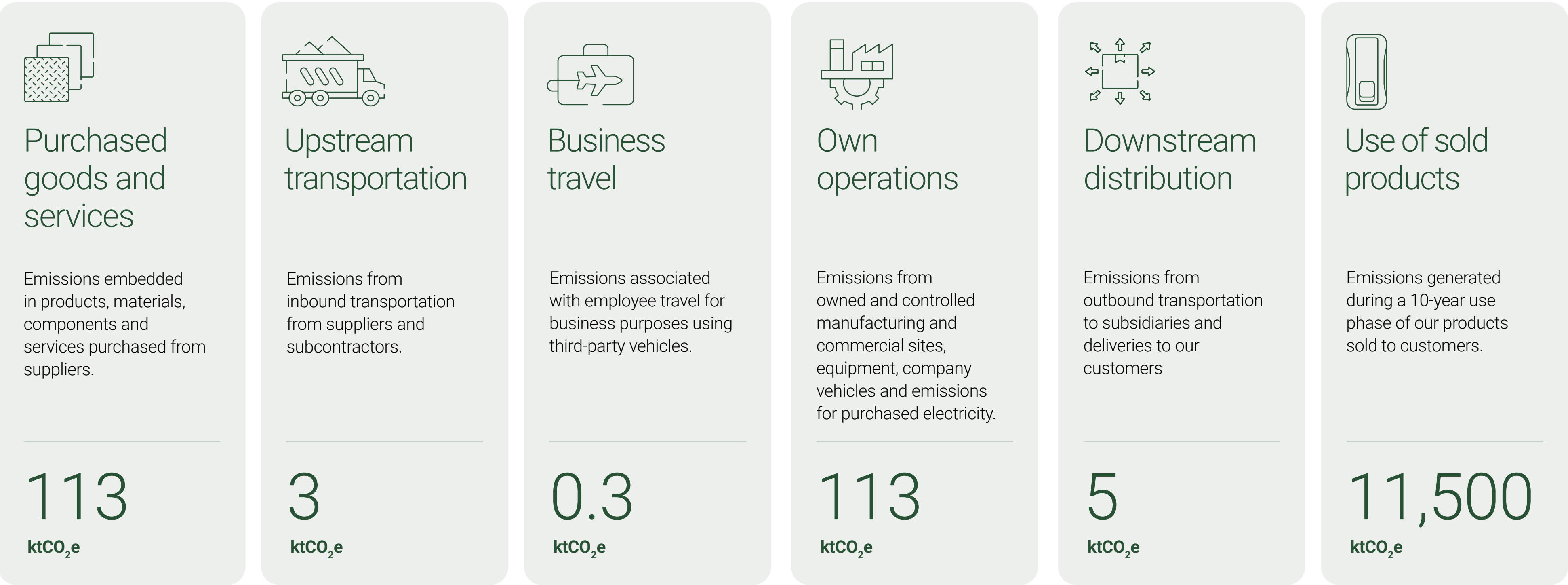
Downstream

Downstream, DAB's products generate climate-related impacts during their use phase, as water movement solutions consume electricity throughout their operating life.

Product energy efficiency is therefore a key factor in reducing indirect greenhouse gas emissions and meeting growing regulatory market expectations for lower energy consumption and more sustainable solutions.

These impacts depend on product performance, usage profiles, operating lifetime and the carbon intensity of electricity in the markets where products are installed. While they may create reputational and market access risks if not addressed, the development of more efficient, durable and low-impact pumping solutions represents a strategic opportunity to support customer decarbonisation goals and strengthen DAB's competitiveness.

GHG emissions across key value chain stages



Policies and Approach

Climate action is a strategic priority for DAB. The company’s approach to climate and energy is framed by the Group EHS Policy, which serves as the reference document for all energy- and climate-related activities. The Policy defines the key principles, commitments and general directions that steer the company’s approach to energy and climate matters, providing a common framework for managing energy performance, improving energy efficiency, reducing greenhouse gas emissions and supporting the progressive transition towards lower-carbon operations across the organisation.

In addition, all DAB production sites operate under an ISO 14001-certified environmental management system, ensuring a structured, consistent and continuously improving approach to environmental management, including energy use and emissions control across operations.

For more information on the Group EHS Policy, see the **Policy Overview**, [page 128](#).

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

SCOPE 1 AND 2 EMISSIONS

Decarbonisation Levers and Mitigation Actions

Within its own operations, DAB is progressively reducing the climate impact of its facilities and production activities by improving energy efficiency, increasing the use of renewable electricity, replacing fossil fuel-based systems with lower-emission alternatives, and supporting the gradual transition of its company fleet towards lower-emission solutions.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

On-Site Renewable Energy Production and Sourcing

Photovoltaics across four plants now cover roughly a quarter of the Group sites’ electricity

Solar systems at Mestrino, Bientina, Nagykanizsa and Qingdao supply about 22% of production-site electricity demand. A new heat pump at Mestrino is replacing gas-based heating, and the Grundfos’ pan-European power purchase agreement delivers almost full coverage of market-based Scope 2 emissions for the Italian sites.

The reduction of Scope 1 and Scope 2 emissions has been pursued through large-scale initiatives, in particular through the installation of photovoltaic systems across production sites. Photovoltaic systems are currently installed at the Mestrino and Bientina plants in Italy, as well as at the Nagykanizsa plant in Hungary and the Qingdao plant in China, and cover approximately 22% of the electricity consumption of the Group’s production sites.

DAB is also working to maximise the use of self-produced renewable electricity by progressively increasing the electrification of energy uses traditionally based on fossil fuels, such as heating. In this context, the installation of a heat pump at the Mestrino plant was completed in 2025, supporting the transition from gas-based systems to lower-emission electric alternatives.

Looking ahead, DAB is assessing further opportunities to expand renewable energy self-production through additional photovoltaic installations, the installation of further heat pumps, and the possible implementation of energy storage technologies aimed at increasing the share of self-produced renewable electricity consumed on site, improving the alignment between photovoltaic generation and site energy demand, and reducing dependence on electricity purchased from the grid. Exploratory activities are planned for 2026 to evaluate the technical and economic feasibility of these solutions.

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DAB is working to maximise the use of self-produced renewable electricity by progressively electrifying energy applications traditionally powered by fossil fuels, such as heating systems.

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DAB’s direct actions to increase the self-production and on-site consumption of renewable electricity through photovoltaic systems are complemented by the Grundfos’ pan-European Power Purchase Agreement (PPA), which has enabled almost full coverage of market-based Scope 2 emissions for the Italian sites, thus contributing to a significant reduction in the Group’s Scope 2 emissions.

Production Site	Capacity (kWp)	Year	Type of installation
Mestrino, Italy	906	2018	Rooftop
Bientina, Italy	837	2021	Rooftop
Nagykanizsa, Hungary	540	2023	Rooftop
Qingdao, China	731	2023	Rooftop
Bientina, Italy	1,231	2023	Ground-mounted

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

SPOTLIGHT:

LEED Gold Certification at Qingdao Site

At the end of 2025, the DAB China production site in Qingdao obtained LEED Gold certification (Leadership in Energy and Environmental Design), an international standard for assessing the environmental performance of buildings.

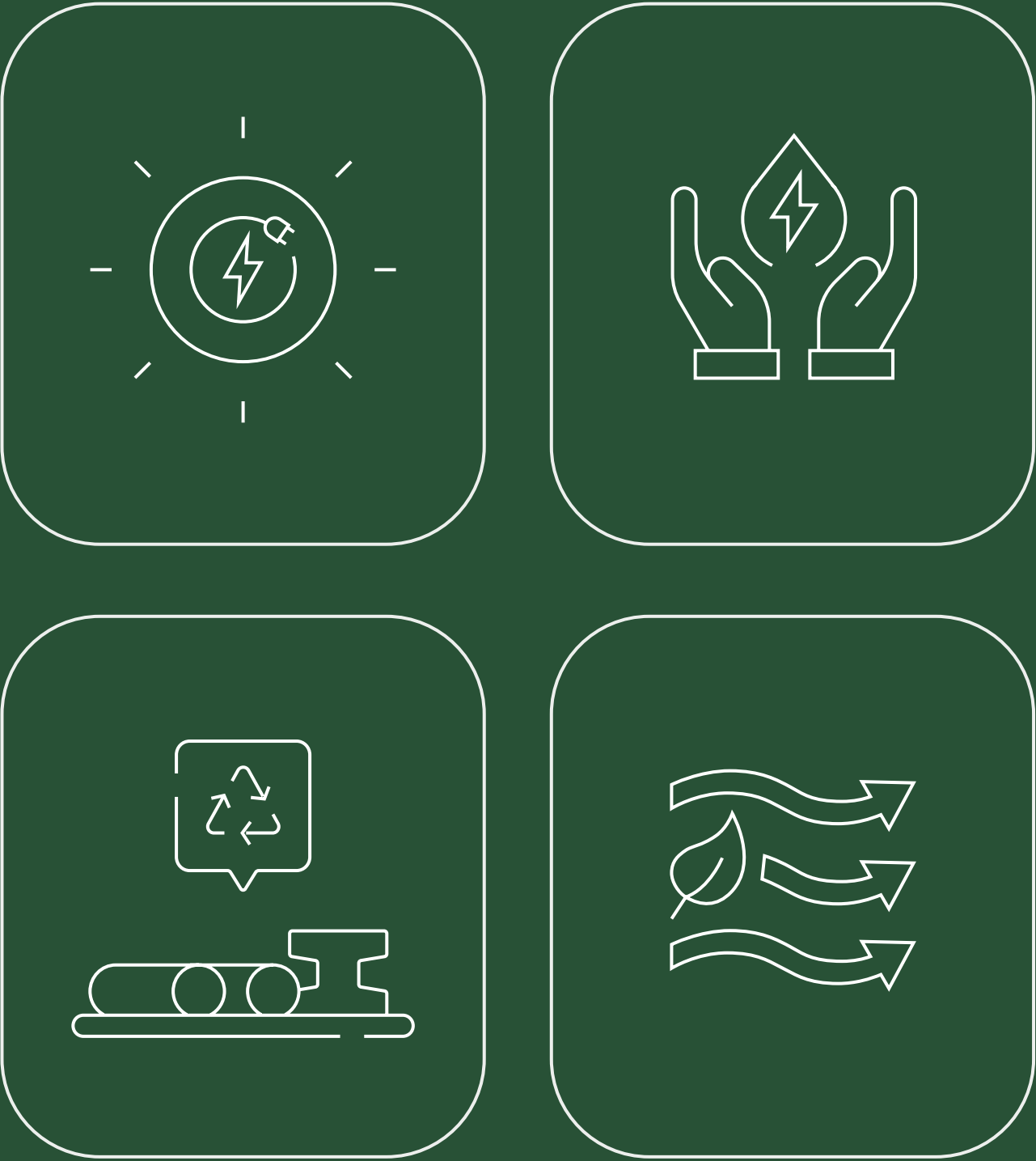
This is the first certification of this kind achieved by one of the Group’s production sites. It reflects a structured approach to environmental performance, applied throughout the design and operation of the facility.

Achieving the LEED Gold level requires compliance across multiple areas, including energy efficiency, water management, materials use and indoor environmental quality. The result follows more than three years of targeted actions implemented by the local team. Key measures include:

- Use of photovoltaic energy and systems to improve energy efficiency
- Recovery and reuse of water, including condensation and process water
- Introduction of waste heat recovery solutions in production areas
- Achievement of zero landfill for hazardous industrial waste
- Improvements in indoor air quality in production spaces

These actions contribute to reducing the environmental footprint of the site and improving resource efficiency.

The Qingdao plant represents a reference point within the Group for the integration of environmental considerations into industrial operations, supporting a more structured approach to sustainable manufacturing.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

Energy Efficiency and Optimisation
Across Operations

Improved energy performance through equipment upgrades and electrification.

Efficiency is the central decarbonisation lever: electric furnaces replacing gas-based ones, low-temperature coatings, new injection presses, a more efficient aluminium press, renewed roof insulation, and a Digital Energy Monitoring System that turns consumption data into targeted action.

With regard to production processes, significant technological improvements were implemented in 2024. On the production line dedicated to the In Line pumps, a new electric furnace was introduced to replace gas-based technology for coating processes, supporting the reduction of direct fossil fuel consumption and enabling a shift towards lower-emission electricity-based processes. The electric furnace operates with a modulating system that optimises energy consumption according to operational needs, such as the size of the pump being processed. Further progress is planned for 2027 with the installation of a new electric furnace at the Nagykanizsa production site.

In addition, certain types of coatings were replaced with new solutions that cure at lower temperatures, thereby reducing the energy required during the production cycle.

Finally, alternative manufacturing processes and design solutions for product painting and coating are being explored, with the aim of not only maintaining high standards of quality and performance, but also improving energy efficiency, reducing greenhouse gas emissions, eliminating substances of concern, and minimising resource consumption.

In 2025, at the Bientina plant, four new plastic injection moulding presses were installed, replacing an equal number of existing presses. The new machines are approximately 63% more efficient and are expected to deliver a significant improvement in the energy efficiency of the moulding process, contributing to a reduction in overall energy consumption at plant level.

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Energy efficiency is a key lever in DAB’s decarbonisation pathway, supported by equipment upgrades, optimised thermal management, and initiatives promoting energy-conscious behaviours.

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During the same year, the aluminium press at the Castello di Godego plant was replaced with a more efficient model. This upgrade is expected to enhance the overall energy efficiency of the production process and reduce the plant’s total energy consumption. The new press has already delivered energy savings of approximately 17% compared with the previous equipment.

Energy efficiency measures have also been implemented at building level. In 2025, the roof insulation of the Castello di Godego site was renewed. This measure is expected to reduce energy consumption for heating purposes, improving the thermal performance of the building and supporting the reduction of the associated greenhouse gas emissions.

Another key enabling element is represented by the Digital Energy Monitoring System, already operational at the Bientina plant in Italy and the Qingdao plant in China. This system allows for detailed and continuous monitoring of energy consumption, providing greater visibility on how, where and when energy is used across facilities and production processes. This enables the identification of inefficiencies, abnormal consumption patterns and energy-intensive processes, supporting targeted optimisation measures, reducing avoidable energy use and contributing to the reduction of the related greenhouse gas emissions.

Objectives for 2026 include completing its implementation at the Group Headquarters (Mestrino), enhancing system functionalities at the Bientina site , and, from 2027 , gradually rolling out the system to the other production sites.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

SPOTLIGHT:

Electric Infrared Oven at the Mestrino Site

As part of the upgrade of the coating line at the Mestrino production site, DAB introduced an electric Infrared (IR) oven designed to improve energy efficiency and process control. The oven represents an evolution compared with traditional combustion-based systems, enabling more targeted management of the drying phases. The system is fully automated and adjusts its programs according to the characteristics of each product, optimising energy use throughout the production cycle.

Compared with conventional hot air ovens, which operate at higher temperatures, IR technology allows for significantly lower ambient temperatures, contributing to reduced energy consumption and a lower carbon footprint for the finishing process.

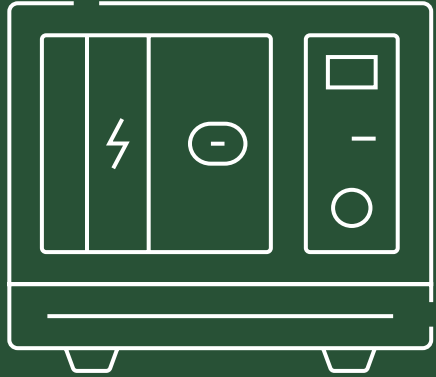
The introduction of the new oven is part of a broader upgrade of the coating line, developed through an integrated project approach, with DAB acting as coordinator and bringing together complementary expertise.

This approach has enabled the combination of technological innovation and process improvement, with outcomes including:

- improved energy efficiency and optimised resource use
- reduction of waste throughout the coating process
- enhanced process control and traceability
- increased flexibility in managing different product types

At the same time, the project has also had an impact on the organisation of work. The implementation of advanced technologies required the development of new skills, involving shop floor’s operators in reskilling initiatives and supporting their shift from manual operational activities to roles focused on managing and programming automated systems.

This initiative demonstrates how technological innovation can contribute not only to reducing environmental impact, but also to improving working conditions and supporting skills development within the organisation.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

Company Fleet Electrification

More than half the company fleet is now electric.

A multi-year transition has taken DAB to over 50% electric vehicles, backed by charging infrastructure at all major Group’s plants.

In recent years, DAB has been advancing the electrification of its company fleet through the progressive replacement of internal combustion vehicles with hybrid and fully electric alternatives.

As of 2025, electric vehicles represent approximately 53% of the total company fleet. The initiative was supported by the installation of charging infrastructure at all major Group’s production sites, creating the operational conditions for lower-impact mobility. Beyond environmental benefits, this initiative was also implemented to foster a cultural shift, encouraging employees to adopt more sustainable mobility habits.

DAB is actively working to further strengthen its data collection processes and improve data quality, with the objective of supporting more informed decision-making.

“As of 2025, electric vehicles represent more than half of the total company fleet, supported by charging infrastructure at all major Group’s production sites.”



- 01. INTRODUCTION
- 02. CORPORATE GOVERNANCE
- 03. GENERAL DISCLOSURES
- 04. ENVIRONMENTAL DISCLOSURES
 - 4.1 Climate Change and Energy Efficiency
 - 4.2 Water Management
 - 4.3 Resource Use and Circular Economy
- 05. SOCIAL DISCLOSURES
- 06. GOVERNANCE DISCLOSURES
- ANNEXES

Actions

SCOPE 3 EMISSIONS

Decarbonisation Levers and Mitigation Actions

Scope 3 emissions represent the largest share of DAB's carbon footprint, driven by the energy consumed by sold products, upstream supply chain activities, and the transportation of products across an international network. Addressing them requires a coordinated approach spanning product development, supplier engagement, and logistics optimisation.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

Emissions from Use of Sold Products

The product in use is 99% of DAB’s carbon footprint, so its life after the sale is where climate impact is decided.

The use phase of sold products dominates DAB’s carbon footprint. The response runs on two levers: more energy-efficient, controlled solutions, and smart, connected products that let users and installers monitor, optimise and cut consumption in real life.

The largest share of DAB’s overall Scope 3 emissions (99% of total organisation’s carbon footprint) is represented by emissions generated during the use phase of sold products. For this reason, the reduction of emissions originating from the use of sold products is a central element of DAB’s climate strategy.

The first lever is the continued development of high-efficiency, frequency-driven solutions that optimise energy consumption, significantly reducing electricity use compared with traditional technologies while maintaining performance and reliability. The second lever is the development of smart solutions that integrate controls, connectivity, digital tools (such as the H2D app), and advanced product functionalities.

These solutions enable users to monitor and optimise system operation in real-life applications. By providing greater visibility over energy and water consumption, DAB fosters increased user awareness and promotes the responsible use of its products throughout their life cycle. At the same time, the implementation of these smart solutions delivers significant benefits for professional installers.

Through advanced connectivity, installers can remotely monitor system performance and promptly detect potential faults or inefficiencies. This enables faster and more effective failure diagnostics, reducing the need for unnecessary on-site maintenance interventions and consequently, lowering travel-related emissions.

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The reduction of emissions originating from the use of sold products is a key lever of DAB’s decarbonisation roadmap.
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Beyond product efficiency, the composition of the product portfolio and the geographical sales mix are key factors influencing these emissions. Variations in the share of sold products across different power ranges and efficiency classes can significantly affect downstream emissions, as each product category is characterised by distinct usage profiles, operating hours and lifetime energy consumption.

For this reason, DAB has started monitoring the evolution of its product mix to assess how commercial and product development strategies can progressively steer the portfolio towards solutions with lower lifetime energy consumption.



Actions

Emissions from Purchased Goods and Services

Turning supplier engagement into climate impact.

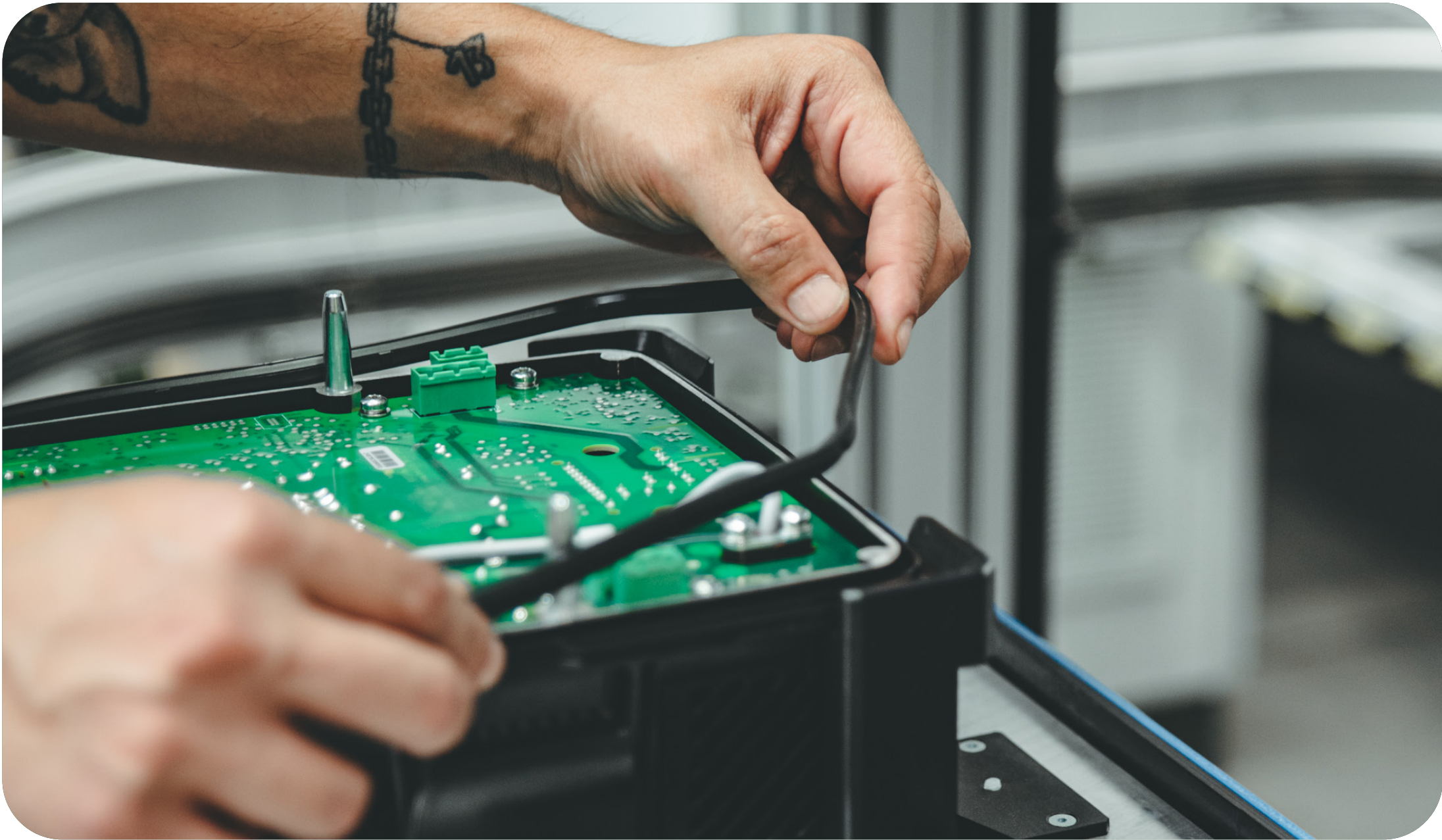
Purchased goods and services are a relevant slice of the Scope 3 footprint, reflecting a manufacturing model built on raw materials, components and external supply.

Emissions from purchased goods and services represent a relevant component of DAB’s overall Scope 3 carbon footprint. This reflects DAB’s business model and manufacturing activities, which rely on the purchase of raw materials, semi-finished goods, mechanical, electrical and electronic components, as well as externally sourced products and services.

For this reason, DAB is working to better understand the main emission drivers associated with purchased goods and services, including the contribution of key material categories, supplier groups and sourcing patterns.

Starting from 2026, DAB aims to improve data accuracy and strengthen the active monitoring of upstream emissions by enhancing the quality of its calculation methodology. Through this approach, the company seeks not only to deepen its understanding and management of upstream emissions, but also to foster greater awareness, transparency and progressive climate action across the supply chain, engaging its business partners in the transition.

“DAB seeks not only to deepen its understanding and management of upstream emissions, but also to foster greater awareness, transparency and progressive climate action across the supply chain.”



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

Emissions from Transportation and Distribution

An international supply chain means logistics is a lever: from route optimisation to a biofuel shuttle.

Inbound and outbound transport is a key Scope 3 contributor, shaped by DAB’s global supply and sales network. Reducing emissions requires targeted measures: route optimisation, shipment consolidation, modal shift, and lower-emission fuels, including a biofuel-powered shuttle running between Mestrino and the Monselice warehouse since 2022.

Transportation and distribution, both upstream and downstream, represent another key contributor to Scope 3 emissions. These emissions are calculated in accordance with the GHG Protocol, using a Well-to-Wheel (WtW) approach to capture the full life cycle impact of fuel use.

Emissions related to transport of purchased materials, components and semi-finished goods from suppliers to DAB’s production sites are accounted for under Category 4 (upstream transportation and distribution). Emissions related to the distribution of finished products from DAB’s production sites and warehouses to regional hubs, distributors and end customers are accounted for under Category 9 (downstream transportation and distribution).

These emissions are particularly relevant for DAB due to the international nature of its supply chain and sales network. Goods are delivered mainly by road and sea, even though air and train services are used as well with low frequency. Transport-related emissions are influenced by factors such as shipment weights, transport distances, hub network configuration, modal split and carbon intensity of the transport solution used.

To reduce such emissions, DAB is identifying and implementing targeted actions where technically and economically feasible, while maintaining service quality, supply reliability and delivery performance. Key initiatives include route optimisation, shipment consolidation and a modal shift towards lower-impact transport solutions.

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The adoption of alternative fuel solutions has strengthened collaboration with suppliers, generating positive impacts across the entire value chain, from biofuel providers to end consumers.

”

In addition, DAB is assessing the selective adoption of lower-emission fuels, such as biofuels and sustainable marine fuels (SMF), across specific logistics flows where these options can effectively reduce the carbon intensity of transportation.

As an example of application, in 2022 a dedicated biofuel-powered shuttle service was introduced between the Mestrino production site and the main first-level warehouse located in Monselice. This initiative contributed to reduce environmental impacts in the local urban area while also improving logistics efficiency by optimising goods flows, minimising unnecessary movements and increasing load factors. Moreover, the adoption of alternative fuel solutions has strengthened the collaboration with suppliers, generating positive impacts across the entire value chain, from biofuel providers to end consumers.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Targets and Progress

Advancing towards our 2030 climate commitments with measurable emissions reductions.

DAB Group is committed to contributing to climate change mitigation by progressively reducing greenhouse gas emissions from its operations and value chain. As part of the Grundfos Group, DAB aligns with its science-based climate targets, which have been approved by the Science Based Targets initiative (SBTi). These targets include a 50% reduction in absolute Scope 1 and Scope 2 emissions and a 25% reduction in Scope 3 emissions by 2030, from a 2020 baseline, as well as the commitment to reduce emissions across all scopes by at least 90% by 2050 and neutralise residual emissions through permanent carbon dioxide removals.

In addition to the Group’s 2030 and 2050 climate targets, DAB defines annual interim targets for Scope 1 and Scope 2 emissions, which are monitored monthly across all levels of the organisation to track progress, identify deviations and support timely corrective actions.

For Scope 3 emissions, DAB has also defined an interim target for 2027, corresponding to a 21.5% reduction from a 2020 baseline of Scope 3 emissions from the use of sold products (Category 11), providing an additional milestone ahead of the 2030 target and supporting the progressive reduction of downstream value chain emissions. As part of the Group 2027 Strategy, this has been identified as a priority area and formally embedded as an Objective and Key Result (OKR) within the strategic pillar Care. This ensures that the decarbonisation of DAB’s product portfolio becomes a measurable and shared commitment across the organisation.

	Target	Baseline 2020 (tCO ₂ e)	2020 progress vs baseline	Status
Scope 1+2	-50% by 2030	8,332	-62%	Ahead of target
Scope 3 – Category 11	-25% by 2030	17.1M	-33%	Ahead of target



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

From a 2020 base year, DAB has committed to reducing its Scope 1 and Scope 2 (market-based) GHG emissions by 50% by 2030 compared with a 2020 baseline, while also targeting a 25% reduction in Scope 3 emissions (Category 11) over the same period.

As of 2025, DAB has already exceeded its 2030 Scope 1 and Scope 2 reduction target, achieving a 62% reduction from the baseline year compared with the 2020 baseline. Combined Scope 1 and market-based Scope 2 emissions decreased from 8,332 tCO₂e in 2020 to 3,143 tCO₂e in 2025. This performance was primarily driven by a substantial decrease in Scope 2 emissions (–80%), which more than offset a moderate increase in Scope 1 emissions (+5%).

This long-term improvement was enabled by direct energy self-generation initiatives, including the installation and expansion of photovoltaic systems across four production sites, together with continuous energy-efficiency measures implemented across all facilities, which contributed an estimated additional reduction of approximately 14%. In 2025, these efforts were further strengthened by the PPA signed by the parent company, Grundfos, introducing an additional decarbonisation lever and enabling a step-change reduction in market-based Scope 2 emissions. As a result, market-based Scope 2 emissions decreased by a further 48% compared with the baseline year.

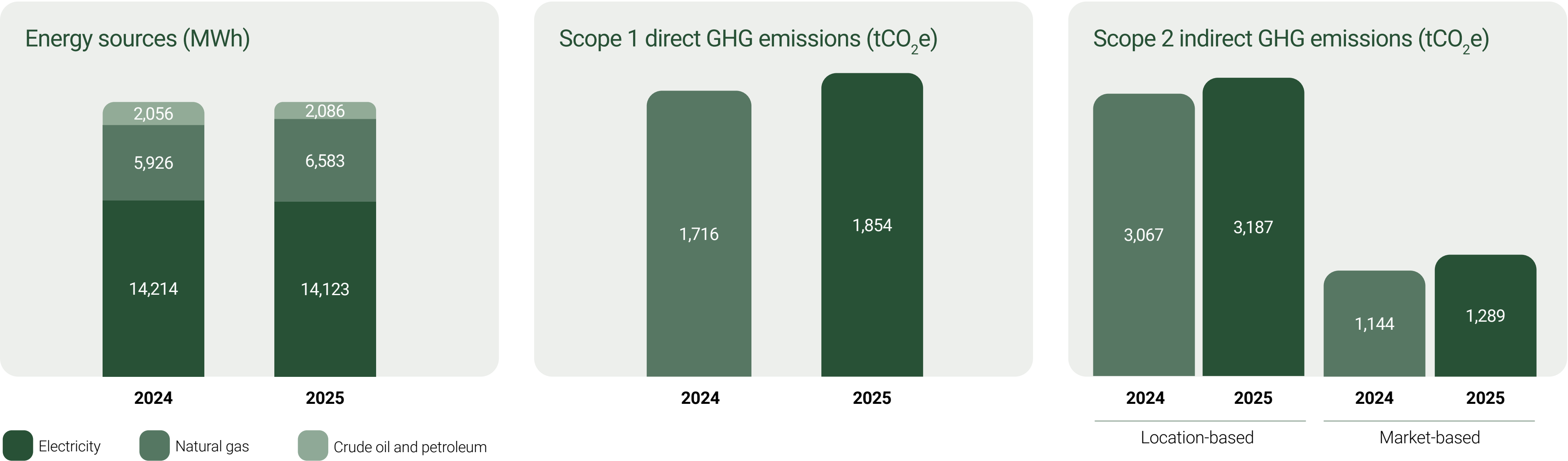
From a year-on-year perspective, combined emissions increased by approximately 8% compared with 2024 (2,860 tCO₂e), driven by increases in both Scope 1 emissions (+8%) and market-based Scope 2 emissions (+13%).

The rise in emissions was primarily attributable to higher natural gas consumption during the winter period, higher production volumes and other operational changes. In parallel, the overall emissions trend in 2025 was also significantly influenced by a higher electricity emission factor linked to the Italian electricity grid mix (approximately +10% compared with 2024).

The location-based perspective further confirms the structural improvement achieved over the period. Scope 2 location-based emissions decreased by 20% compared with 2020, demonstrating the effectiveness of energy-efficiency measures and on-site renewable generation in reducing underlying electricity consumption and reliance on the grid.

Scope 3 emissions associated with the use of sold products (Category 11) represent the largest component of DAB’s carbon footprint, accounting for approximately 99% of total emissions. These emissions decreased from 17,114,508 tCO₂e in the 2020 base year to 11,512,424 tCO₂e in 2025. Compared with 2024, this represents a 15% reduction, primarily driven by changes in sales volumes and product mix, a more energy-efficient product portfolio, and a growing share of renewable electricity in the markets where DAB’s products are used.

The 2025 performance, although slightly above the 2027 interim target, indicates that the current decarbonisation trajectory remains broadly aligned with the defined reduction pathway.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

— 4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Metrics

Energy consumption and mix (MWh)

	2025	2024	△% 2020/2025
From fossil sources	11,597	10,580	10%
<i>Fuel consumption from natural gas</i>	6,583	5,926	11%
<i>Fuel consumption from crude oil and petroleum products</i>	2,086	2,056	1%
<i>Fuel consumption from coal and coal products</i>	0	0	-
<i>Fuel consumption from other fossil sources</i>	0	0	-
<i>Consumption of electricity, heat, steam and cooling from fossil sources, purchased or acquired*</i>	2,928	2,598	13%
From nuclear sources	0	0	-
From renewable sources	11,195	11,616	-4%
<i>Consumption of electricity, heat, steam and cooling from renewable sources, purchased or acquired**</i>	7,982	8,465	-6%
<i>Consumption of self-generated non-fuel renewable energy</i>	3,213	3,151	2%
Total energy consumption	22,792	22,196	3%
Energy production	5,021	4,623	9%
<i>Renewable energy production***</i>	5,021	4,623	9%
<i>Non-renewable energy production</i>	0	0	-

*The energy mix of purchased electricity reflects the generation mix of the national grid in the country where consumption occurs; the renewable share therefore varies across countries. As a conservative approach, the share of purchased electricity not covered by Guarantees of Origin has been fully classified as electricity from fossil sources.

**Renewable electricity consumption includes electricity purchased and covered by valid Guarantees of Origin, which are sourced through the Grundfos’ Power Purchase Agreement (PPA).

***Renewable energy production refers to the self-generation of electricity through our photovoltaic systems and includes both the portion directly consumed on-site and the portion supplied to the local electricity grid.

Metrics

GHG emissions (tCO₂e)

	Baseline 2020	2024	2025	△% 2024/2025	△% 2020/2025
Scope 1 direct GHG emissions					
<i>Gross Scope 1 GHG emissions</i>	1,772	1,854	1,716	8%	5%
Scope 2 indirect GHG emissions					
<i>Gross location-based Scope 2 GHG emissions</i>	3,984	3,187	3,067	4%	-20%
<i>Gross market-based Scope 2 GHG emissions</i>	6,560	1,289	1,144	13%	-80%
Scope 3 other indirect GHG emissions					
Upstream					
<i>Purchased goods and services (cat.1)</i>	NA	113,172	117,461	-4%	NA
<i>Upstream transportation and distribution (cat.4)</i>	NA	2,736	5,046	-46%	NA
<i>Business travel (cat.6)</i>	NA	725	1,281	-43%	NA
Downstream					
<i>Downstream transportation and distribution (cat.9)</i>	NA	4,572	5,378	-15%	NA
<i>Use of sold products (cat.11)</i>	17,114,508	11,512,424	13,470,269	-15%	-33%
Scope 1, 2 and 3 total GHG emissions					
<i>Total gross GHG emissions (location-based)</i>	17,120,264	11,638,670	13,604,218	-14%	-32%
<i>Total gross GHG emissions (market-based)</i>	17,122,840	11,636,772	13,602,295	-14%	-32%

Reported Scope 3 emissions include categories for which sufficient and reliable data were available at the reporting date.

The assessment and quantification of additional Scope 3 categories are ongoing and will be incorporated as data availability and quality improve.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

4.1 Climate Change and Energy Efficiency

— 4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

4.2 Water Management

The resource DAB relies on.
The resource DAB helps preserve.

Water is at the heart of DAB's business. Managing it responsibly is essential to creating sustainable value and supporting water resilience.

Material Impacts, Risks and Opportunities



POSITIVE IMPACT - ACTUAL
**Wastewater treatment business segment
enabling environmental protection**



RISK
Water discharge and pollution risk

Water is intrinsically linked to DAB’s identity, business model and purpose.

As a company specialised in water movement solutions, DAB develops technologies that enable water pumping, circulation, reuse and treatment across residential, commercial, industrial and agricultural applications. For this reason, effective water management is material for DAB both as an essential natural resource used within its own operations and as the core element around which the Group’s products, innovation efforts and customer value proposition are built.

This relevance extends across the downstream value chain, as DAB’s solutions improve access to water, promote efficient resource use and support smart water management in end-use applications. This is fully aligned with DAB’s purpose of “Enhancing Life by Making Water Easy”, reinforcing the Group’s commitment to developing technologies that contribute to more sustainable water stewardship across society.

Policies and Approach

DAB’s approach to water management is framed by the Group EHS Policy, which serves as the reference document guiding the company’s water-related activities. The Policy sets out the key principles, commitments and general directions that steer DAB’s approach to water matters, providing a common framework for the responsible management of water withdrawals, the optimisation of water use, the control of wastewater discharges, the prevention of pollution and the progressive improvement of water efficiency across the organisation. Water withdrawal data are analysed monthly at both Group and site level, covering production sites and subsidiaries, in order to monitor performance, identify deviations and support timely corrective actions.

For more information on the Group EHS Policy, see the **Policy Overview**, [page 128](#).

Water is an essential resource for DAB’s operational activities, supporting key processes such as product testing, process cooling, facility services and sanitation. Ensuring responsible water management across production sites is therefore critical to optimise withdrawals and consumption, maintain process efficiency and preserve compliance with applicable environmental requirements.

The main water-related impacts and risks within DAB’s own operations are associated with water withdrawal, wastewater discharge quality, regulatory compliance and the potential occurrence of unintended water losses. Occasional equipment failures, leakages or distribution system issues can result in avoidable losses, highlighting the importance of preventive maintenance, water recovery systems, efficient processes and robust monitoring. In addition, wastewater management requires systematic oversight to ensure that discharged water complies with regulatory limits and does not adversely affect receiving bodies or local ecosystems.

DAB ensures monitoring, treatment and compliant discharge of wastewater across its production sites, while progressively strengthening water efficiency and control measures. Activities include improving the availability and quality of water-related data, identifying potential inefficiencies, reducing unnecessary withdrawals through improved behaviours and ensuring that water management remains aligned with evolving regulatory expectations and local environmental conditions.

Beyond its own operations, DAB’s products directly influence how efficiently water is managed in buildings and applications. Our smart solutions support a more responsible use of water through improved system performance and remote monitoring.

The Group also supports pollution prevention and ecosystem protection through wastewater treatment solutions and technologies that improve water and energy efficiency during the use phase, generating positive impacts beyond its direct operational footprint.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

4.1 Climate Change and Energy Efficiency

— 4.2 Water Management

4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

DAB’s approach to water management is focused on improving the efficiency, control and resilience of water use across its production sites and subsidiaries.

The main actions are aimed at reducing unnecessary withdrawals, particularly from groundwater sources, increasing water recovery and reuse from different sources, improving the quality and granularity of water-related data, and progressively strengthening the assessment of water-related risks.



These initiatives support the goal of a **more responsible water management** across DAB’s own operations and contribute to ensuring compliance with applicable regulatory requirements.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

Actions

Water Recovery and Reuse

Process water, greywater, condensate and rainwater, used once, then put back to work.

Recovery and reuse systems across DAB’s sites redirect different water streams to non-potable uses, cutting freshwater withdrawals and building resilience as rainfall grows less predictable. A 91 m³ rainwater harvesting tank and condensate recovery at Qingdao are recent examples of withdrawals coming down.

A key element of DAB’s approach is the adoption of water recovery and reuse systems, which have been implemented across several Group’s production sites. These systems allow water to be reused for different operational purposes, helping to reduce the need for freshwater withdrawals and improve overall water efficiency at site level.

Reuse practices involve different types of water, including process water, greywater, condensate from cooling systems and water recovered from canteen services. Depending on the site and the technical configuration of the systems in place, recovered water can be redirected to suitable non-potable uses, supporting a more circular and efficient management of water resources within production facilities.

This lever becomes increasingly important in a context where water availability and rainfall patterns are expected to become more variable due to climate change. In response, DAB recognises the importance of continuing to work on maximising the recovery and reuse of water already used within its operations. This includes, where technically feasible, the reuse of process water, greywater from facility services and other recoverable internal water flows, helping to reduce reliance on freshwater withdrawals and improve the resilience of production sites. At the beginning of 2025, a 91 m³ rainwater harvesting recovery tank was installed at the Qingdao plant in China.

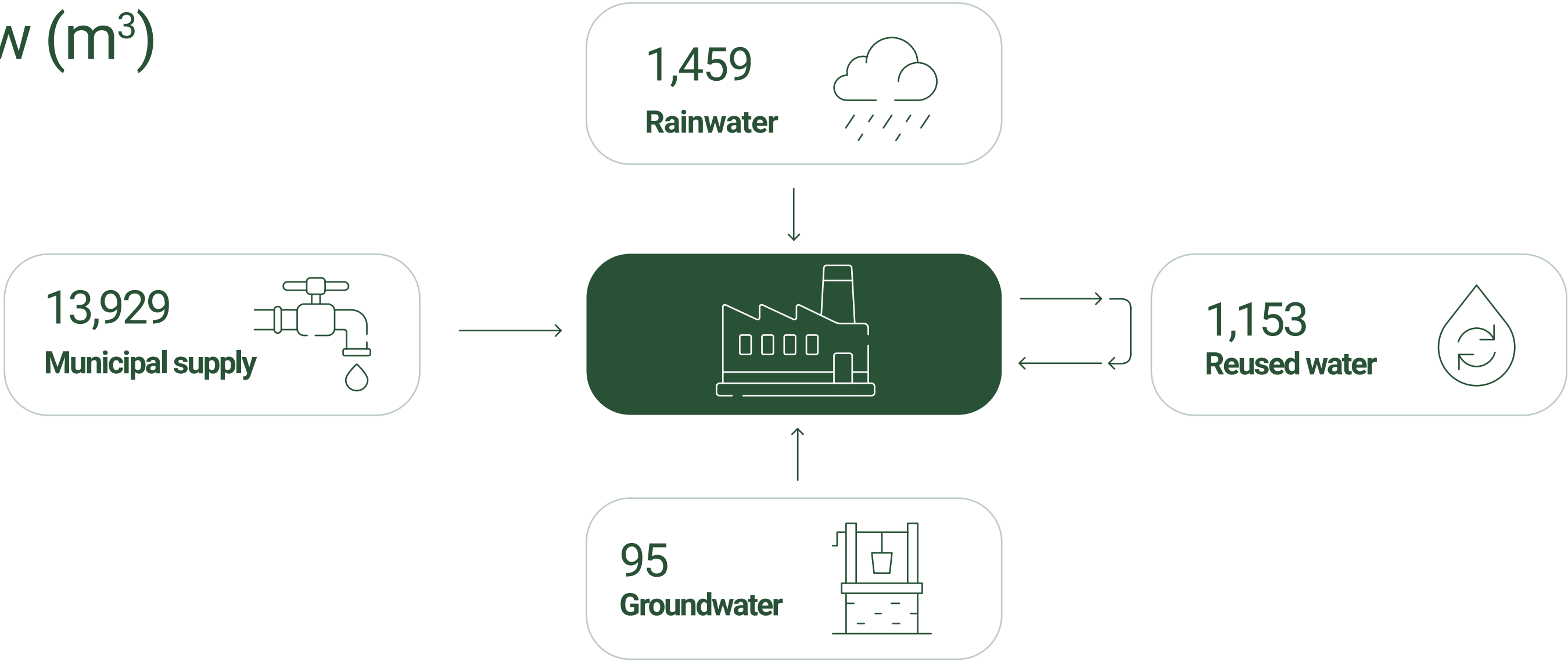
In addition, the site implemented systems to recover condensate from the air conditioning units. Together, these initiatives have significantly reduced water withdrawals by increasing the availability of recovered water for suitable internal uses.

“ Reuse has significantly reduced water withdrawals by increasing the availability of recovered water for suitable internal uses. ”

Water recycled and reuse infrastructure

Production Site	Tank Capacity (m³)	Water Source	Water Use
Mestrino, Italy	116	Rainwater, Greywater, Process Wastewater	Irrigation, Sanitary Water, Process Water
San Germano, Italy	13.7	Rainwater, Greywater	Sanitary Water, Process Water
Nagykanizsa, Hungary	100	Rainwater	Sanitary Water
Qingdao, China	95	Rainwater, Condensate from Air Conditioning	Sanitary Water, Facility Cleaning Services

Water flow (m³)

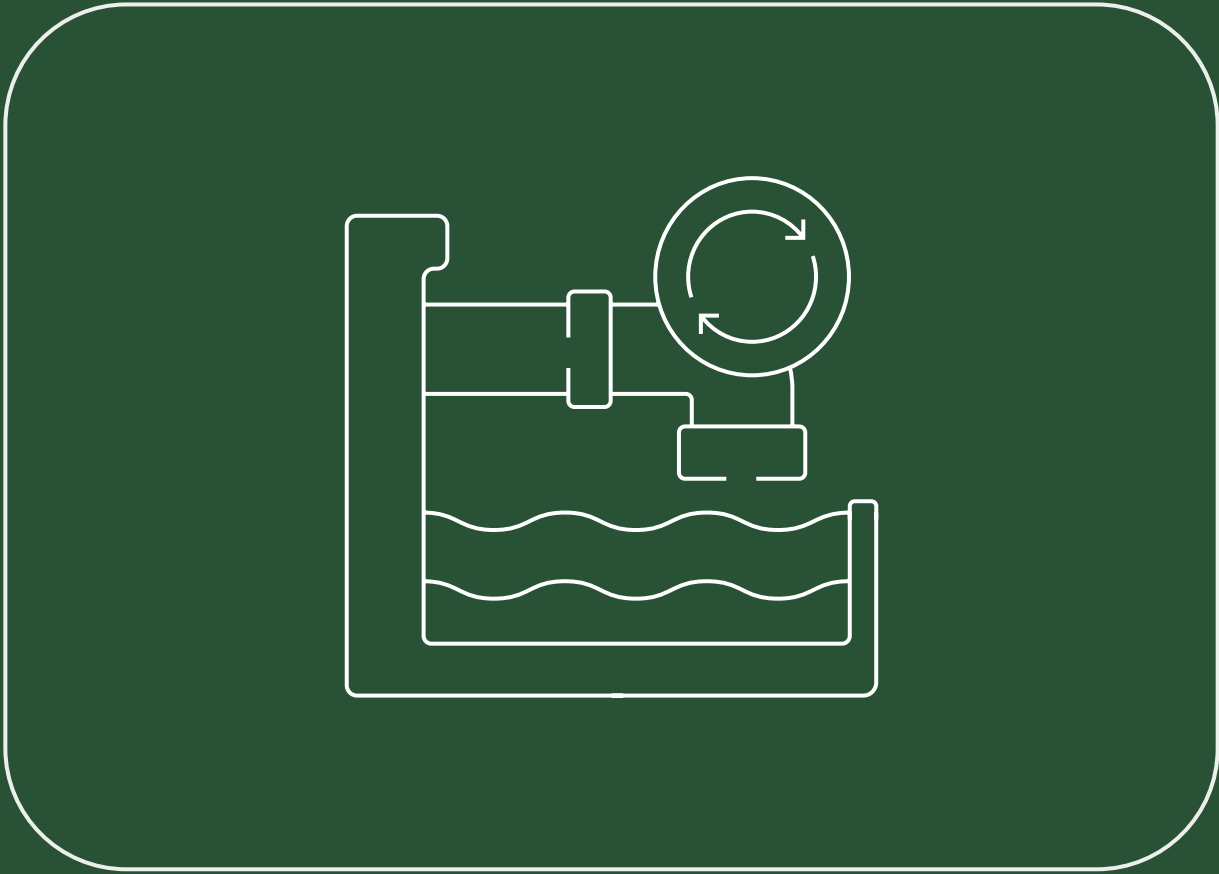


SPOTLIGHT:

Wastewater Treatment System at the Mestrino Site

The Mestrino production site is equipped with a process water treatment system designed to purify wastewater generated by selected industrial operations. Installed in 2012, the system treats oily water from machining processes, water from mould washing activities, and water from test tanks.

The treatment process is based on distillation: wastewater is heated in a vacuum boiler to induce evaporation at lower temperatures, enabling the separation of contaminants from water. Pollutants are concentrated, collected and managed as waste, while the recovered water is reused in mechanical processing operations.



Actions

Towards Integrated Water Balance Monitoring

From counting what we withdraw to understanding the full water balance, site by site.

DAB is moving beyond withdrawal-only monitoring towards an integrated view of withdrawals, reuse, discharges and actual consumption. By end-2027, smart meters will give a granular view on where water goes, and where it can be saved.

DAB is also working to strengthen its understanding of water flows by evolving from a monitoring approach primarily focused on water withdrawals to a more integrated view of water balances at site level. This will enable, by the end of 2027, a more structured analysis of withdrawals, internal reuse, discharges and actual water consumption.

This will support the identification of inefficiencies, potential losses and improvement opportunities, while also improving the quality of water-related data used for internal management and external reporting.

Between 2026 and 2027, DAB plans to improve its ability to monitor the distribution of water uses across its sites through the installation of sub-meters and their connection to the remote monitoring system currently used at the four Italian plants for the main water withdrawal meters. This will allow a more granular understanding of how water is used across different processes and areas, supporting the identification of inefficiencies, potential losses and additional opportunities for reduction and reuse.

“

DAB is evolving from a monitoring approach primarily focused on water withdrawals to a more integrated view of water balances at site level.

”



Actions

Water Stress and Risk Assessment

Mapping where water risk is highest and planning around it.

Using recognised assessment tools such as WRI Aqueduct, DAB is assessing physical water risks, including water stress, across its production sites, with the aim of building these considerations systematically into site management and future planning.

DAB is progressively assessing water-related physical risks across its production sites, including exposure to water stress and other local water-related conditions. This assessment is being developed through the use of recognised assessment tools and methodologies, such as WRI Aqueduct, in order to better understand the level of risk associated with the geographical areas in which the Group operates.

The objective is to integrate water risk considerations more systematically into site-level management and future planning. Disclosure on water stress and water-related risk assessment will be progressively expanded as the assessment framework matures and as data quality, methodology and internal governance are further strengthened.

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The objective is to systematically integrate water-related physical risks into site-level management and future planning.

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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

4.1 Climate Change and Energy Efficiency

4.2 Water Management

4.3 Resource Use and Circular Economy

Targets and Progress

In 2025, total water withdrawal amounted to 14,024 m³, representing a 34% reduction compared with the 2020 baseline (21,278 m³). The improvement is even more pronounced when measured against 2018 levels (22,852 m³), corresponding to an overall reduction of approximately 39%, and confirming a sustained downward trend over the period.

From a year-on-year perspective, water withdrawal decreased by 14% compared with 2024 (16,370 m³), reflecting continued progress in water-use efficiency. At the same time, the volume of water recycled and reused increased by 119%, rising from 1,194 m³ in 2024 to 2,612 m³ in 2025. This result highlights a significant strengthening of circular water management practices, particularly at the Mestrino and Qingdao plants.

This performance reflects the effectiveness of a structured water management approach implemented across most facilities, combining targeted reduction initiatives with continuous monitoring of water use. Annual reduction targets are established at plant level, and performance is tracked monthly to enable timely corrective actions and support continuous improvement.

Overall, the results demonstrate a growing decoupling of water withdrawal from operational activity, driven by responsible water-use practices and investments in rainwater harvesting and water recovery systems supporting sanitary services and industrial processes.

Metrics

Water consumption from own operations (m³)

	Baseline 2020	2025	2024	△% 2024/2025	△% 2020/2025
Total Water Withdrawal	21,278	14,024	16,370	-14%	-34%
Total Water recycled and reused*	NA	2,612	1,194	119%	-

**No 2020 baseline is available for recycled and reused water, as systematic monitoring and data collection were not yet implemented.*

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

4.1 Climate Change and Energy Efficiency

4.2 Water Management

— 4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

4.3 Resource Use and Circular Economy

Keeping value in the loop.

From design to end of life, every choice determines how long resources remain in use and how much value can be preserved.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

4.1 Climate Change and Energy Efficiency

4.2 Water Management

— 4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Material Impacts, Risks and Opportunities



NEGATIVE IMPACT - ACTUAL
Waste generation in own operations



NEGATIVE IMPACT - ACTUAL
Heterogeneous regulations governing material, chemical and product compliance may limit the adoption of alternative or recycled materials



OPPORTUNITY
Refurbishment and/or take-back scheme

DAB’s products draw on metals, plastics, electronics and packaging, each carrying impact from extraction to end of life. Responsible resource management matters both inside the plants and across the full product life cycle, where design, durability and recovery decide how much value is kept and how little is lost.

Resource use and circular economy are material topics for DAB due to the nature of the Group’s business model and manufacturing activities. DAB’s products rely on a wide range of materials, components and semi-finished goods, including metals, plastics, electronic components, and packaging materials. The extraction, processing and use of these resources generate environmental impacts across the value chain, from upstream raw material extraction and production, to manufacturing, maintenance and end-of-life treatment.

For this reason, responsible resource management is relevant for DAB both within its own operations and throughout the product life cycle. In its production sites, the efficient use of materials and the proper management of waste streams are essential to reduce environmental impacts, ensure regulatory compliance and limit the loss of valuable resources. Beyond its own operations, product design, durability, repairability, material selection and end-of-life management influence how efficiently resources are used and how much value can be preserved over time.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

4.1 Climate Change and Energy Efficiency

4.2 Water Management

— 4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Within its own operations, DAB generates waste from production processes, packaging from purchased goods and materials, maintenance activities, and general site operations. If not properly managed, waste may lead to negative environmental impacts, regulatory non-compliance, higher treatment and disposal costs, and reputational damage. These risks may also extend across the value chain where collection, transport, treatment and disposal are managed by external partners. Responsible waste management throughout the waste life cycle is therefore a key component of DAB’s environmental approach, aiming to ensure that waste streams are responsibly managed.

Resource use is also a material topic. DAB depends on input materials whose availability, cost and environmental footprint may affect operations and business continuity. Reliance on virgin raw materials increases negative environmental impacts, especially where the use of recycled or alternative materials is limited by technical, quality or regulatory requirements. In addition, it may expose DAB to price volatility and supply constraints, particularly for metals, plastics and electronic components and other strategic input materials.

Downstream impacts depend on product durability, reparability, recyclability and available recovery channels. Growing customer expectations and regulatory requirements related to end-of-life performance may create reputational and market access risks if not adequately addressed.

At the same time, circular economy represents a significant opportunity for DAB. The integration of circular economy principles into product design can support the development of more durable, repairable and recyclable products, while reducing unnecessary material use and improving life-cycle performance. Evaluating initiatives such as refurbishment, repair, spare parts availability, and product life extension may also help preserve product and material value over time. Better material composition and chemical substance information can also support informed decisions throughout product use and end-of-life management. By improving product sustainability and resource efficiency, DAB can reduce environmental pressure, enhance resilience to material-related risks and reinforce its competitiveness in markets increasingly oriented towards sustainable and life-cycle-based solutions.



Policies and Approach

DAB’s approach to resource use, circular economy and waste management is framed by the Group EHS Policy, which serves as the reference document guiding the company’s activities related to resource efficiency, responsible waste management and environmental protection. The Policy sets out the key principles, commitments and general directions that steer DAB’s approach to the responsible use of resources, the prevention and reduction of waste, regulatory compliance and the continuous improvement of environmental performance across the organisation. The Policy also supports the integration of environmental considerations into product and process development, with the objective of improving resource efficiency, reducing dependence on virgin materials where technically feasible, and supporting the progressive adoption of circular-economy principles.

For more information on the Group EHS Policy, see the **Policy Overview**, [page 128](#).

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By strengthening **product sustainability** and improving **resource efficiency**, DAB can reduce environmental pressure, enhance **resilience** to material-related risks and reinforce its competitiveness.

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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

4.1 Climate Change and Energy Efficiency

4.2 Water Management

— 4.3 Resource Use and Circular Economy

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

Circularity

Early in the journey, but already designing for repair, durability and a second life.

DAB takes a progressive, incremental approach to circularity, matched to a diverse portfolio and varying control across the value chain: products built to last and be repaired, an after-sales business that extends their life, LCAs guiding design, a fast-scaling H₂D connected fleet, and a pilot refurbishment scheme recovering value from returned products.

While still at an early stage in embedding circularity across its business practices, DAB recognises its critical role in contributing to the minimisation of environmental impacts generated by resource extraction, while at the same time strengthening business resilience, and creating new value streams. Current activities reflect a progressive and incremental approach, aligned with the diversity of our product portfolio and the differing degrees of control across our value chain.

DAB products are designed with a focus on longevity and repairability. This approach is supported by a robust after-sales business that includes service sales, spare parts, and accessories for the installed base of systems, contributing to extended product life cycles and optimised resource use.

In 2025, Life Cycle Assessments (LCAs) were initiated on a selected number of products, in line with internationally recognised standards, including ISO 14040 and ISO 14044. These assessments will support the product design process by providing a more detailed understanding of environmental impacts across the entire product's life cycle (from raw materials to end of life) and by helping to identify opportunities to improve material efficiency, reduce environmental impacts and, where technically feasible, replace conventional materials with lower-impact alternatives.

“

In 2025, the H₂D ecosystem reached 25,200 connected pumps, representing an 85% increase compared with 2024, confirming the rapid scaling of digital solutions.

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In parallel, DAB is progressively integrating smart solutions across selected product ranges to enhance durability and functionality. A key enabler is the in-house digital platform H₂D, which allows real-time performance monitoring and data-driven optimisation of next-generation pumps. In 2025, the H₂D ecosystem reached 25,200 connected pumps, representing an 85% increase compared with 2024, and confirming the rapid scaling of digital solutions within the Group. The platform helps identify potential failure risks and limiting the need for premature replacements or spare parts. Moreover, connected pumps enable early detection of leaks and inefficiencies, contributing to more efficient use of water and energy throughout the product life cycle.

In 2024, DAB launched a pilot product refurbishment project in the Italian market, supported by an external specialised partner. Selected products returned while still under warranty are collected, inspected, refurbished and tested before being reintroduced to the market through dedicated sales channels, primarily online. The initiative aims to recover value from products that would otherwise be decommissioned, provide more accessible solutions to customers, and preserve the market positioning of new products. We continue to assess opportunities to further develop the initiative and enhance its integration within the business over time.

DAB also provides specific guidance on product end-of-life management, including instructions for safe disposal, recycling, and packaging handling, thereby supporting responsible resource management. In parallel, the company is progressively expanding its technical documentation by increasing the availability of repair and maintenance instructions, in line with evolving regulatory requirements. This approach further enhances product reliability, extends products' life cycle and supports the responsible management of materials and waste streams generated throughout the end-of-life phase of DAB products.

73

Actions

Waste Management

Following the waste hierarchy to keep as little as possible out of landfill.

DAB’s waste approach prioritises prevention and reduction, then reuse, recycling and recovery, turning to landfill only where local infrastructure leaves no alternative. Concrete moves (ultrasonic washing, oily-emulsion treatment, painting-technology replacement, and better packaging) have cut hazardous waste and material use.

In its own operations, DAB is committed to responsible waste management with the objective of continuously minimising the share of waste sent to landfill. The company’s approach is based on the waste hierarchy, prioritising waste prevention and reduction, followed by reuse, recycling and other recovery solutions where technically and economically feasible. DAB continuously analyses its waste streams to identify opportunities to reduce waste at source, improve segregation and redirect waste towards more sustainable treatment or recovery pathways. Where landfill remains the only available or technically viable destination, this is mainly due to local infrastructure constraints or the absence of suitable recovery alternatives. In parallel, DAB seeks to develop new solutions and partnerships with qualified waste management operators to progressively divert residual waste streams away from landfill and towards options with lower environmental impact.

Over recent years, several initiatives have been implemented to reduce waste generation and improve waste management practices, with a particular focus on the reduction of hazardous waste. For example, we installed ultrasonic washing systems to reduce the volume of contaminated process water, as well as a treatment system for oily emulsion that enables the separation of oil and water, resulting in a significant reduction of hazardous waste. Further actions include the evaluation of a progressive replacement of painting technologies, expected to be completed by 2027, which will contribute to both lower energy consumption and reduced waste generation.

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DAB’s approach is based on the waste hierarchy, prioritising waste prevention and reduction, followed by reuse, recycling and other recovery solutions.

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Significant improvements have also been achieved in packaging solutions for both raw materials and finished products. Key initiatives include the introduction of returnable packaging for raw materials, the replacement of polystyrene with cardboard for finished products, and the elimination of polyurethane foam across several production lines.



Targets and Progress

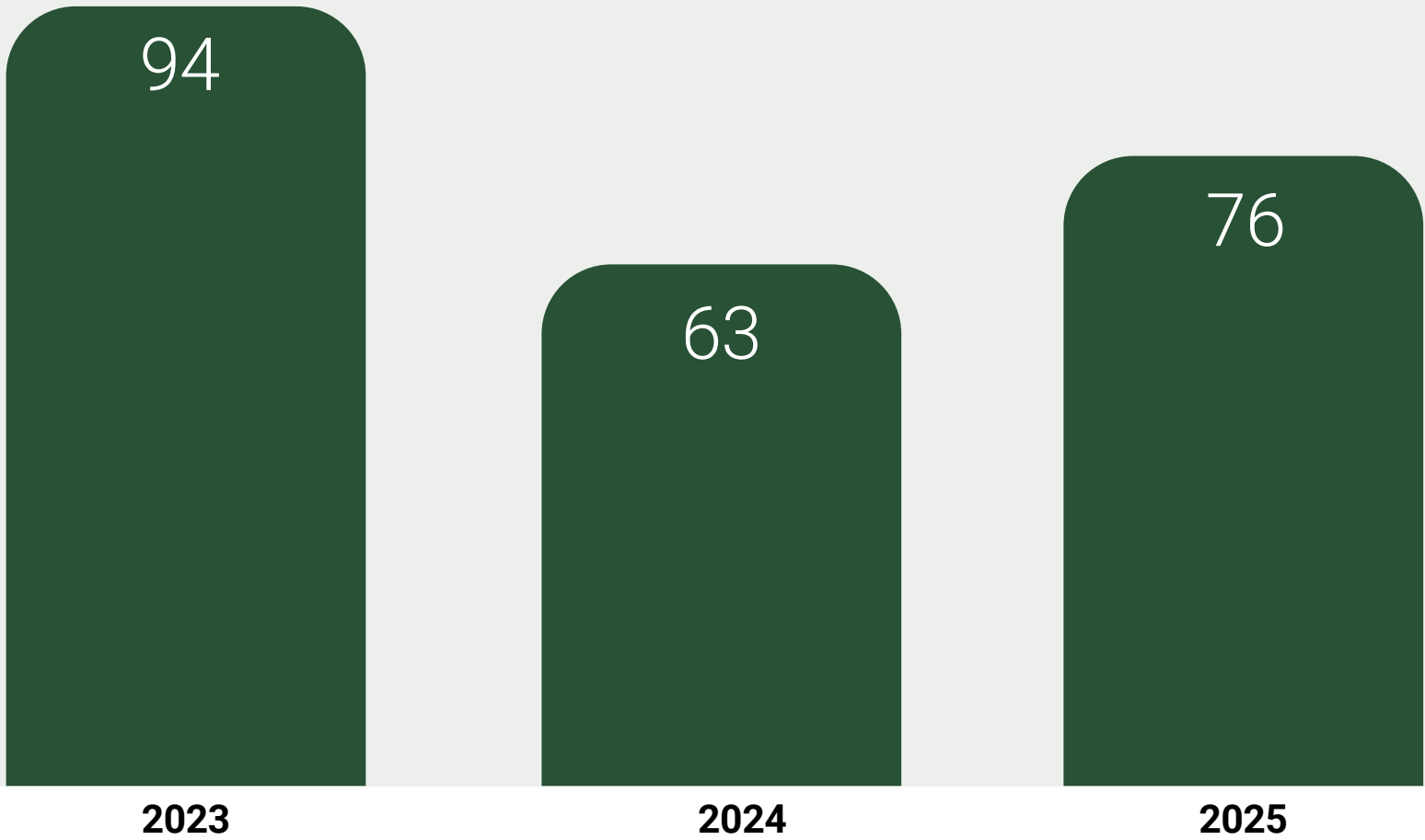
DAB sets yearly targets to cut waste sent to landfill, monitoring progress monthly. Landfill volumes rose 20% versus 2024, driven by more maintenance activity and a planned shift in waste-delivery timing rather than a change in trajectory.

Waste to landfill

DAB defines annual targets for the reduction of waste disposed to landfill, supporting the progressive improvement of waste management performance across the Group. Progress against these targets is monitored monthly, while waste recovery performance is reviewed on a quarterly basis. This monitoring approach enables DAB to track deviations, identify improvement opportunities and support timely corrective actions at site and Group level.

Compared with 2024, DAB’s total amount of waste disposed to landfill increased by 20%. This increase was primarily driven by higher levels of both routine and extraordinary maintenance activities, together with planned changes in the timing of waste collections and deliveries to treatment facilities.

Waste to landfill (tonnes)



Metrics

Waste generated (tonnes)

	2025	2024	△% 2024/2025
Non-hazardous waste	4,214	4,437	-5%
Other recovery operations*	4,169	4,399	-5%
Landfilling	45	38	18%
Hazardous waste	218	200	9%
Other recovery operations*	187	175	7%
Landfilling	31	25	24%
Total waste generated	4,432	4,637	-4%

*The values reported under “Other recovery operations” include both the amount of waste sent to recycling streams and the amount of waste sent to incineration (with energy recovery).

Social Disclosures

05



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

- 5.1 Diversity and Equal Opportunities
- 5.2 People Engagement and Well-being
- 5.3 Employees' Health and Safety
- 5.4 Supply Chain Management
- 5.5 Local Communities
- 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

Inclusion built into structure, from hiring to leadership.

Decision quality, fair participation, leadership open to everyone.
At DAB, diversity is a governance matter with deadlines attached.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Material Impacts, Risks and Opportunities



NEGATIVE IMPACT - POTENTIAL

Political and regulatory changes impacting diversity and inclusion



POSITIVE IMPACT - ACTUAL

Gender pay equality and equal pay practices



RISK

Legal and reputational risks deriving from gender bias and discrimination



OPPORTUNITY

Promotion of a culture of diversity, equity and inclusion enhancing employees' satisfaction and well-being

Diversity and inclusion represent a relevant topic for DAB in supporting organisational development and the ability to operate effectively in complex and evolving contexts. Promoting an inclusive working environment, based on respect for differences and the enhancement of skills, contributes to strengthening decision-making quality, innovation and long-term organisational resilience.

Within this framework, DAB adopts a structured approach that integrates governance arrangements, leadership culture, policies and organisational practices, with the aim of fostering fair participation, promoting inclusion and supporting the sustainable development of people and the business.

Policies and Approach

In response to the identified diversity and inclusion-related impacts, risks and opportunities, including potential legal, financial and reputational risks arising from discrimination, unequal treatment and evolving regulatory requirements, DAB has established a policy framework aimed at preventing, mitigating and managing these risks and supporting fair and responsible people management.

Key policies in place:

- Code of Conduct
- Human Rights Policy
- Harassment Prevention Policy
- Remuneration Policy

For more information on the above policies, see the **Policy Overview**, [page 128](#).

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

— 5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

W Manifesto

The W Manifesto defines how leadership is practiced at every level, regardless of title.

At DAB Group, leadership is defined as the impact of individual behaviour on others and on the organisation, and represents a core element of the company's governance and culture. This approach is formalised through the W Manifesto, which defines how leadership is understood, practised, and cultivated at all levels.

The W Manifesto translates company values into expected behaviours, promoting integrity, accountability, empowerment, and collaboration, and enabling people closest to the challenges to take decisions and act responsibly. Leadership is not linked to roles or titles; rather, it is a shared responsibility and a state of mind that recognises every individual as both a fundamental member of the organisation and a driver of its evolution. By fostering transparency, adaptability, respect for differences, and equal participation, the W Manifesto establishes the foundations for an inclusive culture that supports diversity and engagement, contributing to alignment between DAB's ambition, Strategy, and long-term value creation.

The W Manifesto was developed through a participatory co-design process that involved different functions and levels of the organisation. The content and the communication concept were not defined in a top-down manner, but jointly developed to foster recognition and a sense of belonging. Its roll-out was supported by visual materials, posters, and internal communication campaigns, with the aim of reaching the entire employee population. The W Manifesto is also integrated into the main HR processes and serves as a reference framework for leadership development programmes.

The W Manifesto is available online.

Go to W Manifesto →

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We are on a journey towards a new sense of leadership.
W like water. W like We. W like double YOU.

”



A man with glasses and a beard, wearing a dark shirt, stands in a factory environment. He is smiling and looking towards the camera. In the background, there are industrial machines, including a large blue machine with a monitor and a keyboard. The machine has a warning sign that says "VIETATO APRIRE" and the brand name "SIPRO". The overall scene is dimly lit with a greenish tint.

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Leadership is not linked to roles or titles, but is a **shared responsibility** and a **state of mind** that recognises every individual as both a **fundamental member** of the organisation and **a driver of its evolution.**

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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

— 5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

Remuneration and Equal Pay

DAB is building a pay equity system that can be measured and verified over time.

In 2023, DAB adopted a global and harmonised job grading system to ensure consistency and comparability across countries and roles. The Remuneration Policy was progressively aligned with that framework through 2024–2025. A multiparametric gender pay gap analysis model is in development and expected by 2027.

The company has made a long-term commitment to ensuring pay equity through a system based on objective and comparable criteria, developed in alignment with the EU Pay Transparency Directive (2023/970). The approach is structural, global, and proactive with respect to regulatory developments.

In 2023, DAB adopted an internationally recognised and standardised job grading framework, applied across all countries and roles within the organisation. This system enables an objective and comparable evaluation of positions, supporting internal equity and transparency in remuneration processes.

The Remuneration Policy was progressively aligned with the job grading system over the period 2024–2025 and currently serves as the reference framework for remuneration decisions at Group level. DAB has also launched a structured process to analyse the gender pay gap. An initial internal indicator is currently in use, calculated on the basis of equivalent roles and grades using available data.

At the same time, the Group is developing a multiparametric analysis model that integrates additional variables, including seniority and performance, through the use of dedicated software and co-design activities. The objective is to ensure a more accurate, consistent, and replicable measurement over time.

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DAB has launched a structured process to analyse the gender pay gap within the organisation.
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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

— 5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

Bridging Generations Workforce

Employees aged 55 and over carry knowledge the organisation cannot afford to lose.

In partnership with the University of Padua and through the EU-funded MAIA project, DAB is developing a structured approach to Active Ageing, one designed to retain critical skills, support multigenerational collaboration, and prevent the marginalisation of senior employees.

DAB is developing a structured, long-term approach to Active Ageing, with the aim of enhancing the skills and contribution of employees aged 55 and over, strengthening inclusion, and preventing the risk of marginalisation. In the context of demographic change and the ongoing transformation of the labour market, experience and know-how represent a strategic asset for the organisation's sustainability and resilience.

Through a dedicated project developed in collaboration with the University of Padua as part of the [EU-funded MAIA European Project](#) and integrated into the 2027 Strategy, DAB is laying the foundations for a more conscious and sustainable management of its ageing workforce, fostering an inclusive, multigenerational and age-friendly working environment.

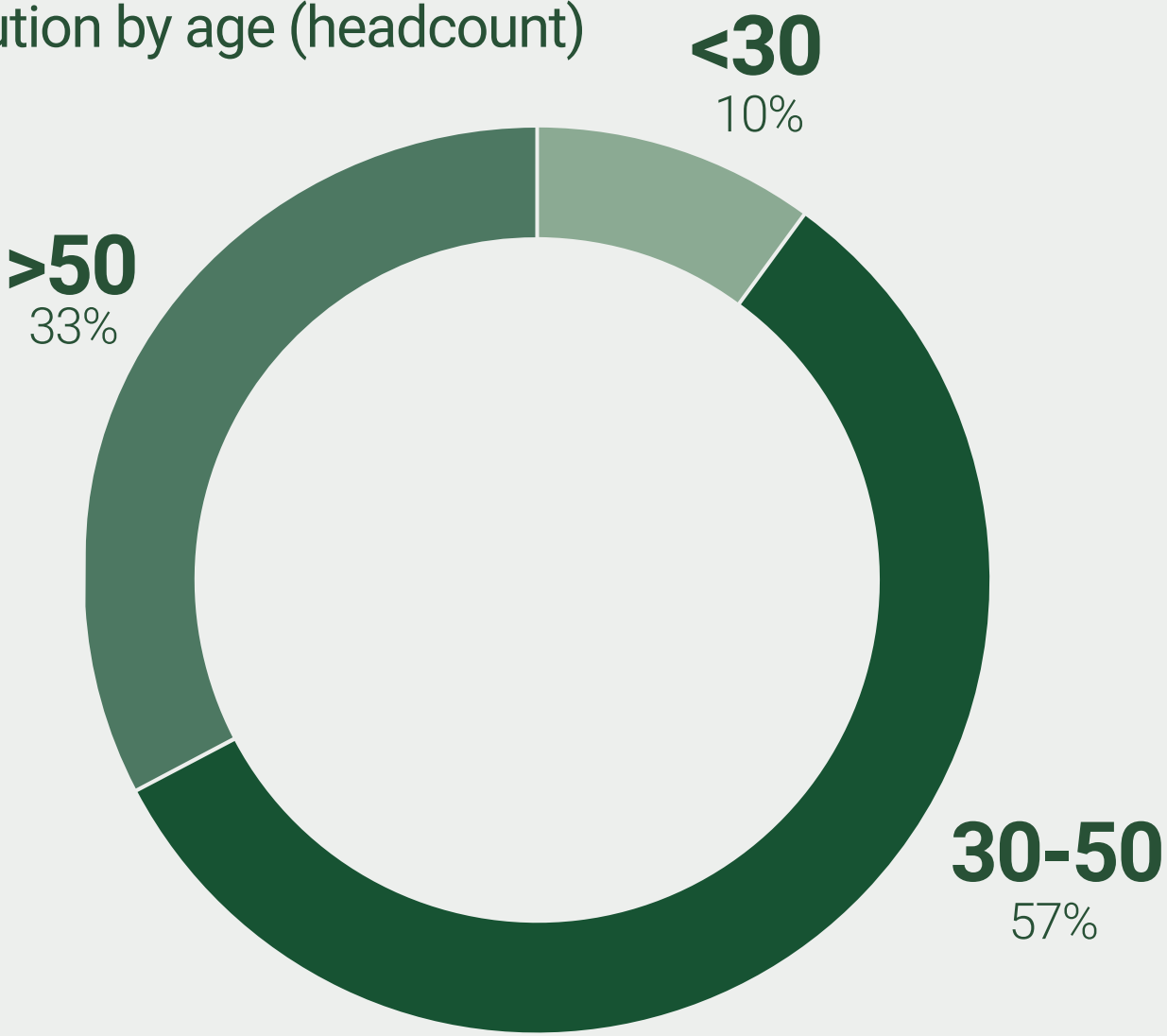
The initiative addresses the risks of critical skills loss, skills obsolescence, limited replacement capacity, low motivation among senior employees to remain in the organisation, and challenges in intergenerational collaboration, while simultaneously fostering engagement, well-being, and quality of work.

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Experience and know-how represent a strategic asset for the organisation's sustainability and resilience.

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Employee distribution by age (headcount)



01. INTRODUCTION
02. CORPORATE GOVERNANCE
03. GENERAL DISCLOSURES
04. ENVIRONMENTAL DISCLOSURES
05. SOCIAL DISCLOSURES
 - 5.1 Diversity and Equal Opportunities
 - 5.2 People Engagement and Well-being
 - 5.3 Employees' Health and Safety
 - 5.4 Supply Chain Management
 - 5.5 Local Communities
 - 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES
- ANNEXES

Actions

DAB Complexity Navigation Guide

The Complexity Navigation Guide translates the W Manifesto into how projects actually run.

Designed to support DAB Strategy and Destination 2040, the Complexity Navigation Guide distributes decision-making authority to where the work happens. It gives cross-functional teams a shared language (from Kanban to Scrum) and holds governance, collaboration, and accountability inside a single coherent structure.

To translate strategic objectives into operational practice, DAB has developed an Operational Framework that reflects the company's way of working.

By fostering psychological safety, the framework encourages openness, mutual respect and constructive challenge, creating an inclusive environment where individual differences are valued as a source of creativity, innovation and organisational development.

The Complexity Navigation Guide is a dynamic and integrated system designed to enable the DAB Strategy and Destination 2040, in alignment with the W Manifesto. It promotes a no-silos mindset, encourages collaboration across teams, functions, and external partners, and empowers people to make decisions where the work happens, strengthening individual contribution and shared accountability for company growth.

The guide serves as a practical reference to activate, manage and monitor initiatives and projects, ensuring coherence between strategic priorities and execution across the full project life cycle. The document also provides a structured overview of different project contexts, methodologies and tools (e.g. Kanban, Scrum), together with an operational guide covering all project phases, designed to support all roles involved in cross-functional teams. At the same time, it reflects DAB's organisational culture, supporting alignment between everyday behaviours and company values, and reinforcing collaboration, empowerment, and responsibility.

“The guide encourages openness, mutual respect and constructive challenge, empowering people to make decisions where the work happens.”



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

— 5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

Equal Opportunity
in Recruitment and Hiring

Creating opportunities through fair, transparent and merit-based hiring.

Job postings are designed to be inclusive and accessible: neutral language, explicit commitment to non-discrimination. Recruitment criteria are applied consistently across all locations, in line with the EU Pay Transparency Directive.

DAB promotes equal employment opportunities throughout its recruitment and hiring processes, ensuring that selection criteria are based on professional qualifications, skills and experience. Job postings are designed to be inclusive and accessible, using neutral and respectful language and explicitly reaffirming DAB's commitment to diversity, equity and non-discrimination. Recruitment practices are applied consistently across locations, ensuring fair treatment of all qualified applicants and supporting a diverse workforce, in line with the EU Pay Transparency Directive (2023/970).

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Recruitment practices are applied consistently across sites, ensuring fair treatment of applicants and supporting a diverse workforce.

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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

— 5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Targets and Progress

W Manifesto

By 2026, DAB aims to achieve organisation-wide roll-out of the W Manifesto and ensure employee awareness of its principles. By 2027, all employees 100% are expected to have completed the role-specific training programmes.

Remuneration and Equal Pay

In 2026, activities will focus on refining the gender pay gap analysis framework, including the definition of the reference perimeter and monitoring criteria. The implementation of the multiparametric analysis model is scheduled for 2027, supporting alignment with the European pay transparency compliance roadmap.

Bridging Generations Workforce

By 2027, DAB plans to publish its Guidelines, drawing on the principles of ISO 25550. The company also intends to implement targeted initiatives to support the development and retention of senior employees' skills and experience.

DAB Complexity Navigation Guide

The Complexity Navigation Guide is already embedded across the organisation through established practices and processes. Current efforts are focused on formalising and consolidating these elements into a comprehensive, integrated document to strengthen consistency, traceability and governance. The publication of the consolidated framework document is planned for 2026.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Metrics

Diversity

	Unit	2025	2024
Women per employee category (headcount)			
Women on the Board of Directors	n	1	0
	%	20%	-
Women in leadership positions	n	42	45
	%	22%	22%
Employees by gender (headcount)			
Female	n	507	524
	%	35%	35%
Male	n	946	979
	%	65%	65%
Total	n	1,453	1,503
	%	100%	100%
Employees by age group (headcount)			
<30 years	n	146	179
	%	10%	12%
30-50 years	n	832	887
	%	57%	59%
>50 years	n	475	437
	%	33%	29%
People with disabilities	%	5%	5%

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

— 5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

5.2 People Engagement and Well-being

Listening, then acting on what employees say.

An annual survey, structured follow-through, and concrete actions on flexibility, spaces and well-being. Engagement is measured and taken seriously.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Material Impacts, Risks and Opportunities



OPPORTUNITY

Implementation of initiatives to support employees' well-being and a better work-life balance



RISK

Work-related psychosocial risks affecting productivity and talent retention

DAB considers the promotion of a working environment that supports employee satisfaction, well-being and continuous development to be a strategic priority. The identified impacts, risks and opportunities reflect, on one hand, the value generated by investments in well-being and work-life balance initiatives, which contribute to employee satisfaction and retention; on the other hand, they highlight potential risks related to skills gaps, inadequate training, lack of regulatory compliance and work-related stress, which could affect operational efficiency, productivity, safety and the company's ability to attract and retain talent in the medium to long term.

Policies and Approach

To support employee engagement and well-being and to address key impacts, risks and opportunities related to workforce satisfaction, compliance, skills development and work-related stress, the DAB Group has defined a set of core workforce-related policies that provide the overarching framework for fair, safe and responsible people management across the Group.

Key policies in place:

- Code of Conduct
- Environment, Health and Safety (EHS) Policy
- Global Mobility Policy
- Harassment Prevention Policy
- Volunteering Policy
- Whistleblowing Policy
- AI Guidelines

For more information on the above policies, see the **Policy Overview**, [page 128](#).

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

- 5.1 Diversity and Equal Opportunities
- 5.2 People Engagement and Well-being
- 5.3 Employees' Health and Safety
- 5.4 Supply Chain Management
- 5.5 Local Communities
- 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Employee Motivation Survey

Every year since 2020, DAB has used employee feedback to shape people priorities and organisational development.

Since 2020, DAB has conducted an annual, structured Employee Motivation Survey (EMS) to assess employee satisfaction and motivation. The EMS has provided valuable insights into the employee experience and has informed the prioritisation of people-related actions. From 2026 onwards, EMS will be rebranded as the Employee Engagement Survey (EES). This evolution reflects a stronger focus on measuring employee engagement, enabling more effective listening, deeper workforce insights, and better-informed organisational decision-making.

Beyond data collection, the EMS is embedded in a structured process that involves teams in identifying, implementing and monitoring improvement actions throughout the year, fostering shared ownership and active participation in organisational change.

Survey results are continuously monitored and represent one of the pillars of the DAB 2027 Strategy. They define priorities, objectives and initiatives dedicated to people and organisational development.

Insights gathered through employee listening have resulted in the introduction of concrete actions aimed at improving people engagement and employee well-being, such as initiatives related to work flexibility, the evolution of working models and the enhancement of working spaces, in line with organisational priorities and strategic needs.



“ Insights gathered through employee listening have resulted in the introduction of concrete actions aimed at improving people engagement and employee well-being. ”

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Grievance Mechanisms

Employees have multiple channels to raise concerns safely. Every report is confidential. No retaliation.

Concerns can be raised with a manager, an HR Business Partner, through a dedicated email address, or anonymously through the whistleblowing channel open to employees, board members, and external third parties alike.

As part of its people engagement framework, the DAB Group has established structured grievance mechanisms to ensure that employees and relevant stakeholders can safely raise concerns and report potential misconduct.

Concerns may be reported through different channels. Employees are encouraged, where appropriate, to raise issues internally through their managers, or HR Business Partner, including through the functions responsible for receiving complaints related to harassment and abuse. Alternatively, concerns can be raised through a dedicated email address.

In addition, the [whistleblowing channel](#) provides employees, members of the Board of Directors, and external third parties with an anonymous and protected tool to report suspected non-compliance with the DAB Group’s Code of Conduct.

All reports are handled promptly and subject to strict confidentiality. Any form of reporting is protected against reprisals or retaliation. These mechanisms aim to foster a culture of trust, accountability and open dialogue, reinforcing employee engagement and supporting fair and respectful workplace practices.



“ These mechanisms aim to foster a culture of trust, accountability and open dialogue, reinforcing employee engagement and supporting fair and respectful workplace practices. ”

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

- 5.1 Diversity and Equal Opportunities
- 5.2 People Engagement and Well-being
- 5.3 Employees' Health and Safety
- 5.4 Supply Chain Management
- 5.5 Local Communities
- 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

GROW Framework

Launched in 2024, GROW structures conversations around future development, not just past experience.

GROW shifts the focus from performance evaluation to long-term professional growth, through regular development checkpoints and real dialogue between managers and employees around potential, aspirations, and personal growth paths.

Launched in 2024 with a phased roll-out across countries, the GROW Framework represents a key evolution in DAB's approach to people development. Designed in line with the DAB Strategy 2027, GROW provides a simple and structured process to support long term professional growth through regular development checkpoints, with a stronger focus on feedback, learning and clarity around individual development paths.

The framework marks a shift from a performance-centred model to a future oriented approach, encouraging continuous dialogue between managers and employees around potential, aspirations and personal growth plans.

In synergy with the W Manifesto, GROW reinforces DAB's organisational culture by promoting meaningful conversations, shared responsibility for development and a forward looking mindset. The roll-out is progressive and not yet complete, with implementation in China and Hungary planned for 2026.

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The framework marks a shift from a performance-centred model to a future-oriented approach, encouraging continuous dialogue between managers and employees around potential, aspirations and personal growth plans.

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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

Organisational Flexibility

Flexible ways of working designed to support people, performance and work-life balance.

The internal regulation governing remote working and flexible hours in Italy applies on an open-ended basis to eligible office-based roles. In other countries, arrangements align with local regulatory requirements and organisational contexts, with work-life balance as a shared underlying principle.

DAB has progressively introduced a more flexible way of working compared with the past, while recognising differences across countries.

In Italy, employees benefit from an advanced remote working model, characterised by the absence of weekly or monthly caps and complemented by extended flexible working hours. This model is governed by a dedicated internal regulation, effective since 2023 on an open-ended basis, which defines the framework for remote working arrangements and working time flexibility for eligible professional office-based roles. Remote working arrangements are in any case subject to prior agreement with the employee's direct manager.

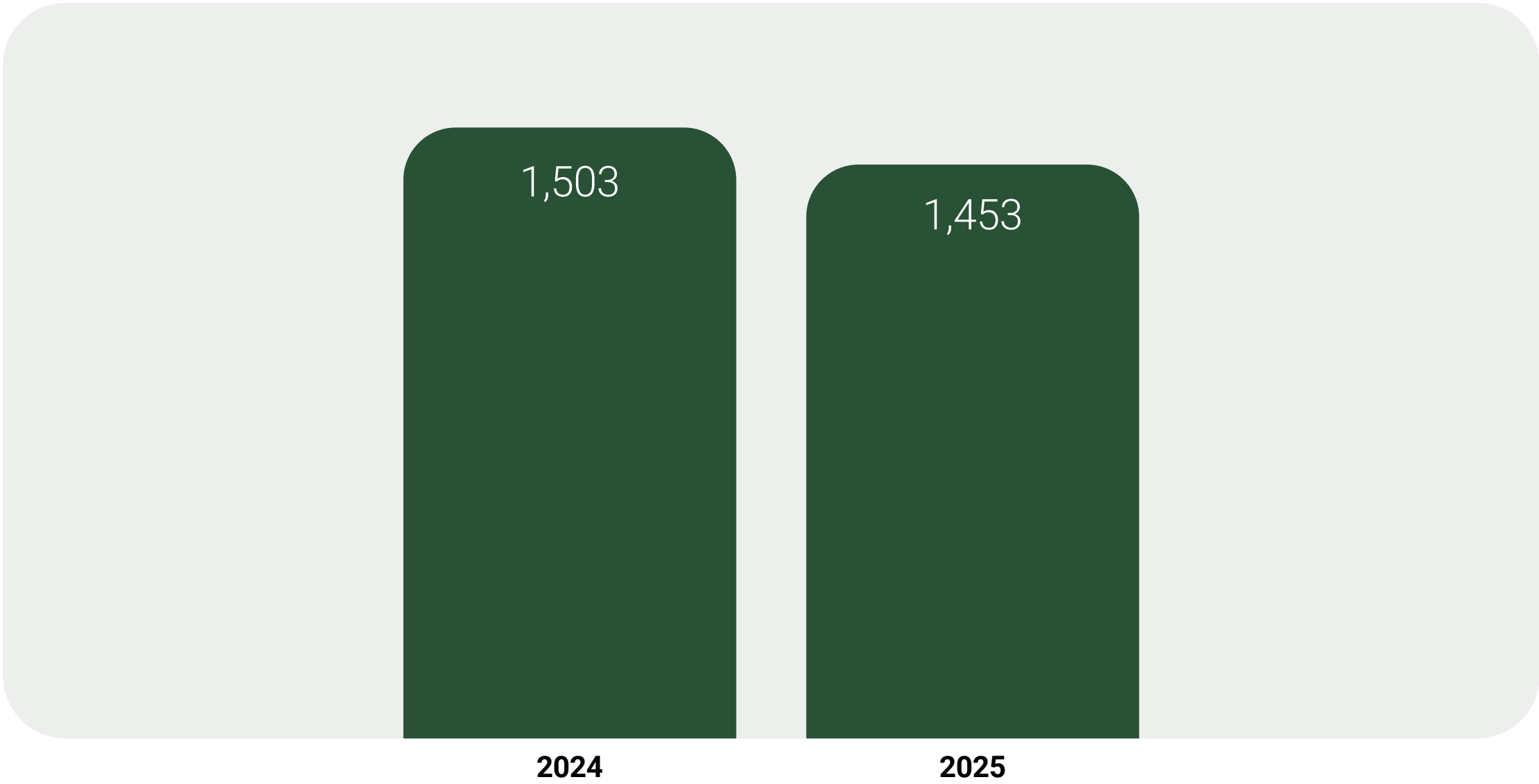
In other countries, smart working arrangements are defined in line with local regulatory and organisational requirements. This approach allows DAB to adapt to local contexts while promoting work-life balance and ensuring alignment with the Group's corporate culture and people-centred values.

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This approach allows DAB to adapt to local contexts while promoting work-life balance and ensuring alignment with the Group's corporate culture and people-centred values.

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Our workforce (FTEs)



Figures are presented as Full-Time Equivalents (FTEs), reflecting the total number of employees adjusted to a full-time basis.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

Workspaces
and Employee Well-being

DAB redesigned its spaces around how people actually work, collaborate, and concentrate.

Fixed desks and department-dedicated layouts have progressively given way to flexible shared environments, areas calibrated for calls, focused work, and open interaction. The transformation started at Group HQ in Mestrino and is rolling out across production and commercial sites globally, including China.

Over the years, DAB has made sustained investments in workspaces and employee well-being initiatives, building a level of attention and service that reflects a long-term commitment rather than a one-off approach. While solutions may vary across countries, they are guided by a shared vision centred on people and on the everyday work experience.

DAB has redesigned its workspaces starting from how people actually work, interact and collaborate on a daily basis. Traditional office layouts based on fixed desks and department-dedicated spaces are progressively being replaced by shared and flexible environments, designed to support free use of spaces and cross-team collaboration. Working areas have been organised into functional zones that balance collaboration and individual needs, combining dedicated areas for calls and focused activities with open and informal spaces that encourage interaction, teamwork and employee well-being, in line with DAB’s corporate culture. The transformation began at our Group Headquarters (Mestrino) and is being gradually implemented across other production sites and commercial locations, including the plant in China and selected sales subsidiaries.

Where available (such as the production sites in Italy and China) company restaurants are managed internally, allowing direct control over food quality and service standards; in locations without an internal restaurant, dedicated spaces have been created to support employees’ needs.

Working areas have been organised into functional zones that balance collaboration and individual needs, combining dedicated areas for calls and focused activities with open and informal spaces.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

Training and Development

Training priorities at DAB are set through a structured process, and backed by real investment.

Programmes span leadership development by organisational level, soft skills, AI and technical competencies, reskilling and upskilling for evolving roles. Inputs come from GROW conversations, manager feedback, and strategic projects. Communities of practice, including the grassroots Enthusiasts community, born from the W Manifesto, extend that learning horizontally across the organisation.

Over time, DAB has strengthened the scope, quality and variety of its training and development initiatives, adopting a comprehensive and structured approach.

Training activities include leadership development programmes adapted to different organisational levels and aligned with the [W Manifesto](#), alongside soft skills such as communication, negotiation and conflict management, AI and technical skills related to specific roles. In addition, upskilling and reskilling initiatives support role changes and evolving business needs.

Training priorities are defined through a structured process that integrates inputs from GROW development discussions, needs expressed by managers and specific organisational projects. These initiatives are supported by targeted investments and partnerships with universities, schools of advanced training and internationally recognised external partners, including coaching programmes delivered in Italy and abroad.

DAB promotes internal communities of practice as voluntary, self-driven spaces that enable engagement and the exchange of practices and knowledge across different domains. Participation is based on individual motivation and represents an important mechanism for sharing expertise and experiences linked to specific professional roles. Communities such as Product Owners and Scrum Masters support the circulation of skills and practices within and across teams, complementing formal training initiatives.

“ Training priorities are defined through a structured process that integrates inputs from GROW development discussions, needs expressed by managers and specific organisational projects. ”

A particularly relevant role is played by the Enthusiasts community, which originated from colleagues’ willingness to develop initiatives inspired by the W Manifesto, with a focus on leadership at the leading yourself level. This community contributes to a bottom-up process supporting the dissemination and integration within the organisation, fostering personal accountability, self-development and shared responsibility, and supporting both individual and collective growth.



Onboarding

A structured onboarding experience that supports early integration, engagement and long-term development.

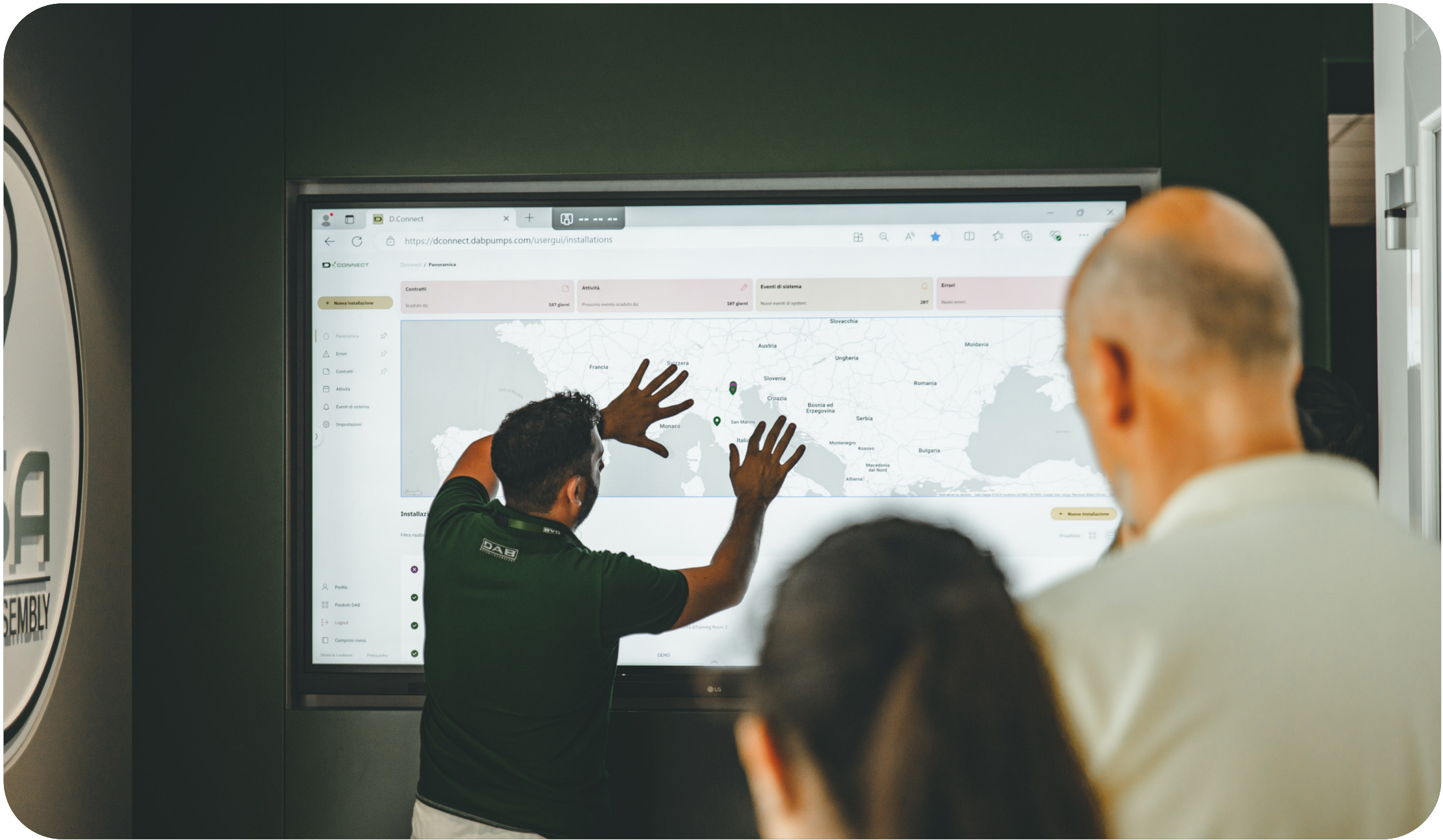
A clear, consistent and global onboarding process introduces new colleagues to DAB's culture and ways of working, from the pre-entry phase through the first months. More than an induction, it's the starting point of a broader development journey built on engagement, growth and continuous learning.

Building on the principles of leadership and culture outlined in the W Manifesto, onboarding represents the first structured step through which DAB introduces new employees to its people model and organisational culture. Through a clear, consistent and global onboarding process, DAB supports new colleagues from the pre-entry phase through their first months in the organisation, facilitating early integration, operational readiness and a shared understanding of values, ways of working and expected behaviours.

This is achieved through a structured online onboarding journey, which new employees are required to complete during their first weeks in the organisation. Prior to the employee's entry, the hiring manager, in coordination with the HR department, defines a tailored induction plan, including interviews and meetings with relevant corporate functions aligned with the role and responsibilities.

From this perspective, onboarding is not merely an induction process, but the starting point of a broader development journey, laying the foundations for engagement, growth and continuous learning.

“Onboarding is not only a moment of induction, but the starting point of a broader development journey, laying the foundations for engagement, growth and continuous learning.”



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

Global Mobility

Connecting people, skills and knowledge across borders and cultures.

The Mobility Policy enables job rotations and international assignments across locations, aligned with role requirements and strategic priorities. Cross-cultural exchange and shared expertise are built into the model by design.

Global mobility represents a distinctive element of DAB’s approach to people development, supporting international growth opportunities through a dedicated Mobility Policy. By enabling job rotations and international assignments across its locations, DAB fosters cross-cultural exchange and the sharing of skills and experiences. This dynamic mobility strengthens the Group’s global culture and reflects DAB’s commitment to developing people in an international and interconnected organisational context.

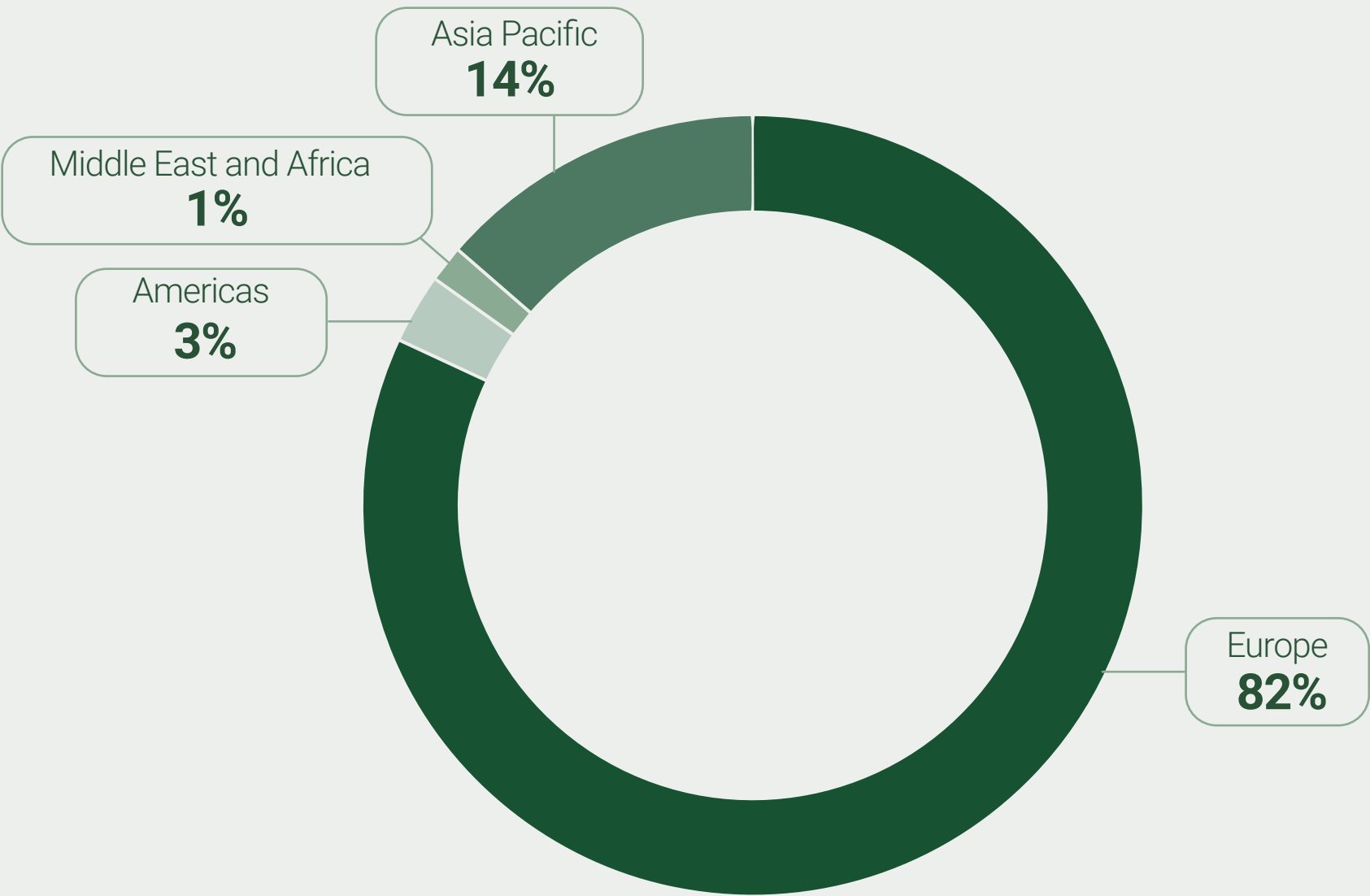
International assignments are structured to support professional development, strategic business needs and knowledge transfer, through short- or long-term mobility opportunities aligned with role requirements and organisational priorities.

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This dynamic mobility strengthens DAB’s global culture and reflects the commitment to developing people in an international and interconnected organisational context.

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Our workforce per region (headcount)



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

Employee Assistance Program

LYRA has been active since 2021. Available to all employees and their families, in every country DAB operates, fully covered by the company.

Three areas of support (psychological well-being, legal advice, and financial guidance) delivered in local languages, accessible across roles and geographies. Supported by dedicated internal communication and webinars to ensure broad awareness and accessibility.

As a key pillar of its well-being approach, DAB has implemented a global Employee Assistance Programme (LYRA), active since 2021. The service is available to all employees and their family members across all countries in which the Group operates and is delivered in local languages to ensure broad accessibility, with all costs fully covered by DAB.

LYRA provides first-level support in three main areas: psychological well-being, legal advice and financial guidance. To ensure the programme is fully understood and effectively used, DAB has invested in dedicated internal communication and awareness initiatives, including content on the intranet, information shared through company noticeboards, and dedicated webinars.

Available to all roles and geographies, LYRA reflects DAB’s commitment to offering consistent, people-centred well-being support, while addressing diverse local needs within a shared global framework.

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LYRA reflects DAB’s commitment to offering consistent, people-centred well-being support, while addressing diverse local needs within a shared global framework.

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lyra

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

- 5.1 Diversity and Equal Opportunities
- 5.2 People Engagement and Well-being
- 5.3 Employees' Health and Safety
- 5.4 Supply Chain Management
- 5.5 Local Communities
- 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Targets and Progress

DAB continues to strengthen its people management priorities through a set of measurable targets and enabling initiatives. These targets directly address the identified impacts and risks related to employee well-being, skills development and engagement.

Employee Motivation Survey (EMS)

In 2025, the global participation rate in the Employee Motivation Survey (EMS) reached 84%, with an overall score of 70/100. Although this result falls 8 points below the 2025 strategic ambition of 78/100 – established as an excellence benchmark – it still reflects a positive level of employee satisfaction and demonstrates DAB’s continued commitment to employee listening and engagement.

The overall EMS score remained broadly stable over the last three years, increasing from 70/100 in 2023 to 71/100 in 2024, before returning to 70/100 in 2025. To support the transition to the new survey methodology, the 2025 EMS result was also converted into an Employee Engagement Survey (EES)-equivalent score, corresponding to 3.68 on a 1–5 scale.

Starting in 2026, the EMS will be replaced by the Employee Engagement Survey (EES). Under the new methodology, DAB has set an annual engagement target of 3.78 on a 1–5 scale.

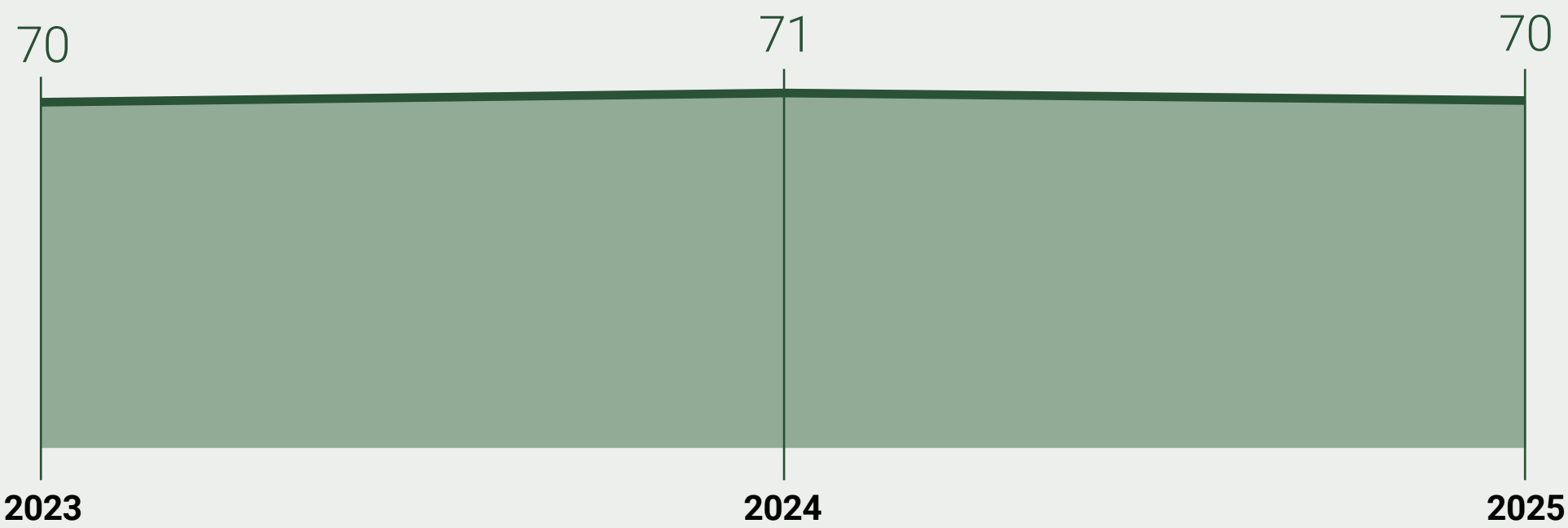
As in previous years, DAB will continue to benchmark its results against those of leading international companies to monitor performance, identify areas for improvement, and support continuous enhancement of the employee experience.

Impact Training Score

From 2026, the effectiveness of training initiatives will be monitored through the Impact Training Score, measured via participants’ feedback. DAB has set a strategic target of achieving a score of at least 7.5 by 2027, reflecting its commitment to continuously enhancing the quality and impact of learning and development programmes.



Employee Motivation Score (out of 100)



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Metrics

Characteristics of employees¹

2025						2024				
Contract type and gender (FTEs)	Female		Male	Total	Female		Male	Total		
Permanent employees	437		852	1,289	455		874	1,329		
Temporary employees	70		94	164	69		105	174		
Full-time employees	482		934	1,416	498		972	1,470		
Part-time employees	25		12	37	26		7	33		
Contract type and regions (FTEs)	Europe	Americas	Middle East and Africa	Asia Pacific	Total	Europe	Americas	Middle East and Africa	Asia Pacific	Total
Permanent employees	1,161	40	21	67	1,289	1,202	35	25	67	1,329
Temporary employees	30	2	1	131	164	21	2	0	151	174
Full-time employees	1,156	41	22	197	1,416	1,191	36	25	218	1470
Part-time employees	35	1	0	1	37	32	1	0	0	33
Employee country representation (at least 10% of total headcount)	Female		Male	Total	Female		Male	Total		
Italy	258		572	830	252		577	829		
Hungary	127		109	236	144		120	264		
China	68		115	183	71		132	203		
Employee turnover (%)			Total				Total			
Voluntary turnover rate			6.5%				4.6%			

¹ Data refer to direct employees only. Non-employee workers (including agency workers and contractors) are excluded unless otherwise indicated.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

— 5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

5.3 Employees' Health and Safety

Safety at DAB is not confined to the workplace:
it is a culture for a healthier life.

Through prevention, consistent standards and continuous improvement, DAB strives to promote a shared culture of health and safety, strengthening both employee well-being and operational excellence.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

— 5.3 Employees’ Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Material Impacts, Risks and Opportunities



NEGATIVE IMPACT - ACTUAL
Occupational health and safety impacts associated with work-related risks



RISK
Operational disruption arising from changes in product-related regulations

Employees’ health and safety represent a material matter for DAB. The relevance of this topic is further confirmed by the annual Employee Motivation Survey (EMS), which highlights employees’ positive perception of the Group’s commitment to health and safety. In response, DAB is progressively strengthening its health and safety maturity through the systematic integration of best practices, continuous improvement and the application of consistent standards across sites. Over the past two years, recorded workplace injuries have been predominantly minor in nature with no occupational diseases recognised by the competent authorities.

DAB’s commitment is reflected in our health and safety ambition, “Together we nurture a culture for a safer and healthier life”, which adopts an extended perspective that goes beyond the workplace and promotes a shared cultural approach to health and safety also in personal contexts, reinforcing employee well-being, trust and long-term organisational resilience.

Policies and Approach

DAB’s approach to occupational health and safety is grounded in the Group Environment, Health & Safety (EHS) Policy, which sets out the principles and commitments for managing health and safety risks across operations. The policy supports the prevention of work-related injuries and illnesses, the integration of health and safety into business processes, and the promotion of proactive involvement by employees, contractors and all other relevant stakeholders.

For more information on the Group EHS Policy, see the **Policy Overview**, [page 128](#).

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

— 5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

Building a Strong Safety Culture

A systematic approach to prevention, proactive risk management and collaborative learning

Certified to ISO 45001 across all plants, DAB runs a structured system to report and analyse accidents, near misses and hazardous observations through root cause analysis. Between 2024 and 2025, that process was strengthened by involving plant managers, foremen and operators directly, turning it into a driver of organisational learning and safety culture.

DAB adopts a structured and systematic approach to the identification, assessment and management of occupational health and safety risks, certified by ISO 45001 for all the Group's plants and in line with the principles of risk-based thinking and continuous improvement.

In recent years, particular attention has been placed to the management of ergonomic and chemical risks, with the objective of improving working conditions over the medium to long term. In line with the principle of prevention, various initiatives have been implemented to reduce and, where technically feasible, eliminate the use of hazardous chemical substances, such as solvents, in production processes, prioritising alternatives with a lower impact on both human health and the environment.

Across all Group's production sites, a structured system is in place for the reporting and management of health and safety events, including accidents, near misses and hazardous observations relating to unsafe acts and conditions. All reported events are systematically analysed through root cause analysis, leading to the definition of corrective and preventive actions. Lessons learned and implemented solutions are shared across sites to support knowledge sharing, strengthen accident prevention and reduce exposure to risk.

“

Root cause analysis is not only a technical tool but also a driver of organisational learning and safety culture.

”

Between 2024 and 2025, the root cause analysis process was significantly strengthened through the systematic involvement of all key stakeholders, including plant managers, foremen and concerned operators. This improvement reinforces the role of root cause analysis not only as a technical investigation tool, but also as a driver of organisational learning, employee engagement and the continuous development of a strong safety culture.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Actions

Training, Competence and Awareness

Promoting a culture where learning drives safer behaviours

Training is a cornerstone of DAB’s health and safety approach. By extending learning opportunities across functions and sites, the company helps build competencies, supports knowledge sharing and encourages active employee engagement.

DAB places strong emphasis on training, competence development and awareness-raising as key elements of an effective health and safety management. Training initiatives extend beyond statutory requirements, both in terms of scope and audience, and are progressively expanded to reach a broader range of employees.

Training programmes cover both mandatory and role-specific topics, with the objective of strengthening day-to-day safety leadership, accountability and risk awareness across the organisation.

DAB also invests in the continuous development of its first aid officer network, ensuring adequate coverage and support in response to evolving ways of working, including remote working and flexible working arrangements.

This approach has been further reinforced through the introduction of dedicated roles and organisational structures focused on HSE training and capability building. These initiatives support the development of competencies, the sharing of best practices and the promotion of a strong and shared safety culture throughout the organisation.

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Training programmes cover both mandatory and role-specific topics, aiming to strengthen day-to-day leadership, accountability and risk awareness.

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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

- 5.1 Diversity and Equal Opportunities
- 5.2 People Engagement and Well-being
- 5.3 Employees' Health and Safety
- 5.4 Supply Chain Management
- 5.5 Local Communities
- 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Actions

Health & Safety Ambition

A shared vision that started where the risk is highest: the production floor.

During 2025, DAB began communicating its Health & Safety Ambition across production sites, building awareness and shared ownership and translating it into everyday behaviours. In 2026 a broader, more structured roll-out will extend it across the organisation, tied to the Group's 2027 Strategy.

During 2025, the communication of the Health & Safety Ambition, "Together we nurture a culture for a safer and healthier life" was launched across the Group's production sites, where exposure to operational risks is greatest. Through targeted communication and engagement initiatives, DAB aims to raise awareness, encourage shared responsibility and embed the principles of the Ambition into everyday behaviours and decision-making.

From 2026 onwards, DAB plans to expand these efforts through a broader and more structured programme of engagement and communication activities across the organisation. This initiative will support the roll-out of the DAB Group Strategy 2027 and further strengthen the recognition of health and safety as a core organisational value and a shared responsibility at all levels of the organisation.

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Together we nurture a culture for a safer and healthier life.

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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Targets and Progress

Total Recordable Injuries Ratio (TRIR)

Starting in 2025, DAB adopted the Total Recordable Injuries Ratio (TRIR) as its primary health and safety performance indicator, replacing the previous Lost Time Injury Ratio (LTIR). This change aligns the Group's safety performance monitoring approach with that of the parent company, Grundfos Group, enabling greater consistency and comparability across the organisation.

In 2025, TRIR was 5.35, compared with a target of 2.54, indicating that further progress is required. Performance against targets is monitored on a monthly basis through dedicated reviews and injury-tracking dashboards, providing visibility of trends, progress and areas requiring attention.

The target for 2026 has been set at 3.29.

To further strengthen its health and safety performance management framework, DAB plans to complement TRIR with additional indicators that capture injury severity and other dimensions of health and safety performance, enabling a more comprehensive assessment of organisational safety outcomes.

Near Miss

The number of near misses represents an additional key health and safety performance indicator. Defined as incidents that do not result in injury, near misses provide valuable insight into the extent to which a preventive, rather than reactive, approach to health and safety management is embedded across the organisation. As recognised precursors to injuries, near misses enable the identification and mitigation of potential risks before they result in actual incidents.

In 2025, a total of 177 near misses were reported, representing a decrease of 17 events compared with 2024 and falling below the target of 264. Although the number of reported near misses declined, DAB continues to promote near-miss reporting as a fundamental element of its preventive health and safety approach, encouraging the timely identification, communication and management of risk situations.

The focus remains on strengthening both the quality and effectiveness of reporting processes and fostering active participation in health and safety initiatives across the organisation.

Hazard Observations Solved

Hazard Observations Solved refers to unsafe conditions and behaviours that can be reported by any employee with the objective of preventing situations that could develop into near misses or workplace injuries.

This key performance indicator measures hazard observations for which corrective actions have been identified and effectively implemented within a defined timeframe, reflecting the organisation's ability to promptly address identified risks.

In 2025, a total of 3,340 hazard observations were resolved, exceeding the target level and demonstrating continued attention to proactively identifying and mitigating unsafe conditions and behaviours across the organisation.

The target for 2026 is 1,700 Hazard Observations Solved.

Metrics

Health and Safety	Unit	2025	2024
Total Recordable Injuries Ratio (TRIR)*	rate	5.4	4.1
Near miss	n	177	194
Work-related accidents for own workforce	n	15	12
Fatalities in own workforce	n	0	0

* TRIR measures the frequency of recordable injuries per 1,000,000 hours worked and includes Lost Time Injuries (LTIs) and Medical Treatment Injuries (MTIs). It does not account for injury severity.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

— 5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

5.4 Supply Chain Management

Responsibility does not stop at DAB's front door.

A global supply chain thrives on responsible partnerships. DAB works with its business partners to uphold high standards of ethics, compliance, and sustainability.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

DAB operates within a complex and international value chain involving multiple actors, which exposes the company to potential reputational, legal, and financial risks arising from third-party activities. These risks mainly concern occupational health and safety incidents affecting workers in the value chain, as well as potential adverse impacts on human and labour rights, which may be more pronounced in conflict-affected and high-risk areas. Additional risks may arise in relation to environmental matters, including the use of natural resources, greenhouse gas emissions, pollution, and inadequate environmental management practices. Non-compliance by business partners with internationally recognised labour and environmental standards may further undermine stakeholder trust and expose the company to enforcement measures and adverse financial impacts.

In this context, DAB acknowledges the importance of promoting responsible business conduct throughout its value chain. This commitment is grounded in the application of ethical principles, the respect for human and labour rights, adherence to recognised environmental standards and frameworks, and the progressive implementation of a transparent and risk-based approach to supply chain management.

Policies and Approach

To promote responsible business conduct across its value chain, DAB has established a structured framework of policies and ethical principles that sets out clear expectations for suppliers, subcontractors, and other business partners. This framework supports DAB’s approach to supply chain due diligence and contributes to the identification, prevention, mitigation, and, where relevant, remediation of potential adverse impacts on human rights, labour conditions and the environment.

DAB’s policy framework addresses key sustainability and governance topics in alignment with internationally recognised standards and instruments, including, inter alia, the ILO Core Conventions on labour rights, the UN Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises, and the UN Global Compact principles.

These principles are embedded in the company’s core policies and are applicable to its own operations as well as, where relevant, to upstream and downstream business relationships.

Key policies in place:

- Code of Conduct
- Supplier Code of Conduct
- Human Rights Policy
- EHS Policy

For more information on the above policies, see the **Policy overview**, page 128.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Supplier Onboarding and Assessment

Resilient supplier relationships are built on clear standards and rigorous assessment.

Every new supplier undergoes a risk-based qualification process: on-site audits or documentation review, structured questionnaires, recognised certifications and financial soundness checks. All must commit to DAB's Supplier Code of Conduct.

To ensure operational reliability, DAB has established a structured onboarding process for both direct and indirect suppliers, which also serves as the foundation for the development of a more comprehensive risk-based supply chain due diligence approach. Direct suppliers refer to providers of raw materials and semi-finished products that serve as inputs to the company's production processes, while indirect suppliers include service providers supporting DAB's operations across a range of functional areas, such as logistics, maintenance and repair operations, utilities providers, marketing, consulting, and other business support activities.

The onboarding process applies to all new suppliers and includes a qualification and suitability assessment based on on-site audits and/or off-site review of supporting documentation. The assessments rely on structured questionnaires and formal evaluation criteria. Where relevant, suppliers are expected to hold internationally recognised certifications – such as ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety) – which provide assurance regarding the effectiveness of their management systems. In parallel, DAB performs financial soundness checks using dedicated tools to identify potential risk indicators. The onboarding process is formalised through the execution of a Framework Agreement governing the commercial relationship.

DAB is evaluating how to further integrate ESG criteria into supplier evaluation and selection procedures, with the objective of strengthening alignment with due diligence expectations over time.

Across all supplier categories, newly onboarded partners are required to acknowledge and commit to DAB's Supplier Code of Conduct, ensuring alignment with the Group's ethical principles and fostering a consistent and structured approach to supplier management.

While DAB's sustainable procurement approach is primarily focused on upstream activities, the Group also promotes responsible business conduct downstream. References to DAB's Code of Conduct, corporate values, and key policies are incorporated into contractual agreements with customers and business partners, reinforcing shared expectations regarding ethical behaviour and responsible business practices across the value chain.

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Newly onboarded partners are required to acknowledge and commit to DAB's Supplier Code of Conduct, ensuring alignment with the Group's ethical principles.

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108

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Supplier Engagement

Assessing performance through a broader lens: ESG as the new dimension.

A systematic Vendor Rating monitors supplier performance, with an ESG component worth 10% of the score, conditional on an EcoVadis assessment. The EcoVadis programme grew from 189 suppliers in 2024 to 274 in 2025, while the Supplier Code of Conduct signature campaign reached 72% of procurement spend among direct suppliers.

DAB has established and maintains a systematic Vendor Rating process to monitor supplier performance, starting from the beginning of the business relationship. Supplier evaluation is primarily based on operational key performance indicators, including on-time delivery and product or service quality, which represent the largest share of the overall score.

To support the progressive integration of sustainability considerations into procurement processes, an ESG component has been incorporated into the Vendor Rating. This component accounts for 10% of the overall score and is conditional on the availability of an EcoVadis assessment. The weighting and calculation methodology may be subject to future review. The rating is shared monthly with active suppliers and reflects performance over the preceding six-month period.

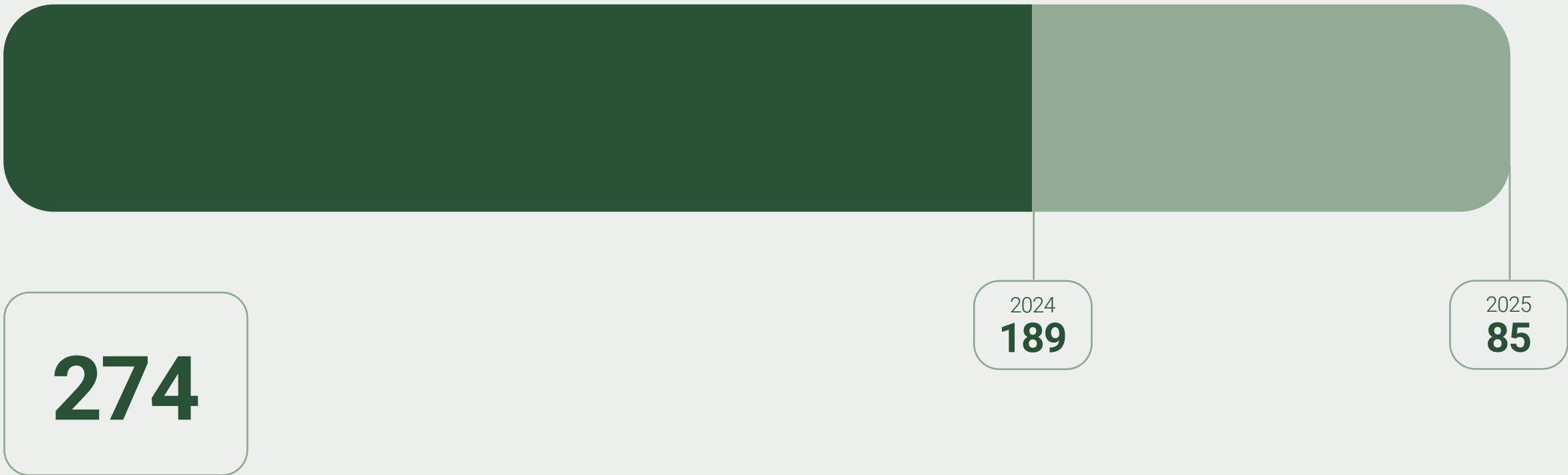
In 2024, DAB launched a structured supplier assessment and engagement programme on the EcoVadis platform, covering both direct and indirect suppliers, as part of its efforts to enhance supply chain transparency and the availability of reliable and comparable sustainability performance data. The initiative was supported by a targeted engagement approach, including dedicated one-to-one sessions aimed at clearly communicating DAB's sustainability objectives, the scope of the programme, and expectations regarding supplier participation.

Supplier onboarding progressed steadily throughout 2024, with 189 suppliers integrated into the EcoVadis platform by year-end, approaching the target of 200 suppliers. The programme continued to expand in 2025, reaching 274 active and assessed suppliers by year-end.

In parallel, DAB implemented a Supplier Code of Conduct signature campaign to ensure formal acknowledgement of, and alignment with, its core ethical principles. The campaign focused on direct suppliers and achieved a 72% adoption rate, measured as a share of total procurement spend within the targeted supplier population.

Sustainable procurement represents to us a continuously evolving area. Future developments are expected to focus on deepening supplier engagement, identifying ESG priority actions in alignment with the company's strategy, and further strengthening integration with emerging regulatory requirements as well as business-driven expectations over the medium to long term.

Supplier engagement progress



Suppliers onboarded to EcoVadis by year-end 2025

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Grievance Mechanisms and Access to Remedy

DAB extends its whistleblowing system to everyone in the value chain, beyond what regulations require.

Accessible globally and referenced in the Supplier Code of Conduct, DAB’s whistleblowing platform lets anyone raise concerns confidentially and, where permitted, anonymously, under the oversight of the Ethics Committee. The company commits to cooperating in the remediation of adverse human rights and environmental impacts it has caused or contributed to.

DAB recognises workers in the value chain as a key stakeholder group and continues to assess opportunities to strengthen dialogue and engagement mechanisms within its supply chain management approach.

While suppliers are expected to establish their own grievance and reporting channels, DAB also makes its whistleblowing system available as an additional mechanism for reporting suspected misconduct or unethical behaviour.

The whistleblowing platform is accessible via DAB’s global website and is available in all countries in which the Company operates. It is explicitly referenced in the Supplier Code of Conduct and enables concerns to be raised confidentially and, where permitted by applicable regulation, anonymously. The system operates under the oversight of the Ethics Committee, ensuring independent assessment and appropriate handling of reported cases. It can be used to report potential violations of ethical principles, human and labour rights, or other serious concerns involving suppliers, contractors, and business partners.

By extending access to its whistleblowing mechanism beyond minimum regulatory requirements and ensuring global accessibility, DAB aims to strengthen its internal control framework, support the protection of individuals across the value chain, and promote a culture of transparency, accountability, and responsible business conduct.

DAB is committed to providing for, or cooperating in, the remediation of adverse human rights and environmental impacts where it has caused or contributed to such impacts. In this context, we are progressively strengthening our processes to ensure effective access to remedy for affected stakeholders, including its own workforce, workers in the value chain, and impacted communities.

For more information on DAB’s whistleblowing system and governance arrangements, see [page 130](#).

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By extending access to its whistleblowing mechanism beyond minimum regulatory requirements, DAB aims to support the protection of individuals across the value chain.

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01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

5.5 Local Communities

Giving back, growing together.

Through educational partnerships, volunteering and donations, DAB is committed to create positive and lasting social impact.

This topic is reported on a voluntary basis due to its strategic relevance, despite not being identified as material in the Double Materiality Assessment.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

Community Partnerships and Local Development

Where DAB operates, it invests. The commitment runs deeper than the operational footprint.

Over time, DAB has supported local communities primarily in the areas where it operates, while also contributing to selected initiatives beyond its operational footprint. DAB recognises its role in society and extends its commitment beyond its own operations to positively contribute to the communities through the dedication of time, resources and expertise.

Corporate donations are a long-standing pillar of DAB's approach to community engagement, contributing to positive social and environmental impacts through selected medium-term partnerships in Italy and internationally. From 2021 to 2024, the Group supported the Forest Guardian project, a four-year initiative developed by Fondazione CESVI in the Peruvian Amazon, aimed at promoting environmental protection, ecosystem conservation, and the improvement of living conditions for native communities.

In 2025, DAB also supported Città della Speranza, a leading European non-profit organisation in pediatric research, early diagnosis, and innovative treatments for children, located in the area hosting the Group HQ (Mestrino) area.

DAB's engagement with local communities is closely connected primarily in the areas where it operates and is delivered in collaboration with third sector organisations, public institutions and other local stakeholders. Initiatives are designed to address local needs and to strengthen community resilience, particularly in response to water-related or environmental emergencies.

Across Italy, Hungary, and China, the Group supports local communities through a wide range of initiatives, including donations, technical assistance, site-based projects, sponsorships, and long-term partnerships, tailored to local priorities and stakeholder needs.



“ In 2025, DAB supported Città della Speranza, a leading European non-profit organisation specialised in paediatric research, early diagnosis, and innovative treatments for children. ”

- 01. INTRODUCTION
- 02. CORPORATE GOVERNANCE
- 03. GENERAL DISCLOSURES
- 04. ENVIRONMENTAL DISCLOSURES
- 05. SOCIAL DISCLOSURES
 - 5.1 Diversity and Equal Opportunities
 - 5.2 People Engagement and Well-being
 - 5.3 Employees' Health and Safety
 - 5.4 Supply Chain Management
 - 5.5 Local Communities
 - 5.6 Product Quality and Customer Safety
- 06. GOVERNANCE DISCLOSURES
- ANNEXES

Collaboration with Universities and the Local Business Ecosystem

Students work on real business challenges. DAB people bring their knowledge into academic spaces. The exchange runs both ways.

One of the most consolidated pillars of DAB's contribution to local communities is its collaboration with universities and educational institutions. These partnerships encompass project-based assignments, guest lectures, tutoring initiatives, internships, laboratory projects and financial support for PhD programmes.

Through these collaborations, students have the opportunity to work on real business challenges while gaining exposure to DAB's culture and ways of working. At the same time, the involvement of DAB people in academic contexts promotes knowledge sharing, strengthens dialogue between education and industry, and supports to employer branding and local talent development.

Since 2023, DAB has been a member of the Sustainability Group of Confindustria Veneto Est, the industrial association representing more than 5,000 companies of different sectors operating in the Veneto region.

Established in 2015, the Sustainability Group serves as a platform for dialogue and the exchange of best practices among local companies, with the aim of supporting the achievement of sustainability goals through a continuous improvement approach.



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The involvement of DAB people in academic contexts promotes knowledge sharing, strengthens dialogue between education and industry, and supports employer branding and local talent development.

”

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

- 5.1 Diversity and Equal Opportunities
- 5.2 People Engagement and Well-being
- 5.3 Employees' Health and Safety
- 5.4 Supply Chain Management
- 5.5 Local Communities
- 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Corporate Volunteering

In 2025, DAB introduced a Corporate Volunteering Policy to give structure to community engagement initiatives.

In 2025, DAB introduced a Corporate Volunteering Policy to provide a more coherent and structured framework for community engagement initiatives. The policy recognises volunteering as both a way to generate positive impact in local communities and an opportunity to foster employee engagement, development and a sense of shared responsibility, enabling participation in Group-supported or locally activated initiatives aligned with DAB’s purpose and guidelines.

The policy is grounded in existing company principles, including the Code of Conduct and the Human Rights Policy, and defines priority focus areas (Water, Climate Action and People) to ensure consistency and strategic alignment. It also lays the foundation for the future introduction of minimum indicators related to participation, number of initiatives and hours volunteered, supporting a more transparent and measurable approach over time.



The policy recognises volunteering as both a way to generate **positive impact in local communities** and an opportunity to **foster employee engagement**, development and a sense of **shared responsibility**.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

— 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

5.6 Product Quality and Customer Safety

Quality by design, safety by default.

Robust design, rigorous testing, and dedicated customer support ensure products perform safely and reliably.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

- 5.1 Diversity and Equal Opportunities
- 5.2 People Engagement and Well-being
- 5.3 Employees' Health and Safety
- 5.4 Supply Chain Management
- 5.5 Local Communities
- 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Quality requirements are built into every phase, from the first engineering decision to market introduction.

DAB's quality management process runs through structured validation gates at each stage of industrialisation and production. ISO 9001 certified. Chemical compliance aligned with REACH, RoHS, and POPs.

Quality and safety requirements are embedded throughout all phases of the product life cycle, from design and engineering to manufacturing and market launch, with the objective of preventing defects, non-conformities and potential adverse impacts on end users. During manufacturing, product quality is ensured through structured validation processes based on defined quality gates, enabling consistency checks at critical stages of industrialisation and production. These checks facilitate the early identification of deviations and contribute to stable, reliable product performance once products are sold.

The product quality management process is certified to ISO 9001 and is designed to ensure compliance with applicable technical, regulatory and safety requirements.

Chemical compliance is managed through an internal substance management system that oversees restrictions and prohibitions applicable to products, manufacturing processes and facilities. The system is aligned with key European regulations, including REACH, RoHS and POPs, and is supported across the value chain through supplier governance mechanisms, contractual obligations and verification activities.

In response to evolving legislation concerning PFAS, DAB voluntarily conducted two assessments over the 2023–2025 period to evaluate the presence of PFAS in purchased materials and components. DAB continues to monitor developments in the European regulatory framework to ensure a timely response to emerging legal requirements. In this context, the Group aims to enhance its understanding of the presence of these substances within product components in order to manage potential regulatory exposure and ensure customer safety.

DAB also carries out all required product certifications in line with the intended use of each product and the regulatory frameworks applicable in the countries where products are sold and distributed.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

— 5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Customer Care, Reporting Channels and Remediation

After-sales support at DAB covers the full product life cycle, from complaint handling to field data analysis to systemic early warning.

Customers and partners report issues through dedicated service channels, with full case traceability. Field data feeds continuous product improvement. When systemic defects emerge, “Red Alert” procedures activate immediately: targeted communications, corrective actions, replacements. Customer satisfaction feedback loops into the same improvement cycle.



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

5.1 Diversity and Equal Opportunities

5.2 People Engagement and Well-being

5.3 Employees' Health and Safety

5.4 Supply Chain Management

5.5 Local Communities

5.6 Product Quality and Customer Safety

06. GOVERNANCE DISCLOSURES

ANNEXES

Reliability beyond the sale

Product quality and safety continue to be safeguarded after products are on the market through DAB's Customer Care model, which focuses on technical after-sales support throughout the product life cycle. In line with the Group's predominantly B2B business model, DAB maintains only a limited direct presence in the end-consumer market; however, it considers after-sales service a key element in ensuring operational continuity, product reliability and strong relationships with customers, installers and partners.

End-to-end traceability

Customer care encompasses the core after-sales activities, including technical support, complaint and claim handling, warranty management, coordination of service networks, and the structured collection of field data. Customers and partners can submit requests or report issues through dedicated service channels, ensuring full case traceability and a consistent approach throughout all stages of diagnosis and resolution.

Proximity and expertise

After-sales support is primarily delivered through authorised service centre networks, enabling close proximity to customers, timely interventions, and effective territorial coverage. As products have become increasingly integrated and technologically advanced, the service model requires specialised technical expertise and the capability to operate within complex system installations.

Turning issues into intelligence

Complaints are managed through structured processes aimed not only at resolving individual cases, but also at systematically collecting data to monitor product performance in the market. Field reports are analysed and recorded within the Group's information systems, providing the basis for fault monitoring, continuous product improvement, and the activation of early-warning mechanisms when emerging critical issues are identified.

Red Alert protocol

In case of systemic defects that may affect product functionality or safety, DAB activates specific "Red Alert" procedures to protect customers through targeted communications and the prompt implementation of corrective actions, such as product replacement or return programmes.

Customer feedback integration

This framework is further strengthened by integrating the voice of the customer through multiple reporting channels. Feedback gathered through the Customer Experience Process and the biennial Customer Satisfaction Survey is used to monitor customer perceptions of service quality, identify service-related issues, support informed corrective actions, and drive the continuous improvement of service quality and product reliability.

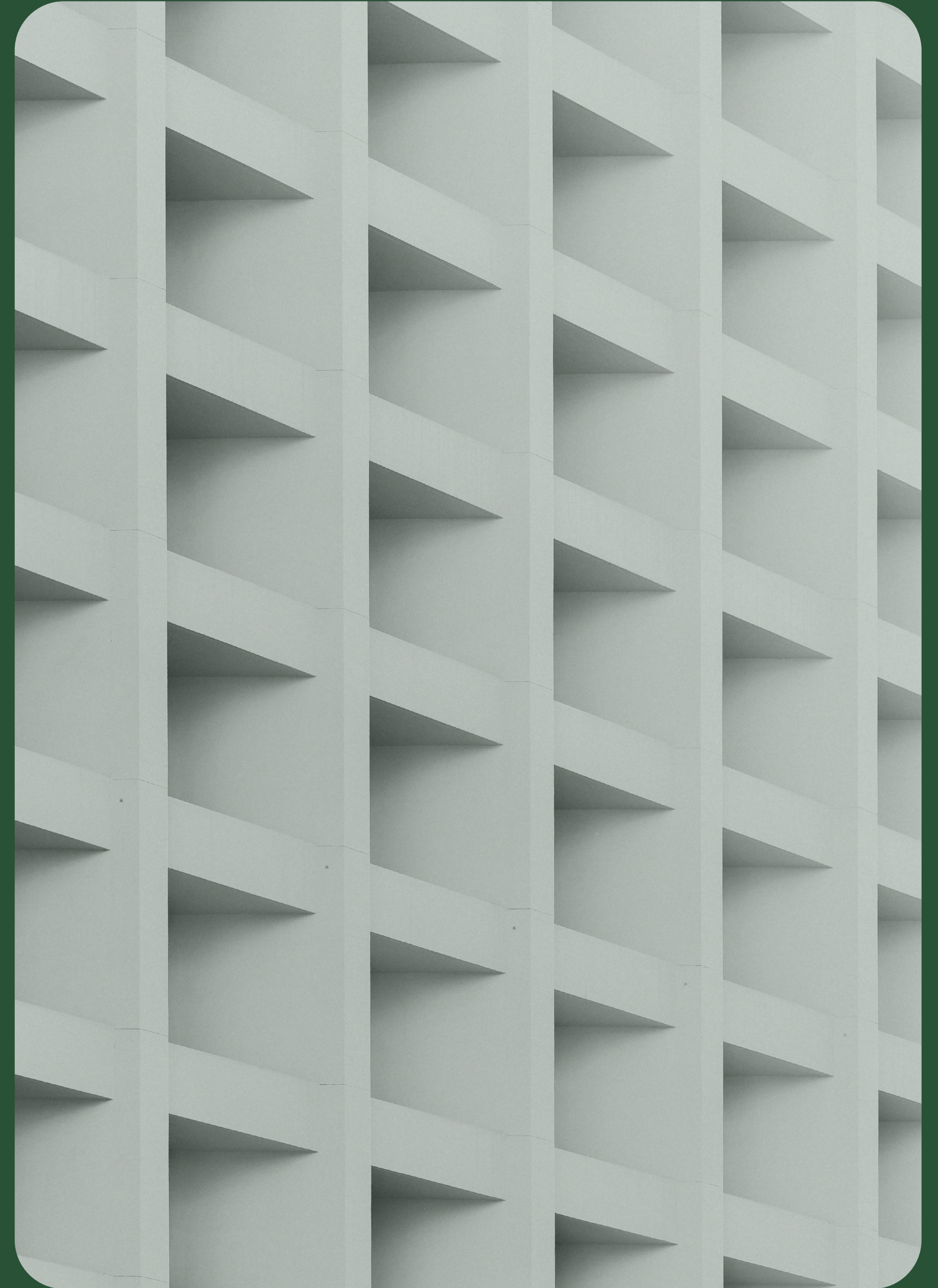
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Complaint handling is managed through structured processes aimed not only at resolving individual cases, but also at systematically collecting data to monitor product performance in the market.

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Governance Disclosures

06



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

— 6.1 Business Conduct

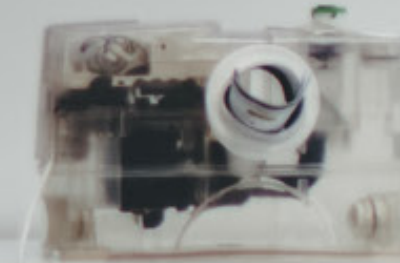
ANNEXES

6.1 Business Conduct

Integrity in action. Everywhere we operate.

Ethical standards embedded in daily practice, visible across DAB's organisation and every business relationship.

DAB



Material Impacts, Risks and Opportunities



POSITIVE IMPACT - ACTUAL
Promotion of ethical mindset, speak-up culture and business integrity



NEGATIVE IMPACT - POTENTIAL
Third-party cybersecurity breaches leading to data leakage or unauthorised disclosure of information



RISK
Hidden money-laundering risks in payment flows

As a global company operating across multiple regions, DAB is exposed to a range of governance-related impacts, risks and opportunities associated with ethical conduct and integrity throughout its operations and value chain.

The Group is committed to proactively preventing and mitigating risks and adverse impacts through a structured and continuously evolving governance framework. Key risks, identified through the DMA, include non-compliance with applicable external regulations and internal policies, as well as exposure to corruption, bribery, and financial crime across operations and third-party relationships. These risks may result in legal liabilities, financial penalties, operational disruption, and reputational damage. Their likelihood and potential impact are further amplified by the complexity of the supply chain and by possible vulnerabilities within IT security systems.

Supported by a structured governance and internal control approach that enables the systematic identification, assessment, and mitigation of key risks, DAB is committed to implement a range of targeted measures. These include strengthening the enforcement of its Code of Conduct, enhancing compliance monitoring and internal controls, progressively developing its supplier due diligence processes, expanding employee training and awareness programmes, and reinforcing whistleblowing mechanisms.

In parallel, DAB continues to invest in digital resilience and data governance, as part of its broader internal control and risk management system, to mitigate exposure to cybersecurity-related risks.

Beyond risk mitigation, these actions enable DAB to capture opportunities associated with stronger governance practices, including enhanced transparency, accountability, and stakeholder trust. Fostering a culture of ethics and integrity across the organisation supports positive impacts for employees, suppliers, and customers, while promoting responsible business conduct and contributing to more resilient and trustworthy operations.

Policies and Approach

Business conduct at DAB is governed by a structured framework of policies and internal controls that define expected behaviours and support responsible decision-making across the organisation and its value chain. These instruments translate the Group's principles into clear requirements, roles and accountability mechanisms applicable to employees and business partners, ensuring consistent implementation of ethical practices.

DAB's approach to integrity and responsible business conduct is anchored in formal policies that guide interactions with employees, suppliers, customers, public authorities and other stakeholders. Together, these policies provide the foundation for preventing misconduct, safeguarding human rights and promoting a culture of accountability and transparency throughout the organisation.

Key policies in place:

Code of Conduct

Supplier Code of Conduct

Harassment Prevention Policy

Human Rights Policy

Whistleblowing Policy

Data Breach Reporting Guidelines

AI Guidelines

For more information on the above policies, see the **Policy overview**, [page 128](#).

Actions

Code of Conduct

One Code, one standard of integrity, brought to life through everyday action.

DAB’s Code of Conduct sets the ethical baseline for everyone acting on the company’s behalf, embedded through mandatory e-learning and targeted in-person training, and kept current through regular review against new regulations and emerging risks.

DAB has formally adopted its Code of Conduct, which defines the core principles and standards guiding ethical behaviour and decision-making across the organisation and its value chain. The Code applies to all employees, as well as to third parties acting on behalf of the company. It is supported by a comprehensive compliance framework, including internal policies, procedures and control mechanisms.

To ensure its effective implementation, DAB integrates the Code into its operations through mandatory training programmes and continuous awareness initiatives. Training is delivered via a combination of e-learning modules and targeted in-person sessions, tailored to specific roles and operational contexts, and covers key topics such as business ethics, anti-corruption, data protection, competition law, and internal reporting mechanisms. These initiatives are designed to strengthen employees’ understanding of expected behaviours and promote consistent application of the Code across the organisation.

The Code of Conduct is subject to regular review to ensure alignment with regulatory developments, emerging risks and evolving business practices. Updates are supported by structured communication and targeted training activities to maintain awareness and reinforce compliance.

“
The Code applies to all employees, as well as to third parties acting on behalf of the company.
”



Actions

Remediation and Grievance Mechanisms

Anyone can raise a concern, safely, anonymously, and protected for doing so.

A dedicated whistleblowing system lets employees and external stakeholders to report misconduct confidentially, from fraud to harassment. Every case is investigated impartially, and those who speak up in good faith are protected from retaliation.

DAB maintains established processes to enable the identification, reporting and remediation of potential misconduct and adverse impacts. The company is committed to providing accessible and secure channels through which both employees and external stakeholders can raise concerns.

A dedicated whistleblowing system enables confidential and anonymous reporting of concerns. Reportable matters include, in accordance with the EU Whistleblower Directive, breaches of EU law across areas such as public procurement, financial services, product safety and compliance, environmental protection, data protection, and IT security. The system also covers serious violations of laws and regulations – such as fraud, corruption, bribery, money laundering, and data breaches – as well as significant misconduct, including breaches of the Code of Conduct, harassment, and actions that may harm the public interest or pose risks to health, safety, or employee rights.

All reported cases are handled in accordance with defined procedures covering intake, assessment, investigation and resolution. Investigations are conducted in a timely and impartial manner, with due consideration for confidentiality and data protection requirements. Where misconduct or adverse impacts are identified, DAB implements corrective and remediation actions proportionate to the nature and severity of the issue, which may include disciplinary measures, process improvements or enhanced controls.

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DAB ensures that individuals who report concerns in good faith are protected against retaliation or adverse consequences.

”

DAB ensures that individuals who report concerns in good faith are protected against retaliation or adverse consequences. The grievance mechanisms and associated processes are aligned with applicable regulatory requirements and reflect recognised best practices.



Actions

Business Ethics, Compliance
Training and Awareness

Principles only matter if they reach the desk where the decision is made.

Beyond the Code, DAB is rolling out dedicated programmes on anti-corruption, conflicts of interest, antitrust and anti-fraud from 2026, alongside GDPR training and Italy's 231 Model, to operationalise ethics consistently across functions and geographies.

DAB promotes a culture of ethics and integrity through structured training and awareness initiatives designed to support the effective implementation of its Code of Conduct and related policies across the organisation.

Building on the principles set out in the Code of Conduct, the Group has established a structured programme aimed at strengthening key compliance areas through the development of dedicated guidelines and associated training initiatives. The programme, which is scheduled to be progressively rolled out starting from 2026, focuses in particular on the following topics:

- Anti-corruption and bribery
- Conflict of interest
- Antitrust and competition law
- Group-wide anti-fraud framework

These initiatives are intended to complement and further operationalise the principles already defined in the Code of Conduct, supporting consistent interpretation and application across business departments and geographical areas.

“DAB promotes a culture of ethics and integrity through structured training and awareness initiatives designed to support the effective implementation of its Code of Conduct and related policies across the organisation.”

With respect to data protection and customer privacy, DAB implements mandatory training programmes aligned with applicable regulatory requirements, including the European General Data Protection Regulation (GDPR). A general awareness course is provided to all employees, including as part of onboarding processes, while additional role-based training is delivered to employees with access to specific systems and digital platforms (e.g. Customer Relationship Management tools), to ensure appropriate data handling practices.

At national level, in Italy, DAB delivered a dedicated training programme in 2025 on Legislative Decree 231/2001 (so called 231 Model) to its employees. This regulation introduces the administrative liability of companies for certain offences committed in their interest or to their benefit and requires the adoption of organisational, management and control models aimed at preventing such risks. The training programme provided an in-depth focus on topics already addressed in the Code of Conduct, reflecting their relevance within the Italian regulatory framework. Since 2025, this training has also been integrated into onboarding activities.



Cybersecurity

Digital resilience is a core pillar of business integrity and trust.

DAB protects its systems, products and personal data through baseline security controls, a NIS2-aligned governance programme and, from 2026, mandatory awareness training for every employee, all backed by continuous monitoring and regular updates as the threat landscape evolves.

DAB monitors and mitigates risks related to IT systems, production environments, digital products and sensitive information, including personal data, through a structured approach based on awareness, clearly defined responsibilities and targeted risk mitigation measures.

DAB has implemented a set of baseline security controls, including the migration of a significant share of applications to cloud-based infrastructure, the formal appointment of system administrators, the deployment of endpoint protection solutions, GDPR compliance reviews of supplier and partner contracts, and the monitoring of security alerts through an external security operations provider.

In response to the European NIS2 Directive, DAB has established a structured programme covering cybersecurity governance, risk management and operational resilience. This includes the execution of risk and maturity assessments, the performance of a Business Impact Analysis to identify critical processes and define recovery parameters, as well as the implementation of targeted training initiatives.

The cybersecurity framework is supported by dedicated internal policies and procedures, including those relating to Business Continuity and Disaster Recovery, incident management, vulnerability management and IT supply chain risk management. These are complemented by supporting documentation and operational guidelines to facilitate consistent implementation across the organisation.

“ From 2026, DAB will further strengthen its approach through the roll-out of mandatory cybersecurity awareness training for all employees. ”

From 2026, DAB will further strengthen its approach through the roll-out of mandatory cybersecurity awareness training for all employees. The training will cover key topics such as:

- Cybersecurity fundamentals
- Data protection practices
- Prevention of phishing and malware risks

In parallel, dedicated training initiatives are being introduced for senior management and key functions, focusing on the core principles and requirements of the NIS2 framework, with the aim of reinforcing accountability and oversight at governance level.

DAB plans to continue enhancing its cybersecurity framework through periodic risk assessments, simulation exercises, continuous monitoring activities, and regular updates to policies and controls in line with the evolving threat landscape and regulatory developments.



Targets and Progress

DAB is committed to promoting a culture of ethics and integrity and ensuring consistent application of the Code of Conduct across the organisation.

The company has established a target of 100% annual completion of Code of Conduct training for all employees worldwide, with the aim of ensuring a high level of awareness and understanding of ethical principles and expected behaviours.

In 2025, the completion rate for mandatory Code of Conduct training was 92.1%. DAB continues to monitor participation and implement follow-up actions to support full completion across the organisation.

Metrics

In 2025, a total of 10 cases were submitted (2024: 12) through the Group’s whistleblowing channel, of which 5 were substantiated and 5 were unsubstantiated. Among the substantiated cases, two were related to fraud, highlighting the importance of this issue from both an ethical and operational risk perspective. In addition, three reports were determined to fall outside the scope of the whistleblowing mechanism, as they concerned HR-related matters. No cases remained under investigation as of the reporting date; all reported concerns had been assessed and formally closed.

Overall, 2025 represented a phase of consolidation for the whistleblowing system, with improvements observed in the timeliness of investigations, the robustness of assessments, and the consistency of case management across the organisation. These improvements build on the experience and lessons learned by the Ethics Committee during the year.

In line with its commitment to fostering a strong speak-up culture and providing employees with a safe and supportive environment to raise concerns, DAB’s Ethics Committee has defined an action plan for 2026. This plan will focus on increasing awareness of the whistleblowing channel and the role of the Ethics Committee. A global internal survey will be conducted to assess employees’ awareness of, and trust in, the reporting channel and related processes. Based on the results, targeted actions and a dedicated communication plan will be developed to further strengthen the effectiveness and utilisation of the whistleblowing system.

Total number of whistleblower reports



Prevention and detection of corruption or bribery	Unit	2025	2024
Convictions for violations of anti-corruption and anti-bribery laws	n	0	0
Fines for violations of anti-corruption and anti-bribery laws	mEUR	0	0

Annexes



01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

— Policy Overview

ESRS Disclosure Index

Policy Overview

Every commitment, in writing.

The policies that shape DAB's approach to environmental, social and governance matters. Clearly defined, consistently applied and regularly reviewed.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

— Policy Overview

ESRS Disclosure Index

Code of Conduct

SCOPE:
All employees, Board of Directors members, and third parties acting on behalf of the Group, across all geographies

AVAILABILITY:
Corporate website, DAB Intranet

The Code of Conduct defines the ethical principles and behavioural standards guiding DAB’s activities worldwide. It promotes integrity, accountability and compliance in interactions with employees, business partners and stakeholders.

Environment, Health and Safety (EHS) Policy

SCOPE:
All employees, Board of Directors members, and third parties acting on behalf of the Group, across all geographies

AVAILABILITY:
Corporate website, DAB Intranet

The EHS Policy integrates environmental, health, and safety considerations into all business activities. According to a risk-based approach, it supports responsible use of resources, climate-related actions, and the protection of employees’ health, safety and well-being.

Supplier Code of Conduct

SCOPE:
All suppliers, subcontractors, and business partners across the value chain

AVAILABILITY:
Corporate website, DAB Intranet, procurement agreements

The Supplier Code of Conduct sets minimum ethical, social, and environmental requirements for business partners. It supports alignment with DAB’s principles of integrity and responsible business conduct across the value chain.

Human Rights Policy

SCOPE:
All employees and business partners in a contractual relationship with DAB Group

AVAILABILITY:
Corporate website, DAB Intranet

DAB is committed to respecting and promoting internationally recognised human rights across its operations and value chain. The policy promotes non-discrimination, fair working conditions, freedom of association, respect for local communities, and equal opportunities.

Harassment Prevention Policy

SCOPE:
All employees

AVAILABILITY:
Corporate website, DAB Intranet

The policy ensures a safe, inclusive, and respectful workplace free from any form of harassment, discrimination, abuse, and inappropriate conduct. It promotes dignity, equal opportunity, and inclusion throughout the organisation.

Global Mobility Policy

SCOPE:
Employees involved in international assignments across DAB Group

AVAILABILITY:
DAB Intranet

The policy provides a standardised and consistent framework for international assignments, covering compliance, compensation, benefits, and cost allocation. It promotes fair employee treatment, transparency, and effective mobility management.

Remuneration Policy

SCOPE:
All employees

AVAILABILITY:
DAB Intranet

The policy defines DAB’s approach to fair and competitive remuneration, aligned with business strategy and market practices. It regulates remuneration management, including fixed and variable pay, benefits and performance-based incentives.

Volunteering Policy

SCOPE:
All employees

AVAILABILITY:
DAB Intranet

The policy encourages employee participation in community and social impact initiatives aligned with DAB’s values and sustainability priorities. It provides a structured framework for volunteering activities, with a focus on water stewardship, climate action and community development.

Whistleblowing Policy

SCOPE:
All employees, other relevant external partners

AVAILABILITY:
Corporate website, DAB Intranet, Whistleblowing channel

The policy establishes DAB Group’s framework for the reporting and handling of suspected misconduct, legal breaches, or violations of internal policies. The framework ensures confidentiality, protection against retaliation, and a structured process for investigation and follow-up.

Corporate IT Policy

SCOPE:
All employees, contractors, consultants, and authorised users of the DAB Group’s IT infrastructure

AVAILABILITY:
DAB Intranet

The policy defines the secure and responsible use of DAB’s information technology systems, digital tools, and corporate data. It promotes the protection of confidential information, company assets, and personal data.

Data Breach Reporting Guidelines

SCOPE:
All employees

AVAILABILITY:
DAB Intranet

The guidelines outline how to identify, report, and manage personal data breaches. They mandate the immediate reporting of any suspected breach through designated internal channels, supporting a risk-based incident management process.

AI Guidelines

SCOPE:
All employees

AVAILABILITY:
DAB Intranet

The guidelines establish principles for the responsible, secure, and compliant use of Artificial Intelligence (AI) across DAB Group. They promote innovation and operational efficiency while addressing risks related to unlawful processing of personal data, cybersecurity, bias, transparency, and human oversight.

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Policy Overview

— ESRS Disclosure Index

ESRS Disclosure Index

The following index lists all the European Sustainability Reporting Standards (ESRS) disclosure requirements in ESRS 2 and the seven topical standards that are material to DAB and have guided the preparation of the sustainability report.

As DAB's first Sustainability Report was prepared during a period of regulatory transition, the Draft Simplified ESRS issued by EFRAG on 30 November 2025 was used as the primary reference framework.

The index can be used to navigate to information relating to a specific disclosure requirement within the report.

01. INTRODUCTION
02. CORPORATE GOVERNANCE
03. GENERAL DISCLOSURES
04. ENVIRONMENTAL DISCLOSURES
05. SOCIAL DISCLOSURES
06. GOVERNANCE DISCLOSURES
- ANNEXES
- Policy Overview

ESRS Disclosure Index

Topic	Disclosure requirement	Section
ESRS 2 - General Disclosures		
BP-1	Basis for preparation of the sustainability statement	3.2 Basis of Preparation
BP-2	Disclosures in relation to specific circumstances	3.2 Basis of Preparation
GOV-1	The role of the administrative, management and supervisory bodies	2.1 Governance Structure
GOV-2	Integration of sustainability-related performance in incentive schemes	Applicable disclosure; sustainability-related performance is not currently linked to incentive schemes
GOV-3	Statement on due diligence	3.2 Basis of Preparation
GOV-4	Risk management and internal controls over sustainability reporting	3.2 Basis of Preparation
SBM-1	Strategy, business model and value chain	1.2 About DAB 3.1 Double Materiality Assessment
SBM-2	Interests and views of stakeholders	3.1 Double Materiality Assessment
SBM-3	Interaction of material impacts, risks and opportunities with strategy and business model, and financial effects	3.1 Double Materiality Assessment
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	3.1 Double Materiality Assessment
IRO-2	Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	3.1 Double Materiality Assessment

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Policy Overview

ESRS Disclosure Index

Topic	Disclosure requirement	Section
ESRS E1 - Climate Change		
E1-1	Transition plan for climate change mitigation	4.1 Climate Change and Energy Efficiency
E1-2	Identification of climate-related risks and scenario analysis	Applicable disclosure; a formal climate scenario analysis has not yet been performed
E1-3	Resilience in relation to climate change	Applicable disclosure; a formal climate resilience assessment has not yet been performed
E1-4	Policies related to climate change mitigation and adaptation	Annexes - Policy Overview
E1-5	Actions and resources in relation to climate change	4.1 Climate Change and Energy Efficiency
E1-6	Targets related to climate change	4.1 Climate Change and Energy Efficiency
E1-7	Energy consumption and mix	4.1 Climate Change and Energy Efficiency
E1-8	Gross Scopes 1, 2, 3 GHG emissions	4.1 Climate Change and Energy Efficiency
E1-9	GHG removals and GHG mitigation projects financed through carbon credits	Applicable disclosure; DAB did not undertake GHG removal activities or use carbon credits during the reporting period
E1-10	Internal carbon pricing	Applicable disclosure; DAB does not currently apply an internal carbon pricing mechanism
E1-11	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Applicable disclosure; anticipated financial effects of climate-related risks and opportunities have not yet been assessed
ESRS E3 - Water and Marine Resources		
E3-1	Policies related to water	Annexes - Policy Overview
E3-2	Actions and resources related to water	4.2 Water Management
E3-3	Targets related to water	4.2 Water Management
E3-4	Water metrics	4.2 Water Management
ESRS E5 - Resource Use and Circular Economy		
E5-1	Policies related to resource use and circular economy	Annexes - Policy Overview
E5-2	Actions and resources related to resource use and circular economy	4.3 Resource Use and Circular Economy
E5-3	Targets related to resource use and circular economy	4.3 Resource Use and Circular Economy
E5-4	Resource inflows	Applicable disclosure; information is not currently available for reporting
E5-5	Resource outflows	4.3 Resource Use and Circular Economy

01. INTRODUCTION

02. CORPORATE GOVERNANCE

03. GENERAL DISCLOSURES

04. ENVIRONMENTAL DISCLOSURES

05. SOCIAL DISCLOSURES

06. GOVERNANCE DISCLOSURES

ANNEXES

Policy Overview

ESRS Disclosure Index

Topic	Disclosure requirement	Section
ESRS S1 - Own Workforce		
S1-1	Policies related to own workforce	Annexes - Policy Overview
S1-2	Engagement with own workforce and workers’ representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	5.2 People Engagement and Well-being
S1-3	Actions and resources related to own workforce	5.1 Diversity and Equal Opportunities 5.2 People Engagement and Well-being 5.3 Employees’ Health and Safety
S1-4	Targets related to own workforce	5.1 Diversity and Equal Opportunities 5.2 People Engagement and Well-being 5.3 Employees’ Health and Safety
S1-5	Characteristics of the undertaking’s employee	5.1 Diversity and Equal Opportunities 5.2 People Engagement and Well-being
S1-6	Characteristics of non-employees in the undertaking’s own workforce	Applicable disclosure; information is not currently available for reporting
S1-7	Collective bargaining coverage and social dialogue	Applicable disclosure; information is not currently available for reporting
S1-8	Diversity metrics	5.1 Diversity and Equal Opportunities
S1-9	Adequate wages	5.1 Diversity and Equal Opportunities
S1-10	Social protection	5.1 Diversity and Equal Opportunities
S1-11	Persons with disabilities	5.1 Diversity and Equal Opportunities
S1-12	Training and skills development metrics	5.2 People Engagement and Well-being
S1-13	Health and safety metrics	5.3 Employees’ Health and Safety
S1-14	Work-life balance metrics	5.2 People Engagement and Well-being
S1-15	Remuneration metrics	Applicable disclosure; information is not currently available for reporting
S1-16	Incidents of discrimination and other human rights incidents	5.2 People Engagement and Well-being
ESRS S2 - Workers in the Value Chain		
S2-1	Policies related to value chain workers	Annexes - Policy Overview
S2-2	Engagement with value chain workers, existence of channels workers in the value chain to raise concerns or needs and approaches to remedy	5.4 Supply Chain Management
S2-3	Actions and resources related to value chain workers	5.4 Supply Chain Management
S2-4	Targets related to value chain workers	Applicable disclosure; information is not currently available for reporting

01. INTRODUCTION
02. CORPORATE GOVERNANCE
03. GENERAL DISCLOSURES
04. ENVIRONMENTAL DISCLOSURES
05. SOCIAL DISCLOSURES
06. GOVERNANCE DISCLOSURES

- ANNEXES
- Policy Overview

ESRS Disclosure Index

Topic	Disclosure requirement	Section
ESRS S4 - Consumers and End-users		
S4-1	Policies related to consumers and end-users	Applicable disclosure; consumer and end-user topics are addressed through existing policies rather than through a dedicated document
S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	5.6 Product Quality and Customer Safety
S4-3	Actions and resources related to consumers and end-users	5.6 Product Quality and Customer Safety
S4-4	Targets related to consumers and end-users	Applicable disclosure; information is not currently available for reporting
ESRS G1 - Business Conduct		
G1-1	Policies related to business conduct	Annexes - Policy Overview
G1-2	Actions related to business conduct	6.1 Business Conduct
G1-3	Targets related to business conduct	6.1 Business Conduct
G1-4	Metrics related to Incidents of corruption or bribery	6.1 Business Conduct
G1-5	Metrics related to political influence and lobbying activities	Not applicable based on DAB's business model and operational structure
G1-6	Metrics in relation to payment practices	Applicable disclosure; information is not currently available for reporting

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