SUSTAINABLE DEVELOPMENT REPORT 2025



möbitec

WE CREATE MOMENTS OF WELL-BEING SINCE 1990

ABOUT MOBITEC

Mobitec is a Belgian family business producing **long-lasting tables and seats** of **high durability** and **comfort**, which are distinguished by their **design** and **great customizability**. Our furniture can be found in homes, restaurants, hotels, offices, and care institutions across Europe. With our distribution partners, we have the privilege of furnishing prestigious locations like the main restaurant at Roland Garros, the offices of the European Commission, a residence of Omar Sy and senior residences affiliated with the Korian Group.

At Mobitec, we translate our interest in sustainability into **respect** not only **for the planet**, but also **for people** and their well-being, whether suppliers, customers, or employees, and **for the financial health** of our company. We are convinced that it is only by respecting these 3 pillars that we will be able to thrive in the long-term while creating a positive impact on the environment and society.

In this Sustainability Report, we therefore focus on five key areas where we believe we, as a furniture producer, can make a significant positive impact for the future of generations to come, together with our valued customers and suppliers, namely assuring the **perennity and well-being of all**, producing **eco-designed and circular furniture**, **reducing our impact on climate to strict minimum**, **fighting against deforestation** and **caring for our partners and customers**.

ABOUT THIS REPORT

This sustainable development report refers to Mobitec's 2024 exercise (from 1.07.2024 to 30.06.2025). It is **Mobitec's 4th sustainable development report**. The report is established according to the current international recommendations: UN Guiding Principles Reporting Framework, Global Reporting Initiative, and UN SDGs.

TABLE OF CONTENTS

MESSAGE FROM OUR CEO 5

A RECAP OF OUR FISCAL YEAR 2024: HIGHLIGHTS OF THE YEAR 6

MOBITEC, A SUSTAINABLE FAMILY BUSINESS 8

THE IMPORTANCE OF OUR STAKEHOLDERS 10

THE UN SUSTAINABLE DEVELOPMENT GOALS 12

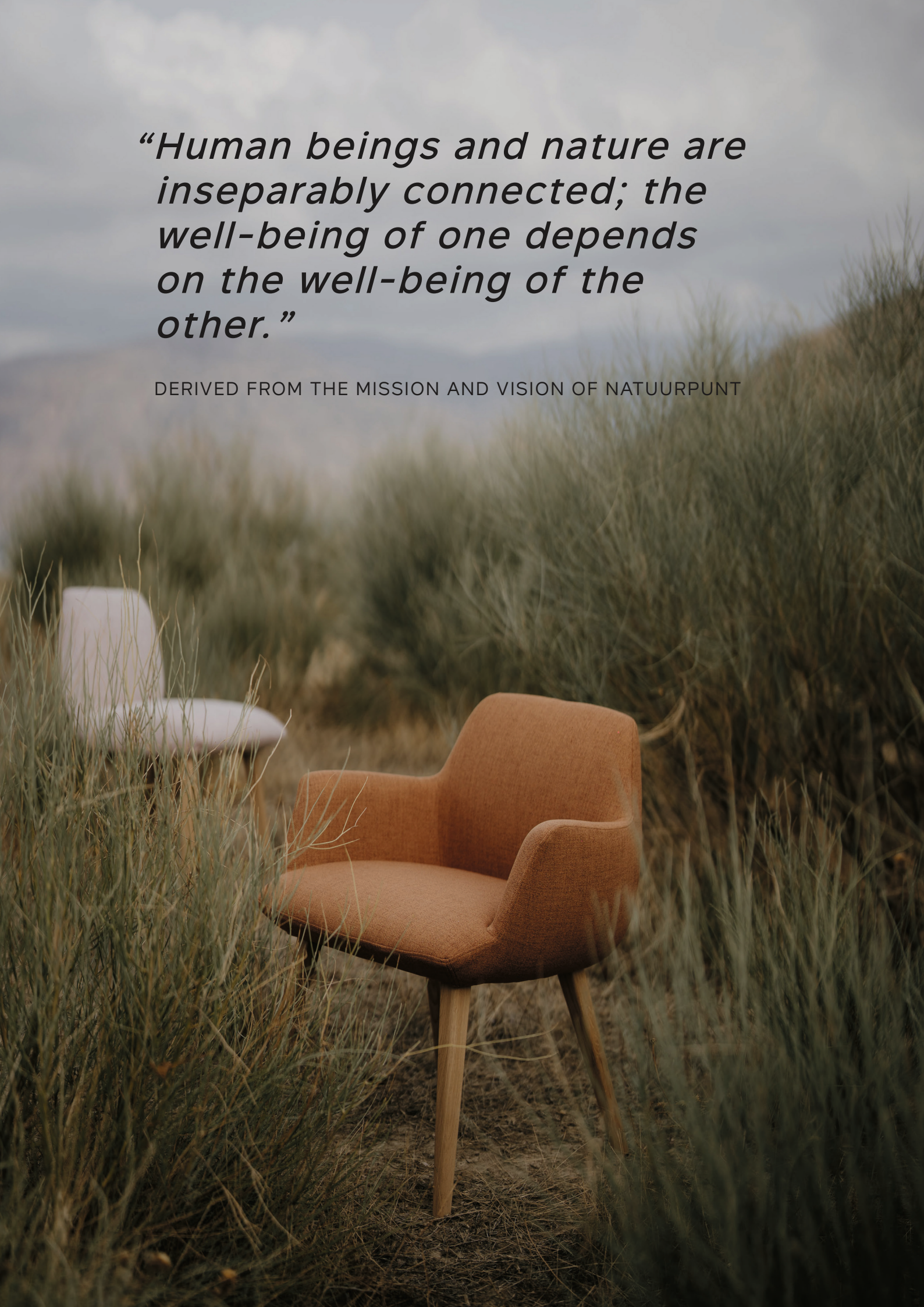
OUR SUSTAINABLE DEVELOPMENT GOALS 15

OUR HOLISTIC APPROACH 15

OUR CSR ROADMAP AND ACHIEVEMENTS OF THE YEAR 19

1 PERENNITY AND WELL-BEING OF ALL 20
2 ECO-DESIGN AND CIRCULARITY 30
3 CLIMATE 38
4 OUR FIGHT AGAINST DEFORESTATION 42
5 CARING FOR OUR PARTNERS AND CUSTOMERS 46

CLOSING STATEMENT 51



“Human beings and nature are inseparably connected; the well-being of one depends on the well-being of the other.”

DERIVED FROM THE MISSION AND VISION OF NATUURPUNT



MESSAGE FROM OUR CEO

Dear customers, partners, and colleagues,

Looking back on fiscal year 2024, I am proud of Mobitec's achievements and, above all, of the people who make our organization what it is. The furniture industry faced another exceptionally challenging year, yet through collaboration, dedication, and focus, we not only **sustained profitability** but also advanced meaningfully in the other two pillars that guide our company: our **commitment to the planet and to people** – our employees, customers, and partners alike.

For the planet, we achieved significant milestones in responsible resource management. **70.7 %** of the **wood** we purchased is now **certified,** and **Mobitec is FSC®** certified (FSC® C222874)*, and we continue to prioritize FSC® in line with our long-term sustainability ambitions. We have expanded the use of **water-based adhesives**, reducing harmful chemical exposure for our teams, and limiting environmental impact. Our efforts to optimize material use in key components have r**educed steel consumption by nearly 8,000 kg annually**, and we remain committed to designing products that are more durable, maintainable, and recyclable. We are also proud to have honored our commitment **to allocate 2 % of profits** from the previous two fiscal years **to forest protection**. Through our partnership with Waldakademie Wohlleben, we are safeguarding 25,652 m^2 of forest near Rodder in the German Eifel, home to centuries-old beech and oak trees, and through pour partnership with Natuurpunt, we are supporting the protection of a forest near Antwerp. The following sections of this sustainability report provide further details on the initiatives mentioned above, along with other ongoing efforts, including initiatives in waste recovery and circular practices.

Equally important is our focus on people. Across all sites, we maintained a **safe and ergonomically sound workplace**, with no serious accidents reported. Preventive measures, ergonomic improvements, and upgraded facilities have enhanced comfort and reduced risks. The Management Empowerment project launched in Eupen is already **strengthening managerial skills** through coaching, practical tools, and quarterly 360° evaluations, fostering open exchange, and well-being at work. Beyond the workplace, we shared inspiring experiences with our teams this year, such as attending the **2024 Paralympic Games in Paris** to cheer on the Belgian athlete Roger Habsch that we sponsor.

Maintaining a solid financial foundation remains critical to supporting these initiatives. In a difficult market environment, Mobitec succeeded in **preserving its financial stability**, enabling us to continue investing responsibly in our teams, the planet, and product innovation. This disciplined approach to profitability allows us to pursue our sustainability goals with care and long-term perspective, while continuing to offer high-quality products and services to our customers.

I am deeply grateful to all our colleagues, partners, and customers. Your commitment, creativity, and collaboration are what make these achievements possible. Together, we are advancing Mobitec's vision, moving the needle on planet, people, and profit – not as separate goals, but as interconnected pillars that sustain the long-term health and purpose of our company.

With sincere gratitude,
Anne Rom
CEO of MOBITEC

*Learn more: www.fsc.org

HIGHLIGHTS OF THE YEAR

A RECAP OF OUR FISCAL YEAR 2024

This year, we made steady progress in our sustainability efforts, with positive impacts for both people – our customers, employees, and suppliers – and the planet. Below is a **snapshot of some of our key achievements**. A more detailed overview can be found in the section 'Our Sustainable Development Goals' of this report.



587
COLLABORATORS



43 % WOMEN
ACROSS THE ORGANIZATION



31 % WOMEN [1]
IN MANAGEMENT



0
SERIOUS ACCIDENT



15 YEAR EMPLOYEE SENIORITY

10 YEAR WORKER SENIORITY



NET PROMOTER SCORE
OF **82.7 %**
AMONG B2B CUSTOMERS [2]

[1] Global benchmark: 33.5 % women are occupying senior management roles in mid-market companies (Grant Thornton, 2023). We are committed to advancing gender parity and actively working towards greater representation.
[2]Net Promoter Score of 82.7% among B2B customers (measured on a 0-6 scale, converted to a 1-10 scale).



70,7 %
OF THE **WOOD** WE PURCHASED IN **FY2024** WAS **CERTIFIED**. **MOBITEC IS FSC® CERTIFIED** (FSC® C222874).*

31 % OF CHAIRS GLUED WITH **SOLVENT-FREE ADHESIVES**

2 % OF OUR PROFIT DONATED FOR FOREST PROTECTION ORGANIZATIONS, WALDAKADEMIE AND NATUURPUNT

95 % OF **WASTE** (INCLUDING WOOD WASTE) **SORTED FOR RECOVERY** (REUSED, RECYCLED OR CONVERTED INTO ENERGY)

57 %
RECYCLED PLASTIC PACKAGING

8.000 KG
OF STEEL SAVED BY SLIMMING DOWN OUR TOPPER CHAIR FITTINGS

*Learn more: www.fsc.org

MOBITEC

A SUSTAINABLE FAMILY BUSINESS

Since our founding, we have taken concrete steps toward sustainability. From the beginning, Herbert Rom, a visionary entrepreneur with a deep passion for design and nature, emphasized the importance of sustainable development. He outlined this vision in his book "The Entrepreneur and the Eye of the Needle Gate", where he highlighted the need to integrate both human and environmental considerations throughout the company's value chain.



Herbert Rom, 2014
Founder of Mobitec Systems SA

Over time, this vision has evolved into a **comprehensive and formalized sustainability strategy** that guides Mobitec today. In 2019, we took the crucial step of measuring our carbon footprint, and by 2022, we aligned our strategy with the UN's Sustainable Development Goals (SDGs). This report is already the fourth sustainable report of Mobitec, tracking our annual progression towards our sustainable development roadmap.

Today, Herbert Rom's legacy lives on in our production of tables and chairs which excel in **durability, comfort**, and **design** and offer extensive **customization** options. On average, **160.000 seats** and **10.000 tables** are produced each year, with almost all raw materials supplied by **European suppliers**, in our own production factories in Poland. Our fully owned production process and direct management of our distribution network allow us to maintain hands-on oversight, ensuring not only the highest quality standards but also a safe working environment for all our collaborators, who are compensated fairly for their work.

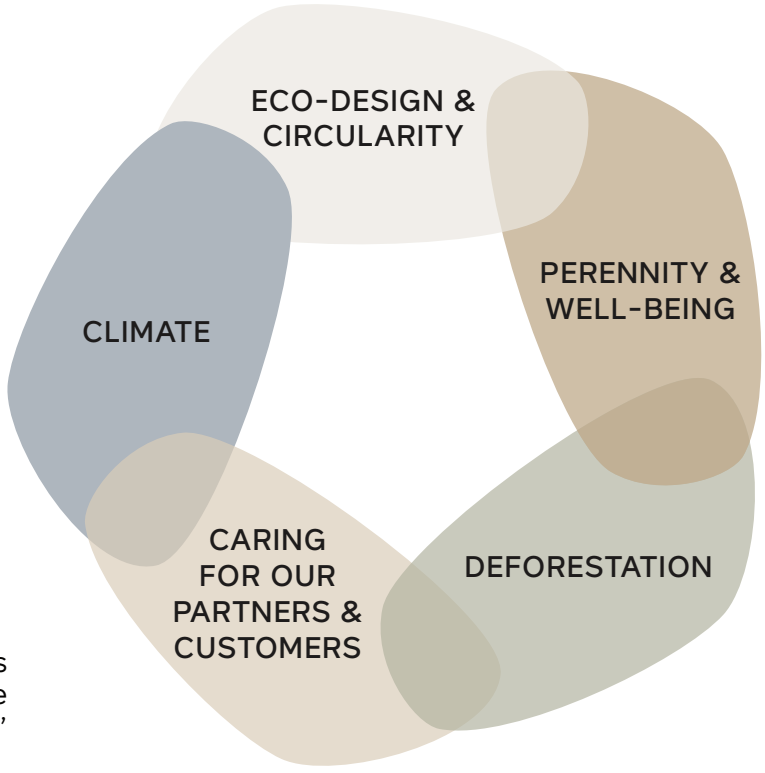
Our **headquarters** are situated in **Belgium**, and our three p**roduction sites** are located in **Poland** within a 50 km radius of each other. Each site has its own specificity:

- **Mieroszów:** Wood procurement, machining, assembly and finishing of frames.
- **Jaworzyna:** Production of tables and metal frames for chairs and tables.
- **Dzierżoniów:** Cutting of fabric and foam. Sewing and upholstering of products. Logistics center for all our deliveries.



Whether in Poland or Belgium, our **587 staff members** are more than just a workforce – they are the heart and driving force of Mobitec. We work hard to **foster a supportive, family-like atmosphere**, built on **trust** and **respect** for every individual within our diverse team. The relationships with our customers, suppliers, and partners are treasured as integral parts of the Mobitec community. Our mission is simple: together, we create moments of well-being.

Inspired by Herbert Rom's visionary legacy, Mobitec has formalized its sustainability strategy around five key pillars, identified in collaboration with internal and external stakeholders, where we can make the most meaningful impact. Our approach focuses on: **(1) ensuring the well-being and perennity of all, (2) producing eco-designed and circular furniture, (3) minimizing our climate impact, (4) combating deforestation,** and **(5) engaging our partners in this transformative process**.



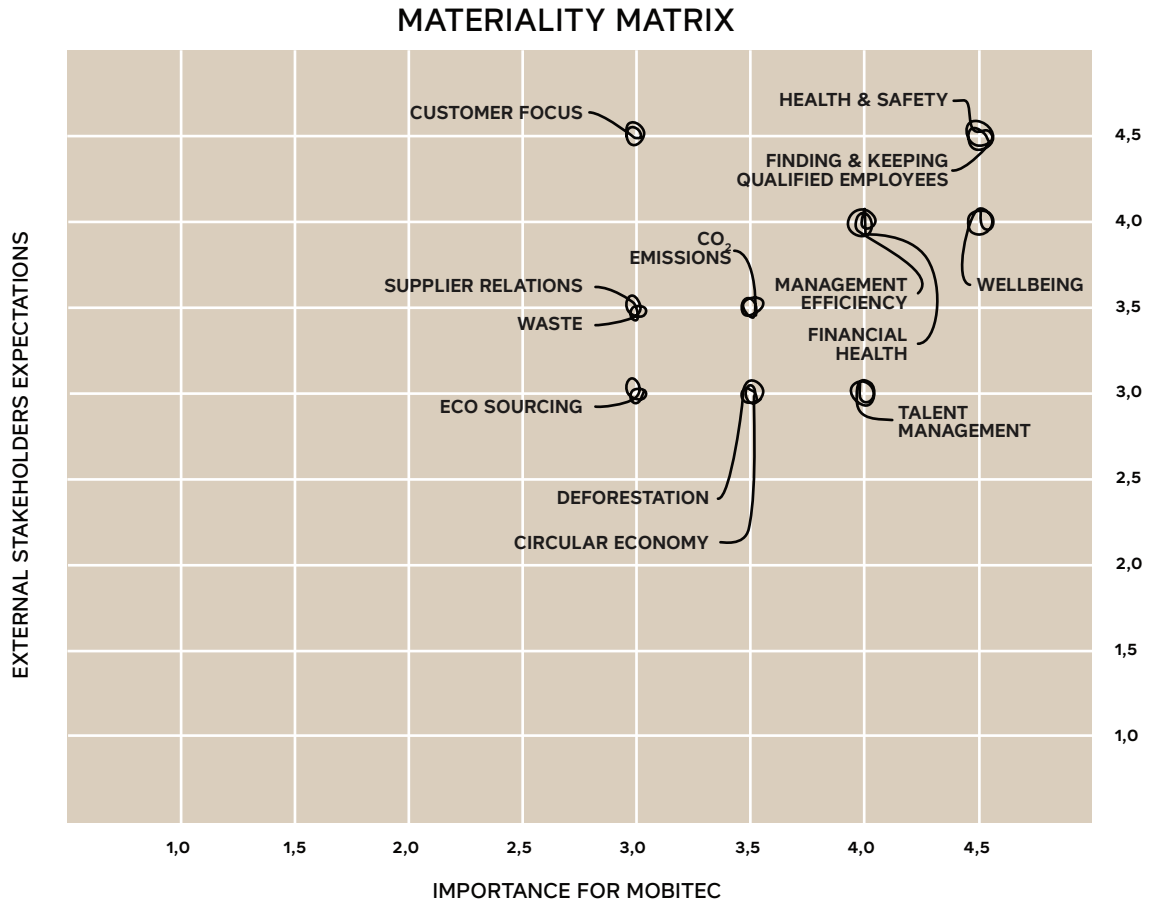
For a comprehensive review of this year's achievements, please see the 'Our Sustainable Development Goals' section of this report.

THE IMPORTANCE OF OUR STAKE-HOLDERS

At Mobitec, we recognize that our operations influence both internal and external stakeholders, forming the core of our sustainability strategy. **Internal stakeholders** include our **employees and salespeople**, while **external stakeholders** encompass **end consumers, suppliers, distributors, partners,** and **our readers**. In the development of our CSR strategy, integrating stakeholders was essential to setting relevant objectives, considering their needs, and addressing their challenges. We undertook a comprehensive process, including internal questionnaires, roundtable sessions with external stakeholders, and a survey distributed to over 4800 contacts in multiple languages, to ensure their valuable insights shape our sustainable development initiatives.

OUR MATERIALITY MATRIX

Consulting our internal and external stakeholders allows us to identify what are known as ‘material’ topics for Mobitec. Specifically, a topic is considered ‘material’ when it is important to both external and internal stakeholders. This does not mean that less ‘material’ topics are not considered at Mobitec. However, it allows us to take a step back from our sustainable development topics and to **focus our efforts and attention** specifically on the **most important topics for our stakeholders**.



Here an example on how to read the matrix: According to the matrix, it appears that our stakeholders place greater importance on health and safety, as well as the recruitment and retention of qualified personnel, than on waste management and sustainable sourcing.

SUSTAINABLE DEVELOPMENT GOALS

THE UN SUSTAINABLE DEVELOPMENT GOALS

The sustainable development goals (SDGs) define the five pillars of sustainable development: **people, planet, prosperity, peace** and **partnership**.

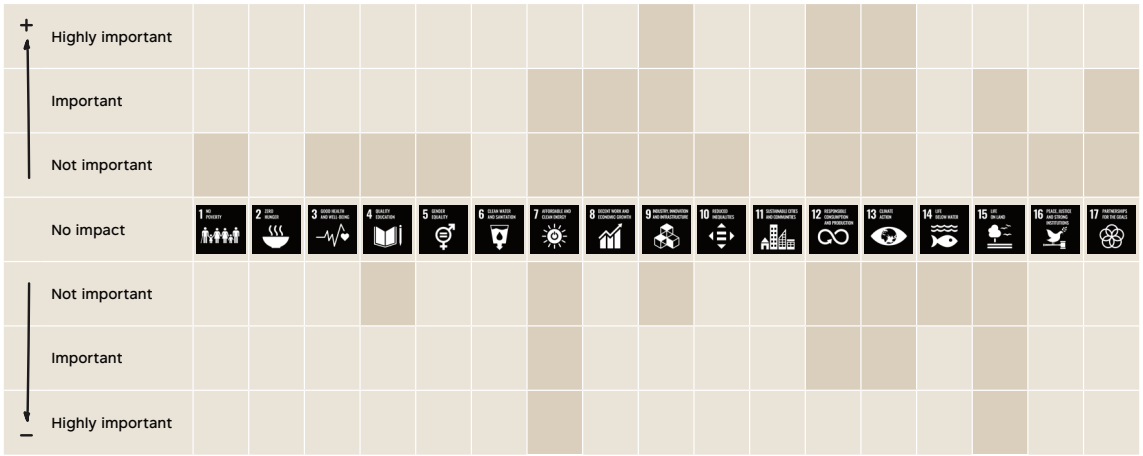
They are **universal guidelines** which **point the way to a better world**. The 17 Sustainable Development Goals were adopted in 2015 by all United Nations Member States, as part of the 2030 Agenda for Sustainable Development. Each SDG is important. All are closely linked. Our challenges and roadmap have been built taking into account each of the 17 sustainable development goals. Our objectives and actions to be implemented are each linked.

The sustainable development goals on which Mobitec's activities have the most impact, whether positive or negative, are SDGs 7, 9, 12, 13, and 15.

	**Affordable and Clean Energy:** Ensure access to affordable, reliable, sustainable and modern energy for all.
	**Industry, Innovation and Infrastructure:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
	**Responsible Consumption and Production:** Ensure sustainable consumption and production patterns.
	**Climate Action:** Take urgent action to combat climate change and its impacts.
	**Life on Land:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



POSITIVE & NEGATIVE IMPACT OF MOBITEC'S ACTIVITIES



In the chapters **"PERENNITY AND WELL-BEING OF ALL", "ECO-DESIGN AND CIRCULARITY","CLIMATE", "OUR FIGHT AGAINST DEFORESTATION" AND "CARING FOR OUR PARTNERS AND CUSTOMERS"**, we establish a connection between each of our sustainable goals, and the corresponding United Nations Sustainable Development Goal.

“The most sustainable use of resources is to keep them in the system for as long as possible and to reuse them.”

CIRCULAR ECONOMY PRINCIPLES



OUR SUSTAINABLE DEVELOPMENT GOALS

OUR HOLISTIC APPROACH

Driven by values of longevity, quality, and sustainability since our beginnings, we have always found it essential to minimize our impact on the world while striving for positive change.

In terms of societal, environmental, or economic aspects, we have worked last fiscal year on identifying our major challenges as well as the objectives and means to be implemented to make the world more sustainable, at our level.

This comprehensive process led us to determine 13 pivotal topics which we can leverage to enhance the sustainable development of our activities. These topics are organized into five key chapters: **“Perennity and well-being for all,” “Eco-design and circularity,” “Climate,” “Our fight against deforestation,”** and **“Caring for our partners and customers”**. Each chapter contains quantified goals.

Following each of our goal matrices, you may find descriptions of our achievements.

1 PERENNITY AND WELL-BEING OF ALL

As a company and economic agent, we do our best to lead by example. We ensure the **well-being and development of our teams** and the development of our talents. We work every day to offer our employees a **secure work environment**. We are committed to ensuring the perennity of our business as well as the **job security** of our teams.

Our sustainability factors:

- The health and safety of everyone
- Recruiting and retaining qualified collaborators
- Talent management
- Well-being
- Managerial efficiency
- Financial health



5 CARING FOR OUR PARTNERS AND CUSTOMERS

Collaboration is at the heart of our commitment to sustainable development. We believe that **sustainability is a shared responsibility**, and by fostering strong relationships with our customers, suppliers, and partners, we can work together to address societal and environmental challenges and drive meaningful, long-term progress.

Our sustainability factors:

- Customer-oriented approach
- Relationships with our partners

2 ECO-DESIGN AND CIRCULARITY

We are committed to offering a new economic model and placing eco-design at the heart of our strategy. We aim to provide circular solutions and are committed to adopting an eco-design approach for our products. Our goal is to offer customers the **best products** with a **reduced environmental footprint** while **decreasing** the amount of **production waste** we generate.



Our sustainability factors:

- Circular economy and eco-design
- Sustainable sourcing
- Waste reduction

3 CLIMATE

We measure and understand our carbon footprint across all our activities (scope 1, 2, and 3). We have implemented a policy to **reduce CO_2 emissions** in our processes, taking measures at all levels of our activities (energy, raw materials, transportation, waste, etc.).

Our sustainability factors:

- CO_2e emissions

4 OUR FIGHT AGAINST DEFORESTATION

As a furniture producer, we want to **decrease our impact on deforestation**.
We have made it a strategic priority and it is one of our main concerns.

Our sustainability factors:

- Deforestation


“Without environmental sustainability, economic stability and social cohesion cannot be achieved.”
PHIL HARDING

OUR SUSTAINABLE DEVELOPMENT ROADMAP AND ACHIEVEMENTS OF THE YEAR

Our roadmap summarizes our priority CSR topics. Sustainability factors are identified for each of them. The objectives are quantified and dated.

1 PERENNITY & WELL-BEING OF ALL



Each of our talents is vital for Mobitec's success, and we make it a point of honor to respect and treat them as members of our Mobitec family. Therefore, one of our **top priorities is to remain an attractive company to recruit and to keep talents engaged**. More than just a guaranteed job, we offer our employees a great place to work, where respect, safety and well-being are key. Only by doing so we can keep our projects on track, guarantee the high quality of our products and help our talents to progress in their professional careers.

SOME FIGURES

NUMBER OF COLLABORATORS (30.06.2024) 30.06.2025		
	WOMEN	**MEN**
PRODUCTION SITE DZIERŻONIÓW	(132) 124	(105) 97
PRODUCTION SITE MIEROSZÓW	(45) 44	(115) 104
PRODUCTION SITE JAWORZYNA	(56) 55	(103) 104
HEADQUARTERS IN EUPEN	(29) 27	(16) 16
EXTERNAL SALES	(4) 4	(12) 12
TOTAL	(266) 254	(351) 333
TOTAL (%)	*(43 %) 43 %*	*(57 %) 57 %*
MANAGEMENT (%)	*(31 %) 31 %*	*(69 %) 69 %*





DID YOU KNOW?

Our production managers focus their approach on **“Idea Management”**. This form of participative management invites all employees to voice their ideas for improvement on an equal basis.

KEY FIGURES FOR FISCAL YEAR 2024			
	NUMBER OF RECEIVED IDEAS	**NUMBER OF IMPLEMENTED IDEAS**	**PARTICIPATION RATE OF OUR TEAMS**
JAWORZYNA	301	175	57 %
MIEROSZÓW	260	170	47 %
DZIERŻONIÓW	168	94	29 %



OUR LONG-TERM GOAL

Our long-term goal is to guarantee the **well-being, fulfillment**, and **safety of our employees**. We want to make Mobitec a company where people enjoy working and where everyone can find their place and thrive. This means recruiting and retaining qualified people who share our ambitions and values. These goals are associated with the United Nations Sustainable Development Goals 3, 4, 8, 10, 12 and 16, namely “Good Health and Well-being”, “Quality Education”, “Decent Work and Economic Growth”, “Reduced Inequalities”, “Responsible Consumption and Production”, and “Peace, Justice and Strong Institutions”.



OUR STRATEGY

This roadmap outlines our strategy for continuously improving employee well-being, satisfaction, and safety. Our plan includes taking proactive steps to sustain and enhance the health and safety of our team, attract and retain talented individuals, manage talent efficiently, boost well-being, optimize managerial effectiveness, and strengthen our financial health.

SUSTAINABILITY FACTOR		GOALS	TARGET DATE	SDG
1.1 HEALTH AND SAFETY	1.1.1	zero serious* accident in production as of fiscal year 2023.	Yearly	
	1.1.2	keep performing prevention against work-related sickness (ergonomics, respiratory disease, inflammatory disease, burnout, etc.).	Yearly	
1.2 RECRUIT AND KEEP QUALIFIED PEOPLE	1.2.1	per job offer, receive at least: - 3 qualified profiles* matching the job for office work - 1 matching profile for the operational work in the production facilities * a profile is considered as qualified if it matches at least 70 % of the predefined top qualities for the job	Yearly	
1.3 TALENT MANAGEMENT	1.3.1	organize a diversity information and training session once per year for management in line with our values.	Yearly	
1.4 WELL-BEING	1.4.1	Measuring the status quo: what percentage of employees recommends Mobitec as a good employer.	Yearly	
1.5 MANAGERIAL EFFICIENCY	1.5.1	measuring the status quo: internal project success rate	June 2023	
	1.5.2	improve the managerial skills at our headquarters in Eupen in accordance with our managerial charter	Yearly	
1.6 FINANCIAL HEALTH	1.6.1	maintain a sufficiently high annual profit to financially support the commitments cited in this report.	Yearly	

* to determine whether a work accident is serious or not, we rely on the Polish legislative act of October 30, 2002 on social insurance for work accidents and occupational diseases, which defines a serious work accident as an accident resulting in serious bodily injury, such as loss of sight, hearing, speech, of reproductive capacity, or other bodily injuries or health disorders impairing the essential functions of the body, as well as an incurable or life-threatening disease, a permanent mental illness, a total or partial inability to carry out a professional activity, or a significant and permanent disfigurement or disfigurement of the body. (https://lexlege.pl/ustawa-o-ubezpieczeniu-spolecznym-z-tytulu-wypadkow-przy-pracy-i-chorob-zawodowych/art-3/)

1.1 HEALTH AND SAFETY

1.1.1 Zero serious accident in production

In fiscal year 2024, **no serious workplace accidents** – defined as incidents causing lasting harm to our employee's and worker's health – occurred at either our production sites or headquarters, in line with our "Zero Serious Accidents" objective. Only minor incidents were reported, primarily due to human factors such as inattention, fatigue, or haste, and mostly during machinery retooling or movement within the plant. Ensuring a **safe working environment** for all employees is our **top priority**, and we are fully committed to **preventing any future incidents**.

FISCAL YEAR	2022	2023	2024
	JULY 2022 – JUNE 2023	JULY 2023 – JUNE 2024	JULY 2024 – JUNE 2025
MIEROSZÓW	5	6	5
JAWORZYNA	4	3	6
DZIERŻONIÓW	7	1	4
EUPEN	0	2	0
ALL ACCIDENTS	**16**	**12**	**15**
SERIOUS ACCIDENTS	**0**	**0**	**0**

1.1.2 Continuous prevention against work-related sickness

As a human-sized family business, Mobitec places the highest priority on ensuring a safe, healthy, and ergonomically sound workplace. In line with our goal to implement at least one preventive action at each of our four sites to **mitigate work-related sickness – including ergonomic, respiratory, inflammatory, and burnout risks** – significant measures were again undertaken across all locations this year:

Mieroszów: Health and safety improvements included widening transport routes, installing a mobile welding fume extraction system, and adding safety equipment on machinery. Ergonomic improvements in chair production reduced the need for operators to bend or lift, introduced lighter trolleys, and provided self-unloading production waste bins. Working comfort was further enhanced through a complete renovation of the canteen, upgraded climate control, and modernized office spaces.

Jaworzyna: This year, automation projects – such as automatic paint mixing, automated saws, and automatic drilling machines – improved safety and reduced fatigue. Ergonomic measures included installing scissor lifts to reduce physical strain. Comfort and safety were addressed by relocating noisy vacuum pumps, installing additional industrial air conditioner in production areas and canteens, and enhancing fume extraction in welding areas.

Dzierżoniów: Comfort measures included installing heating air curtains on loading ramps to avoid drafts and cold air entering the production hall during winter, modernizing warehouse heating, installing automated ventilation fans, and renovating walls and floors in all production areas. Health and safety improvements covered handrails on the stairs to the cloakroom, anti-panic handles on emergency doors, chemical spillage tubs, securing stair edges, and connecting all electrical sockets to shut off devices after production to lower fire risks.

Eupen: At our headquarters, where office work predominates, preventive measures focused on ergonomics. Improvements included lighting reviews, dual-monitor workstations, and height-adjustable desks to support comfortable and back-friendly working conditions. Finally, at our Eupen headquarters, we improved employee well-being by continuing to offer appreciated yoga sessions.

1.2 RECRUIT AND KEEP QUALIFIED PEOPLE



1.2.1 Recruit qualified people

In fiscal year 2024, the target of receiving at least three qualified profiles per office-based position was met for both open Marketing roles. For operational positions, the goal of securing at least one qualified profile was achieved for all openings, with three Carpenters and one Warehouse candidate meeting expectations. Overall, the **company successfully attracted suitable candidates across both office and production roles**.

1.3 TALENT MANAGEMENT



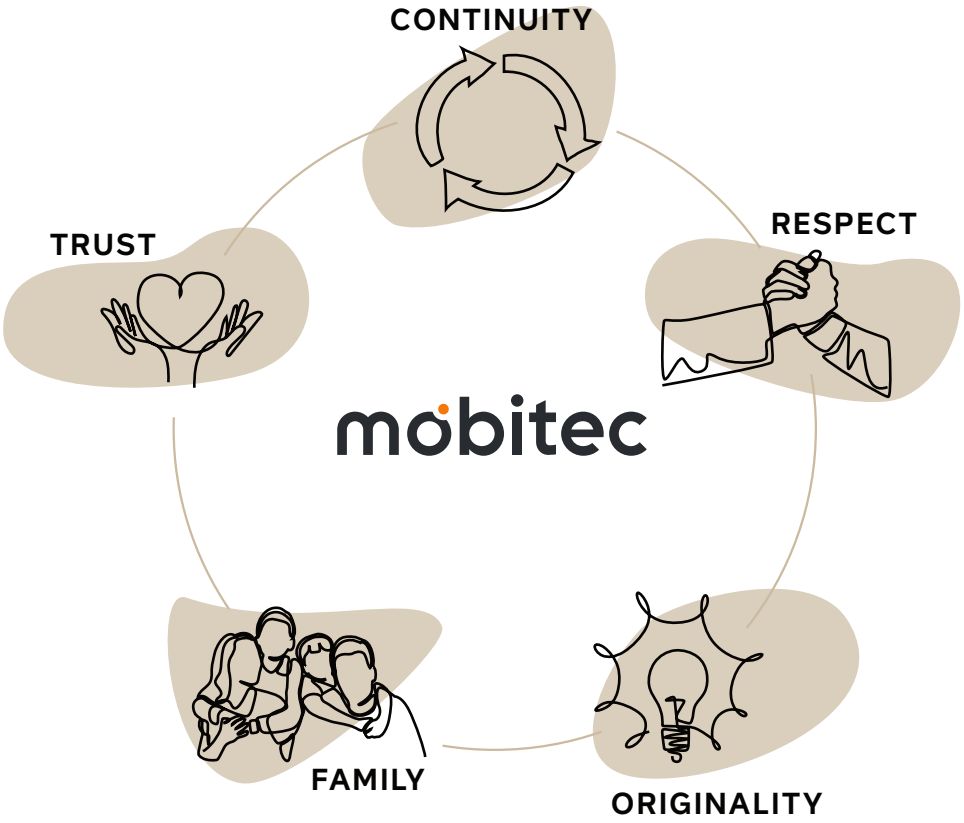
1.3.1 Diversity and inclusion

Our goal to organize a **diversity information and training session** has been delayed, but we are happy to report that our HR Manager is working with an expert to launch it soon. As this will be the first session, the format and content are being carefully designed to provide an accessible introduction for everyone.

Meanwhile, as part of our commitment to **raise awareness on inclusion**, Mobitec invited all Belgian collaborators to the **Paralympic Games in Paris** in September 2024 to support Roger Habsch, the Belgian Paralympic athlete Mobitec sponsors. The 15 colleagues who attended were deeply moved by the athletes' strength, determination, and the spreading joy of the winners and reported having experienced a powerful lesson in resilience.

DID YOU KNOW?

For both our partners and our staff, we guide our decisions and strategy in alignment with our values.



CONTINUITY: As we move forward, we honor our origins and are committed to maintaining our **longstanding partnerships**.

RESPECT: **The planet:** We recognize our responsibility to minimize our impact on the Earth and continuously seek better ways to **preserve its resources for future generations**.

The people: We recognize the strengths and weaknesses of each individual and believe that everyone has a role to play. We embrace **diversity** and value the differences of each person. Diversity is a strength for us, and we place **respect** at the center of all our relationships, both with **our staff and our partners**.

ORIGINALITY: We dare to venture off the beaten path and assert our identity. We are **creative and passionate in the design** of our products and in our ability to find solutions.

FAMILY: As a family business, we hold our team members in the highest regard, valuing not only their professional contributions but also their personal lives. We are committed to creating a **culture of care and support for each other**, believing that by investing in our team and fostering a positive work environment, everyone can thrive.

TRUST: Mobitec trusts **in its collaborators**, and we trust **in the future**. We are entrepreneurs and have confidence in the success of our projects.



“Sustainability means meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

BRUNDTLAND COMMISSION

1.4 WELL-BEING

1.4.1 Employee advocacy ratio: gauging Mobitec's workplace appeal

Fostering a healthy and supportive work environment has always been part of Mobitec's DNA. To build on this commitment, all employees in Eupen were invited in June to take part in **the company's first comprehensive workplace well-being survey**, conducted by our External Service for Occupational Prevention and Protection. With an impressive participation rate of 85 %, the survey provided valuable insights into both strengths and areas for improvement. The results, along with the first concrete actions, will be shared with all teams by December 2025.





1.5 MANAGERIAL EFFICIENCY

1.5.1 Steering project success

Building on the work of our Project Steering Committee, we refined our understanding of what defines a successful project. For us, success means a project is **delivered on time** (meeting planned deadlines and continuing sustainably), **within budget** (respecting the investment in the project), and with the **expected quality** (delivering the initially intended functionalities, creating efficient and well-structured processes, ensuring clear ownership and accountability among those involved and generating the strategically expected return on investment).

While these success criteria were not formally defined at the outset of all ongoing projects – making consistent measurement difficult this year – we consider this an important learning step. Looking ahead, we will ensure that time, budget, and quality indicators are clearly defined at project launch, enabling more proactive tracking of project success from 2025 onwards.

Despite these limitations, **several key projects advanced successfully**. The **Management Empowerment project** reached completion, with its structured evaluation process already generating multiple manager surveys and identifying concrete levers to enhance management practices. At the same time, the second phase of the **pCon project**, focused on digitalizing our product catalogue in 3D, went live this year, even as the third phase is underway. By next year, the majority of our products will be fully digitalized, enabling interior architects to

more easily integrate Mobitec products into their plans and budget their projects with a single click.

Our long-term vision is to energize our teams further by continuing to invest in **project management training**, providing leaders with the right tools, and engaging more employees in cross-departmental projects – gradually expanding beyond managerial roles to include operational roles as well, as the most meaningful improvements often originate from or rely on day-to-day work. In doing so, we aim to strengthen Mobitec's resilience to environmental changes, balance project workloads more effectively, offer colleagues stimulating challenges, and foster a stronger culture of continuous improvement. Inspired by practices in our Polish factories, we also plan to introduce in the coming years a structured idea management system to systematically collect, prioritize, and implement improvement initiatives based on their value.

1.5.2 Improve managerial skills

We are proud of the progress achieved in the first year of the Management Empowerment project. Launched on 9 December 2024 for Belgian management, with a follow-up information session for all Belgian staff, the project aims to evaluate and strengthen our management practices in line with our Managers' Charter. Managers benefit from the **guidance of external experts and practical tools**, enabling them to apply new skills in daily work situations and build experience step by step. Open exchanges with coaches are increasing, trust is growing, and **quarterly 360° evaluations** help track progress. This structured yet hands-on approach is already enhancing managerial capabilities at our Eupen headquarters, reflecting our organizational values, and reinforcing our belief that effective team management is key to well-being at work.






1.6 FINANCIAL HEALTH

1.6.1 Thriving financially, thriving sustainably

Ensuring a solid financial foundation remains crucial to supporting the sustainability commitments presented in this report. Our goal is to maintain steady profitability that provides a reliable basis for our sustainability initiatives. Despite a particularly challenging year for the furniture industry, we **succeeded in preserving this financial stability**. Our detailed balance sheet is publicly available on the website of the National Bank of Belgium.



2 ECO-DESIGN & CIRCULARITY

The furniture production process involves the extraction and utilization of various materials such as primarily **wood**, alongside **metals, textiles, foams, glues, plastics**, and more. The carbon dioxide emissions generated by the production of these materials and the extraction of their linked resources as well as the impact on ecosystems and biodiversity are significant.

Our greatest challenge, as a furniture manufacturing company, is to optimally manage our consumption of resources which are **precious for both, the production of our furniture and the balance of our planet**.

Mindful of our role in creating a better world, we are actively working to improve the sustainable design and circularity of our products.

OUR LONG-TERM GOAL

Our long-term goal is to provide our customers with furniture that combines **high quality, eco-design, circularity, and the longest possible life span**. These objectives are associated with Sustainable Development Goals 8 and 12, “Decent work and economic growth” and “Responsible consumption and production”.

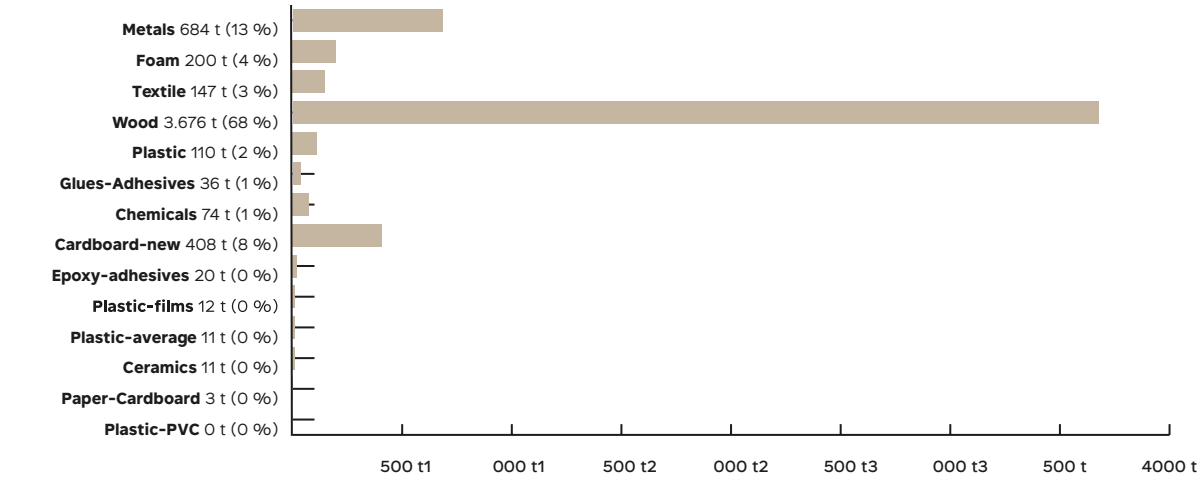
OUR STRATEGY

To be able to reach the above-mentioned goal, we set up the following action plan and targets which tackle the circularity and eco-design of our furniture, the sustainable sourcing of our raw materials as well as waste management related targets.

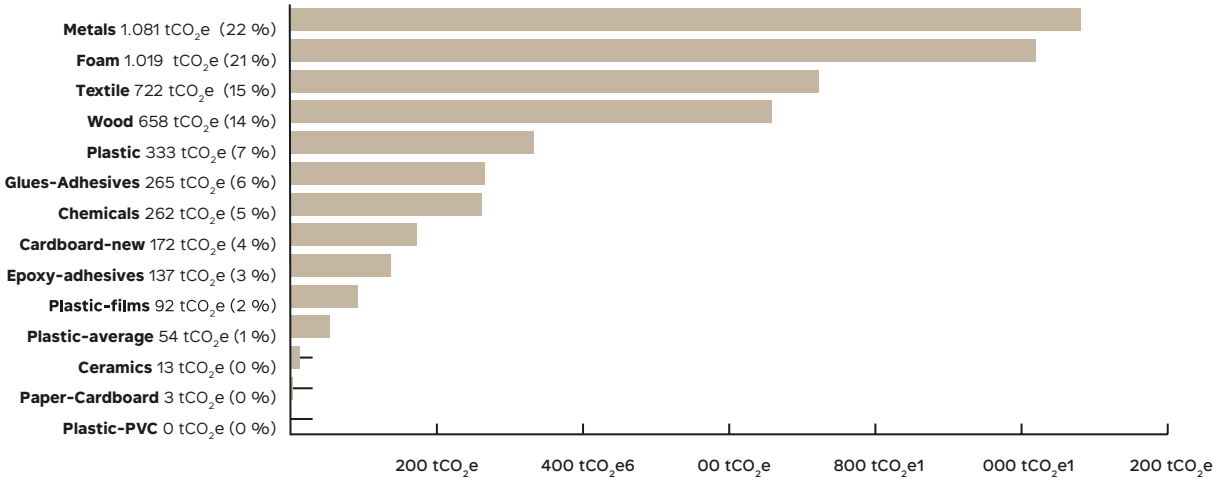
SOME FIGURES

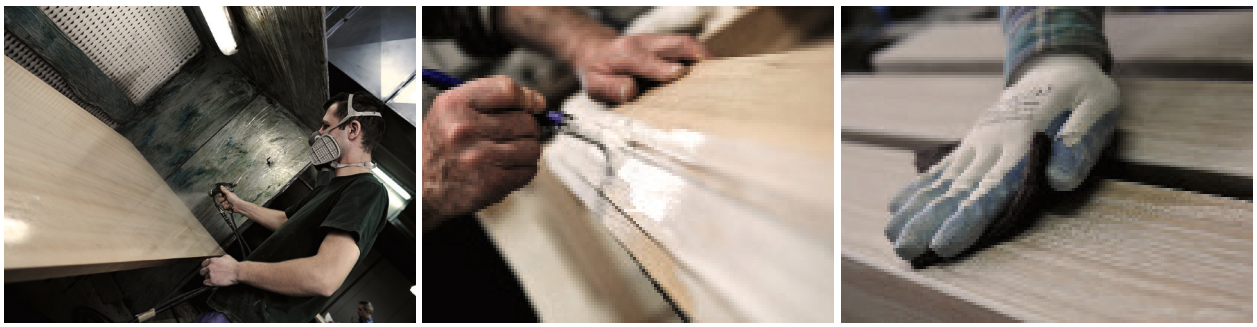
Below is a breakdown of the materials used in the production and packaging of our furniture, based on our carbon footprint data from July 1, 2024, to June 30, 2025.

TOTAL WEIGHT OF RAW MATERIALS IN TONS (% BY TONS)



TOTAL CALCULATED EMISSIONS PER MATERIAL IN TCO_2e (% BY CO_2e)





SUSTAINABILITY FACTOR		GOALS	TARGET DATE	SDG
2.1 CIRCULAR ECONOMY AND ECO-DESIGN	2.1.1	100 % of our foam adhesives are solvent free (intermediate target of 50 % by 2025).	June 2028	
	2.1.2	100 % of our new products are eco-designed (To measure whether a product is eco-designed, we have created our internal evaluation grid. By 2025, if at least 3 criteria from the list below are met, we internally consider the furniture as circular. For chairs: - Transport modularity: the backrest or the foot can be dismantled. - Transport modularity: the chair is delivered dismantled. - Transport: the weight (in kg) of the furniture is optimized (Chair without armrests <6; Chair with armrests <8; stool of height 65 cm <6; stool of height 82 cm <6; Seat uno <9; seat duo <16) - Packaging: only recycled cardboard is used - Repairing and maintenance: the chair has a removable cover. - Repairing and maintenance: The consumer can easily replace each element in case of damage. - End of life: It is possible to separate and segregate all used materials for recycling. - End of life: Material information and how to recycle them is written on the product or accessible online via QR code on the product. For tables: - Transport modularity: the packaging is optimized. - Transport: the weight of the furniture is optimized. - Packaging: only recycled cardboard is used - Repairing and maintenance: The consumer can easily replace each element in case of damage. - End of life: It is possible to separate and segregate all used materials for recycling. - End of life: Material information and how to recycle them is written on the product or accessible online via QR code on the product.	June 2025	

SUSTAINABILITY FACTOR		GOALS	TARGET DATE	SDG
	2.1.3	Offer maintenance and repair solutions for lifelong products.	June 2025	
	2.1.4	Offer covers for the TOP 10 models that have not been created in a removable version.	June 2025	
	2.1.5	Audit of our TOP 5 models to reduce the use of raw materials.	June 2025	
	2.1.6	Design products so that end-of-life disassembly is possible.	November 2024	
2.2 SUSTAINABLE SOURCING	2.2.1	Define a sustainable purchasing policy and maximize collaboration with existing partners to find solutions.	June 2024	 
	2.2.2	Find alternatives for leather and make sure our leather comes from a sustainable supply chain	June 2025	
2.3 WASTE	2.3.1	80 % of our plastic packaging is based of recycled plastic.	June 2025	
	2.3.2	80 % of our waste is sorted for recovery (recovery outside of our production) for all materials excluding wood.	June 2025	



2.1 CIRCULAR ECONOMY AND ECO-DESIGN

2.1.1 Our transition to solvent-free foam adhesives

In the furniture manufacturing industry, solvent-based adhesives are common due to their strong bonding properties and fast drying times. However, they **release volatile organic compounds (VOCs)**, which are **harmful** to both the **environment and human health**. Prolonged exposure to VOCs in production areas can lead to respiratory and other health issues, which we consider unacceptable.

Although the intermediate target of a 50 % share by the end of 2025 has not yet been reached, progress has continued. In 2024, **31 % of chairs** were assembled using **water-based adhesives**, compared with 21 % in the previous year, indicating a continued shift in practices. Indeed, while water-based adhesives are more expensive and require significantly longer drying times, we decided to increase their usage out of a sense of responsibility toward the environment and more specifically to protect our workers from chemical exposure.

Looking ahead, we will **continue expanding the use of water-based adhesives**, prioritizing models where we can effectively balance sustainability, worker safety, product quality, and the economic and logistical realities of production as well as quality-to-price ratio for our customers.

2.1.2 Our journey towards eco-designed products

This year, we have continued to make progress in developing products that meet our internal eco-design criteria.

As part of our long-term commitment, we set an ambitious goal for 2025: to design all new products in accordance with our **internal eco-design standards**. We are proud to have achieved this milestone for the first time! Our evaluation grid considers multiple criteria, including transportation, packaging, repairability, maintenance, and end-of-life management, with a minimum of three criteria required per product. This year, both the new Léi chair and the Altera table meet the three required criteria, marking a significant step forward in our sustainability efforts.

The **Léi chair** is first delivered **disassembled**. This approach allows us to transport more chairs per shipment, lowering transport-related emissions per unit, while also significantly reducing packaging material. The chair also incorporates a new durable foam, foam.hybrid eNdura, developed by our supplier Neveon. Finally, to extend the product's lifespan, customers can also purchase a **replacement cover** for the back upholstery and easily reupholster the seat upholstery using a simple hose clamp – no upholstering skills required.

We also made important improvements to our **new table collection**. The Altera now incorporates **three-layer panels**, making it possible to use more broadly selected wood in the inner layer, while also improving form stability. This reduces wood waste and increases resistance to cracks that may occur during natural processing, minimizing the risk of damage upon delivery. Additionally, we switched to **locally produced galvanized steel mechanisms**. Previously, our black mechanisms required a complex chemical process involving galvanization in Germany, shipping abroad for chemical treatment, and returning to Germany for assembly. By using locally produced galvanized steel, we have eliminated

both harmful chemical treatments and unnecessary transportation.

Finally, we added a **new fabric to our collection**: Miami. Made from **100 % recycled polyester**, Miami achieved the best score in our internal fabric assessment, which considers carbon footprint, environmental labels, stain resistance, lightfastness, abrasion resistance, and fiber mix – critical for recyclability. This is a great addition to our upholstery offerings.

2.1.3 Maintenance and repair solutions at Mobitec





Easing the long-term maintenance of our products has always been one of our top priorities. We believe that the most sustainable chair is the one you keep for a lifetime – and eventually pass on to the next generation. Extending product lifecycles not only prevents waste, but also reduces the consumption of natural resources and the CO_2 emissions linked to manufacturing new furniture.

Since February 2023, our strengthened partnership with LCK has made high-**quality maintenance kits for upholstered furniture** more accessible. All sales-facing teams have been trained, and our website now offers improved guidance to help customers choose the right care products for their needs. At the time of writing this report, we are also finalizing a **B2C webshop for gliders** together with our supplier Wagner, making the ordering of replacement gliders for our chairs faster, cheaper and more convenient for owners of Mobitec furniture.

Looking ahead, we remain committed to building a **more comprehensive repair service**. As a first concrete step, we now offer, on demand and for a fee, the repair of our Mobitec products in our Polish facilities – helping to extend product life and reduce waste at the source.

2.1.4 Our vision for prolonging chair lifespans

At Mobitec, we believe that giving our customers the opportunity to **equip** their **existing chairs with a new cover** – easily and at a fair price – is one of the best ways to help them enjoy our chairs for longer while reducing our environmental footprint. Designing a cover for an existing chair collection is challenging, as not all seat shapes can be elegantly adapted to a removable version. Therefore, we have focused our efforts on developing chairs that allow consumers to purchase covers to refresh and extend the life of their products.

Currently, **eight chair collections** (Cuori, Shanna, Pure, Neo, Pouf Rossini, Slim, Vigo, and Léi) are **available in a re-coverable version**. During this year, around 4 % of chairs sold were re-coverable, with an additional 5 % of sales for chairs that could have been purchased in this version – representing nearly 10 % of our seating collections weighted by sales volume.

We are pleased to have successfully introduced our **new Léi chair collection** this year that also allows for this. The backrest can be replaced with a zipped cover, while the seat can be protected with a "top cover" fastened with a clamp – no upholstery skills required.

We are committed to significantly **increasing the proportion of models** that are **available in a re-coverable** version in the years ahead to help our consumers extend their chairs' lifetime and, hopefully, enjoy them for generations to come.

2.1.5 Optimizing raw material efficiency

In line with our objective to audit our five best-selling models and reduce raw material consumption by 2025, we conducted an in-depth review of the metal seat plates used in our Moods, Lotus, Saga, and Enora chairs. The goal was to **lower material use while maintaining the required strength and durability**.

This study led to a successful reduction of the plate thickness from 5 mm to 4 mm, now fully implemented in production. This improvement **saves nearly 8,000 kg of steel per year** - provided these models maintain their strong market performance - while preserving all structural and reinforcement requirements.

Beyond material savings, the lighter components help **reduce transport emissions** and **improve handling** across the supply chain.

Encouraged by the success of this initiative, we are currently assessing further opportunities to optimize materials across additional components and collections.





2.1.6 Designing a fully disassemblable chair

This year, in support of our goal to design our first fully disassemblable chair – ensuring all materials can be separated and recycled at the end of the product's life cycle – we **recruited a final-year design student** to work full-time for a semester on developing solutions for fully disassemblable furniture and exploring recyclable materials.

During her internship, she produced the **first technical drawings** for an initial prototype, which will allow us to assess structural behaviour, overall form, and the selected comfort solution of our first fully disassemblable chair. In parallel, she investigated the use of **panels made from recycled plastic**, which could be employed either as table surfaces or, when bent, as seat-and-back elements for chairs made from visible, fully disassemblable panels. Following the evaluation of the prototype, further adjustments will be made based on preliminary pricing, structural performance, comfort, and aesthetics.
We are pleased and grateful that, following her successful internship, Clemence **joined our team in September 2025 as our first Eco-Designer** !



2.2 SUSTAINABLE SOURCING

2.2.1 Taking sustainable steps in our sourcing policy

This year, for the first time, we submitted **our Supplier Sustainability Charta** to a **selection of top suppliers**, along with an **evaluation questionnaire** aimed at better understanding their environmental and social practices. The objective is to raise awareness of our sustainability expectations and foster an open dialogue around our shared responsibility for social and environmental impact.

Based on the initial responses, we've set a clear goal: to extend this initiative to all top suppliers of the Mobitec Group – across both our Eupen headquarters and Polish production sites – ranked by purchase volume (EUR), with a target of **80 % signature rate by June 2027**. Starting from that milestone, our sustainability team will hold annual meetings with the lowest-rated suppliers to collaboratively identify opportunities for improvement.

2.2.2 Sourcing leather responsibly: pathways to sustainable alternatives

We recognize that leather has a **higher environmental footprint than fabric** and raises **ethical considerations regarding animal welfare**. To address this, we confirmed with our main suppliers that all the leather we use comes as a byproduct of the food industry, with no cattle raised solely for leather production. We are also encouraged by the significant decline in customer demand for leather over recent years, which further reduces its overall impact. While alternative plant-based materials or more sustainably treated leathers have not yet met our quality and aesthetic standards, we remain committed to **enhancing transparency**, ensuring responsible sourcing and treatment of the leather we use, and exploring promising **new materials for the future**.

2.3 WASTE

2.3.1 Our 2025 Vision for Recycled Plastic Packaging

This year, we used **18.84 tons of plastic** for our packaging, **56.78 % of which was recycled**. While this is a great improvement from three years ago, we still **aim for 80 % recycled plastic**. Breaking this down, 10.76 tons were used for seating packaging, with an impressive 85.10 % recycled. For table packaging and the protection of machined metal parts, 8.08 tons were used, with 19.10 % recycled. This highlights that the greatest potential for global improvement lies in our table and metal parts operations at the Jaworzyna facility.

To take **concrete steps** toward this goal, we replaced **this year** the plastic outer tape used on table packaging with a paper-based alternative. We also changed our supplier for the blue protective foam, increasing the recycled content from just 5 % to 30 %. In addition, we reduced plastic use in our table production by switching to a stretch foil that is approximately 50 % thinner. To further optimize this process, we developed a dedicated machine to wrap packed table legs, allowing for tighter application and a reduced number of layers compared to manual wrapping. In parallel, we are assessing the feasibility of eliminating plastic foils altogether. These currently protect furniture from dust and dirt, but ongoing tests will determine whether viable alternatives exist.

We remain committed to our goal and look forward to sharing more progress on this topic next year.

2.3.2 Our Vision for waste management

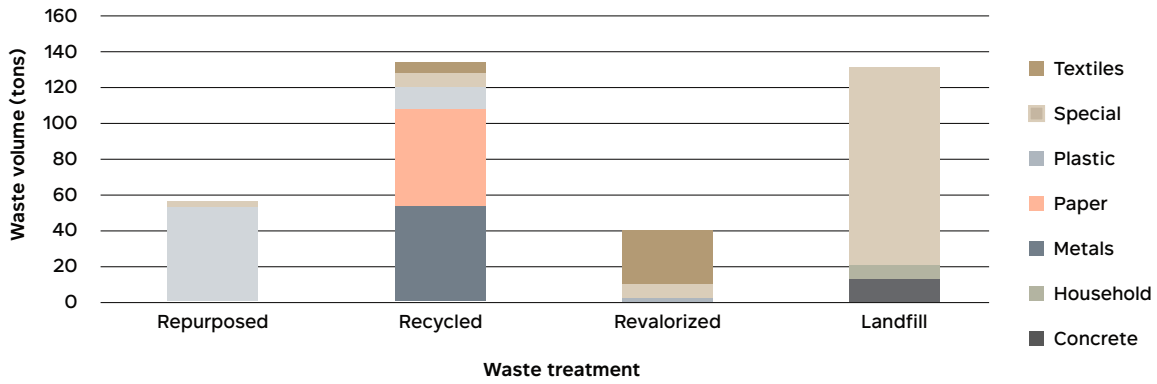
At Mobitec, responsible waste management is part of our sustainability strategy. Our goal is to ensure that **at least 80 % of all non-wood waste is sorted for recovery**, meaning materials are separated and either reused without processing, recycled (mechanically or chemically), or converted into energy instead of being sent to landfill. Wood is excluded from this target because most wood waste is already reused – ranging from sawdust and small offcuts used for factory heating, to short lamellas sold as firewood or to a local carpenter, and larger lamellas fully reintegrated into production. Given the large volumes of wood waste already recovered, including wood would make this target significantly easier to reach and would not accurately reflect our progress on other materials.

In fiscal year 2024, we generated **3,007 tons of waste**, distributed as **1.9 % repurposed, 15.4 % recycled, 78.3 % revalorized**, and **4.4 % landfilled**. While the majority of our waste is diverted from landfill, our ambition is to move further up the waste hierarchy by prioritizing prevention, reuse, and recycling over energy recovery whenever technically and economically feasible.

Excluding wood, approximately **63 % of waste (362 tons) was recovered**, distributed as 15,6 % repurposed, 36,9 % recycled, 11,2 % revalorized, and 36,3 % landfilled, as illustrated in the graph below. While recovery rates are strong for plastics, paper and metals, this result highlights the need to improve sorting and recovery for household, concrete, and special waste streams.

As a result, we did not meet our ambitious target of 80 % recovered non-wood waste this year. The steering committee has been informed, and corrective actions are being defined. Mobitec remains committed to improving recovery rates, reducing landfill, and advancing circularity across all materials – beyond the 80 % objective in the long term.

NON-WOOD WASTE TREATMENT BY WASTE TYPE – FY 2024



3 CLIMATE



Global warming linked to human-caused greenhouse gas emissions is no longer in question. As the global climate objective is to **limit the temperature increase to less than 2 °C**, it is essential for Mobitec to adopt a strategy to reduce its greenhouse gas emissions.

SOME FIGURES

This year we have made some progress regarding the CO_2e reporting in our company. Next to the calculations for this fiscal year (FY) 2024, we have also been able to calculate emissions for categories which we haven't been able to calculate over the last 2 years namely: fixed assets, travel, end of life and waste for this year as well as retroactively for the last 2 years. This enables us to have a full overview over the evolution of our CO_2e emissions.

Our initial 2019 carbon footprint assessment (Bilan Carbone®) estimated total greenhouse gas emissions (scopes 1, 2, and 3) at 14,500 tons of CO_2e. Following updates to transportation emission factors in the Bilan Carbone® methodology, which lower the attributed impact despite unchanged distances and volumes transported, our **2019 emissions** have been reassessed at **12,505 tons of CO_2e** for consistency across years.

In FY 2023, total emissions reached 12,901 tCO_2e, a 3 % increase compared to FY 2019, our initial CO_2 assessment. The increase is primarily due to waste, which rose sharply from 62 tCO_2e to 888 tCO_2e (+1332 %; +826 tCO_2e), driven by the collection, exceptionally, of building rubble as well as more precise measurement and methodological weighting introduced after 2019. Energy emissions decreased by 15 % (-509 tCO_2e), driven by the installation of photovoltaics and more energy-efficient infrastructure, which reduced purchased electricity. Travel emissions fell by 28 % (-228 tCO_2e) and End-of-life increase of 88 % to 2019 (+181 tCO_2e), largely due to updated ADEME emission factors. Packaging emissions increased by 45 % (+163 tCO_2e), reflecting the reallocation of epoxy adhesives from the Inputs category to Packaging for consistency. Fixed-assets emissions rose by 7 % (+127 tCO_2e), primarily due to our higher investments in machinery and equipment compared to 2019. Transport emissions decreased by 23 % (-91 tCO_2e), due to optimized internal transportation and fewer estimated incoming transport compared to 2019. Finally, inputs saw a small reduction of 1 % in CO_2e emissions.

In FY 2024, total greenhouse gas emissions declined to 11,706 tons of CO_2e, representing a 6 % reduction compared to FY 2019 and a 9 % decrease compared to FY 2023.

This improvement was primarily driven by further reductions in energy emissions compared to 2019 (– 24 %; – 822 tCO_2e), as electricity consumption decreased in line with the decline in turnover. Inputs also fell significantly (– 13 %; – 680 tCO_2e), mainly due to reduced foam usage in the production of upholstered seats. Travel emissions remained 36 % below the 2019 level (– 288 tCO_2e), again largely reflecting updated ADEME emission factors. Waste stabilized compared to FY 2023 once the exceptional building rubble collection of the previous year is excluded. The remaining variations versus 2019 had a moderate impact on overall emissions: end of life (+75 %; +153 tCO_2e), fixed assets (+5 %; +102 tCO_2e), packaging (+26 %; +93 tCO_2e), and transport (+20 %; +79 tCO_2e).

Emissions category/Year	CO_2e emissions (t CO_2e)					
	FY 2019	FY 2023	% CHANGE: FY 2023 VS FY 2019	FY 2024	% CHANGE: FY 2024 VS FY 2019	% CHANGE: FY 2024 VS FY 2023
INPUTS	5.351	5.278	-1 %	4.671	-13 %	-12 %
ENERGY	3.451	2.942	-15 %	2.629	-24 %	-11 %
FIXED-ASSETS	1.871	1.998	7 %	1.973	5 %	-1 %
WASTE	62	888	1332 %	627	911 %	-29 %
TRAVEL	810	582	-28 %	522	-36 %	-10 %
TRANSPORT	392	301	-23 %	471	20 %	56 %
PACKAGING	363	526	45 %	456	26 %	-13 %
END-OF-LIFE	205	386	88 %	358	75 %	-7 %
Total	**12.505**	**12.901**	**3 %**	**11.706**	**-6 %**	**-9 %**
Turnover	38.590.888	47.242.973	22 %	42.465.690	10 %	-10 %

OUR CHALLENGE

As a furniture producer, we are convinced that we have a certain role to play in reducing the greenhouse gas emissions of our activities. As indicated by our carbon footprint analysis, our greatest challenge lies in the **sourcing of our materials, particularly foam, metals, textiles and wood**.

DID YOU KNOW?

Mobitec's designers have already integrated the calculation of carbon emissions for the design of their furniture, by integrating an **emission calculator tool** during the conceptualization of the products (which focuses on raw material emissions).

OUR LONG-TERM GOAL

Rooted in a long-standing commitment to environmental responsibility, we therefore aim at lessening our climate impact while safeguarding our company's longevity.

To do so, we want to contribute to the 2030 Sustainable Development Goals by reducing our carbon footprint in alignment with recommendations of experts. This addresses Sustainable Development Goals 7 and 13: "Affordable and Clean Energy" and "Climate Action".

OUR STRATEGY

Since we measured and understood our carbon footprint (scope 1, scope 2, scope 3), we were able to set up an action plan tailored to the most emitting emissions item. Our goal is to halve our CO2 emissions intensity relative to turnover by 2030 (2019 baseline), according to the formula (2019 emissions / 2019 turnover) × 2030 turnover / 2.

SUSTAINABILITY FACTOR		GOALS	TARGET DATE	SDG
3.1 CO_2E EMISSIONS	3.1.1	Halve our CO_2 emissions according to following formula: $\frac{\frac{\text{Emission 2019}}{\text{Turnover 2019}} \times \text{Turnover 2030}}{2}$	2030	





3.1 CO_2 EMISSIONS

3.1.1 Approaching our 2030 CO_2-reduction Goal

It is clear that Mobitec is moving in the right direction, that emissions are decreasing in comparison to FY 2019 especially in relation to the linked turnover. However, the reduction in emissions this year is not yet sufficient to reach our long-term goal. The key question remains: what actions will be taken to achieve a 50 % reduction in CO_2e emissions relative to turnover by 2030? For context, this corresponds to approximately 3100 t CO_2e for a turnover of €50 million, or 4000 t CO_2e for a turnover of € 45 million. Hence **about 600-800 CO_2e t CO_2e per year** for the coming 5 fiscal years.

Key FY2025 Priorities for Impactful Emissions Reduction



- **Photovoltaic system** – Installed two years ago, our PV installation is still not operational due to connectivity issues with the general network. Once connected, we expect it to reduce electricity consumption by at least 30 %, equivalent to around 700t CO_2e per year from the implementation period.
- **Waste reduction** – Cutting overall waste by 20 % could contribute to a reduction of approximately 125 t CO_2e per year from the implementation period.
- **Foam use optimization** – Transitioning to less CO_2-intensive foam, particularly from our new supplier Neveon, is another priority. A 10 % reduction in foam-related emissions could save around 100 t CO_2e per year from the implementation period.
- **Packaging optimization** – Reducing packaging by 10 % is projected to save around 75 t CO_2e per year from the implementation period.
- **Heating gas reduction** – Further reducing gas consumption remains a key lever. For example, a 20 % reduction could save approximately 30 t CO_2e per year from the implementation period.
- **Transport optimization** – Delivering bestselling models in dismantled form is expected to reduce transport emissions by about 6 %, making it a key project for the coming year, counting for 28 t CO_2e per year from the implementation period.
- **Electricity audits and efficiency measures** – Additional audits and targeted reductions are planned, which could further decrease emissions, albeit by a few percent only.

Through the implementation of these initiatives, we aim to accelerate our progress towards our 2030 reduction target, combining operational efficiency with sustainable material choices and smarter logistics.

4 OUR FIGHT AGAINST DEFORESTATION

Zones of **great biodiversity** and key contributors to **ecosystem balance**, forests play a role that goes far **beyond the absorption of CO_2e**. They help **regulate local and regional climates** by cooling the air through evapotranspiration, mitigating heat extremes, and supporting natural water cycles that influence rainfall patterns. In this way, forests act as natural climate regulators, which is increasingly critical in the context of global warming.

Human activities have led to extensive and often abusive **deforestation**, with far-reaching consequences for biodiversity, climate stability, and human societies alike.

As a **furniture producer**, we rely on natural resources, with wood being our primary raw material. Aware of the responsibility this entails, we are **committed to reducing the impact of our activities on deforestation**.

OUR LONG-TERM GOAL

Reduce our impact on deforestation and promote sustainable forest management and forest protection initiatives. These actions relate to Sustainable Development Goal 15, “Life on Land”.

FIGURES

3.670 T

3.670 tons is the weight of wood that was used to produce furniture at Mobitec in this fiscal year 2024.

OUR STRATEGY

To reduce our impact on deforestation, we plan to contribute to forest protection, to use sustainably forested wood and to increase our wood utilization rate.



SUSTAINABILITY FACTOR		GOALS	TARGET DATE	SDG
4.1 DEFORESTATION	4.1.1	Support organizations active in forest protection by donating 2 % of our profits to them.	June 2023	
	4.1.2	70.7 % of the wood we purchased in FY2024 was certified. Mobitec is FSC® certified (FSC® C222874).*	June 2025	
	4.1.3	Increase our wood utilisation rate to 40 %.	December 2032	

*Learn more: www.fsc.org

4.1 DEFORESTATION

4.1.1 Our approach to forest conservation

For us, forests are far more than just carbon sinks. While trees play an essential role in **reducing CO_2 through photosynthesis**, their importance goes much deeper. Forests are living ecosystems that host a **rich biodiversity**, providing habitats for countless plant and animal species on which healthy natural systems – and ultimately human societies – depend. Beyond biodiversity, forests help **regulate local and regional climates** by cooling the air through evapotranspiration, moderating temperature extremes, and supporting natural water cycles that influence soil moisture and rainfall patterns. In this way, forests act as natural climate regulators, strengthening the resilience of ecosystems in the face of global warming. Protecting and restoring forest areas is therefore essential not only for the planet today, but also for the well-being and stability of future generations.

To honor our commitment to **allocate 2 % of profit to forest protection**, set annually from 30/06/2023, we are proud to have made retroactive contributions this year for the two previous fiscal years, partnering with two highly experienced forest conservation organizations.

Finding the right partners has been a challenging process. We wanted to ensure that every contribution would have a lasting impact. While local initiatives and even the idea of purchasing a forest ourselves were considered, they proved either impractical or unable to guarantee long-term protection. Our focus therefore finally shifted to **organizations with proven expertise** and a track record of sustainable forest protection, guided by clear criteria: forests ideally over 150 years old, strict protection-only policies with no harvesting at all, fair pricing per square meter, project longevity, and full transparency.

After evaluating six organizations across Europe and holding in-depth discussions with three, we confidently chose to work with two partners.

The first is **Waldakademie Wohlleben**, founded by Peter Wohlleben, known for his bestsellers on forest life. Through this partnership, we are **protecting 25,652 m² of forest near Rodder**, a small village in the German Eifel. Most of the beech trees here are nearly 160 years old, with a few giants possibly reaching 200 years. The area also features ancient oaks and a small group of spruces and silver firs, creating a thriving, resilient forest ecosystem. Despite recent droughts, the canopy remains largely intact, demonstrating the forest's enduring vitality.

The second organization is **Natuurpunt**, with whom we are supporting the protection of a **forest near Antwerp**.


“By protecting nature, we are not protecting nature itself – we are protecting ourselves.”
PETER WOHLLEBEN



4.1.2 Measuring our progress towards sustainable forestry

We are proud to announce that, in this fiscal year, we achieved our goal of 70 % certified wood in our purchases – a significant milestone in our commitment to responsible forestry. This is particularly meaningful because 70 % is the minimum requirement for obtaining certification. Our certified wood is currently split roughly evenly between **FSC® (FSC® C222874)** and PEFC certifications, which is important to note, as each organization has its own standards and does not recognize the other. Achieving certification from either FSC® or PEFC requires prioritizing one over the other.

Looking ahead, we will continue to prioritize **FSC®**-certified wood purchases. **Since March 2026, Mobitec has been FSC® certified (FSC® C222874).*** We are also exploring how some of our products can be certified and ensuring our procedures support these standards.



*Learn more: www.fsc.org

4.1.3 Wood utilization enhancement: reaching for 40 %

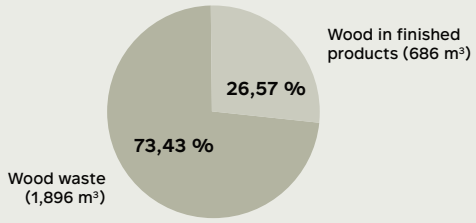
Throughout FY 2024, we continued to strengthen our wood utilization performance, reaching approximately **28.6 % for table productio**n and **26.6 % for chair production** – well above the industry standard of 23.5 % (Franciszek Krzysik, Nauka o drewnie). This means that from 1 m^2 of wood entering production, around 0.286 m^2 is retained in tables and 0.266 m^2 in chairs, armchairs, and stools.

In 2024, we further reinforced our processes by **expanding direct wood sourcing** from Polish forests, enhancing control over the supply chain and wood quality. We also introduced enhanced **defect detection** before grinding, combined with a **dedicated repair station** using specialized waxes. These initiatives have reduced post-varnish repairs and the replacement of defective parts, further improving wood utilization.

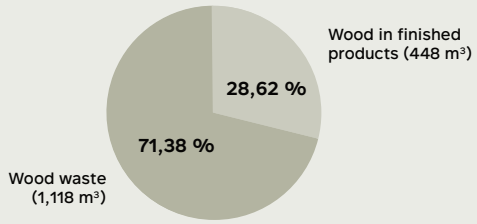
While we remain fully committed to our long-term ambition of **reaching 40 % wood utilization**, we recognize that this is a highly ambitious objective. Progress depends on multiple structural factors, including product mix, design choices, customer preferences, and wood quality availability. Given the long lead times required for design and sourcing improvements, we have extended our **target horizon to 2032**, supported by clear annual milestones.

Looking ahead, we will continue to focus on three key levers: improving production processing, further optimizing product design, and progressively enhancing wood quality through direct sourcing – while maintaining our commitment to offering responsible price – quality products to our customers

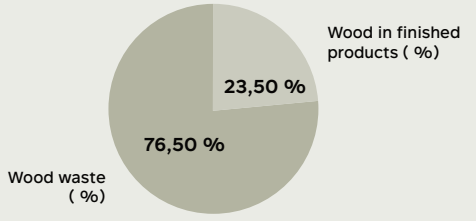
FY 2024 (Chair production)



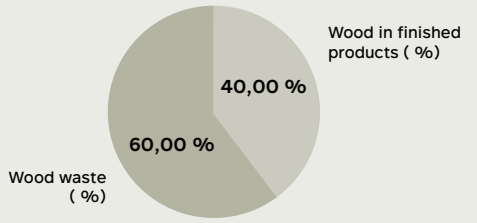
FY 2024 (Table production)



Industry standard



GOAL FY 2032



5 CARING FOR OUR PARTNERS & CUSTOMERS

As a company, we are aware of the impact we have on our suppliers, as well as the impact they have on us. We are convinced that it is only by strengthening the long-term relationships we have with our **suppliers** that we will be able to **co-construct a more local and environmentally friendly approach**, as well as develop **more circular products**.

Simultaneously, it is also essential for us to **understand and anticipate our customers' needs** and offer them the right services.

Our challenge is therefore to involve everyone in the creation of sustainable economic value.

SOME FIGURES

± 15,000	160,000	10,000
DELIVERY **ADDRESSES** PROCESSED PER YEAR.	**CHAIRS** PRODUCED PER YEAR.	**TABLES** PRODUCED PER YEAR.

OUR LONG-TERM GOAL

Our long-term goal consists in creating and maintaining long-term qualitative relationships with all our partners and clients. This challenge corresponds to Sustainable Development Goals 8 and 17 "Decent Work and Economic Growth" and "Partnerships for the Goals".

DID YOU KNOW?

More than **99 % of our suppliers are headquartered in Europe**, with over 68 % located in Poland, close to our production facilities. This proximity not only helps reduce transportation emissions but also allows us to uphold exceptional quality standards through close partnerships with highly skilled and reliable suppliers

COUNTRY	2022	2023	2024	2025
POLAND	66 %	66 %	69 %	69 %
GERMANY	7 %	7 %	8 %	7 %
ITALY	9 %	9 %	6 %	6 %
BELGIUM	5 %	6 %	6 %	5 %
FINLAND	5 %	3 %	5 %	4 %
NETHERLANDS	4 %	4 %	3 %	3 %
SPAIN	2 %	4 %	2 %	4 %

OUR STRATEGY

To create and maintain long-term qualitative relationships with all our partners and clients, we set ourselves the goal to consistently work towards a **customer-centric approach** and towards a in our challenges, relying either on qualitative exchanges or on quantitative surveys conducted with all visitors of our showroom, for example.





SUSTAINABILITY FACTOR	GOALS	TARGET DATE	SDG
5.1 CUSTOMER-ORIENTED APPROACH	Increase consumer and customer satisfaction with products and services to NPS ≥ 70 %.	June 2023	8 DECENT WORK AND ECONOMIC GROWTH
5.2 RELATIONS WITH OUR PARTNERS	Involve our top 10 suppliers in challenges and share our sustainability-related goals with them through at least 1 official meeting for the top 10 suppliers per year.	June 2024	17 PARTNERSHIPS FOR THE GOALS

5.1 CUSTOMER-ORIENTED APPROACH

8 DECENT WORK AND ECONOMIC GROWTH

5.1.1 Improving customer satisfaction and loyalty

The **Net Promoter Score (NPS)** is a widely used measure of customer satisfaction and loyalty, based on the question: "How likely is it that you would recommend our brand to a colleague or professional contact?" Respondents answer on a scale from 0 to 10, where scores of 9 – 10 indicate promoters, 7 – 8 passives, and 0 – 6 detractors. The NPS is calculated by subtracting the percentage of detractors from the percentage of promoters. An NPS above 70 % is generally considered excellent, reflecting a high level of trust, satisfaction, and loyalty.

In June 2023, we conducted an **NPS survey among 325 of our B2B customers**, collecting 156 responses from distributors and furniture stores. This survey was part of a broader customer satisfaction study. To remain consistent with the rest of the study, the questions were originally scored on a 0 – 6 scale and later converted as faithfully as possible to a 1 – 10 scale. We recognize that this conversion may have slightly inflated the results.

The outcomes show an average satisfaction score of 8.27/10, with 86.5 % promoters, 9.6 % passives, and 3.8 % detractors, resulting in an **NPS of 82.7 %**. We are proud of these results, while remaining fully committed to improving our services further to continue being a trusted partner.

While we currently sell exclusively through B2B channels, our next step is to assess the satisfaction of end customers – both private and professional – to ensure we remain aligned with their needs and expectations. We see this progress as a strong foundation for ongoing improvement, aiming for an NPS of 9 in the future.



5.2 CUSTOMER-ORIENTED APPROACH

5.2.1 Actively engaging in transparent communication with our suppliers to collaboratively address sustainable development goals

This year, we strengthened collaboration with our key suppliers by submitting to them a **new Supplier Charter**, which clearly outlines our major sustainability expectations. In addition, we developed a **sustainability assessment questionnaire** to better understand and evaluate the practices of our top suppliers. These tools will **support open dialogue, shared challenges and structured exchanges** during our future annual meetings with our top 10 suppliers.



CLOSING STATEMENT

Thank you sincerely for taking a moment to go through our CSR report. We hope that we have given you an insight into the priorities and scope of our business and that we have answered potential questions you may have. We hope that we have awakened your interest in our current efforts and that you will follow our future commitments in the reports to come.

Without our team and partners, the writing of this report would not have been possible, and we would like to thank them for their commitment and support.

If you have any questions, please do not hesitate to contact Marie Claeys (marie.claeys@mobitec.be), our sustainability manager.

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