

VAN LEEUWEN



Sustainability Report
2025

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Introduction



“**Respect** for the environment, **care** for our people, and **responsibility** towards society define how we operate.”

Joop Sassen,
Chairman of the Management Board and CEO



Message from the Management Board

With more than a century of history, Royal Van Leeuwen is committed to conducting its business and pursuing growth in a responsible and sustainable way. Respect for the environment, care for our people, and responsibility towards society define how we operate. As a family business, continuity is a core value, and we feel a strong responsibility for future generations, within our company and beyond.

Sustainability is an integral part of our strategy and is addressed across the entire value chain, from mill to customer. Our objectives span a broad range of topics, including energy consumption and renewable energy, safety, and diversity and inclusion in the workplace. We are committed to a sustainable way of working and apply the highest ethical standards in our relationships with employees, customers, and suppliers.

Our ambition is to take a leading position in the value chain when it comes to sustainable business practices. We aim to become the greenest pipe and tube distributor in the world by 2030.

We are proud to present our Sustainability Report 2025, which provides a detailed overview of our sustainability strategy, initiatives, and progress.

The care for our people remains a cornerstone of our approach. We continuously work to raise awareness of sustainability in the workplace. Annually, for instance, we organize a Sustainability Day, during which all our branches worldwide take part in local sustainability initiatives. Safety is equally important: alongside ongoing awareness programs, Van Leeuwen organizes a global Safety Day each year.

We invite you to explore our sustainability efforts and results in this report.

**Royal Van Leeuwen
Management Board**

Key figures 2025

2,178

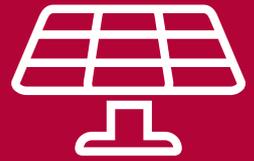
Employees



The workforce has been reduced compared to the previous year (2024: 2,247). Women comprise 31% of the total workforce, and men 69%.

8.3

Million euros
Investment in
solar panels



By the end of 2025, Van Leeuwen has invested more than 8.3 million euros in solar energy installations on its own roofs. Approximately 17,000 solar panels have been installed with 7.8 million kWh capacity.

25.0 GWh

Energy used



Total net energy used in 2025 amounted to 25.0 GWh, representing a 0.8% increase compared to the previous year. The share of renewable energy in our total electricity consumption during 2025 was 90% (2024: 87%), exceeding the target set for 2025. In addition, we sold 5.3 GWh of renewable energy.

1,223

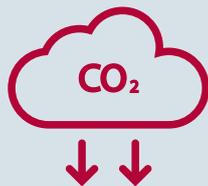
Million euros
Net sales



In 2025, the total revenue of Van Leeuwen amounted to €1,223 million (2024: €1,335 million).

1.9 kg

CO₂ Emissions
per ton of steel sold



Compared to our base year 2020, our own CO₂ emissions per ton steel sold have decreased by 87% from 14.4 kg CO₂ in 2021 to 1.9 kg in 2025 for Scope 1 and 2 emissions. We are currently developing and implementing measures for our Scope 3 emissions.

532,000

Total volume in tons



Total volume in 2025 amounted to 532,000 tons, a decrease of 3.3% compared to the previous year (550,000 tons).

This is Van Leeuwen

More than tubes

Royal Van Leeuwen's strength is built on more than a century of experience in pipe and tube distribution. Over the decades, we have developed deep specialist knowledge, a strong international network, and a broad portfolio of products and services. Today, our global organization is driven by 2,178 committed professionals who share a passion for the pipe and tube industry and everything that comes with it: from products and processing to logistics and project delivery.

Our long history forms the foundation for a sustainable and forward-looking strategy. It enables us to innovate, to pursue responsible growth, and to continue creating value for our customers and for future generations. In this way, we connect past and future, and remain a trusted partner for our customers, yesterday, today, and tomorrow.

Our history

Royal Van Leeuwen was founded in 1924 in Zwijndrecht, the Netherlands, by Piet van Leeuwen, who began trading in steel pipes and iron. Driven by strong entrepreneurship, the company quickly expanded into a successful distribution business. In 1947, Van Leeuwen opened its first international branch in Belgium, marking the start of its European network. During the 1970s and 1980s, global expansion followed with branches in North America, Asia, and Australia. In the decades since, organic growth and strategic acquisitions have further strengthened the company's presence in the Middle East, China,

and Central Europe. A major milestone was the acquisition of Benteler Distribution in 2019, which significantly expanded Van Leeuwen's footprint and market position across Europe.

Van Leeuwen today

Today, Royal Van Leeuwen operates a global distribution network supplying an extensive range of steel pipes, pipe and tube products, and specialized services to customers in a wide variety of industries. Our markets include mechanical engineering, pipelines, civil engineering & construction, automotive, process & power, and hydraulics. Our local specialists combine in-depth product knowledge with a strong understanding of customer applications. Supported by an extensive international supplier network, this makes Van Leeuwen a reliable and expert partner worldwide.

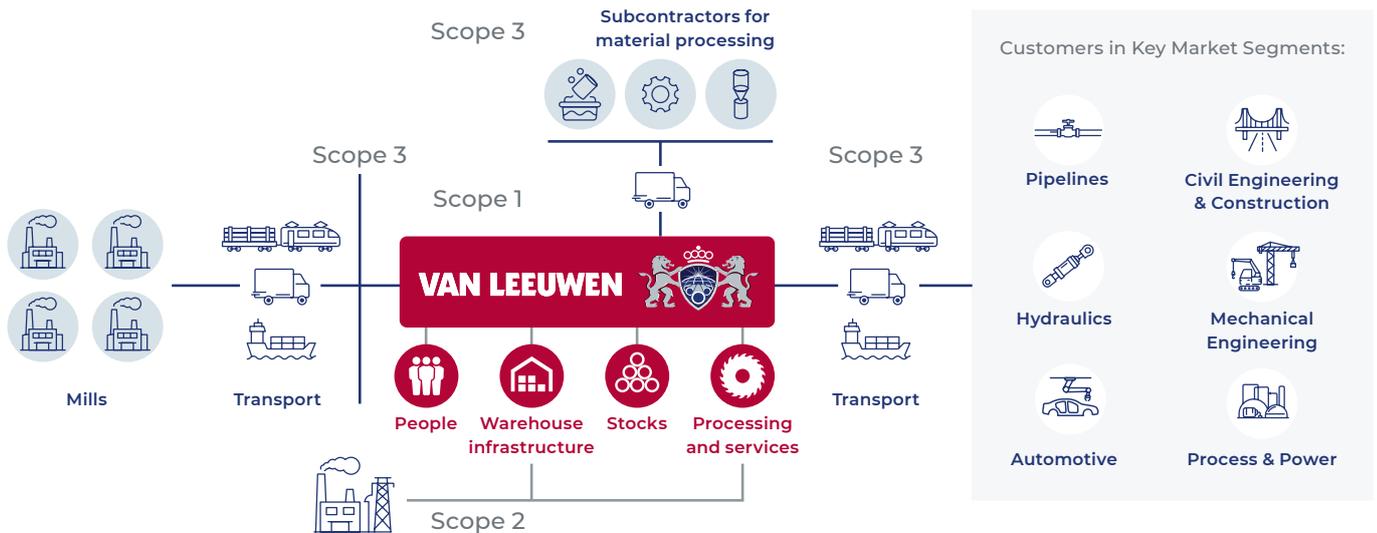
Customers benefit from high stock availability and a strong service level. From a broad product portfolio, we supply steel pipes and tubes, hollow sections, fittings, flanges, and bar steel in carbon, stainless, and alloyed steel, in virtually any required quality and standard. We offer a full range of custom processing, inspections and material testing, tailored packaging and marking, documentation, customer-dedicated storage, and express deliveries. In addition, we specialize in project management. Dedicated project teams manage the complete distribution chain for projects around the world, fully compliant with all requirements in the fields of quality, safety, and sustainability.



Our value chain

Value chain

Royal Van Leeuwen plays a central role in the global steel value chain, connecting mills, subcontractors, logistics partners, and customers across diverse market segments. Our position as a trusted distributor and solutions provider gives us both the responsibility and the opportunity to drive systematic decarbonization across all phases of the value chain.



We are committed to reducing emissions in our own operations (Scopes 1 & 2) while enabling and accelerating reductions upstream and downstream in our supply chain (Scope 3). Through strategic collaboration and investments, we aim to build a lower-carbon, more resilient, and future-proof value chain that supports long-term sustainable growth.

Transportation

Transportation is one of the largest contributors to our value-chain emissions due to the global and regional nature of our logistics flows. As an international steel distributor, freight movements, both inbound from mills and outbound to customers, represent a significant share of our Scope 3 emissions. Therefore, transforming the way goods move across our network is essential to achieving meaningful decarbonization.

- **Transition to low- and zero-emission vehicles**

We are actively shifting our transport footprint by introducing electric trucks and partnering with biofuel-powered forwarders.

- **Modal shift to lower-carbon transport**

We pursue alternatives to reduce road transport dependence, and shift transports to rail and sea powered by renewable electricity or alternative fuels.

- **Optimizing logistics efficiency**

We optimize shipments through consolidation, optimized filling rates, route planning, strategic inventory positioning, and customer collaboration to improve load utilization.

- **Supplier & forwarder engagement**

We plan to include sustainability criteria in tenders and collaborate closely with forwarders to accelerate fleet decarbonization.

Decarbonizing our own operations

We are accelerating reductions in operational emissions through solar power and renewable energy, energy efficiency improvements, and electrification of equipment.

Decarbonizing our supply chain

We collaborate with steel mills and tube producers that invest in low-carbon technologies, expand sustainable material choices, and improve supply-chain transparency.

Circularity and resource efficiency

Strengthening our scrap handling and work to minimize warehouse and production waste, are key parts of our circularity approach.

People at the center

People are central to sustainability progress. We support employees, suppliers, customers, and other stakeholders with information, training, and engagement initiatives.

Our path to net-zero

We are committed to measurable targets, continued investments in low-carbon materials and technologies, and transparent reporting aligned with leading sustainability frameworks.

Sustainability management



Sustainability strategy

As a family-owned company with an international footprint, we are committed to long-term economic strength and resilience. At the same time, we recognize our responsibility toward the environment, our employees, and the communities in which we operate. We are convinced that acting with care, responsibility, and respect is essential to safeguarding opportunities for future generations and contributing to a livable planet. Sustainability is therefore an integral part of our operations, investment decisions, and growth strategy. By 2030, we aim to set the global benchmark for sustainable pipe distribution.

We strive to be a frontrunner in advancing sustainability throughout our value chain. At the same time, we are committed to providing a safe, inclusive, and future-oriented workplace for our people. We acknowledge our responsibility to contribute to limiting global warming and have therefore committed to the Science Based Targets initiative (SBTi), aligning our climate ambitions with the goals of the Paris Agreement. We aim to obtain approval of our SBTi targets in 2026. In the coming years, our highest priority will be the further development of carbon-neutral business activities across our operations.

Our sustainability strategy is guided by the United Nations Sustainable Development Goals (SDGs). We have identified seven goals where we believe we can create the greatest positive impact and focus our efforts accordingly.



Good Health and Well-being (SDG 3)



Gender Equality (SDG 5)



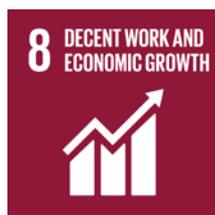
Responsible Consumption and Production (SDG 12)



Climate Action (SDG 13)



Affordable and Clean Energy (SDG 7)



Decent Work and Economic Growth (SDG 8)



Partnerships for the goals (SDG 17)



We have further specified how we contribute to these goals and have established clear performance indicators and targets to measure our progress. At the core of our sustainability strategy is the creation of long-term value in a responsible and sustainable manner, today and in the future. Our strategy is

structured around four key themes: **Climate Action, People, Growth, and Partners & Suppliers**. Wherever possible, we translate our ambitions into measurable objectives across the entire value chain. Within each theme, we have defined the following priorities:

Long-term value drivers	Van Leeuwen priorities	Key performance indicators	Ambition 2030
Climate Action Reducing our carbon footprint throughout the entire value chain	Change to renewable sources of energy	- Share of renewable energy	- 75% from renewable sources
	Circularity in operations for steel scrap and wood. Reduce waste, water consumption, and paper usage	- Scrap, wood, slings recycled - Waste separated	- 100% recycled - 80% of waste separated
	Reduce CO ₂ emissions	- Fossil free transports - Reduction of CO ₂ emissions Scope 1 & 2 - Percentage of new electric lease cars in the company fleet	- 50% of transports fossil free - Net zero by 2030 - 70% of new lease cars electric
People Sustainable and motivating workplace for our employees	Ensure a safe place to work	- Injury frequency (IFR) - Percentage sick leave	- Below 6 - Below 4%
	Create a great place to work where people can thrive, develop, and innovate every day	- Talent metrics - Employee turnover % - Net Employee Promotor Score (eNPS)	- 70% internal promotions - Below 15% - eNPS of 20
	Offer people equal opportunities independent of gender, race or background to achieve equal representation in the organization	- Gender metrics - Gender salary comparison	- 67% 33% distribution male/female - No gender gap
Growth Financially healthy and sustainable business growth	Support the community by charity donations	- Charity donation	- Significant
	Ensure decent job content	- Net Employee Promotor Score (eNPS)	- eNPS of 20
	Ensure business ethics	- Code of Conduct implemented - Harassments and Fraud cases	- 95% - 100% of cases reported
Partners & Suppliers Working together with our partners on sustainability	Minimize Scope 3 footprint through commitment and excellent cooperations with suppliers & partners	- Sustainability KPI's in our supplier audits - % CO ₂ emissions per ton steel for key suppliers - % of total sales with CO ₂ reduced material	- 100% - Reduce CO ₂ emissions for key suppliers with 20% by 2030 - 5% of total sales to be CO ₂ reduced material
	Responsible sourcing & supply chain management	- Secure business ethics and due diligence in value chain	- 80% of sourcing covered by Supplier Code of Conduct or equivalent

Organization & Governance

Sustainability organization

All Van Leeuwen regions worldwide are committed to our sustainability strategy, and have their own sustainability officer. A dedicated sustainability team ensures that all actions and initiatives are globally rolled out. By sharing knowledge and best practices within our organization, we are able to accelerate sustainability initiatives. In this respect we can benefit from the size of our company and make increasingly larger steps over the coming years.

Management Board

The Management Board, consisting of the Chairman of the Management Board and CEO, the CFO, and the CCO, is responsible for Van Leeuwen's overall strategic direction. Together with the Extended Leadership Team (ELT), the Management Board supervises the execution of climate-related initiatives and the broader sustainability agenda. The CEO is directly engaged in driving our ambition to become the leading sustainable pipe and tube distributor. While the Management Board defines the strategic framework, it also retains ultimate accountability for delivering on Van Leeuwen's sustainability commitments.

The Management Board closely monitors progress related to employee safety, environmental impact, and climate objectives. Sustainability performance and key initiatives are discussed during periodic meetings with the Supervisory Board. In addition, the Audit Committee of the Supervisory Board reviews the Sustainability Report as part of the annual reporting and supervisory cycle. The Management Board also plays a central role in stakeholder engagement, maintaining active dialogue with internal stakeholders as well as executive representatives of customers and key suppliers. Through this governance structure, sustainability considerations are embedded in strategic decision-making and operational supervision.

As of 9 April 2025, the composition of the Management Board of Royal Van Leeuwen changed. Mr. Peter Rietberg stepped down as Chairman of the Management Board. Mr. Joop Sassen, CEO and previously a member of the Management Board, was appointed Chairman of the Management Board. In addition, Mr. Vincent Geerts and Mr. Hans Weerstra were appointed as members of the Management Board. These changes ensure leadership continuity to support the company's strategic and sustainability ambitions.



Supervisory Board

The Supervisory Board is responsible for supervising and monitoring the Management Board and its policies. It oversees the overall performance of the company, including strategic and sustainability-related matters. The Supervisory Board also determines the remuneration of the members of the Management Board. Its members are appointed by the General Meeting of Shareholders.

Head of Sustainability

As of March 2026, the Head of Compliance and Sustainability, Egge de Jong leads and coordinates the sustainability initiatives across Royal Van Leeuwen. Since 2022, Van Leeuwen is implementing a comprehensive sustainability agenda. Our approach combines the expertise of functional specialists (who advance our sustainability content and reporting) with regional sustainability officers who ensure local implementation. The Head of Compliance and Sustainability reports to the Management Board.

Cross-functional Corporate Sustainability Team

The Corporate Sustainability Team operates as a cross-functional platform to coordinate and advance the company's sustainability agenda. The team consists of Corporate Directors representing Procurement, Supply Chain Management, Finance, Compliance, Marketing, HR, and Corporate Communications. Each member is accountable for sustainability-related objectives within their respective area of responsibility. During bi-monthly meetings, the team reviews progress against targets, discusses key developments, and defines corrective or forward-looking actions where required. This structure ensures alignment across functions and supports effective implementation of the sustainability strategy throughout the organization.

Management of material topics

Our structured materiality assessment process is led by the Corporate Sustainability Team in close consultation with internal stakeholders, including senior management and operational teams, as well as external stakeholders such as customers, industry partners, and sustainability experts. Overall responsibility for the sustainability strategy rests with the Management Board. Specific sustainability topics are allocated to designated Corporate Directors. Climate change mitigation and the reduction of energy consumption fall under the responsibility of the Corporate Director Supply Chain. Clear and measurable targets have been defined, including achieving 75% renewable energy by 2025 and carbon neutrality by 2030. In 2025, we achieved and exceeded our renewable energy target, reaching a 90% share of renewable energy in our total energy mix.

Our approach is guided by formal policy commitments, frameworks and targets such as our share of renewable energy target and Carbon Neutrality Roadmap. The policies, frameworks and targets support the optimization of energy use and the systematic reduction of greenhouse gas emissions across our operations. To drive implementation, we have developed concrete action plans, including investments in on-site solar energy, the gradual integration of electric and hybrid vehicles into our fleet, and continuous improvements in energy efficiency across our facilities. The Management Board ensures that sufficient financial and human resources are allocated to deliver on these commitments and meet our established sustainability objectives.

The Corporate Sustainability Team works closely with the Operations teams to define, monitor, and evaluate climate- and energy-related targets. Progress is tracked through clearly defined key performance indicators, including greenhouse gas emissions intensity, energy consumption rates, and the proportion of renewable energy within our overall energy mix. Performance on these material topics is reviewed on a bi-monthly basis during cross-functional sustainability meetings. These sessions enable structured progress monitoring, identification of risks and challenges, and timely corrective action where necessary. Progress is also reported to the Extended Leadership Team and disclosed in our annual Sustainability Report.

We maintain regular dialogue with our stakeholders to gather feedback on our climate and energy management approach. Concerns can be raised through our internal grievance mechanisms or directly with the Corporate Sustainability Team. In line with our commitment to continuous improvement, we periodically assess the effectiveness of our management approach to ensure alignment with evolving regulatory requirements, industry standards, and stakeholder expectations.



Kindlimann's second electric truck

Kindlimann, a company within Royal Van Leeuwen, is actively contributing to the sustainability ambitions through the electrification of its transport fleet. In 2024, the Swiss company introduced its first electric truck, followed by a second vehicle in 2025.

These electric trucks enable zero-emission deliveries and support a measurable reduction of our environmental footprint.



Double materiality assessment

As part of our preparation for upcoming Corporate Sustainability Reporting Directive (CSRD) requirements, we conducted a comprehensive double materiality assessment. This work strengthens how we identify and manage our most relevant sustainability impacts, risks and opportunities (IROs) and ensures that our reporting, controls and documentation are ready for assurance. The assessment provides a clear, evidence-based foundation for what we disclose, where we focus our efforts and how we set targets, supported by a robust trail of inputs, decisions and approvals.

Scope and reporting boundary

The assessment covers the full Royal Van Leeuwen organization on a consolidated basis. It includes our own operations (warehousing, processing and sales) as well as the parts of our value chain where our activities create impacts or dependencies. This includes steel mills, suppliers, processors, logistics partners, contractors, customers and fabricators. We applied four planning aligned time horizons:

- Short term: up to 12 months
- Medium term: 1–5 years
- Long term: 6–10 years
- Very long term: more than 10 years

Governance and oversight

The Management Board sponsors the assessment and approves the final list of material topics. Day to day oversight is provided by the Extended Leadership Team (ELT). The ELT reviews evidence, challenges interim conclusions and prepares recommendations. All documentation is stored centrally with full version control.

How we conducted the assessment

1. Understanding our business and value chain

We mapped our products, services and core processes, such as sourcing, warehousing, cutting, testing and transport. We placed particular focus on logistics flows and on locations highlighted in earlier climate risk work, including the Netherlands, Germany, Switzerland, Sweden, the Czech Republic and Malaysia.

2. Creating a longlist of sustainability matters

We compiled a broad list of potentially relevant sustainability topics informed by stakeholder dialogues, customer requests, internal risk registers and external expectations for a steel distribution and processing business.

3. Gathering evidence

For each topic, we collected evidence on potential environmental and social impacts, as well as related financial effects. Data sources included SHEQ records, energy and logistics data, supplier and carrier assessments, customer questionnaires and grievance logs. Case examples, such as the Slovenia flooding that caused downtime and ultimately relocation, were also taken into account.

4. Engaging stakeholders

Using interviews and workshops with leadership, site managers and key functions such as SHEQ, Procurement and Logistics, we explored risks and expectations. Structured dialogues with customers, mills, carriers and contractors added external perspectives. At selected hubs, we also gathered community insights on traffic, dust, noise and employment.



5. Scoring impacts, risks and opportunities

Each topic was assessed using two lenses:

- an impact lens (severity × likelihood)
- a financial lens (magnitude × likelihood)

These were aligned with our risk taxonomy covering demand, margin, cost base, supply reliability, asset integrity, compliance and reputation. Working thresholds were applied consistently across regions and functions, aligned with our enterprise risk management framework. Thresholds reflect the relative significance of impacts and financial effects rather than absolute values, ensuring comparability and robustness while avoiding disclosure of commercially sensitive parameters.

6. Consolidation and approval

We consolidated overlapping topics and validated traceability between evidence, IROs and conclusions. The ELT held a challenge session to ensure consistency across regions and functions. The Management Board approved the final set of material topics.

7. Documentation and controls

Interview notes, scoring sheets, data extracts and decision logs are archived for audit readiness. Quality checks were performed to ensure data completeness, plausibility and consistency with SHEQ and financial records.

8. Outcome and reporting implications

The outcome of the double materiality assessment determines which sustainability matters and related impacts, risks and opportunities are reported in accordance with the European Sustainability Reporting Standards (ESRS). For each material topic, we identify the applicable ESRS disclosure requirements, related qualitative disclosures and quantitative data points. Non material topics are documented internally but excluded from external reporting in line with ESRS materiality principles.

Material topics

A topic is considered material if it is material under either the impact lens or the financial lens. Below is a summary of the validated material topics.

Environmental topics

1. Transitional climate risks

Regulatory changes (e.g. the Carbon Border Adjustment Mechanism), customer expectations and technology developments influence our portfolio and operations. Most impacts arise indirectly through the supply chain.

Key response areas include supplier engagement, product portfolio diversification and strengthening environmental, social and governance (ESG) data.

2. Physical climate risks

More frequent extreme weather events, such as floods, storms and heatwaves, can disrupt operations, logistics and insurance costs. The Slovenia flooding provided a recent example. Our response focuses on business continuity planning, insurance strategy and logistics resilience.

3. Greenhouse gas (GHG) reduction – costs and target risk

The shift to low emission materials and carbon pricing mechanisms affects sourcing costs and customer competitiveness. Product level GHG data is increasingly required for tenders and financing.

4. Energy use

Regulation and taxation of fossil fuels pose cost risks, while our solar installations already provide benefits. We aim to expand renewable electricity sourcing, engage suppliers and improve transparency in reporting.

5. Resource use and circularity

Our activities rely on non-renewable resources including primary steel, fossil based packaging and fuels. Circular solutions may increase costs initially but create long term opportunity. Focus areas include packaging reduction, scrap and reuse streams, circular services and targeted capital investments.

Social topics

6. Health, safety and well being

Workplace conditions, including personal protective equipment (PPE), ergonomics, workstation design and traffic separation, directly influence safety and wellbeing. Rising absenteeism and an ageing workforce amplify the risk. Prevention and early intervention are priorities.

7. Fair and stable pay

Fluctuations in wages, social charges and regulation affect margins and planning. Strong labor protections in Europe create stability, though inflation driven agreements may raise costs. Workforce planning and productivity improvements help manage this.

8. Worker participation and voice

Employee participation through engagement surveys, unions, collective labor agreements, works councils and performance dialogues supports alignment and good working conditions. Strengthening feedback loops reduces turnover and well being risks.



Governance topics

9. Ethics and compliance culture

A strong ethical culture reduces legal, financial and reputational risk. Focus areas include clear policies, regular training, effective speak up channels and leadership role modelling.

10. Supplier management and fair practice

Our supplier code of conduct and due diligence processes help safeguard responsible sourcing and fair treatment. Priorities include regular assessments, follow up on corrective actions, reviewing payment practices and integrating sustainability criteria into sourcing decisions.

How we use the results

The results are integrated into enterprise risk management, insurance strategy, capital allocation and investment prioritization, supporting informed decision making on resilience measures, decarbonization initiatives and operational improvements.

The assessment informs:

- Strategy and investment decisions, e.g., rollout of solar installations, ergonomics, traffic separation and dust suppression.
- Risk and continuity planning, particularly around climate and logistics.
- Supplier collaboration, including CO₂ reduced materials and renewable fuel transport.
- Procurement and logistics, embedding supply chain due diligence, renewable energy dialogue and fair practice standards.
- SHEQ and people programs, focusing on safety, well being, absenteeism and ageing workforce dynamics.
- Stakeholder engagement, prioritizing hubs and corridors with the greatest impacts.
- KPIs and targets, monitored at Management Board and ELT level.

Frequency and improvement roadmap

We refresh the assessment annually and conduct a deeper review every two to three years. Planned enhancements focus on methodological maturity, including deeper value chain data, broader quantitative stakeholder input, and closer integration with supplier assessment tools and financial planning processes.

Confidential elements

To protect decision integrity, detailed scoring, thresholds and workshop notes remain internal. The sustainability report presents the final set of material topics and a transparent overview of the methodology.



“Sustainability is an integral part of our strategy, that we address across the entire value chain.”

Egge de Jong,
Head of Compliance and Sustainability

Stakeholder dialogue

Van Leeuwen is in regular contact with its stakeholders. As part of this dialogue, we like to understand what the material topics are for our stakeholders and Van Leeuwen's impact on these. By building a solid understanding of our stakeholders, we are able to take the right actions and deliver on the expectations.

Stakeholder overview

Our engagement with our key stakeholders, the purpose of those engagements, and their outcomes.



Key stakeholders	Engagement and purpose	Outcome
Customers	We are in continuous dialogue with our customers to add value and to respond to demand	<ul style="list-style-type: none"> • Carbon footprint & energy • SBTi validated targets • Responsible value chain incl. human rights • Waste & water management • Plan to move away from fossils (incl. business)
Suppliers	Meetings & dialogues	<ul style="list-style-type: none"> • Decarbonization • Responsible value chain • Anti-corruption
Logistic partners	Meetings & dialogues	<ul style="list-style-type: none"> • Decarbonization • Responsible value chain • Anti-corruption
Employees	<ul style="list-style-type: none"> - Employee Engagement Survey - Global performance cycle - Workers' council meeting 	<ul style="list-style-type: none"> • Health & safety • Employee engagement • Skills development • Social dialogue
Shareholders	Meetings & dialogues	<ul style="list-style-type: none"> • Healthy business & care for next generations
Banks & financial institutions	Meetings & dialogues	<ul style="list-style-type: none"> • Carbon footprint • Targets & plans • Risk management

Climate action



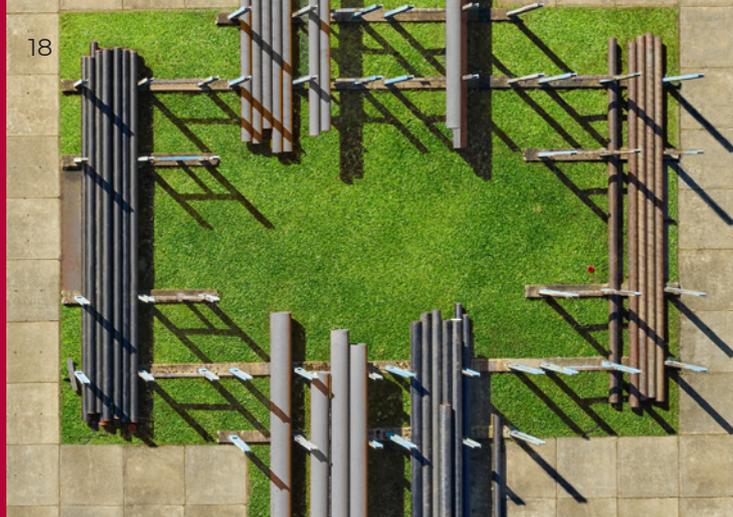
As a distribution company, reduction of our own greenhouse emissions and transitioning to renewable energy sources are elements where we can make a significant impact in addressing climate change.

We therefore focus on the reduction of emissions across our value chain, targeting key areas such as energy consumption, transportation, and process optimization. We believe that mitigating our carbon footprint and enhancing energy efficiency are essential to achieving long-term sustainability and contributing to global climate goals. We have set ambitious targets, including reaching carbon neutrality for Scope 1 and 2 emissions by 2030. Our initiatives are designed not only to meet regulatory demands but also to future-proof our operations, ensuring that we remain a responsible and resilient organization in the face of evolving climate challenges.

We measure our performance on reducing our own carbon footprint, focusing on Scope 1 and 2 emissions. We are also focusing on reducing our carbon footprint from Scope 3 where the highest emissions come from the purchased material, from transports and waste.

During 2025, we started the implementation of a sustainability reporting tool. With this tool we will be able to measure all three different Scopes 1, 2 and 3. 2025 is the first year to include reporting on all 3 Scopes in the tool. This is an improvement, enabling us to track our emissions on a consolidated group level as well as in the markets where we are operating.

Van Leeuwen priorities	Key performance indicators	Ambition 2030	Progress 2025
Change to renewable sources of energy	Share of renewable energy	75% from renewable sources	The share of electricity from renewable sources increased slightly to 90% in 2025 (2024: 87%). We continue to focus on reducing our fossil fuel consumption in other parts of our energy mix
Circularity in operations for steel scrap, slings, and wood Reduce waste, water consumption, and paper	Scrap and wood recycled	100% recycled	To be developed – currently no measurement in place
	Waste separated	80% of waste separated	To be developed – currently no measurement in place
Reduce CO₂ emissions	Fossil-free transport	50% of transport fossil-free or with renewable fuels	At our main hub in Zwijndrecht (NL) and in Sweden we switched to biodiesel for our domestic transport; in Switzerland we put our second electric truck into operation; see next page for other progress
	Reduction of CO ₂ emissions Scope 1 & 2	Net zero 2030	Scope 1 & 2 emissions reduced to 1,003 tonnes in 2025, which is equivalent to 1.9 kg CO ₂ /ton sold
	Percentage of new electric lease cars in the company fleet	70% of new lease cars electric	New electric lease policy implemented in Europe and further initiatives are being developed



Climate change

During 2025, we have continued making green investments. In Switzerland, we invested in a second electric truck, enabling more emission-free deliveries to our customers. We also benefited from our earlier investments in solar panels that we have installed in several of our locations worldwide. The solar energy generates clean electricity to run our operations and to charge our electric trucks. Wherever possible, we switch to renewable contracts in our European locations to increase the share of renewable energy.

The share of renewable energy in our total electricity consumption during 2025 was 90% (2024: 87%), which is above the target we set for 2025. The share is calculated based on our energy consumption and does not take any overcapacity in the energy generated by our solar panels.

We have taken big steps over the years towards reducing our impact on the climate and are committed to continuing to do so. In 2024, we invested in our policies and procedures, and during 2025 this was recognized by EcoVadis. We were rewarded with a silver medal. In 2024, we committed to the Science Based Targets Initiative ('SBTi') and the United Nations Global Compact ('UNGC'). We believe that both these initiatives are an important part of our strategy. SBTi will provide science-based validation of our decarbonization targets, and we are currently in the process of setting those targets and having them validated. We are also in the process of determining our best approach for improving circularity in our operations and with our direct suppliers. Based on our internal discussions, we put priority on reducing our CO₂ emissions.

Energy consumption

We have collected energy consumption data for each type of energy source (both renewable and non-renewable) used by Van Leeuwen over the past three years. It includes fuel use for transportation and machinery, electricity consumption, and district heating and cooling.

Transition to renewable energy: In 2025, 90% of our total electricity consumption came from renewable sources. This is a major shift from 2022 when 20% of the energy was renewable and an improvement compared to 87% in 2024. This achievement has been driven by investments in renewable energy infrastructure and solar power generation. Our solar

(in MWh)	2025	2024	2023
Fossil-fuel consumption			
Natural-gas	5,822	5,494	5,243
Diesel	3,246	3,580	3,932
Petrol	1,136	791	824
Oil	-	281	484
LPG	256	142	191
Total fossil-fuel consumption	10,460	10,289	10,673
Share of fossil fuels in total energy consumption, %	35%	36%	33%
Renewable fuel consumption			
Biodiesel	361	282	232
Total renewable fuel consumption	361	282	232
Share of renewable fuels in total energy consumption, %	1%	1%	1%
Electricity and heat consumption			
Electricity, from renewable sources	17,514	15,693	12,669
Electricity, from other sources	1,738	2,194	8,592
Heat, purchased	239	240	246
Total electricity and heat consumption	19,491	18,127	21,507
Share of electricity and heat consumption in total energy consumption, %	64%	63%	66%
Share of renewable energy in total electricity and heat consumption, %	90%	87%	59%
Electricity and heat sold			
Electricity, sold	5,285	3,864	3,362
Total electricity and heat sold	5,285	3,864	3,362
Total energy consumption, gross	30,312	28,698	32,412
Net total energy consumption (deduction for electricity sold)	25,027	24,834	29,050

The information in the table has been converted to MWh based on information reported in different units.

installations have yielded 12,511 MWh in sold electricity at the end of 2025, supporting our long-term goal of energy independence and carbon neutrality.

Reducing fossil-fuel consumption: We are steadily decreasing our reliance on fossil fuels across our operations. The introduction of HVO biofuels in 2023 marked an important step in reducing the use of conventional diesel and fuel oils. We have continued the work on increasing the share of renewable fuels in the Netherlands and Sweden. Fuel consumption increased from 10,289 MWh in 2024 to 10,460 MWh in 2025. This change was mainly driven by higher use of natural gas for heating in Europe and an increase in the petrol consumption for our own cars. Nevertheless, our target is set to continue to decrease these emissions by the use of renewable fuels both in our facilities, operations and our own cars and trucks.

Energy-intensity reduction initiatives: Over recent years, we have implemented a range of targeted energy-efficiency initiatives across our operations. These projects have delivered measurable reductions in energy used for heating, cooling, and machinery, supported by continuous optimization of our buildings and equipment. This has collectively contributed to lower natural gas and fuel consumption over time, despite an increase in the levels from 2024 to 2025.

In parallel, the introduction of hybrid and electric vehicles in our fleet has strengthened our fuel efficiency performance within Scope 1. This shift has helped moderate the use of diesel and petrol, even as operational needs fluctuate.

Our energy footprint remains low, and in 2025 the energy intensity amounted to 0.047 MWh per ton of steel sold, reflecting one of the most efficient years in the reporting period. Compared to our 2020 base year (0.056 MWh per ton), this represents a 16% reduction in energy intensity, demonstrating an effectiveness in our long-term efficiency strategy.



Our roadmap for decarbonization

- **75% renewable energy by 2030:** We made significant progress towards this goal in 2024 and 2025 through investments in solar power, the adoption of biofuels, and securing green electricity from certified providers. In 2025, the share of renewable energy reached 90%, exceeding the 2030 ambition.
- **Carbon neutrality by 2030:** We are committed to achieving carbon neutrality by 2030 in Scope 1 and 2, through increased use of renewable energy and efficiency measures.
- **Zero fossil fuels by 2035:** By 2035, we plan to phase out all fossil fuels, transitioning fully to electric and biofuel-powered fleet and machinery, with buildings powered entirely by renewable sources.

EcoVadis silver medal

We made significant steps towards reducing our impact on the climate. After an assessment of our sustainability performance, Van Leeuwen was awarded the EcoVadis silver medal, meaning we are among the top 15% of sustainable companies rated by EcoVadis.

In addition, in 2024 we committed to the Science Based Targets Initiative ('SBTi') and the United Nations Global Compact ('UNGC'). During 2026, SBTi will provide science-based validation of our decarbonization targets. We are constantly updating and renewing our best approach for improving circularity in our operations and with our direct suppliers.





We have switched to renewable energy contracts in Germany, the United Kingdom, Czech Republic, and Hungary. In Denmark we have changed part of our gas burned on site to biogas.

Fleet efficiency and biofuel integration: The gradual transition of our vehicle fleet from traditional diesel and petrol vehicles to more energy-efficient electric, hybrid and biofuel-powered models is also contributing to our emissions reductions. The introduction and further development of HVO biofuels, as well as investing in a second electric truck in our fleet in Switzerland, represent key steps towards lowering our reliance on fossil fuels in transportation.

While energy intensity increased slightly to 0.047 MWh per ton in 2025 due to a lower sales volume, higher heating demand and a diesel and petrol usage that remains broadly consistent with last year's level, our overall energy efficiency remains significantly improved compared with the baseline. Continued investments in renewable electricity, efficient energy systems, and low-emission mobility will remain key drivers in further reducing energy intensity across the group.

Emissions

The key initiatives driving our emissions reduction strategy are:

Shift toward renewable energy: Solar energy is now an integral part of our energy mix, and we are continually expanding our capacity to generate and utilize solar power. We are investing in green electricity on our own roofs, in the Netherlands, Germany, Romania, Denmark, Australia, Switzerland, Canada, Thailand, and Malaysia. In 2025, this was further expanded to North America. When solar energy is not an option, we will switch to green energy contracts.

Energy efficiency projects: We have implemented a series of energy efficiency measures across our operations, including optimizing heating, cooling, and gas use at our locations. These initiatives have over time led to a reduction in natural gas and fuel oil consumption, significantly decreasing both Scope 1 and Scope 2 emissions.

GHG intensity reductions: Our carbon intensity (CO₂ per ton sold) has decreased substantially from 14.7 kg/ton in 2020 to 1.9 kg/ton in 2025, reflecting our commitment to sustainable growth. This has been achieved without compromising production capacity, highlighting the effectiveness of our energy and emissions management strategy.

GHG Direct emissions (Scope 1)

The Scope 1 emissions reported in this category include the emissions from direct sources and within our control. Examples of these emissions include those from our own facilities, refrigerant leakage, company-owned trucks and equipment, and car journeys using company-owned vehicles.

Scope 1 and 2 CO ₂ emissions measured in tons	2025	2024	2023
Scope 1	2,364	2,275	2,726
1.1 Stationary combustion - fuel oil, natural gas, biogas, heating, cooling, other gases used in production	923	1,096	1,359
1.2 Fuel consumption or distance (KM) of owned trucks	677	616	657
1.2 Fuel consumption owned machines, forklifts, etc.	96	143	186
1.2 Distance driven (KM) or fuel consumption of own cars - diesel, hybrid, plug in, electric	594	378	403
1.4 Refrigerants	75	42	121
Scope 2	-1,361	-711	2,851
2.1 Electricity - non renewable	652	785	4,189
2.1 Solar panels - not used - gained (kWh)	-2,143	-1,640	-1,485
2.2 Other purchased energy	130	144	146
Total CO₂ emissions Scope 1 and 2	1,003	1,564	5,577

As a distribution company, transport by sea, road, and rail is at the core of our daily operations. These services are mostly provided by our logistics partners and therefore fall under Scope 3 emissions. We own and operate a fleet of trucks and our Swiss location has the largest owned fleet.

Our processing activities require the use of a wide range of machinery, such as cutting, bending, and laser machines. Furthermore, our warehouse activities require transport machines like terminal tractors and heavy lifting equipment. To reduce CO₂ emissions of our own machine park, we continue to invest in HVO biofuels, transition to electrical machines where possible, and we make sure that our purchased energy is mainly coming from renewable sources (see Scope 2 for more details).

Scope 1 also includes emissions from company-owned vehicles used for our employee business travel. To minimize these emissions of our own car fleet, we are shifting from combustion engine vehicles to hybrid and electric ones. Additionally, electrical charging stations have been installed at many of our locations. The direct emissions arise primarily from fuel use in owned trucks, machinery, and gas burned on site. Refrigerant emissions and other direct emissions also contribute to Scope 1. The data shows a significant reduction in direct emissions between 2021 and 2025.

The following are the key contributors to Scope 1 CO₂ emissions in 2025:

- **Natural gas and other gases used in production:** 923 tons, accounting for 39% of our Scope 1 emissions.
- **Diesel for trucks and machinery:** 773 tons (677 for owned trucks, 96 tons for machinery) accounting for 33% of our Scope 1 emissions.
- **Mileage by owned vehicles:** 594 tons accounting for 25% of our Scope 1 emissions.
- **Refrigerants:** 75 tons.

GHG Indirect emissions (Scope 2)

Scope 2 emissions primarily stem from the use of non-renewable electricity and other purchased energy. There is a clear reduction in Scope 2 emissions since 2021 due to increased use of renewable energy and solar power. The following are the key contributors to Scope 2 emissions in 2025:

- **Electricity (non-renewable):** 652 tons CO₂, accounting for 83% of our gross Scope 2 emissions.
- **Other purchased energy:** 130 tons of district heating and cooling
- **Solar energy overcapacity (gained energy):** -2,143 tons CO₂ (indicating a negative CO₂ impact, meaning solar energy practically offsets our total Scope 2 emissions).

GHG emissions intensity

The organization’s emissions intensity per ton sold has been reduced significantly over the past four years, showing progress in decoupling emissions from production growth. The actual GHG emissions out of the Scope 1 and Scope 2 amounted in 2025 to 1,003 tons of CO₂ and shows a significant decrease compared to our base year 2020 at 9,763 tons of CO₂. To be able to compare the GHG emissions, we calculate the kg of CO₂ per ton of steel sold. In 2021, the GHG emission per ton of steel sold amounted to 14.5 kg of CO₂. In 2025, the GHG emissions per ton of steel sold have dropped to 1.9 kg CO₂ per ton steel sold.

The GHG emissions calculations include a special item around the overcapacity from our solar panels returned to the grid. The overcapacity amounts to 5,285 MWh which is the equivalent of 2,143 kg of CO₂. This equivalent counts as compensation and is lowering the total CO₂ emissions of the Van Leeuwen group. Excluding this offsetting, the total GHG emission would have been: 3,146 tons of CO₂ /5.9 kg of CO₂ per ton of steel sold. We have been able to keep a similar level as in 2024 despite a minor decrease in the tonnage sold. The reduction in CO₂ per ton steel sold over the years reflects our organization’s efforts to reduce both direct and indirect emissions while maintaining production levels.



Our CO₂ impact per ton steel sold



Resource use and waste management

Van Leeuwen is committed to becoming the greenest pipe and tube distributor. A key element of this ambition is the integration of circular economy principles into our operations, aimed at minimizing waste, reducing resource consumption, and increasing material reuse. One of our core objectives is to enhance circularity within our operational processes. We focus on the reuse of packaging materials and the recycling of steel scrap, wood, and other residual materials, while simultaneously reducing overall waste generation, water consumption, and paper usage.

A central pillar of our approach is the development of a structured circularity program. This program prioritizes the improved collection, segregation, and recycling of steel scrap generated through our operations. Our goal is to maximize the return of scrap steel into the production cycle as valuable input material. To achieve this, we collaborate with partners and specialized recycling facilities to optimize material recovery, explore innovative recycling solutions, and ensure full compliance with environmental regulations.

In our logistics and packaging processes, materials such as slings and wood play an essential role. We are implementing systems that promote reuse and extend the lifecycle of these materials through recovery, refurbishment, and recycling initiatives. At the same time, we continuously review our waste streams to identify further opportunities to reduce, reuse, and recycle materials more efficiently.

Beyond solid materials, we are also working to reduce water consumption across our operations. This includes optimizing cleaning and cooling processes, exploring water recycling systems, and adopting water-efficient technologies where feasible. In parallel, our ongoing digital transformation supports a significant reduction in paper usage by encouraging digital documentation and promoting paperless working practices wherever possible.

Through these combined efforts, we are building the foundation for a more circular and resource-efficient operational model.



Sustainability Day 2025

In May 2025, Van Leeuwen organized its annual Sustainability Day, building on the Sustainability Week 2024. The initiative continues to grow as a global platform to engage employees and promote awareness of sustainability across our organization. During Sustainability Day, all branches worldwide organized local initiatives tailored to their teams and communities. Activities included promoting sustainable commuting — such as encouraging employees to walk or cycle to work — organizing litter collection campaigns, hosting mindfulness and wellbeing sessions, arranging team-building walks, and serving healthy lunches and fresh fruit.



The day provides a practical and accessible way to strengthen sustainability awareness, encourage behavioral change, and demonstrate how individual actions contribute to our broader environmental and social ambitions. Sustainability Day has become a recurring initiative within Van Leeuwen and will continue to play a role in fostering employee engagement and a culture of sustainability across our global network.

People



To achieve our strategic ambitions and maintain our position as a globally leading specialist and distributor in steel pipes and tubes, we rely on a strong team of skilled and dedicated professionals. Our People Strategy focuses on developing our employees and fostering a continuous learning culture throughout the organization. Through a structured approach and the effective use of digital tools, we strengthen capabilities and support the long-term success of our company. Van Leeuwen aims to be an attractive and responsible employer, today and in the future.

Van Leeuwen priorities	Key performance indicators	Ambition 2030	Progress 2025
Ensure a safe place to work	Injury frequency (IFR)	Below 6	IF rate of 5.8, an improvement compared to 2024 (9.0) and below the target for 2025 (6)
	Percentage sick leave	Below 4%	4.0% (average over 2025)
Create a great place to work where people can thrive, develop, and innovate every day	Talent metrics	70% internal promotions	During 2024 and 2025, the foundation was laid for the implementation of a company-wide job grading framework, enabling greater transparency in role classification and career progression. In 2025, the rollout to employees commenced
	Employee turnover %	Below 15%	17.59%
	Net Employee Promotor Score (eNPS)	eNPS of 20	eNPS of 14
Offer people equal opportunities independent of gender, race or background to achieve equal representation in the organization	Gender metrics	67% / 33% distribution male/female	At the end of 2025, the male-to-female ratio within Van Leeuwen was 69% / 31%
	Gender salary comparison	No gender gap	During 2024 and 2025, the foundation was laid to start measuring gaps and prepare for future reporting

Through our people processes, HR supports the business in online learning (including various required learnings on compliance and IT security), a standardized recruitment process, and a company-wide performance management cycle applicable to all employee levels across Van Leeuwen globally. Van Leeuwen's people agenda, with focus on performance management, succession management, leadership development, and strengthening critical capabilities, enables HR to actively contribute to business value. In 2025, HR key performance indicators (including headcount, turnover, gender distribution, hires and terminations, open positions, and absence rates) were monitored and shared through a monthly HR Dashboard, submitted to the Management Board. This dashboard is also shared and discussed with regional managing directors to identify actions and improvements.

Van Leeuwen is an equal opportunity employer. We continue to actively promote and monitor a balanced level of gender, age, tenure, and cultural diversity across our company and have embedded a proactive, consciously inclusive recruitment process to achieve more diverse teams in the long term.

As of 9 April 2025, the composition of the Management Board of Royal Van Leeuwen changed. Mr. Peter Rietberg stepped down as Chairman of the Management Board.

Mr. Joop Sassen was appointed Chairman, and Mr. Hans Weerstra and Mr. Vincent Geerts were appointed as members of the Management Board. The Supervisory Board consists of 1 female and 4 male Board members. Globally across our total population our gender distribution is 69% males and 31% females. This is close to our gender target of 67% / 33%.

Overall, in 2025 our solid foundation of HR systems and processes enabled HR to create added value for the business in a fact-based and data-driven manner. This foundation supports leadership and employees in advancing our People Strategy and fostering a culture of belonging. In doing so, we continue to attract, retain, and develop a strong pipeline of talent equipped with the capabilities required for the future.



Safety a must



Providing a safe working environment for our employees and ensuring the safety of visitors at our locations is our highest priority. We consider safety to go beyond compliance with local regulations or achieving ISO 45001 certification. Our ambition is to foster a proactive safety culture in which risks are identified and mitigated before incidents occur. Adherence to safety protocols is a prerequisite for entering our locations, and safety is a shared responsibility — from warehouse employee to CEO.

Safety is embedded in Van Leeuwen’s global management system and formalized in our Safety, Health, Environment & Quality (SHEQ) Manual. This manual outlines the relevant policies and standards and has been formally approved by the Management Board. The Corporate Director Supply Chain is responsible for the implementation and supervision of the SHEQ policy across the group.

All Van Leeuwen locations are required to conduct regular safety awareness activities. Our safety program is structured around the '12 Life-Saving Rules' and includes interactive discussions during daily kick-off meetings, toolbox trainings, and the sharing of lessons learned from incidents across locations. All accidents are centrally recorded in a monitoring system and evaluated in cooperation with the respective sites. In addition, an annual Steel Safety Day is organized each April at all locations to reinforce awareness and further strengthen our safety culture.

To embed safety at all organizational levels, management conducts periodic safety walks, with observations documented



through structured checklists. Safety audits are performed regularly, and local management teams report on safety performance as part of the periodic reporting cycle to the Management Board.

Injury Frequency Rate

Preventing work-related accidents remains a key priority. We aim to eliminate incidents resulting in lost time, as every employee has the fundamental right to a safe workplace. Employees and visitors receive appropriate safety instructions and personal protective equipment (PPE), and risk assessments are conducted to identify and mitigate potential hazards. Our primary safety KPI is the Injury Frequency (IF) rate, measured as the number of recordable injuries per one million hours worked. While injury severity ranges from minor injuries to more serious cases, Van Leeuwen has not recorded any fatalities in its history.

In 2025, our continued focus on ISO 45001 certification, safety campaigns, and cultural awareness initiatives resulted in further improvements in safety performance. The long-term downward trend in accident rates continued, leading to the lowest number of accidents with absenteeism recorded to date. The total number of lost-time accidents in 2025 was 33% lower than the average of the previous three years and 43% lower than the five-year average. At group level, the IF target for 2025 was set at 6.0; matching the ambition set for 2030. In 2025, we achieved an IF rate of 5.8.

Our people



Key initiatives of the Van Leeuwen people agenda 2024-2027

- Drive people development, efficiency, and compliance through structured processes and digitalization
- Accelerate global leadership and local management capabilities through focused development
- Ensure the use of consistent processes to attract, retain and develop a pipeline of outstanding talent with skills we need for the future
- Enable a continuous learning and innovative environment and create a culture of belonging
- Address organizational capability and skills building for different target groups

In 2025, these initiatives focused on three key areas:

- Leadership & communication
- Diversity & inclusion
- Organizational setup & productivity

People Strategy

Our People Agenda is designed to create sustainable business value. Through structured performance management and succession planning processes, combined with a strong focus on leadership and critical capability development, we strengthen our ability to deliver on our business strategy.

We firmly believe that motivated employees who take pride in their work and are engaged in their roles form the foundation of our continued success. For this reason, we consistently invest in the development of our people at all levels of the organization.

At the end of 2025, Van Leeuwen employed 2,178 people across 75 sites in 32 countries. Our workforce consists of 31% women and 69% men and represents 53 nationalities. This diversity of cultural backgrounds, religions, customs, and experiences enriches our organization and supports our global operations.

Our initiatives on the strategic People Agenda support our company's ambitions and help our people navigate in a constantly changing world. We foster a culture in which open and transparent communication is central, and where individuals have the freedom to be their best selves and have a sense of belonging. It is essential that employees understand their role and contribution, and that they are valued for their efforts. Sharing information, providing direction and clarity, and meaningful dialogue between leaders and employees are fundamental to achieving this.

People in numbers

Van Leeuwen believes that fostering a diverse, equitable, and inclusive workplace is essential for our continued success and our future. In a more traditional, industrial market, making progress on diversity requires conscious efforts and decisions to continue to build more diverse teams - culturally diverse as well as diverse in gender, age, and tenure. Our focus is to ensure that during recruitment as well as during promotion discussions, building more diverse teams is an explicit discussion and decision, in order to continue to work towards a more diverse workplace.

Total workforce	2025	2024	2023
Employee category			
Total employees, headcount	2,178	2,247	2,469
Full-time, %	91%	92%	92%
Part-time, %	9%	8%	8%
Gender			
Female	31%	31%	31%
Male	69%	69%	69%
Regions			
The Netherlands	355	348	347
Outside the Netherlands	1,823	1,899	2,122
Total	2,178	2,247	2,469

Gender diversity

As of 31 December 2025, 20% of the Supervisory Board is female. 31% of our total workforce is female, with 43% of our white-collar staff being women. Certain regions, such as Asia, Central Europe, and Southeast Europe, are leading in gender diversity, with female representation at or above 40%.

At management level, 25% of the global managers are female. In our global blue-collar workforce, 5% are women, with positive exceptions in Switzerland where 10% is female, and in Slovakia where our blue-collar population is most diverse as 43% is female.

New hires

Our goal to drive towards a diverse workforce is also reflected in our new hires: 33% of new hires is female, while almost 75% of all new hires is under 40 – thus driving changes compared to our existing workforce. A continued and conscious focus on the diversity of our new hires remains a key focus.

New hires	2025	2024	2023
Region			
Netherlands	48	40	44
Rest of EU	233	118	252
Asia/Middle East/Australia	32	28	56
North America	7	10	11
Totals	320	196	363

New hires by age	2025	2024	2023
below 30	46%	43%	46%
30-50	44%	46%	44%
above 50	10%	11%	10%
Totals	100%	100%	100%

New hires by gender	2025	2024	2023
Female %	33%	33%	33%
Male %	67%	67%	67%

Employee turnover in numbers

Employee turnover	2025	2024	2023
Region			
Overall	17.6%	16.4%	14.1%
Netherlands	11.8%	13.6%	11.8%
Rest of EU	19.7%	16.7%	13.8%
Asia/Middle East/Australia	12.6%	16.1%	20.9%
North America	21.1%	32.2%	19.1%
Gender			
Female %	17.1%	14.1%	17.4%
Male %	17.8%	17.4%	12.6%

*Increased turnover EU in part due to restructurings in Belgium and Germany



Preparing for Pay Transparency and Pay Equity Reporting

In April 2023, the EU Pay Transparency directive has been adopted. It requires member countries to pass legislation to ensure that companies with 100 or more employees comply with rules to ensure more pay transparency, to work towards pay equity which ensures same pay for equal work. This directive will require disclosure of pay ranges for job applicants, providing information on a (gender neutral) pay-increase methodology to employees. It will also require companies to assess and act on identified pay gaps.

In order to be able to comply with local legislation following the EU Pay Transparency Directive, Van Leeuwen is introducing a global grading methodology to grade all roles that are not already covered by collective labor agreements. This global grading methodology will serve as the foundation of pay equity. Simultaneously, a reward policy and local salary structures are being designed. This combination will deliver clear processes, guidance for managers, clarifications for employees, and robust governance to ensure equitable reward decisions during hiring, performance cycles, and promotions.

Successful implementation will require very detailed preparation with and careful communication to all stakeholders. Communication will be key for success to explain the grading methodology and reward policy to our employees, as well as to prepare our managers to make educated reward decisions and equip them for important reward discussions with their employees. In 2025, the rollout began with the first group of employees participating in individual discussions about their global grade and relative salary position. Graded roles will enable reporting on pay transparency.

Collective labor agreements

Van Leeuwen complies with all applicable laws and regulations protecting the rights of workers to freely associate. All of our businesses across the globe will respect the rights of workers to freely associate, organize, and bargain collectively in accordance with applicable laws and the customs of the countries in which they are employed. Where employees are represented by a legally recognized union, Van Leeuwen is committed to bargaining in good faith with the employees' freely chosen representative.

All of our companies will respect the rights of workers to communicate openly with management regarding working conditions without fear of retaliation, harassment, intimidation, penalty or interference. About 30% of our employees are covered by collective labor agreements. Such agreements are in place for example in the Netherlands, Germany, Belgium, and in the Nordics region.

Van Leeuwen's commitment to Diversity, Equity and Inclusion (DEI)

Our employees are the core of our company. We value every employee as an important member of the global Van Leeuwen team. Van Leeuwen believes that fostering a diverse, equitable, and inclusive workplace is essential for our success and our future, and we are committed to supporting our employees in this journey. We encourage all employees to participate in creating a work environment that is inclusive and respectful of all individuals.

Van Leeuwen prioritizes a culture of psychological safety where everyone feels empowered to speak openly and honestly, question the status quo, seek support when needed, and learn from mistakes without fear of retribution. Under our DEI policy, Van Leeuwen is committed to creating and maintaining a work environment that is free from discrimination and harassment. We will take appropriate disciplinary action against any employee who engages in discriminatory or harassing behavior, up to and including termination.

Communication guidelines

Communication is key for successfully driving towards a diverse, equitable and inclusive workplace. We commit to take the following actions around DEI communication:

- Regular, clear and transparent communication around DEI initiatives and actions.
- Employee training on DEI – both formal and informal.
- Feedback opportunities – enabling employees to provide input on our DEI approach.
- External communication – emphasizing our organization's commitment to diversity and inclusion to external stakeholders.

Employee and manager responsibility around DEI

DEI is everyone's responsibility at Van Leeuwen. It requires purposeful action every day. Every employee will be trained on DEI and is responsible for taking conscious decisions and actions. Equally, managers are accountable for specific DEI responsibilities and for including and achieving DEI actions and outcomes as part of their managerial role.

Employee Engagement Survey

In October 2025, the third Van Leeuwen Employee Engagement Survey has been held. The response rate was 75% with about 9,000 comments provided by participating employees.

The average engagement score was positive, and has improved compared to 2024. Ratings and the detailed comments on the various themes help us to again further increase employee engagement. The results are also being shared with employees, action plans are being defined and, similar to 2024, also throughout 2025 there will be continued focus and follow-up to work towards improvements and act on employee input and feedback.

The Employee Engagement Survey is now part of our annual people processes and provides a wealth of information about how our employees feel about working at Van Leeuwen. As part of the employee feedback, a management training has been developed to improve crucial communication skills, as this remains a key



Award won by Heléns

At the annual Halmstad Business Gala, which celebrates regional business success and recognizes achievements in areas such as innovation, sustainability and growth, our Swedish company Heléns Rör received the 2025 Environmental Award. The award acknowledges the company's strong commitment to sustainability and environmental responsibility.



improvement area across many locations. The first sessions of this training – with actors – were well received by managers and were rolled out to most locations in 2025. Additional training sessions are scheduled throughout 2026.

Learning and development

Training/upgrade employee skills

Workday learning is being used globally for both IT, security and compliance trainings, as well as for more tailor-made learnings such as project management. About 75% of all enrolled required trainings has been fully completed.

The blue-collar population of Van Leeuwen also participates

in Workday Learning programs. If they do not have access to computers at their workplace, these trainings are done in classrooms during worktime. Per location, training on specific skills related to the warehouse staff are delivered.

Performance and career development reviews (2025)

All employees of Van Leeuwen are eligible for performance reviews. For a part of our blue-collar population, this is done by local systems based on local (union/works council) requirements.

In 2025, for over 80% of all employees performance reviews in Workday have been set up. In 2025, 80% of these employees completed a full performance cycle (goal setting, mid-year review, and year-end review), including manager assessments and employee acknowledgement. Part of the performance process are questions around (career) development and career interests. Our intention is to continue to grow the percentage of coverage of Workday performance reviews.

Leadership program

Since 2022, we provide a leadership program for our global management teams, based on four modules: Leading in a changing world, Who am I as a leader, How to lead teams,

and How to bring strategy to life through our people. The aim of this program is to support our business by bringing out the best in our leaders, so that we can continue to do business in the most effective way, and inspire our people to thrive in these transformative times. This training has been rolled out to all regional management teams. Follow-up sessions are being designed and will be held as of 2026.

Management training

Aligned with our strategic agenda prioritizing employee development, we have developed a manager training program. This training empowers managers to engage in constructive and genuine conversations with employees in any situation, focusing on optimizing communication skills to motivate, develop, and maximize team performance. Professional actors support the sessions, helping managers practice communication techniques in realistic settings and receive valuable feedback to improve conversations with team members. The training, delivered in the local language, has been successfully implemented in several regions since 2025.



Growth



Van Leeuwen aims to be financially healthy and realize sustainable business growth for the next hundred years. Our growth strategy consists of three main priorities: supporting the local communities by charitable donations, ensuring decent job content, and business ethics.

Van Leeuwen priorities	Key performance indicators	Ambition 2030	Progress 2025
Support the community by charity donations	Charity donation	Significant	<ul style="list-style-type: none"> - The Van Leeuwen Education Foundation selected new, additional projects in 2025 - Van Leeuwen made several charitable donations across the group
Ensure decent job content	Net Employee Promotor Score (eNPS)	eNPS of 20	eNPS of 14
Ensure business ethics	Code of Conduct implemented	95%	Code of Conduct rolled out within the group, central monitoring started up in 2024
	Harassments and Fraud cases	100% of cases reported	Speak up process implemented and communicated in 2023, followed up by continuous awareness initiatives during the following years; part of a recurring compliance program



Supporting the community

Van Leeuwen demonstrates its commitment to the communities in which it operates through donations, sponsorships, and the social engagement of its employees. Throughout 2025, Van Leeuwen companies around the world supported a variety of local initiatives and charitable causes, often involving colleagues directly through sports events or community activities.

Several initiatives focused on raising funds and awareness through participation in sporting events. In Australia, employees completed the South32 Cottesloe Rottneest Channel Swim, while in Sweden Heléns colleagues took part in Blodomloppet in Halmstad, combining fitness with raising awareness for blood donation. In the Netherlands, Van Leeuwen participated in the Verkerkloop charity run and supported Slag om Herstel 2025 ('Rowing for Recovery'), a 200-kilometer rowing relay from Den Helder to the Erasmus Bridge in Rotterdam.

The event involved 32 rowers and four coxswains rowing non-stop for 24 hours, including during the night and under challenging conditions. All participants were either recovering from addiction or had completed a recovery program, making the event a powerful initiative to promote awareness and support recovery.

Van Leeuwen companies also supported local charities through sponsorships and donations. In Canada, Van Leeuwen sponsored an outdoor dog run for the Second Chance Animal Rescue Society (SCARS), a non-profit organization based in Edmonton and Athabasca that rescues dogs at risk of homelessness or euthanasia.

In addition to these initiatives, Van Leeuwen also supports nature and conservation projects. The company adopted Yuna, an Asiatic lioness living at Diergaard Blijdorp zoo in Rotterdam, the Netherlands. By sponsoring Yuna, Van Leeuwen contributes to her well-being and supports broader conservation efforts aimed at protecting the natural habitat of Asiatic lions.

Van Leeuwen also provides structural support to local organizations. For example, the company makes an annual contribution to Arboretum Munnikepark in Zwijndrecht, the Netherlands. Van Leeuwen is a sponsor of the Nature & Landscape Foundation Zwijndrechtse Waard, helping to make nature education accessible to all elementary school children in the Zwijndrechtse Waard region.

Together, these initiatives reflect Van Leeuwen's commitment to making a positive contribution to the communities where its companies and employees are active.





Van Leeuwen Education Foundation

The Van Leeuwen Education Foundation was established in 2024 to mark Royal Van Leeuwen's 100th anniversary. The Foundation promotes equal opportunities by supporting access to quality education in the countries where Van Leeuwen operates.

In 2025, the Van Leeuwen Education Foundation supported a total of 12 initiatives across eight countries, focusing on themes such as career orientation, labor market preparation, literacy education and youth development. Examples include IMC Weekendschool, which helps young people discover future career paths, Room to Read, focusing on literacy education, Let's Read and Play, strengthening basic reading skills, and Phase BE, offering summer and digital academies for young people from challenging backgrounds.

During the year, the Van Leeuwen Education Foundation also expanded its portfolio with four new projects aimed at improving access to education and future opportunities. In Australia, Ganbina empowers Aboriginal and Torres Strait Islander youth aged 5–25 through long-term programs that combine education, training, and pathways to employment. In Turkey, the Van Leeuwen Education Foundation supports Suna's Daughters, which provides girls with a safe environment for their emotional, physical, and educational development, as well as UNHCR's Technical and Vocational Education and Training (TVET) program, offering refugees and returnees access to accredited education aligned with labor market needs. In the Netherlands, the Foundation partners with JINC's NetwerkWijzer program, helping vocational students from disadvantaged backgrounds develop networking skills and improve their access to the labor market.

“The Van Leeuwen Education Foundation reflects Royal Van Leeuwen's commitment to social responsibility, responding to local challenges in its countries. It strengthens socio-economic impact in our communities. Van Leeuwen Education Foundation allows philanthropy to become part of Van Leeuwen's brand identity, reinforcing and adding depth to our slogan **More than tubes.**”

Rien van Gendt,
Chair of the Supervisory Board
Van Leeuwen Education Foundation



Ensuring business ethics



Corporate culture

At Royal Van Leeuwen, conducting business with integrity, transparency and respect for the law remains a fundamental principle. This responsibility applies to everyone across the organization, in all roles and locations. Acting in a manner that conflicts with ethical standards or applicable laws and regulations is incompatible with Van Leeuwen's values and culture.

Our expectations for ethical conduct are formalized in Van Leeuwen's Code of Conduct, which applies to all employees. The Code serves as a key reference for daily decision-making and defines the standards of behavior expected throughout the organization.

The Code of Conduct sets out clear principles and requirements covering a wide range of topics, including the commitment to conducting business in an ethical and responsible manner, respect for human rights, and the promotion of a safe, respectful and inclusive working environment. It also addresses the responsible handling of confidential information, transparency in business relationships, anti-bribery and anti-corruption measures, and our ambition to reduce the environmental impact of our activities.

Compliance with international laws and regulations, as well as fair and honest interaction with customers, suppliers, business partners, and competitors, continues to be a priority for Van Leeuwen. Respect for human rights, social responsibility, sustainability, and regulatory compliance are therefore embedded in our corporate culture. Each employee is individually accountable for upholding these principles, and this responsibility cannot be transferred or delegated.

Code of Conduct and compliance Compliance

As a globally active company, Van Leeuwen interacts with a broad spectrum of suppliers, customers, and partners. This global footprint brings opportunities, but also the responsibility to ensure that our business practices consistently reflect integrity, transparency, and respect for the law.

Preventing breaches of international sanctions regimes, avoiding corruption risks, and adhering to competition rules are essential conditions for maintaining trust in our operations. For this reason, Van Leeuwen has developed a robust compliance framework that guides employees in their daily work and enables the early detection of potential irregularities.

The compliance program focuses on key areas that are particularly relevant to our business model, including competition law, anti-corruption, and sanctions/export-control compliance. These topics receive ongoing attention as global regulatory requirements continue to evolve. Our compliance organization, consisting of the Head of Compliance, an export controls specialist and a network of local compliance, privacy and export-control representatives, supervises the implementation of the program throughout the group. This team supports employees through guidance, trainings, internal communication, and advisory services, ensuring that they understand both legal obligations and internal standards. Their role includes regularly updating policies to reflect new developments and facilitating cooperation across departments and regions.

Code of Conduct, Group Directives and procedural instructions

The Royal Van Leeuwen Code of Conduct is the cornerstone of our ethical framework. It outlines the behavioral and decision-making principles that apply across all regions in which we operate, providing clarity on what is expected from every employee regardless of their role or seniority. Easily accessible on our website and intranet, the Code acts as a daily reference for responsible behavior and helps create a shared culture of integrity.

To ensure these values translate into practical and consistent behavior across the Van Leeuwen group, Van Leeuwen supplements the Code with Group Directives and more detailed procedures. These documents offer guidance on how to evaluate risks and outline the steps employees must take. By continuously updating these documents, we ensure that internal guidance remains aligned with changing legal environments, industry practices and our own expectations.



Conflicts of interest

Conflicts of interest can arise in many different forms, like external employment, significant financial interests, family relationships or informal arrangements. Even the appearance of a conflict can undermine confidence in decision-making processes. Van Leeuwen therefore takes a proactive approach to preventing such situations. Employees are required to report potential conflicts early, allowing the company to assess risks and determine whether specific mitigation measures are needed. This process helps prevent situations in which personal interests could unintentionally influence decisions that should be made solely in the best interest of Van Leeuwen and its customers. Awareness materials and trainings reinforce the importance of transparency and responsible judgement.

Anti-bribery and corruption

Van Leeuwen applies a zero-tolerance policy toward bribery and corruption. Illegal advantages, whether offered, requested or accepted, have no place in the organization. This includes strict adherence to anti-corruption legislation across all jurisdictions where we do business, such as the US Foreign Corrupt Practices Act, the UK Bribery Act 2010, the French Sapin II act and other applicable European legislation. We also expressly prohibit the use of facilitation payments. These rules are embedded in our Code of Conduct and further detailed in Group Directives that explain expectations in practical settings. In 2025, no cases of bribery were reported.

We recognize that the use of external agents can carry enhanced corruption risks. Therefore, Van Leeuwen applies a structured due-diligence and monitoring approach for all external agents. Before entering into cooperation, agents are screened thoroughly and this screening is repeated regularly based on risk. Quarterly activity and payment reports are collected and reviewed, with outcomes shared with the Management Board and the external auditor. In 2025, a total of 22 agents were screened and included in the compliance management reports, and all participated in compliance training developed by Van Leeuwen.

Fair competition

Open and fair competition is a prerequisite for innovation and healthy market dynamics. As a major distributor with a global reach, Van Leeuwen recognizes the responsibility that comes with

its market position. We are committed to respecting competition and antitrust laws wherever we operate and to ensuring that our business practices support fair market behavior.

Our internal policies provide clear guidance on how competition laws apply to various business scenarios, such as interactions with competitors, participation in trade associations or the exchange of market information. These principles are integrated into our compliance trainings and awareness activities. Furthermore, we regularly evaluate the effectiveness of our measures through compliance risk assessments and monitoring programs, supporting continuous improvement, and early detection of potential risks.

Trade sanctions and export controls

International sanctions and export-control regimes are becoming increasingly complex, with frequent updates that require ongoing monitoring. Van Leeuwen has developed systems and processes to ensure that both existing and new business relationships are screened against the relevant sanctions lists. An external software solution supports us by enabling efficient and reliable checks on a large number of (potential) business partners, ensuring that we do not enter into or continue transactions that may violate sanctions laws. Screenings conducted in 2025 across all existing relationships led to the decision to discontinue cooperation with one partner, due to their involvement in activities prohibited under current sanctions regimes. In the same period, more than 450 potential new business partners were screened before engagement. These measures help maintain the company's compliance with global requirements and prevent reputational, financial and operational risks.

Training and awareness

Strengthening compliance awareness remains a central pillar of our prevention strategy. Van Leeuwen offers a range of training formats tailored to different job functions and risk exposures. These include classroom sessions, online trainings, local workshops, and continuous communication via email campaigns, poster, and narrowcasting screens at our sites. The objective is not only to inform employees about rules but also to promote responsible decision-making and a culture where concerns are raised early.

New employees are introduced to our compliance expectations from their first day. They receive the Code of Conduct during onboarding, confirm their understanding of it, and complete mandatory e-learning modules. Depending on their role, this may include additional courses such as Anti-Bribery & Corruption. In 2025, two new e-learning courses were added for the topics Competition Law Compliance and Privacy, completing the basic curriculum for compliance e-learnings. Over 90% of the assigned e-learning modules were completed.

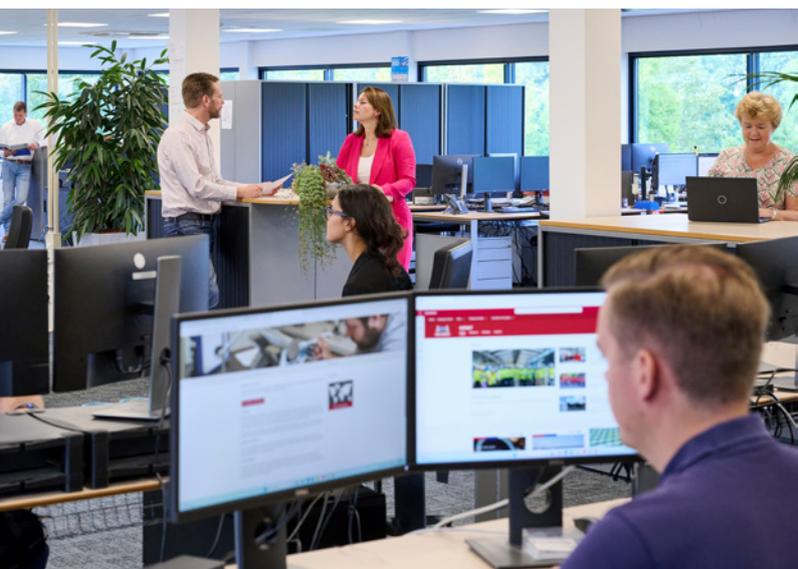
Risk assessment and monitoring

Risk assessments are conducted regularly across Van Leeuwen's operating companies to map potential compliance vulnerabilities. Together with local management teams, the compliance function reviews the likelihood and potential impact of risks and determines whether current controls are sufficient. This approach helps align risk management with actual operational developments and emerging regulatory trends. Complementary to these assessments, compliance monitoring activities are performed as part of the Internal Audit program. These monitoring activities enable a more detailed review of specific risk topics and support continuous strengthening of our compliance controls.



Speak Up

An accessible and trustworthy whistleblowing system is crucial for identifying potential misconduct. Van Leeuwen's Speak Up channel is open to employees, suppliers, customers, partners, and other stakeholders who may wish to report concerns confidentially. The system allows individuals to raise suspected violations without fear of retaliation. Our whistleblower directive outlines how reports are processed, how confidentiality is guaranteed and how the rights of reporters are protected. Awareness campaigns and dedicated training explain how and when the channel should be used. In 2025, 10 reports were received, of which one did not contain sufficient information to allow follow-up. The remaining nine cases were addressed appropriately, with corrective actions taken where necessary.



Partners & Suppliers



One of our most significant sustainability challenges remains the reduction of emissions embedded in the steel pipes and tubes we distribute. The Scope 3 emissions account for the largest share of our carbon footprint. As we do not manufacture steel ourselves, meaningful progress depends on close collaboration with our suppliers and partners across the value chain.

We actively engage with steel producers to stimulate the transition toward lower-carbon production methods. These discussions are accompanied by concrete initiatives within the supply chain aimed at reducing CO₂ emissions, particularly in primary steel production. While the pace of transformation is influenced by geopolitical developments, regulatory uncertainty, and economic conditions, several leading producers are making substantial investments in breakthrough technologies. It is essential for Van Leeuwen to remain closely aligned with these frontrunners to ensure availability of low-carbon products for our customers.

The European steel industry remains a major source of emissions, accounting for approximately 5% of total EU emissions. In line with the European Green Deal, the sector has committed to reducing carbon emissions by 55% by 2030 compared to 1990 levels and to achieving full climate neutrality by 2050 at the latest. Meeting these ambitious targets requires a substantial acceleration in the production of CO₂-reduced steel.

This transition is driven by the scaling up of breakthrough technologies such as electric arc furnaces (EAF), direct reduced iron (DRI), increased use of scrap materials, renewable energy integration, and more circular production models. While these developments require significant investment, momentum across the sector continues to build. Our tube suppliers share our ambition to accelerate this transition. As a result, we are increasingly able to offer pipes and tubes with significantly lower embedded carbon compared to conventionally produced steel.

Expanding our portfolio of CO₂-reduced steel products

Van Leeuwen continues to expand its portfolio of CO₂-reduced steel pipes and tubes available directly from stock. Through our partnership with ArcelorMittal Europe – Tubular Products, we supply low-carbon steel tubes produced under the XCarb® label. These products are manufactured using high scrap content and renewable electricity in electric arc furnaces and can achieve CO₂ reductions of up to 75% compared with

Van Leeuwen priorities	Key performance indicators	Ambition 2030	Progress 2025
Minimize Scope 3 footprint via commitment from and excellent cooperations with suppliers & partners	Sustainability KPI's in our supplier audits	100%	In progress to implement sustainability KPI's as part of our supplier audit program. Sustainability is an integral part of our supplier selection process
	% CO ₂ emissions per ton steel	Reduce our CO ₂ emissions for our key suppliers	Contracts for sourcing of CO ₂ reduced steel signed in 2023, Van Leeuwen Impact brand introduced in 2024
Responsible sourcing & supply chain management	Secure business ethics and due diligence in value chain	80% of sourcing covered by Supplier Code of Conduct or equivalent	In 2025, over 80% of supplier spend was covered by the Supplier Code of Conduct or equivalent

traditional blast furnace production routes. During 2025, the available size range was further extended to include larger diameter welded pipes in circular, square, and rectangular formats, enabling us to meet the majority of steel construction requirements with lower-carbon alternatives. In addition, we expanded our sourcing of CO₂-reduced tubes from Tubos Reunidos, further strengthening our sustainable product offering.

We also continue our cooperation with Benteler Steel/Tube for the supply of seamless cold-drawn tubes made from low-emission steel. These hydraulic and pneumatic line tubes, used in demanding applications such as agricultural and construction machinery, combine high technical performance with a substantially reduced carbon footprint. By using recycled input materials and renewable energy sources in production, emissions can be reduced by up to 75% compared to conventional blast furnace steelmaking. Through these partnerships and portfolio expansions, we are increasing the availability of lower-carbon steel solutions and supporting our customers in reducing their Scope 3 emissions.

Minimize the Scope 3 footprint

Van Leeuwen is committed to reducing its carbon footprint across the entire value chain, which includes addressing Scope 3 emissions generated by our suppliers. Scope 3 emissions, representing indirect emissions that occur in our supply chain, are a critical focus of our climate change mitigation strategy.

Over recent years, we have achieved substantial reductions in our Scope 1 and Scope 2 emissions. However, it is important to note that these emissions together account for less than 1% of Van Leeuwen's total CO₂ footprint. Despite their relatively small share, we will continue our efforts to further reduce Scope 1 and 2 emissions in the coming years to reach our net zero target. Our efforts will in particular focus on lowering natural gas consumption and transitioning our fleet of trucks and cars toward renewable fuels.

Our Scope 3 emissions decreased compared with 2024. The reduction is primarily driven by lower CO₂ emissions associated with purchased steel, reflecting both a lower level of business activity and the product mix sold in 2025 relative to





the previous year. Emissions from purchased steel are calculated using Environmental Product Declaration (EPD) values whenever these are available from our suppliers. In cases where EPDs are not provided, we apply benchmark data from World Steel and Ecoinvent to ensure consistent and reliable calculations.

The transition to increase our purchase and sales of CO₂ reduced tubes are ongoing. At this stage, the shift has not yet had a measurable impact on our total Scope 3.1 emissions, but this area will be a key focus in the coming years. Strengthening our collaboration with suppliers and customers will be essential to reducing emissions from both the steel we purchase and deliver.

Transport remains our second-largest source of Scope 3 emissions. In 2025, reported emissions from transport increased compared with 2024. This rise is attributable to improvements and changes in our reporting methodology. By refining our data collection and calculation processes, we now have more accurate and comprehensive insights into our transport-related emissions.

During the year, we implemented a sustainability reporting tool, through which all CO₂ emission data is now reported. Throughout the implementation, data input and analysis phases, we have

worked to optimize and refine our reporting processes, ensuring high-quality and reliable emissions data across all scopes.

To contribute to global climate objectives and align with our commitment to sustainable operations, we have set a clear target to reduce CO₂ emissions from our key suppliers by 20% by 2030. Within our total Scope 1–3 emissions profile, Scope 1 and 2 emissions account for less than 1%. The vast majority of our carbon footprint is generated upstream in our value chain, primarily through the production of steel (Scope 3). Addressing these emissions is therefore essential to achieving meaningful impact. At the same time, we recognize that reducing upstream emissions is a complex, long-term process requiring substantial technological change and investment by steel producers.

The key suppliers included in this target were selected based on their material contribution to our procurement spend and associated supply chain emissions. Together, they represent a significant share of the raw materials and services on which our operations depend. Focusing on these suppliers allows us to concentrate our efforts where we can drive the greatest emissions reductions.

Scope 1 and 2 emissions (CO ₂ measured in tons)	2025	2024	2023
Scope 1 - total	2,364	2,275	2,726
Scope 2 - total	-1,361	-711	2,851
Total emissions Scope 1 and 2	1,003	1,564	5,577
Scope 3 emission (CO ₂ measured in tons)			
1a. Purchased goods and services – Steel	1,194,747	1,223,634	1,358,145
1b. Purchased goods and services – Other	4,836	4,836	4,366
2. Capital goods	2,993	5,968	5,978
3. Fuel- and energy related activities (add, Scope 1 or Scope 2)	307	307	344
4. Upstream transportation and other logistics operations	51,797	30,319	32,589
5. Waste generated in operations	406	23,127	26,980
6. Business travel (only flights)	510	1,012	1,059
7. Employee commuting	2,580	2,723	2,741
8a. Upstream leased assets - CARS	911	1,630	1,718
8b. Upstream leased assets - Buildings	15	700	700
9. Transportation of sold products	25,295	27,131	29,495
Scope 3 - total	1,284,396	1,294,256	1,434,619
Scope 1, 2 and 3 - total	1,285,399	1,295,820	1,440,196

The Scope 3 CO₂ emissions have been calculated in accordance with the Greenhouse Gas Protocol technical guidance for calculating Scope 3 Emissions.



To support the 20% reduction target, we actively engage with these suppliers to encourage and accelerate the adoption of lower-carbon production methods. This includes improving energy efficiency, increasing the use of renewable energy, optimizing logistics, and investing in low-emission steelmaking technologies. We maintain structured dialogue and collaboration to align reduction pathways with recognized climate frameworks and industry standards.

Emissions performance is increasingly embedded in our supplier management processes. Carbon reduction targets and transparency requirements are incorporated into supplier evaluations and contractual agreements where appropriate. Our Responsible Sourcing Policy and Supplier Code of Conduct prioritize partners who demonstrate measurable progress in reducing their carbon footprint.

We monitor supplier progress on an annual basis as part of our sustainability reporting cycle. Through this focused approach, we aim to significantly reduce the carbon intensity of our supply chain by 2030 and make tangible progress toward our long-term ambition of carbon neutrality. This Scope 3 target underscores our commitment to addressing emissions across our entire value chain and working in partnership with suppliers to enable a lower-carbon future.

As a distribution company, transport by sea, road, and rail is at the core of our daily operations. These services are mostly provided by our logistics partners and therefore fall under Scope 3 emissions. The introduction of HVO biofuels in 2023 marked an important step in reducing the use of conventional diesel and fuel oils with our forwarders. During 2025, we have taken further steps to reduce transport emissions and increase the use and share of renewable fuels. Transport remains one of the most significant contributors to our total CO₂ emissions, which is why it continues to be a strategic priority within our sustainability agenda. Key focus areas together with our forwarders include shifting to transport using renewable fuels, optimizing load factors, and improving transport route planning.

Responsible sourcing

Van Leeuwen is also committed to responsible sourcing as an integral part of its sustainability strategy. We recognize that the materials and products we procure have a significant impact on the environment. As a result, we have developed a responsible sourcing policy that aligns with international standards, including

the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises.

Our responsible sourcing approach is built on three core pillars: ethical business practices, environmental stewardship, and social responsibility. We work closely with our suppliers to ensure they meet our high standards in these areas. This includes rigorous screening and assessment of suppliers on criteria such as labor rights, environmental impact, and compliance with legal and regulatory frameworks. Van Leeuwen prioritizes partnerships with suppliers who share our commitment to ethical practices and continuous improvement.

We also work on reducing the environmental impact of our supply chain. This involves sourcing materials that are produced using sustainable practices, minimizing waste, and seeking suppliers who actively work to reduce their carbon footprint. Our goal is to ensure that our sourcing decisions contribute to the mitigation of climate change and the preservation of natural resources. As of 2023, we have started embedding sustainability into our procurement process. All our procurement procedures have been updated, including ESG into our supplier selection criteria with a compliance and sustainability check for our new suppliers.

Van Leeuwen requires all suppliers to adhere to our Supplier Code of Conduct, which outlines expectations related to labor practices, environmental management, and ethical business conduct. At the end of 2025, over 80% of our key suppliers have confirmed to abide by our Supplier Code of Conduct or an equivalent. We regularly engage with our suppliers through audits, assessments, and ongoing dialogue to ensure compliance and foster transparency.

To further support responsible sourcing, we are working towards greater traceability in our supply chain, allowing us to track the origin of key materials and assess the sustainability of their production. By integrating responsible sourcing into our procurement processes, we not only protect the integrity of our supply chain but also contribute to a more sustainable and ethical global economy.

Our progress in responsible sourcing is regularly reviewed by our cross-functional sustainability team, and updates are shared in our annual Sustainability Report. We are committed to ongoing improvement and ensuring that our sourcing practices align with our broader sustainability goals and values.

Van Leeuwen Impact



In 2024, Van Leeuwen launched its own brand for CO₂-reduced steel pipe and tube products: Van Leeuwen Impact. This umbrella brand represents a new line of CO₂-reduced steel pipes and tubes manufactured by a range of esteemed European pipe and tube manufacturers. With Van Leeuwen Impact, we support the decarbonization ambitions of both our suppliers and customers across the steel pipe and tube value chain. Customers are increasingly seeking sustainable solutions. Van Leeuwen Impact enables customers to reduce the embedded carbon footprint of their projects without compromising on product quality, technical performance, or reliability.

Van Leeuwen Impact steel pipe and tube products are sourced from manufacturers that share Van Leeuwen's dedication to sustainability. The Van Leeuwen Impact brand offers a sustainable alternative for and/or addition to traditional steel pipes and tubes, allowing businesses to achieve their goals while minimizing their environmental impact. By choosing Van Leeuwen Impact, businesses can demonstrate their commitment to a more sustainable future.

The portfolio already includes a broad range of products with significant CO₂ reductions compared to conventional production, including:

- Seamless hot-rolled tubes
- Cold-drawn seamless tubes
- Seamless precision hydraulic and pneumatic line pipes (HPL)
- Welded tubes
- Welded hollow sections

Products are available from stock or on request for specific project applications, and the portfolio continues to expand. This makes Van Leeuwen Impact suitable for a wide range of applications within the Industry and Energy market segments. The reduced CO₂ values are transparently documented in cooperation with manufacturers through Environmental Product Declarations (EPDs) or Product Carbon Footprints (PCFs). By combining CO₂-reduced materials with net-zero logistics and efficient operations, customers can further decrease total project emissions.

Many of our customers are actively reducing their carbon footprint. Van Leeuwen Impact products are already being applied in infrastructure, mobility, industrial and public space projects across Europe. For example, CO₂-reduced tubes supplied by Kindlimann AG are used by BURRI public elements AG in Switzerland for the production of the iconic Landi Bench. In Sweden, our company Hé lens supplies mobility and road safety customers with CO₂-reduced tube solutions for essential infrastructure projects. Across multiple countries, these materials are contributing to more sustainable public installations and industrial applications.

While Van Leeuwen Impact covers a broad range of standardized dimensions, many projects require tailored specifications. Through close collaboration with suppliers and customers, Van Leeuwen identifies suitable CO₂-reduced material options that meet both sustainability objectives and technical project requirements. By combining technical expertise with transparent environmental data, such as EPDs and PCFs, we enable customers to reduce embedded carbon without compromising on quality, safety, or performance.

In addition to the Van Leeuwen Impact brand, Van Leeuwen offers a broader portfolio of CO₂-reduced steel tubes. While Van Leeuwen Impact products meet defined sustainability and documentation criteria, other product groups also provide significant CO₂ reductions compared to conventionally produced carbon steel. This broader offering gives customers flexibility in aligning sustainability ambitions with technical and commercial considerations.



Appendices

Basis for preparation

Scope of the report

The scope of this report is consistent with the annual report, as filed with the chamber of commerce in NL under number 23038035. The non-financial information from the investment in Polarputki Oy is excluded from this report. On 30 June 2025, Royal Van Leeuwen acquired 100% of the shares of the Danish company Dan-Equip A/S, a leading trading company in the Offshore and Energy segment based in Esbjerg, Denmark.



About this report

The report is prepared on the standards as issued by the Global Reporting Initiative (GRI) and for the topics that are considered material for Van Leeuwen. The information in the disclosures has been included as the information is available.

The report is prepared for the first time over 2023 and includes information from the three previous years, whenever the information was available. This year's report contains restatements from previously reported information.

These restatements relate to two areas:

- Scope 1: Natural gas consumption: Earlier emissions have been recalculated due to the availability of new and more accurate data.
- Scope 3: Purchased goods and services: We have updated our calculation methodology, which affects the comparability with previously published figures.

The emissions from purchased steel are calculated using Environmental Product Declaration (EPD) values whenever these are available from our suppliers. In cases where EPDs are not provided, we apply benchmark data from World Steel and Ecoinvent to ensure consistent and reliable calculations. We have aligned the last three years' emissions from the purchased steel into the same way of accounting to have them comparable.

During the year, we implemented a new sustainability reporting tool, through which all CO₂ emission data across all scopes is now reported. As part of the implementation process, including data input, validation, and analysis, we have worked to optimize and refine our internal reporting procedures to ensure high-quality and reliable emissions data.

This also provides us with the opportunity to further develop our transport reporting. With the new sustainability reporting tool, we are able to report our transport CO₂ emissions in a more precise and standardized way. As a distributor operating across many locations and countries, using different modes of transport and a wide variety of forwarders, transport represents a significant share of our total CO₂ emissions. The new system therefore enables us to further improve the quality and consistency of our reporting.

The report was not subject to external assurance, as this report has been prepared as part of our strategy to be ready to report in accordance with the CSRD. For any questions regarding the content of the report, please use the contact information as available on the website www.vanleeuwen.com.

GRI Content index table

Statement of use	Van Leeuwen has reported the information cited in this GRI content index for the period over 2025 aligned with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	Disclosure	Reference	Comments	
GRI 2: General Disclosures 2021	2-1	Organizational details	This is Van Leeuwen	
	2-2	Entities included in the organization's sustainability reporting	Scope of the report	
	2-3	Reporting period, frequency and contact point	About this report	
	2-4	Restatements of information	About this report	
	2-5	External assurance	About this report	
	2-6	Activities, value chain and other business relationships	This is Van Leeuwen	
	2-7	Employees	Our People	
	2-8	Workers who are not employees	Our People	
	2-9	Governance structure and composition	Organization & Governance	
	2-10	Nomination and selection of the highest governance body	Organization & Governance	
	2-11	Chair of the highest governance body		Refer to annual book 2025
	2-12	Role of the highest governance body in overseeing the management of impacts		Refer to annual book 2025
	2-13	Delegation of responsibility for managing impacts	Organization & Governance	
	2-14	Role of the highest governance body in sustainability reporting	Organization & Governance	
	2-15	Conflicts of interest	Ensuring business ethics	
	2-16	Communication of critical concerns	Speak Up	
	2-17	Collective knowledge of the highest governance body	Supervisory Board	
	2-18	Evaluation of the performance of the highest governance body		The performance of the supervisory board is responsibility of the shareholder and formalized by the Annual General Meeting.
	2-19	Remuneration policies		For confidentiality reasons, the data is not disclosed in this report
	2-20	Process to determine remuneration		
	2-21	Annual total compensation ratio		
	2-22	Statement on sustainable development strategy	Sustainability strategy	
	2-23	Policy commitments	Ensuring business ethics	
	2-24	Embedding policy commitments	Ensuring business ethics	
	2-25	Processes to remediate negative impacts	Ensuring business ethics	
	2-26	Mechanisms for seeking advice and raising concerns	Speak Up	
	2-27	Compliance with laws and regulations	Compliance	
	2-28	Membership associations	No significant role in industry associations or advocacy organization beyond normal memberships.	
	2-29	Approach to stakeholder engagement	Stakeholder Dialogue	
	2-30	Collective bargaining agreements	Collective labor agreements	
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality assessment	
	3-2	List of material topics	Materiality assessment	
	3-3	Management of material topics	Materiality assessment	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Anti-bribery and corruption	
	205-2	Communication and training about anti-corruption policies and procedures	Anti-bribery and corruption	
	205-3	Confirmed incidents of corruption and actions taken		Not incidents of corruption have been identified.
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Fair competition	No legal actions for anti-competitive behavior, anti-trust, and monopoly practices.
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Resource use and waste management	
	301-2	Recycled input materials used		
	301-3	Reclaimed products and their packaging materials		

GRI STANDARD	Disclosure	Reference	Comments	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy consumption	
	302-2	Energy consumption outside of the organization		
	302-3	Energy intensity		
	302-4	Reduction of energy consumption		
	302-5	Reductions in energy requirements of products and services		
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	GHG Direct emissions (Scope 1)	
	305-2	Energy indirect (Scope 2) GHG emissions	GHG Indirect emissions (Scope 2)	
	305-3	Other indirect (Scope 3) GHG emissions	Minimize the Scope 3 footprint	
	305-4	GHG emissions intensity	GHG Emissions intensity	
	305-5	Reduction of GHG emissions	Emissions Reduction Achievements	
	305-6	Emissions of ozone-depleting substances (ODS)		No significant impact identified for Van Leeuwen
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		No significant impact identified for Van Leeuwen
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Resource use and waste management	
	306-2	Management of significant waste-related impacts		
	306-3	Waste generated		
	306-4	Waste diverted from disposal		
	306-5	Waste directed to disposal		
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Responsible sourcing	
	308-2	Negative environmental impacts in the supply chain and actions taken	Responsible sourcing	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	People in numbers	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Preparing for Pay Transparency and Pay Equity Reporting	
	401-3	Parental leave		
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Safety A Must	
	403-2	Hazard identification, risk assessment, and incident investigation		
	403-3	Occupational health services		
	403-4	Worker participation, consultation, and communication on occupational health and safety		
	403-5	Worker training on occupational health and safety		
	403-6	Promotion of worker health		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8	Workers covered by an occupational health and safety management system		
	403-9	Work-related injuries		
	403-10	Work-related ill health		
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Learning and development	
	404-2	Programs for upgrading employee skills and transition assistance programs		
	404-3	Percentage of employees receiving regular performance and career development reviews		
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Gender diversity	
	405-2	Ratio of basic salary and remuneration of women to men	Preparing for Pay Transparency and Pay Equity Reporting	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Collective labor agreements/ Freedom of association and collective Bargaining policy	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Responsible sourcing	
	414-2	Negative social impacts in the supply chain and actions taken	Responsible sourcing	

List of participating interests

The companies in which Van Leeuwen has a participating interest, either directly or indirectly (interest in percentage):

Legal Name	City & Country	Share Holding
Van Leeuwen Nederland B.V.	Zwijndrecht - Netherlands	100
P. van Leeuwen jr.'s Buizenhandel B.V.	Zwijndrecht - Netherlands	100
Van Leeuwen Stainless B.V.	Beesd – Netherlands	100
Van Leeuwen Precisie B.V.	Deventer - Netherlands	100
Van Leeuwen Buizen Europa B.V.	Zwijndrecht - Netherlands	100
N.V. Van Leeuwen Buizen België	Vilvoorde – Belgium	100
Van Leeuwen Tubes SAS	Mezieu – France	100
Normydro S.à.r.l.	La Madeleine de Nonancourt – France	100
Van Leeuwen Limited	Brierley Hill - United Kingdom	100
Van Leeuwen Tubes Ltd	Brierley Hill - United Kingdom	100
Wheeler Precision Ltd	Brierley Hill - United Kingdom	100
Van Leeuwen Holdings Limited	Bolton - United Kingdom	100
Van Leeuwen Holding Deutschland GmbH	Duisburg – Germany	100
Van Leeuwen Distribution International GmbH	Duisburg - Germany	100
Van Leeuwen Process & Power GmbH	Essen - Germany	100
Van Leeuwen Italia S.p.A.	Trezzano – Italy	100
Heléns Rör AB	Halmstad - Sweden	100
Heléns Rör Fastighets AB	Halmstad – Sweden	100
Heléns Rør A/S	Middelfart - Denmark	100
Heléns Rør AS	Oslo – Norway	100
Polarputki Oy	Helsinki- Finland	50
Kindlimann AG	Tobel-Tägerschen – Switzerland	100
UAB Van Leeuwen Lithuania	Vilnius - Lithuania	100
Dan-Equip A/S	Esbjerg – Denmark	100
Van Leeuwen Central Europe B.V.	Zwijndrecht - Netherlands	100
Van Leeuwen Distribution Poland Sp. z.o.o.	Dąbrowa Górnicza - Poland	100
Van Leeuwen Czech Republic s.r.o.	Vyškov - Czech Republic	100
Van Leeuwen s.r.o.	Bratislava - Slovakia	100
Van Leeuwen Production Slovakia s.r.o.	Pusté Úľany - Slovakia	100
Van Leeuwen Österreich GmbH	Vienna - Austria	100
Van Leeuwen Hungary Kft.	Vecsés - Hungary	100
SC Van Leeuwen Romania S.R.L.	Municipal Slatina - Romania	100
Van Leeuwen Ukraine LLC	Lviv - Ukraine	100
Van Leeuwen Pipe and Tube d.o.o.	Šentjanž pri Dravogradu - Slovenia	100



Legal Name	City & Country	Share Holding
Van Leeuwen Pipe and Tube North America B.V.	Zwijndrecht - Netherlands	100
Van Leeuwen Pipe and Tube (Canada) Inc.	Edmonton - Canada	100
Van Leeuwen USA LLC	Houston - United States	100
Van Leeuwen Pipe and Tube LLC	Houston - United States	100
Van Leeuwen MRO and Services LLC	Houston - United States	100
Van Leeuwen Pipe and Tube Asia Pacific B.V.	Zwijndrecht - Netherlands	100
Van Leeuwen Pipe and Tube (Singapore) Pte. Ltd.	Singapore - Singapore	100
Van Leeuwen (Shanghai) Pipe and Tube Co., Ltd	Shanghai - China	100
Van Leeuwen Pipe and Tube (Malaysia) Sdn. Bhd.	Kuala Lumpur - Malaysia	28
Van Leeuwen Tube (Malaysia) Sdn. Bhd.	Kuala Lumpur - Malaysia	100
Van Leeuwen Pipe and Tube (Thailand) Ltd.	Bangkok - Thailand	100
PT Van Leeuwen Distribution Indonesia	Jakarta - Indonesia	100
Van Leeuwen Australia Holding PTY Ltd	Sydney - Australia	100
Van Leeuwen Pipe and Tube Australia PTY Ltd	Sydney - Australia	100
Van Leeuwen Pipe and Tube Western Australia PTY Ltd	Sydney - Australia	100
Bergstaal B.V.	Zwijndrecht - Netherlands	100
Buisleeuw International B.V.	Zwijndrecht - Netherlands	100
Van Leeuwen Pipe and Tube Gulf FZE	Dubai - UAE	100
Van Leeuwen Pipe and Tube (Middle East) LLC	Abu Dhabi - UAE	49
Van Leeuwen Pipe and Tube Arabia WLL	Doha - Qatar	40
Van Leeuwen Pipe and Tube Global Contracts B.V.	Zwijndrecht - Netherlands	100
Van Leeuwen Distribution Boru Sanayi ve Ticaret Limited Şirketi	Cayirova/Kocaeli - Türkiye	100
PT Van Leeuwen Pipe and Tube Indonesia	Jakarta - Indonesia	100

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